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RESEARCH PAPER

Unravelling the Symphony of High-Performance Work Systems from Commitment to Satisfaction, Readiness for Change, and Beyond

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ABSTRACT

Exploring the intricate landscape of organizational behavior, this study untangles HPWS dynamics in terms of commitment, satisfaction, readiness for change and performance. A rigorous quantitative method was used in this research that relied on data drawn from 290 HR professionals and middle to lower-management employees of different industries such as Pharma, IT, Retail and Banking. Our results tell a complex story that shows how HPWS affects Effective Commitment and Job Satisfaction. Interestingly, Effective Commitment proves to be the mediator which influences the HPWS-Readiness for Change relationship. As organizational landscapes continue to change, the study not only fills some of the gaps that we have in present-day research but also can be considered as a standard for upcoming research. The study provides a strategic perspective for managers, policymakers and HR practitioners as the resulting study depicts how HPWS arranges an orchestra of organizational success which alludes to fine-tuning in creating commitment, satisfaction, and adaptive readiness dynamics.

KEYWORDS Effective Commitment, Employee Performance, HPWS, Job Satisfaction, Readiness for Change

Introduction

With the adoption of HPWS, there has been a radical transformation in the developing organizational terrain. This means a knowledge management strategy aimed at enhancing employee performance, commitment, satisfaction and willingness to change (Shin & Konrad 2017). The goal of this study is to unravel the complex nature of High-Performance Work Systems and their strong relationship with job satisfaction, and employee commitment that leads to readiness for change and improves employee performance.

High-Performance Work Systems incorporate a wide range of human resource practices designed to promote employee skills, enhance motivation, and increase participation (Kloutsiniotis& Mihail 2020). About commitment, scholars have established a positive relationship between HPWS and effective commitment wherein the institutions that create an environment of high-performance culture are likely to develop committed employees (Andersén& Andersén 2019). Employee commitment that is manifested through attachment and identification with firm objectives can be viewed as an effective precursor to change readiness (Martinaityte et al., 2019). This reasoning supports the conclusion by Islam et al., (2021), that employees with higher levels of affective commitment are more likely to accept a positive attitude towards organizational changes.

The main issue for this study is to assess the relationship between employees' willingness towards organizational change and its influence on employees' performance. As for the changes that occur within an organization, employees' willingness to cooperate is a significant factor in how successful organizational change attempts will be (Alqudah et al., 2022). The literature focuses on the importance of understanding how changes in employees' performance relate to their acceptance of change (Haffar et al., 2019; Eliyana & Ma'arif, 2019). However, this further requires a study of empirical nature to be conducted in various organizational settings.

Secondarily, the research intends to analyze in detail how HPWS relates to employee satisfaction and readiness for change. To what extent do High-Performance Work Systems affect employees' readiness for change and performance, and further advance our knowledge about the complicated organizational dynamics shaped by high-performing HR practices? Employee job satisfaction as a result of High-Performance work systems is also hypothesized to have a substantial impact on employee general well-being and loyalty (Hoyng & Lau, 2023).

This study is significant in that it can provide organizational experts and leaders with detailed relationships affected by HPWS. Through addressing the gap in the literature, this research aims to contribute meaningful insights that could guide strategic decisions and enhance an organization's productivity while promoting employees' well-being in modern working environments. Through this study, we seek to increase the ability of companies to cope with operational complexities in a global environment for sustainable success and growth by understanding these subtle interrelationships between the study variables.

Literature Review

In this section of the study, we discuss theoretical foundations based on established theories and present interpretative relationships between factors if any are evident from existing literature.

Theoretical Background

This research focuses on High-Performance Work Systems (HPWS) and their effects on various employee outcomes. The HPWS may be described as a holistic complex of human resource practices that are aimed at developing employees' skills, motivation and engagement implying scientific interest (Jewell et al., 2021). Many studies discuss the positive correlations between HPWS adoption and engagement in different outcomes such as employee commitment and job satisfaction (Martinaityte et al., 2019). Teo et al. (2020) noted that the companies interested in HPWS have a common feature: they value employee development, collaboration as well as rewards based on functional incentives creating a positive working atmosphere.

In terms of employee commitment, researchers have proposed that organizations adopting HPWS promote a sense of organizational commitment among the employees (Kloutsiniotis & Mihail, 2020). Employee devotion, evident in emotional connection and accord with organisational objectives is especially influenced by high-performance practices (Kaushik & Mukkerjee, 2021). Also, High-Performance Work Systems implementation has been shown to correlate with employee job satisfaction which proves how enriched job designs were developed through many skills and autonomy; thus they increase their overall positive attitude towards work.

In terms of organizational change, High-Performance Work Systems help affect employees' willingness and readiness for change (Cooke et al., 2019). Companies that advocate for a performance-based culture recruit employees with proactive attitudes towards change initiatives (Tan, 2019). The literature also identifies the readiness for change as one of the prerequisites to successful transformation in business (Hussain & Papastathopoulos, 2022). There is no denying that HPWS affects employee performance, whereby scholars propose a positive relationship between the implementation of high-performance practices and enhanced individual or organizational outcomes (Ismail et al., 2020).

The research is rooted in Expectancy Theory, which provides a framework for understanding the motifs governing High-Performance Work Systems. As claimed by the Expectancy Theory, "people's actions are influenced when one believes that his or her effort can produce desired results" (Lee 2019). In the setting of HPWS, employee motivation to participate in high-performance behaviours may be based on their view that there is a relationship between the effort they provide and its utilization (Kloutsiniotis& Mihail.,2020).

Similarly, the concept of psychological contract theory is crucial to this study since it reveals underlying obligations and expectations between employees and businesses. The psychological contract also gets support from HPWS as it shows organizational commitment to employee development through quality training and recognizing employee performance (Kloutsiniotis & Mihail, 2018). The two-way nature of this contract is likely to inform employee attitudes and behaviours.

Human Capital Theory adds another layer to the theoretical foundation of our study. This theory provides a general perspective on how investments in employee capabilities and competencies lead to overall organizational success (Witasari & Gustomo, 2020). High-Performance practices, which focus on employee development and knowledge enhancement, support the ideas of Human Capital Theory (Kaushik & Mukkerjee 2022). The theory suggests that organizations can achieve better overall performance through the strategic development of human capital investment (Marginson, 2019).

Therefore, the conceptual foundation of this research is based on Expectancy Theory, Psychological Contract Theory and Human Capital Theory. These prominent theories as a whole contribute to the investigation of relationships between HPWS and key employee outcomes, acting as an encompassing lens for analyzing high-performance practices in organizational settings

Theoretical Development of Hypotheses

High-Performance Work Systems and Effective Commitment

Relatively, an intricate chemistry between High-Performance Work Systems and Effective Commitment generates a great deal of attention in organizational studies (Jewell et al., 2022). High-Performance Work Systems – a set of human resource practices designed to improve employee skills, motivation and involvement is said to develop commitment in employees (Kloutsiniotis & Mihail 2019). Likewise, committed engagement is an influential factor in the promotion of a devoted and engaged workforce (Saputra & Mahaputra, 2022), and depends on emotional attachment toward organizational goals.

Supporting studies have maintained that the implementation of HPWS demonstrates to workers openly how much the business cares about them as individuals. In turn, this investment provides a mutual commitment displayed by employees with a sense of responsibility and loyalty to the company (Dorta-Afonso et al., 2021). Within the High-Performance Work Systems framework, a combination of goal congruity between personal and business goals is posited to increase positive work environment characteristics leading to employees' affective attachment to their workplace (Alqudah et al., 2022).

However, this connection is not devoid of differences and possible complications. Critiques have pointed out that the efficacy of High-Performance Work Systems in creating Effective Commitment may depend on aspects such as organizational culture, leadership style and perception by employees (Han et al., 2020). Companies that introduce HPWS without employee interests at heart might be viewed as cynical and, thus, have a weaker relationship between HPWS and Effective Commitment (Andersen & Andersen 2019).

Likewise, the impact of HPWS on Effective Commitment may vary across different industries and organizational structures (Alqudah et al., 2022). What works best in one context may not necessarily translate impeccably to another, highlighting the need for an extensive understanding of the organizational context.

H1: High-Performance Work Systems have a significant and positive relationship with effective commitment.

High-Performance Work Systems and Job Satisfaction

There is much debate regarding the relationship between HPWS and Job Satisfaction. While on one side, there is tremendous excitement towards the anticipated benefits; however, also scepticism about its actual effect exists. The proponents of HPWS argue that the different components such as employee involvement, skill development and performance appraisals have a positive impact on Job Satisfaction (Miao et al., 2021). This view holds that by creating a workplace which encourages employees to feel pride driven by accomplishment and satisfaction, HPWS nurtures an environment characterized by achievement.

Supporters argue that High-Performance Work Systems (HPWS) have a positive effect on job satisfaction, as they enhance performance, promote skill development and match with organizational goals. However, critics warn of unfavourable results, such as increased stress or burnout (Miao and Cao 2019). These contrasting views highlight the need for a comprehensive empirical investigation to reveal accurate effects of HPWS on job satisfaction.

H2:High-Performance Work Systems have a significant and positive relationship with Job Satisfaction.

Effective Commitment and Readiness for Change

Within the scholarly discourse, it is important to discuss the relationship between Effective Commitment and Readiness for Change as one of the crucial aspects of organizational dynamics. Proponents argue that strong effective commitment employees, who have an emotional connection and fit with organizational values, would be more likely to approach change initiatives with a positive attitude (Haffar et al., 2019). This implicit connection between commitment and organizational goals results in a keen sense of loyalty, enthusiasm, and openness to change (Thien 2019). This alignment is

considered an essential element for the successful performance of organizational transformations (Hameed et al., 2019; Haffar et al., 2019).

When considering the intricacy of their relationship, it is clear that this connection needs a thorough analysis (Alqudah et al., 2022). However, Readiness for Change has paramount importance; it allows organizations to cope with the ongoing changes in business operations and increase their adaptability while coming up with new solutions (Jung et al., 2020). However, some researchers doubt the positive effect of Effective Commitment on Readiness for Change since it depends not only on this factor but also on numerous contextual issues (Errida & Lotfi 2021; Olafsen et al., 2021). Critics point out that an overwhelming commitment may lead to resentment against change, especially when employees believe the changes proposed are contrary to their values (Peng et al., 2021).

The connection between Effective Commitment and readiness for change can be defined by the peculiarity of the particular kind of alteration (Srivastava & Agrawal, 2020). However, some academics suggest that Effective Commitment may improve preparedness for specific kinds of transformation only (Prastiti, 2021; Zainun et al., 2020). While there is consensus on the positive link between Effective Commitment and Readiness for Change, a thorough evaluation of contextual influences and possible limitations is crucial in fully grasping its significance in organizational contexts.

H3: Effective Commitment has a significant and positive influence on Readiness for Change

Job Satisfaction and Readiness for Change

Of critical importance is the context between Job Satisfaction and Readiness for Change in organizational dynamics. This bond has a significant impact on how employees can fit into new projects (Ababneh, 2021). Scholars say that a high level of Job Satisfaction has the potential to lead towards increased Readiness for Change (Eliyana & Ma'arif, 2019). A study led by Li and others demonstrates that when employees are happy with their work, they tend to view organizational changes positively and see them as opportunities for development rather than threats towards job satisfaction (Li et al., 2021). Thus, a high level of Job Satisfaction helps to develop dedication and involvement, creating an environment that is more collaborative and friendly with highly successful change implementation (Errida & Lotfi 2021).

Nonetheless, Hubbart has suggested that the effects of Job Satisfaction on Readiness for Change cannot be generalized across all levels (Hubbart, 2023). Sceptics might argue that too many employees may turn out to be resistant towards changes due to uncomfortable routines. Besides, critics point out that people who are satisfied with their current roles to the extent may consider organizational changes obsolete or even harmful to a person's job satisfaction (Zhao et al., 2020). Though the relationship between Job Satisfaction and Readiness for Change is known to have a positive effect, there exists a greater need to elaborate on it through insights.

H4: Job Satisfaction has a significant and positive influence on Readiness for Change

Readiness for Change and Job Performance

The Readiness for Change relationship with employee performance is multifold and needs in-depth analysis. Proponents indicate that a change-prepared workforce is more likely to adopt new approaches and innovations resulting in enhanced

performance (Al Qudah et al., 2022). Change readiness is a key feature of adaptability, which is indeed crucial in constantly changing organizational environments. Employees who willingly engage in change strategies are more likely to remain aligned with their attributes and commitment towards changing organizational goals, thereby leading to increased performance (Zaman et al., 202O).

On the contrary, critics suggest that an excessive focus on readiness for change can take away from core job responsibilities which might undo already underperforming KPIs (Novitasari et al., 2020). It can be seen that they say it may cause employee adjustment which, in turn, leads to a temporary decline in efficiency level (Eliyana & Ma'arif, 2019). As such, while appreciating the possible positive effects of change readiness on performance, a sceptical viewpoint seeks to strike a balance between organizational flexibility and long-term success.

H5: Readiness for Change Has a Significant and Positive Effect on Employee Performance.

High-Performance Work Systems and Readiness for Change

The use of HPWS in organizations creates a culture of continual change and adaptability that, consequently, affects employees' responsiveness to changes (Al Qudah et al., 2022). According to proponents of HPWS, the high emphasis placed on employee development and engagement in decision-making leads to a workforce that is more open towards change initiatives (Narbariya et al., 2022). However, a more sceptical view accepts that the relationship between HPWS and change readiness is not always constant across organizations (Hubbart, 2023). Certain external factors like leadership styles, organizational culture and employee perception also have great significance (Novitisari et al. 2020). Although HPWS has significant potential in promoting change readiness, its success hinges on how these varied external elements fit together within various organizational settings.

H6: High-Performance Work Systems have a significant and positive effect on Readiness for Change

Conceptual Framework

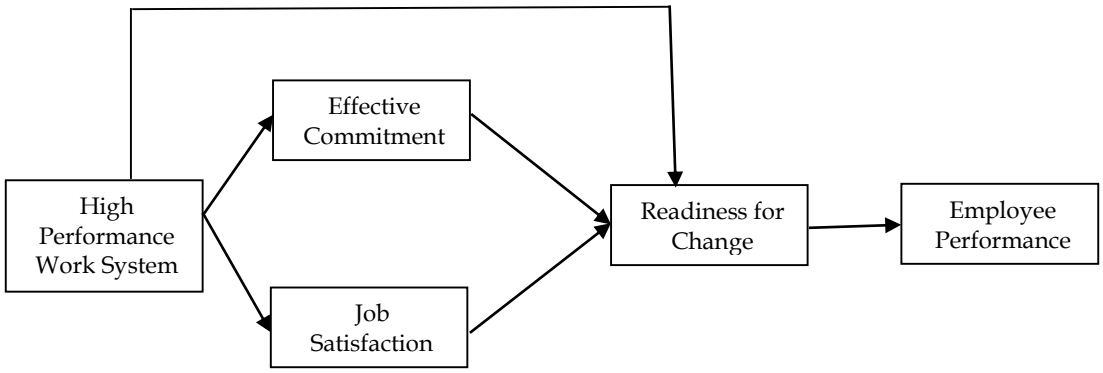

Figure 1 Conceptual Framework

Material and Methods

In carrying out this study, an explanatory design was used to investigate the relationship between HPWS and employee outcomes in the Pharmaceutical, Banking, IT, and Retail industries. While a deductive and quantitative methodology was used, the

key participants were Human Resource (HR) Professionals and Managers, Assistant Managers as well from other core departments.

Using a correlation research design, the study used mixed-method sampling integrating convenience and purposive sampling to target 290 participants in the HR profession Assistant Managers, and Executives from other core sectors. A questionnaire based on a 5-point Likert scale as a research instrument was distributed online using different social media platforms. In this section, the critical description of the research purpose, design, population, sampling technique, data collection and analysis methods applied are presented.

Research Design

A correlation research design was used as a basis with causal at the core to analyze relationships and associations among latent variables. This design facilitated the study of association intensities and directions among HPWS, employee standards, and commitment. job satisfaction, readiness for change as well as performance. The correlation studies are very appropriate for examining such intricate and complicated organizational behaviours that have multiple variables influencing each other. On the contrary, causal research aims at finding cause-effect relationships between latent constructs' variables (Emerson 2021).

Population and Sampling Technique

The study focused on HR professionals and Managers, Assistant Managers and Executives from other core departments in the Pharma, Retail, IT, and Banking sectors that collectively house approximately 650 pharmaceutical firms (Abdirahman & Tarique, 2020), 2000 IT firms reflected in the study led by Nizam et al., (2020), 2 million retailers reflected in the study led by Saleem et al., (2022), and 31 banks in Pakistan (Ramzan et al., 2021). The deliberate choice of non-probability sampling techniques, namely convenience and purposive sampling, aimed to construct a sample that embodies specific characteristics and experiences crucial to the study's objectives.

Convenience sampling was adopted due to its practicality, and it included only participants who were easy to reach within the extensive population. Due to the significant size of the target industries, this approach enabled interaction with more participants faster and was limited by factors such as time or resources.

In contrast, purposive sampling was used intentionally to involve people who were playing vital roles within the organizational hierarchy (Alqudah et al., 2021). These individuals were considered to be key informants, providing vital knowledge on the configuration and deployment of High-Performance Work Systems. The views on employee loyalty, job satisfaction, propensity to change and performance were considered vital for understanding the complicated relationships within chosen industries. Through purposive sampling, rich context-specific information suitable for the research aims and objectives was captured supporting this study in terms of its depth and relevance (Hermawati et al., 2020).

The rationale for the simultaneous use of convenience and purposive sampling was based on the fact that a large and diverse population had to be reached in this study. The two forms of sampling – convenience and purposive, considered practical considerations regarding the recruitment process with a large pool while including knowledgeable individuals necessary to provide for a more in-depth exploration of research themes (Rosebrock et al. 2020). This approach aimed to balance practicality with

specificity, yielding a sample that effectively captured the intricacies of the organizational landscape under investigation.

Data Collection

The process of data collection was based on the questionnaire that had been adapted from previous studies and structured on a 5-point Likert scale (Alqudah et al., 2021; Andersén & Andersen, 2019). Targeted questions were included in the questionnaire to support our role and aim for a precise response. Thus, online distribution via social media enabled convenient and wide reach to accessible individuals. This approach enabled the representation of a wide variety of respondents from various geographical locations and focused professional segments.

Statistical Technique

Statistically, Smart PLS Structured Equation Modeling (SEM) was used to analyze the relationships between variables. The Smart PLS-SEM is a convenient medium, especially for complicated models where the necessary assessment of both measurement and structural models can be established (Mardani et al., 2020; Alqudah et al., 2022). This method allowed for the comprehensive analysis of dependencies among studied variables.

Face Validity Test

The questionnaire underwent a face validity test before the analysis. For validity, the instrument was reviewed by a subject expert and an industry professional. The measure was judged to have good face validity, meaning that the questionnaire items were reflective of the target constructs and deemed important by experts in the discipline.

This research follows a structured methodology that works around the complex relations between variables present in organizational settings. It was the use of convenience and purposive sampling that ensured that the chosen participants would provide critical information concerning interrogated objectives. Also, employing statistical techniques like Smart PLS-SEM allowed for a robust analysis of the proposed model. The use of the face validity test also added credibility to the research instrument by ensuring that it was in line with what had been set out in terms of objectives and constructs.

In adhering to rigorous research ethics during data gathering and handling phases, paramount considerations were given to safeguarding the welfare, confidentiality, and rights of participants. Before data collection, informed consent was obtained from all respondents, clearly outlining the purpose of the study, the nature of participation, and the assurance of anonymity. The questionnaire distribution process ensured that participants voluntarily participated and had the option to withdraw without consequence.

Furthermore, steps were taken to maintain the confidentiality of respondents. Personal identifiers were meticulously removed from the dataset, and the collected information was solely utilized for research purposes. The storage and handling of data followed best practices to prevent unauthorized access or disclosure.

Results and Discussion

Table 1
Respondent Summary

Measure	Frequency	Percentage
Gender		
Male	170	58%
Female	120	42%
Total	290	100%
Industry		
Pharmaceutical	102	36%
IT	82	28%
Retail	60	21%
Banking	46	15%
Total	290	100%
Domain		
Human Resources	169	58%
Non-HR Professionals	121	42%
Total	290	100%
Job Role		
Managers	50	17%
Assistant Managers	83	28%
Executives	157	55%
Total	290	100%

The respondent summary provides important implications for the demographic profile of this study. 42% of the sample is females, as compared to males who form 58%. Industry involvement is diverse, with pharmaceutical leading at 36%, followed by IT (28%), Retail (21%) and Banking (15%). Within the professional realm, 58% are HR-related while only 42% originate from other backgrounds providing adequate diversification. Job roles reflect the wide range shown by several individuals 55% executives, 28% assistant managers and only 17 % managers. This population diversity adds to the richness of the study and includes a variety of perspectives from different organizational roles and identities, making it robust.

Table 2
Outer Loadings

	EC	EP	HPWS	JS	RC
EC1	0.936				
EC2	0.935				
EC3	0.889				
EP1		0.843			
EP2		0.900			
EP3		0.930			
EP4		0.859			
EP5		0.863			
HPWS1			0.781		
HPWS2			0.755		
HPWS3			0.816		
HPWS4			0.829		
HPWS5			0.798		
HPWS6			0.841		

JS1	0.883	
JS2	0.890	
JS3	0.823	
RC1		0.887
RC2		0.911
RC3		0.899

Table 2 – Outer loadings presents a detailed analysis of the correlations between observed variables (Effective Commitment, Employee Performance, High-Performance Work Systems, Job Satisfaction and Readiness for Change) with their corresponding latent constructs. Greater outer loadings indicate a closer association between the observed variables and the underlying constructs. In this table, some noticeable outer loadings can be seen which signify the amount of contribution that each variable makes towards its dependent construct (Kamis et al., 2020).

Effective Commitment displays consistent outer loadings in that the indicators for EC 1, 2 and 3 are high. Employee Performance also shows good and significant correlations with its indicators. The outer loadings for High-Performance Work Systems (HPWS) indicators are consistent, supporting the construct reliability.

Job Satisfaction indicators show high outer loading values, which implies that these factors are important for measuring job satisfaction. Finally, Readiness for Change indicators—RC1 to RC3 had shown prominent outer loadings confirming the relevance of these constructs.

In general, Table 2 contributes to the construct validity of the measurement model by highlighting robust associations between observed variables and their intended latent constructs that are necessary for good practices in representing relations via structural model within this analytical framework.

Table 3
Construct Reliability

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
EC	0.909	0.943	0.847
EP	0.927	0.945	0.774
HPWS	0.890	0.916	0.646
JS	0.832	0.900	0.750
RC	0.882	0.927	0.808

The Table on Construct Reliability provides important factors such as Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) that assess the reliability and validity of the latent construct. Values of Cronbach's Alpha greater than 0.7 signify superior internal consistency within each construct, providing evidence for measurement item reliability (Amirrudin et al., 2021). Composite Reliability values above 0.9 indicate good levels of reliability, and this shows that the constructs are stable (Sahoo, 2019). Values of Average Variance Extracted which is greater than 0.5 indicate a high level of convergent validity, which means that the variance is not accounted for by measurement error but rather attributed to variability among constructs themselves (Shrestha, 2021). The reliability and validity of the constructs are guaranteed through this thorough evaluation, providing a solid basis for reliable structural model results.

Table 4
Discriminant Validity - Fornell & Larcker

	EC	EP	HPWS	JS	RC
EC	**0.920**				
EP	0.770	**0.880**			
HPWS	0.825	0.781	**0.820**		
JS	0.818	0.859	0.815	**0.866**	
RC	0.730	0.832	0.714	0.810	**0.899**

The Fornell & Larcker Criterion for Discriminant Validity is well illustrated in the table above. For each of the structural constructs, its square root AVE (Average Variance Extracted) is compared with correlation coefficients between the respective construct and other items. The ideal result would be that the square root of AVE for each construct is higher than its correlations with other constructs (Ronkko & Cho, 2021). All the diagonal values in our table showing the square root of AVE for each construct being higher than off-diagonal correlation coefficients affirm discriminant validity. This means that there is more variance sharing between each latent construct and its corresponding indicators as opposed to other related measures within the structured model.

Table 5
Discriminant Validity – Heterotrait-Monotrait (HTMT)

	EC	EP	HPWS	JS	RC
EC					
EP	0.841				
HPWS	0.817	0.857			
JS	0.841	0.877	0.844		
RC	0.812	0.806	0.797	0.841	

Table 5 demonstrates the Heterotrait-Monotrait (HTMT) Ratio of Correlations, which is a reliable measure for discriminant validity. The values of the HTMT presented show that correlations between constructs are significantly lower than 1, indicating distinctiveness between constructs (Ronkko & Cho,). Interestingly, the coefficients are significantly lower than 0.85 which may again support discriminant validity. This implies that the monotrait variance is always higher than heterotrait measurements. The HTMT table presents strong evidence that the latent variables in the model are distinctive enough, which supports the validation of measurement accuracy by capturing unique aspects within each construct.

Table 6
Quality Criteria - R^2 and Adjusted R^2

	R Square	R Square Adjusted
EC	0.680	0.678
EP	0.692	0.690
JS	0.663	0.661
RC	0.671	0.665

Table 6, which reports the R Square and Adjusted R Square values, is crucial for assessing the strength of the explanatory power of the structured model. R Squared shows how much variance in the dependent variable is attributable to change by independent variables. (Nouvellet et al., 2021) The values, ranging from 0.663 to 0.699 indicate a considerable explanatory power in explaining Effective Commitment (EC), Employee Performance (EP), Job Satisfaction(JS); Readiness for Change and Quantity Improvement respectively. Adj R square takes into account the complexity of a model, presenting an expanded view of its fit to data (Ilham et al., 2022). The marginal variation

between the R Square and Adjusted R Square confirms that the model sufficiently explains variance without unnecessary complication, supported by Nasution et al. (2020). More generally, these values demonstrate the model's validity stating that it can explain changes in dependent variables due to independent variables mentioned above.

Table 7
Bootstrap - Mean, T Statistics, P Values

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Decision
HPWS -> EC (H1)	0.825	33.881	0.000	Accepted
HPWS -> JS (H2)	0.815	28.270	0.000	Accepted
EC -> RC (H3)	0.165	1.562	0.119	Rejected
JS -> RC (H4)	0.606	4.841	0.000	Accepted
HPWS -> RC (H5)	0.714	0.707	0.480	Rejected
RC -> EP (H6)	0.832	26.359	0.000	Accepted

Through our findings, High-Performance Work Systems (HPWS) were found to significantly affect Effective Commitment (EC), and Job Satisfaction(JS)), as shown by the high T Statistics with critically low p values ($p < 0.05$). This supports H1 and H2 accordingly Nevertheless, the correlation between EC and Readiness for Change (RC) H3 did not obtain statistical significance. Conversely, JS positively impacts RC (H4) with a high T Statistic and low p-value as anticipated. The direct impact of High-Performance Work Systems (HPWS) on Readiness for Change (RC) H5 achieved no statistical significance $p = 0.48$. Furthermore, RC positively impacts EP (H6), which is confirmed by the significant T Statistic and p-value < 0.05 level of significance. The threshold values set by Kamis et al. (2020) are used as decision criteria and support the statistical significance of these relationships.

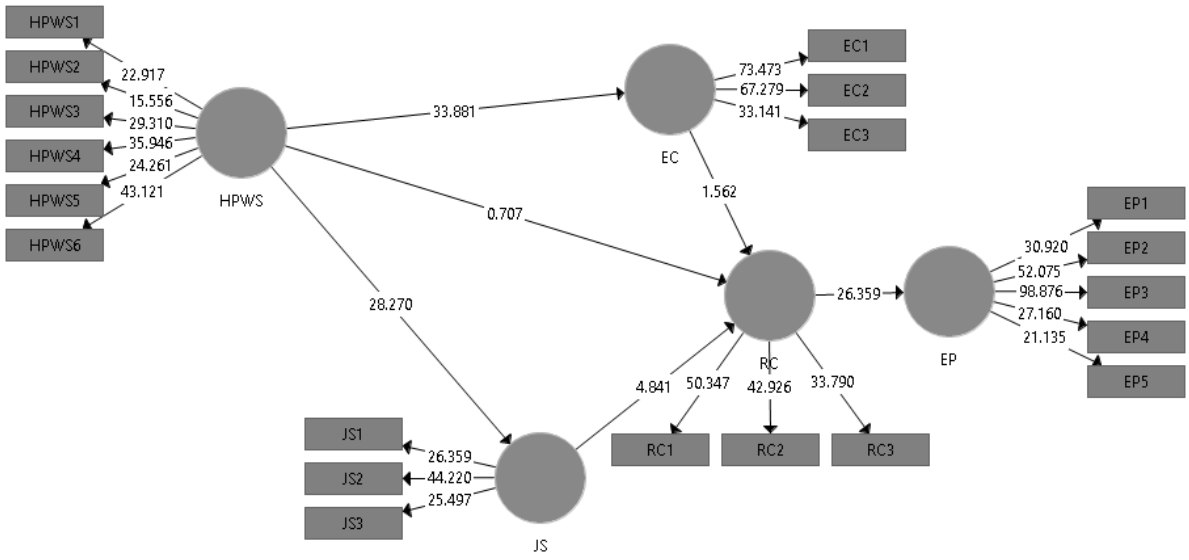

Figure 2 Path Model

Discussion

The findings presented in our study contribute to both supporting and deviating from previous research concerning the relationship between High-Performance Work

Systems (HPWS), Effective Commitment (EC), Job Satisfaction (JS), Readiness for Change, and Employee Performance.

This also coheres with the existing literature, pointing to investments in employee development being a commitment signal (Jewell et al., 2022; Cooke et al., 2019). But a more subtle discovery highlighted the mediating function of Effective Commitment in between HPWS-Readiness for Change, disqualifying perceptions regarding direct connection. This is relevant to organizational behaviour in that the encouragement of effective commitment could improve change processes within Pakistani industries.

Although our study supports the positive link between HPWS and Job Satisfaction, it is aware of concerns regarding potential harmful effects (Miao & Cao, 2019). This balanced view has implications for managerial decisions, warning not to assume unequivocal positive impacts of HPWS on these organizations or industries where concerns such as stress and burnout have risen.

The fact that Effective Commitment demonstrated a statistically insignificant influence on Readiness for Change contradicts previous evidence (Haffar et al., 2019; Thien, 2019). This study implies that in the analyzed sectors, Effective Commitment may not be a singular antecedent of employee preparedness for change. Organizations should have a more holistic approach, which could potentially focus on some of the contextual aspects discussed in this study.

Job Satisfaction and Readiness for Change show a positive correlation as predicted by previous studies but acknowledge the normative character of this relationship (Eliyana & Ma'arif, 2019; Li et al., 2021). Acknowledging the fact that happy employees might be against certain changes, organizations in industries under consideration should adjust change management strategies to employee satisfaction levels.

At last, the relationship between Readiness for Change and Employee Performance is also consistent with prior research in which adaptability and innovation are major themes (Al qudah et al., 2022; Zaman et al., 2020). On the other hand, a critical perspective emphasises the balanced approach implied for industries in Pakistan to ensure a smooth transition from change while maintaining stable performance levels.

However, the study results support a need for contextualized knowledge about these relationships from a Pakistani perspective and have important implications for implementation into organizational strategies, especially Pharma, IT, Retail, and Banking. These insights provide a foundation for more customized and efficient human resources, as well as change management practices in these sectors.

Conclusion

The current research analyzes the dynamics of High-Performance Work Systems (HPWS)-Effective Commitment (EC), Job Satisfaction (JS), Readiness for Change(RC) and Employee Performance (EP). Aligned with previous literature, HPWS was found to have a positive relationship with Effective Commitment (Jewell et al., 2021; Alqudah et al., 2018). The research introduces the dimensions by focusing on Effective Commitment as a mediating variable between HPWS and Readiness for Change that diverges from studies assuming direct relationships (Alqudah et al., 2019). The study affirms the positive correlation between HPWS and Job Satisfaction while taking a balanced view of other possible negative outcomes. The minimal impact of Effective Commitment on Readiness for Change substantially differs from the past expectations indicating the

necessity to consider this relationship in terms of context. The statistical significance between Job Satisfaction and Readiness for Change highlights the relevance of satisfaction in fostering an optimistic approach to organizational changes. Given the substantial relationship between Readiness for Change and Employee Performance in a high-performance work environment, it can be concluded that employee readiness to change enabled by job satisfaction as well as quality commitment may contribute positively towards general performance scores.

Theoretical Implications

Specifically, the study clarifies HRM theories by presenting a more fine-grained working between High-Performance Work systems and Variables of research. Finding Effective Commitment as a mediator questions assumptions and increases the understanding of how HPWS affects organizational behaviour. The assumption of possible negative effects from HPWS enhances prevailing theories, increasing the belief that there is a better account and understanding between HR practices, employee attitudes, plus organizational results. Considering these dynamics in the context of Pakistani industries provides context-sensitive insights into global HR discourses.

Managerial Implications

The study provides strategic decision-making for managers, policymakers, and HR practitioners to gain useful insights. Creating commitment is an integral part of any change management that highlights the importance for organizations to ensure that employees are committed. A cautious approach to HR practices is advised as a result of the study's balanced view on HPWS and Job Satisfaction. Organizations should adjust HPWS strategies to fit the cultural and organizational environment, ensuring positive results for both employees and organizations. The focus of a balanced approach to change readiness is on the need for deliberate management and transitioning between adaptability promotion and maintaining stable levels before periods of organisational reliance. The study provided meaningful implications for designing HR practices and organizational policies in Pakistan, aimed at other countries with the same context but from all over the world.

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