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The influence of high commitment HR practices on employees' behaviors under perceived organizational support and affective commitment

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ABSTRACT

Employee engagement and employee's innovative work behavior is extremely necessary for all organizations in this technological era of time. Organizational development and competency depends upon the employee's innovation and productive behavior. A model has been developed that suggests the connection between high commitment HR practices and affective commitment with employee engagement and innovative work behavior where perceived organizational support has the moderating effect between the relationship of HCHRP and affective commitment. The study has been conducted using a sample of 209 respondents. Respondents work as middle staff, management, top management and executive management in corporate sectors.

KEY WORDS

innovative work behavior, employee engagement, perceived organizational support, high commitment HR practices, affective commitment and organizational management

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1 INTRODUCTION

Job engagement creates very auspicious results for companies, and it is not an easy task to get the employees engaged (Rich, Lepine & Crawford, 2010). Sixty-seven percent of workers surveyed were seen either not engaged with their work or not engaged energetically with their tasks, however only 33 % of workers surveyed were found to be engaged with their assigned tasks (Endres & Mancheno-Smoak, 2008). The results draw extensive attention to the issue, mainly to find the substitute means of recollecting job engagement. Kahn (1990: 694) well-defined the engagement as "the identities to the work parts; in commitment, persons engaged also show themselves bodily, cognitively and passionately throughout role presentations". The engagement is a developing work attitude that processes the emotional existence as well as the participation of workers (Wefald, 2012). By way of engagement assertiveness is reflected, the administrations need to explore the methods of raising the engagement. High commitment Human Resource practices contain many staffing plus assortment practices, work plan, as well as motivation practices which places emphasis on rising workers' lasting investment in the organization (Collins & Smith, 2006). The selection of the Human Resource system can, therefore inspire or discourage workers. In order to affect the behavior of employees and to motivate them positively, the firms should choose a system that inspires these ideal worker actions (Khilji & Wang, 2006). High commitment Human Resource practices raise an excellent association with workers depending on mutuality as well as interdependence (Wei, Han & Hsu, 2010). Famous media articles and corporate advisors said that assured workers contribute businesses competitive benefits (Burke & Ng, 2006). Novel creativities depend greatly on workers' social wealth and manners at the workplace as the basic contributions in the worth formation procedure (Chen & Huang, 2009). There remains a great interest of scholars in knowing what factors influence the innovative behavior of employees at work (Dorenbosch et al., 2005). Research shows that there are various factors that are the antecedents of innovative behavior of individuals at work. They commonly include the individual plus circumstantial features. Current studies mostly focused on practices of human resource management: contracting and assortment (Lepak, Bartol & Erhardt, 2005), payment

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policies (Fernandez & Pitts, 2011; Tan & Nasurdin, 2011), work plan (Dorenbosh, van Engen & Verhagen, 2005), management (Scott & Bruce, 1994), as the precursors of inventive work performance. Innovative behavior is much important for the firms because firms are facing huge demand from their environment to engage in innovative work behavior.

To compete with other organizations innovative work behavior is of utmost necessity, otherwise organization may face a huge loss. In Pakistan, the environment of absence of innovative work behavior and inappropriate use of HR practices are destroying many companies (Wood & de Menezes, 1998). By using the innovative procedures and approaches, a firm can attain the goals and ordinary innovations, and can ultimately achieve the competitive advantage (Birdi & Patterson, 2006). Innovative behavior at work depends on "ordinary invention" innovative efforts intentionally value the workers to provide outcomes (Janssen, 2000). To uphold the competitive advantage, a critical component is innovative behavior at work because through this an organization can respond rapidly to the economic changes (Hitt, Keats & DeMarie, 1998). Many scholars believe that with the proper policies and support even ordinary workers can make the strongly inventive performance at work (Evans & Waite, 2010), then creative behavior at work can be completed, accepted, observed and oppressed for the assistance of organization as well as their personnel (Dul, Ceylan & Jaspers, 2011). High commitment HR practices play an important role to encourage creativity, new innovation by improving the worker's skill (Dul & Ceylan, 2011). The accomplishment or letdown of an association greatly depends upon the HR (Baron & Kreps, 1999). High commitment HR practices definitely forecast innovative work behavior. Innovative behavior at work has four phases, recognizing the chances or difficulties, generating the new concepts, discovering assistance for novel ideas and then finally the execution of concepts (De Jong & Den Hartog 2010). Still, innovative work behavior may be broken or sometimes may include the combination of such activities (Scott & Bruce, 1994). Capitalizing on staff's principals to improve happiness at work, better worker assurance, and assignation, and behaviors that are nested in a cooperative, influential routine (Pauwe, Wright & Guest, 2013), and the procedures and circumstances under which the tasks are attained, persist mainly unidentified (Boon & Kalshoven, 2014).

On the bases of aforementioned discussion, it is argued that the worker's emotional assurance, which fosters the job engagement and innovative work behavior, through the high commitment HR practices as high commitment HR practices control emotional contacts of employees. High-commitment human resource management systems consist of different human resource practices that influence the abilities, motivation, and opportunities of individuals. According to various literature, ability-enhancing (selective staffing and extensive working out), inspiration improving (incentive-based recompense and presentation assessment) and opportunity improving (flexible job strategy and contribution) HRM is measured to be most influential in fostering innovative work behavior. Emotional assurance is conceptualized as the individuals' expressive affection to the association and signifies employees' willingness to stay within the company. Affective commitment is determined as a consequence of human resource management (Bal, Bozkurt & Ertemsir, 2014) and is considered to affect innovative work behavior positively (Yesil & Sozbilir, 2013). The field of innovative work behavior is relatively new and still developing as well as the knowledge about the factors influencing innovative work behavior is fragmented. Thus, there are plenty of prospects for further study on the determinants of innovative work behavior. There is no prevailing empirical study, which would fully examine human resource management in a systematic way and its impact on innovative work behavior. There is no prevalent experimental research that would completely inspect human resource management in an organized manner and its influence on innovative work behavior (Pukienė, 2016). Till now study proposals concerning the intermediary spiritual procedures that would clarify in what way and for what reason many individuals and related experiences have the impact on the inventive conduct left questionable and unfledged (Shalley, Zhou & Oldham, 2004; West & Farr, 1989). Perceived organizational support is the gradation to which staff trust that their association standards their assistance and attention to their happiness and satisfies socioemotional desires (Eisenberger, Huntington, Hutchison & Sowa, 1986). While the employee commitment is a property of the relationship amongst an association and its workforces. The "engaged employee" can be defined as one who is entirely absorbed by and passionate about their effort and so takes positive action to further the organization's reputation and interests (Kahn, 1990). Summing up the discussions of earlier scholars, it is argued that the high commitment HR practices can influence the effective commitment of an employee under perceived organizational support, which in turns leads to job engagement and innovative work behavior of an employee. Scholars had a deficiency to explain this chain of relations. So, this is the research gap which will be filled through this discussion.

A key idea of research is to investigate the relationship between high commitment HR practices and employee's innovative work behavior and engagement. Secondly, the aim of research is to observe the mediating effect of affective commitment among high commitment HR practices, job engagement, and innovative work behavior. The other objective of current research is to find out whether perceived organizational support plays a moderating role in improving the impact of high commitment HR practices on affective commitment, therefore, perceived organizational support has been included as moderator.

- 1) What effect high commitment HR practices have on an employee's attitude and behavior (i.e. job engagement and innovative work)?
- 2) What effect affective commitment has on employee's attitude and behavior (i.e. job engagement and innovative work)?
- 3) Do the high commitment HR practices have an influence on affective commitment of an employee?
- 4) Does the affective commitment of an employee act as a mediator in the relationship of high commitment HR practices and employee's attitude and behavior (i.e. job engagement & IWB)?
- 5) Whether perceived organizational support moderates the relationship between high commitment HR practices and employee's affective commitment?

The study will deliver vision and information for the supervisors, specialists, and researchers about worker assignment and innovative work behavior in the arena of high commitment HR practices. Formerly level of the worker commitment is dignified, managers can grow and implement alteration policies which would really recover the workforce commitment in their association. Practitioners may benefit from understanding job engagement and innovative work behavior through high commitment HR practices.

2 THEORITICAL INSIGHTS AND HYPOTHESES DEVELOPMENT

Affective Commitment: Firms mostly support the employees that are newcomers by giving coordination, teaching, plus further socialization means for the purpose of reducing the insecurity and worry, accelerate work and role expertise, and assist conversion from unknown to known (Feldman, 1976). Effective socialization has significant consequences comprising work enactment, organizational commitment, and retaining (Bauer, Erdogan Bodner, Truxillo & Tucker, 2007). In the literature of organizational conduct, commitment to the organization is considered as a significant aspect because it influences the involvement, attitudes, as well as the effectiveness of an organization (Angle & Perry, 1981; Mayer & Schoorman, 1992; Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Affective commitment is the worker's emotional affection to, empathy with, also the participation in the business and its objectives (Meyer & Allen, 1991). Meyer, Stanley, Herscovitch & Topolnytsky, (2002) describe the affective commitment as the degree to which a worker is spiritually committed to a firm and has the feeling of having its place in the organization. Commitment has been related to individual features, legislative arrangements, and job proficiencies, such as salary, management, role clarity, and ability range. When an employee attaches to the organization emotionally, passionately and devotedly he/she conceive the administrative objectives as their own objective and work hard and desirously to achieve those objectives. Those workers that have a greater level of emotional attachment i.e. affective commitment see their occupations as including a broader variety of conducts (containing actions usually thought of as extra role) (Morrison, 1994). Therefore, affective commitment has an effect on the behaviors of the employees that exist out of the stated restrictions (Meyer & Herscovitch, 2001). The study of Meyer, Stanley, Herscovitch & Topolnytsky (2002) reveals that amongst the three kinds of commitment (effective, continuous & normative) affective commitment was more greatly associated to job engagement, work participation, as well as job assurance. Though the identical assumption about the process intricate in making the affective commitment has not yet been found, Meyer & Herscovitch (2001: 316) suggest that such variable that will raise the likelihood of the subsequent three issues will assist a person to be committed effectively. Firstly, an employee gets involved, which means inspired by his or her personal spirit or engaged in the course, in progress of achievement. Secondly, an employee identifies the worth or significance of the object or the progress of achievement to him or herself. Lastly, business with the object or progress of achievement will form a person's uniqueness (Meyer & Herscovitch, 2001: 316). Affective commitment is supposed to be directly associated with conduct that is advantageous for the business like as presentation, presence, and to stay with the business (Mowday, Porter & Steers, 1982).

High Commitment HR Practices: High commitment HR practices are those practices that aim to enhance efficiency as well as output and depend on situations that inspire workers to recognize with the aims of the firms and effort hard to achieve those objectives (Wood & de Menezes, 1998). HR practices can be categorized as "control" or "commitment" practices (Arthur, 1994). Firms with high commitment structures have better production, economic presentation, and efficiency as compare to those firms that have fewer commitment structures (Arthur, 1994). HCHRP's involve many selection and recruitment practices, task plan, and encouragement performance which concentrate on rising workers' lasting speculation in the organization (Collins & Smith, 2006). To have a positive impact on the worker inspiration as well as performances, firms should, therefore, choose a structure that inspires this desired worker conduct (Khilji & Wang, 2006). HCHRP's raises a great value association with workers centered on exchange and interdependency (Sun et al., 2007). Social interchange theory (SET) (Sun et al., 2007; Tsui, Pearce, Porter & Tripoli, 1997) claim that high commitment HR practices generate a reciprocally helpful situation where organizations invest in their workers thus encourage them to return that speculation by using greater levels of

optional conduct. Many pieces of evidence reveal a positive influence of high commitment HR practices on workers' assertiveness and conduct (Kalshoven & Boon, 2014). Despite of the fact that this study supports the view that investing resources into employees leads to better prosperity at work, to high worker engagement and commitment, and to practices that affect the enactment (Kalshoven & Boon, 2014), the procedures and circumstances, in which such things are accomplished, remain almost unclear (Kalshoven & Boon, 2014). High commitment HR practices are usually considered as a group of precisely composed mixes of HR practices to enhance execution (Boselie, Dietz & Boon, 2005). The usage of HCHRP is started on the supposition that firms need to encourage workforce responsibility by putting resources into them (Gould-Williams, 2007). At the point when firms participate into high commitment HR rehearses, workers are expected to view this as a statement of the firm's faith and sense of duty regarding them, gratefulness for their work, and wish to take part in a lasting affiliation (Sun, Aryee & Law, 2007).

Innovative Work Behavior: Innovative behavior of workers is very important to the firm's success as well as existence (West, Richter & Shipton, 2004). Particularly in present quickly altering settings of business, it is of great importance to be capable enough to attain a competitive advantage. Due to the globalization, there is great competition among the organizations for resources as well as product-market globalization accomplishments. A persons' innovative work behavior is the basis for all organization who perform extraordinarily; and therefore, "the study of what inspires or supports employees innovative behavior is important" (Bruce & Scott, 1994). There are many definitions given for the innovative behavior of the individuals. De Jong & Den Hartog (2010) described innovative conduct as "all a person's activities aimed at the creation, recognition, and presentation of valuable uniqueness" (p. 285), thus claimed that "such favorable innovation may comprise the advancement of novel invention thoughts or expertise, alterations in managerial processes directed at refining work affairs or the presentation of novel concepts or novel skills to work procedures proposed to expressively improve their efficiency as well as achievement" (p.285). Yuan & Woodman (2010) theorized innovative behavior as together the creation as well as the introduction of novel concepts and the recognition or execution of unique concepts.

Job Engagement: Kahn (1990: 694) well-defined the engagement "the union of organization associates' identities to the work parts; in commitment, persons engaged also show themselves bodily, cognitively as well as passionately throughout role presentations". The engagement is developing work attitudes that process the emotional existence as well as the participation of workers (Wefald, Mills, Smith & Downey, 2012). Schaufeli, & Bakker (2004) explained that engagement is "an optimistic, satisfying as well as the job-related state of thoughts and described by energy, devotion as well as engagement dimensions". Work engagement or a worker's enthusiasm, excitement for and interest in his or her occupation, is a working state of mind that numerous businesses and their workers in different fields plan to keep up and create. Engaged people are depicted as being mentally present, completely there, associated, coordinated, and centered in their past performances (Kahn, 1990). Engagement includes contributing to the "hands, head, and heart" (Ashforth & Humphrey, 1995) in dynamic, full job performance. Workers who are greatly employed with their work part not just concentrate their physical exertion on the quest for part related objectives, but also at the same time are intellectually cautious and truthfully associated with the attempt (Ashforth & Humphrey, 1995; Kahn, 1990). Perceived organizational support (POS) was experimentally confirmed to have an optimistic impact on work as well as business engagement (Saks, 2006). POS denotes to the workers' views that a firm gives importance to its offerings and also takes care of their welfare (Rhoades & Eisenberger, 2002). POS let the workers feel obliged "to take care of the business well-being also to support the firm to attain its goals" (Rhoades & Eisenberger, 2002).

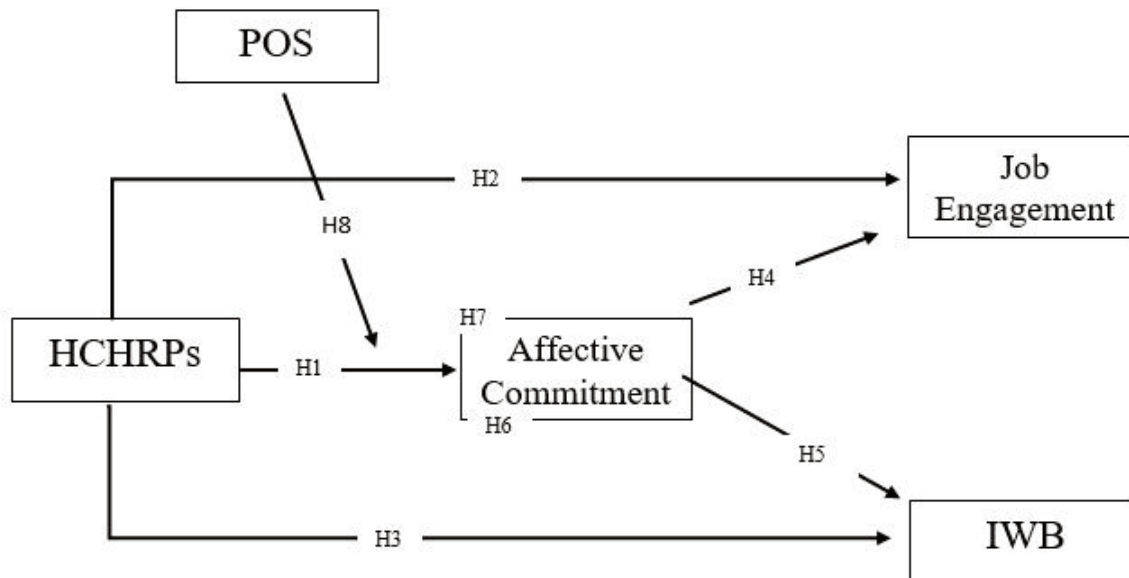
Perceived Organizational Support: POS reveals the comprehensive views workers create regarding the degree to which the firm gives importance to their involvement and take care of them (Eisenberger, Huntington, Hutchison, & Sowa, 1986). These views are created insights into the firm's willingness to recompense augmented work struggle and gratify socio-emotional necessities. Perceived organizational support motivates employees to show care for the organization's welfare (Eisenberger, Huntington, Hutchison & Sowa, 1986). Organizational Support Theory said that POS creates a general feeling of responsibility to assist the business in achieving its goals, an affective obligation to the firm, and an improved probability that greater act will be observed than compensated (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The support from the organization satisfies both the financial requirements by incentives plus paybacks and socio-emotional requirements that include appreciation, respect, and societal distinctiveness (Rhoades & Eisenberger, 2002).

Social Exchange Theory is defined as "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring others" (Blau, 1964). Organizational Support Theory proposes that "employees form a generalized perception concerning the extent to which the organization values their contributions and cares about their well-being (perceived organizational support)" Eisenberger, Huntington, Hutchison & Sowa, 1986). HRM researchers widely use the Social Exchange Theory as a basis to describe the association among high commitment HR practices and worker's performance (Kehoe & Wright 2013).

High commitment method to HRM is much probable to move to common welfares revealed great gratification and great enactment and causing from an optimistic communal altercation. Social Exchange Theory has been

extensively used as a descriptive structure in administrative conduct and work relations (Coyle-Shapiro & Conway, 2004). Organizational Support Theory (Rhoades & Eisenberger, 2002) grasps that workers improve POS for the sake of meeting wants for support, respect as well as association, and to consider the welfares of improved labor exertion. POS rises workers' identified responsibility to support the business to attain its aims, their emotional obligation to the institute, and their anticipation that enriched presentation will be compensated. Behavior results of POS comprise rises in in-role, as well as extra-role presentation and declines in extraction, conduct such as nonappearance and income. Conferring to Organizational Support Theory, workers are likely to allocate human-like features to firms and therefore inspire the progress of POS (Eisenberger et al., 1986). The study has been conducted in two broader facets; first, high commitment HR practices are taken as a predictive variable whereas job engagement and innovative work behaviors are taken as possible outcome variables. Perceived organizational support has been taken as moderator and affective commitment as mediator because it will help out to improve the influence of high commitment HR practices on job engagement and innovative work behavior.

Figure 1



High commitment HR practices procedure and processes influence the impact on worker's commitment and inspiration (McClellan & Collins, 2011). Arthur claims that supervisors who use the high commitment HR practices are trying to 'create committed workers who can be trusted to utilize their prudence to complete work assignments in the ways that are reliable with firm objectives' (1994: 672). Following the above arguments, below hypothesis is purposed.

H1: High commitment HR practices positively relate to affective commitment.

Putting resources into employees leads to better prosperity at work, high worker engagement and commitment, and practices that affect the enactment (Albrecht, Bakker, Gruman, Macey & Saks, 2015). HCHRP select such dedicated employees that can be trusted to use their decision to do the work assignment in such ways that are steady with firm objectives' (Arthur, 1994: 672). Thus, investing in HCHRP will encourage spirits of efficiency and inspire association of worker and business morals, as showed in workers' improved commitment with their work.

H2: High commitment HR practices positively relate to job engagement.

Motivation to innovate is encouraged by HCHRP including rewards for innovation, employee training, and development, teamwork, involvement in decision making (Fernandez & Pitts, 2011). The results of the study of Tan & Nasurdin (2011) indicated that HRM practices have an important positive influence on innovative work behavior. There is a strong relationship between the recruitment procedures and that of innovative behavior (Özbağ, Esen & Esen, 2013). HRM is considered to be most influential in fostering innovative work behavior (Scott & Bruce, 1994).

H3: High commitment HR practices positively relate to innovative work behavior.

Workers who are effectively dedicated to their firm, feel themselves as a part of the organization i.e. have a sense of fitting, and thus might recognize with firms' morals and objectives that enhance their degree of participation in the business's accomplishments, their readiness to follow the firm's objectives, and the resilient sense of remaining with the firm. Workers with a sturdy affective commitment remain engaged with the business for the reason that they desire to do this (Allen & Meyer, 1990: 1-3.). The studies of scholars Dunham, R. B.,

Grube, J. A., & Castaneda, M. B. (1994) reveal that affective commitment is more associated to job engagement, work participation, as well as job assurance.

H4: Affective commitment positive relate to job engagement.

Those workers that have a greater level of emotional attachment i.e. affective commitment see their occupations as including a broader variety of conducts (containing actions usually thought of Extra Role) (Morrison, 1994). Therefore, affective commitment has an effect on the behaviors of the employees that exist outer the stated restrictions (Meyer & Herscovitch, 2001). Thus from the 'Meyer' & 'Herscovitch' point of view it is clear that effective commitment of the employees affects the behavior of the employees if the employees have strong emotional commitment with the organization they will actively take part In the Innovative activities because affective commitment is an emotional bond to the organization (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

H5: Affective commitment positively relate to innovative work behavior.

There is a positive association among the innovative work behavior (IWB) and HRM, HRM and affective commitment, affective commitment and IWB, on the other hand, it would examine the mediating role of affective commitment on the relationship of IWB and high commitment HR practices (Pukienė, 2016). That's why the proposition could be suggested, that affective commitment might have a mediating role amongst IWB and high commitment HR practices.

H6: Affective commitment mediates the relationship between high commitment HR practices and innovative work behavior.

Affective commitment is determined as a consequence of human resource management (Bal, Bozkurt & Ertemsir, 2014) and is considered to affect innovative work behavior positively (Yesil & Sozbilir, 2013).

H7: Affective commitment mediates the relationship between high commitment HR practices and job engagement.

Based on the above literature, it is summarized that perceived organizational support and high commitment HR practices have a positive relationship with affective commitment. POS acts as the mechanism through which high-commitment HR practices influences organizational commitment (Mostafa, Gould Williams & Bottomley, 2015). Perceived organizational support encourages the employees to get more emotionally attached to the firm. Similarly, high commitment HR practices also foster affective commitment. High commitment HR practices and perceived organizational support can jointly enhance the employee's effectiveness i.e. performance through affective commitment. Perceived organizational support can play a moderating role in order to improve the impact of high commitment HR practices on affective commitment.

H8: Perceived organizational support moderates the relationship between high commitment HR practices and affective commitment such that the relationship is stronger when POS is high.

3 METHODOLOGY AND MEASURES

The study is based on quantitative research thus the paradigm of the study is positivism. Target population is IT companies and banking sector in Lahore, Pakistan. Data has been collected from the multi branches of Banks i.e. Standard Chartered Bank, HBL, BAHF Meezan Bank, Punjab Bank, Muslim Commercial Bank & Bank Alflah, working in Lahore and some of the IT companies i.e. Alnafay IT Solutions, Future Vision, IT Vision & IT department of UOS Lahore. The respondents were all the middle staff and managers. Data has been collected using convenience sampling. Earlier Studies also used the similar sampling technique, they used the convenient sampling for collecting the data about job engagement, innovative work behavior and Affective Commitment (Gardner, Wright & Moynihan, 2011). I tested my hypotheses with surveyed data that was collected from subordinates and their supervisors. The survey was governed to 240 employees and their 20 supervisors. Since, in the banking and IT sector, high commitment HR practices are greatly entailed therefore these sectors have been chosen for the data collection. Reference to the Justification of Measure & Validity about survey questions, an eight-item scale adapted from Lynch, Eisenberger & Armeli (1999) has been applied to capture employee perceived organizational support. Affective commitment is an employee's emotional attachment to the organization, a nine-item scale of Affective Commitment from Rhoades et al. (2001) has been applied to capture the employee's affective commitment.

An eight-item scale of Job Engagement adopted from Schaufeli, Bakker & Salanova (2006) has been used to measure the extent of job engagement of employees. A fourteen-item scale adapted from Snell & Dean (1992) has been used to measure the employee perception of the extent of high commitment Human Resource practices. A nine-item scale adapted from De Jong & Den Hartog (2010) has been used to measure the innovative behavior of employees. Immediate supervisors rated how often the subjects exhibited the nine innovative work behaviors described in the items. Descriptive tools and inferential tools have been used for the analysis and results. Moreover

English is the official language of top education in Pakistan, so the investigation was done in English, as was the case in numerous earlier studies that were performed in Pakistan (Khan, Quratulain, & Bell, 2014). To make it more certain that contributors comprehend the survey, I only took data from professional workers; the English expertise of blue-collar workers may not be satisfactorily well-built to fill the survey. The contributors were approached for their approval to take part in the survey, all the way through personal plus professional associates of the author. After receiving permission, I distributed the questionnaire to gather the data from two sources. The first survey was sent to workers, evaluating high commitment HR Practices, affective commitment, perceived organizational support and job engagement. The second survey was governed by their supervisors to evaluate the innovative work behavior of those employees who have filled the first survey. The respondents were provided with a survey questionnaire. Every survey was accompanied with a cover letter that explained the purpose of this investigation as well as highlighted in what way the imminent created from the result will assist the managerial efficiency in common. The contributors were made certain about the total privacy and were told openly that there was no right or wrong answer (Spector, 2006). Among the 240 initially distributed surveys, I received 209 complete set. Thus, my final sample comprises of 209 paired responses.

4 RESULTS AND ANALYSIS

The research involved teams consisting of employees, staff, and management (N = 209) from banking and IT sectors. Results elaborate that there was a total of 209 respondents. In total six categories were taken in the personal information part which are gender, age, job nature, tenure, total experience, and qualification. It revealed the number of male and female respondents. From the 209 samples, there were 181 males and 28 females. This means that 86.6 % were males and 13.4 % were females. The ratio of female respondents is less because fewer women work in Pakistan. In Pakistan, most of the executive posts are occupied by men. Moreover, from all banks existing in Pakistan just one bank's president/CEO is a female that is The First Women Bank. Therefore, the small sample size of women is due to the comparatively lesser percentage of females in job (in Pakistan). Age of 23.4% of total respondents ranged from 18-24 years, age of the 46.4% of total respondents ranged from 25-31 years, age of the 17.7% of total respondents ranged from 32 to 38 years, age of the 4.8% of total respondents ranged from 39 to 45 years and the age of the 1.1% of the total respondents ranged from 46 years and above. These results show that the age of most of the respondents lies in the range of 25 to 31. 26.3% of the total respondents do fieldwork, 50.7 % of the total respondents do office work, 13.9% of total respondents perform technical jobs, 3.3% of the total respondents are staff members, and 5.7% of the total respondents work at the managerial level. The descriptive analysis depicts that most of the respondents were those who do office work. Job tenure for 17.2% of the total respondents is less than one year, job tenure for 46.9% of the respondents ranged from one to five year, job tenure for 19.1% of the respondents ranged from five to ten years, job tenure for 7.2% of the respondents ranged from ten to fifteen years and job tenure for 9.6% of the respondents ranged from 15 years and above. It shows that job tenure of most respondents is in the range of one to five years.

Reliability analysis of items has been performed and it has revealed that all the Cronbach's Alpha values are above 0.7, which is in the acceptable range (Gliem & Gliem, 2003) as shown in Table 1 below Cronbach's Alpha of the measuring items of perceived organizational support is .829. Cronbach's Alpha for the measuring items of Affective commitment is .874. Cronbach's Alpha for measuring items of innovative work behavior is .899. Cronbach's Alpha for the measuring items of job engagement is .919. Cronbach's Alpha for the measuring items of high commitment HR practices is .937.

Table 1

Variable Name	N of Items	Cronbach's Alpha
Perceived organizational support	8	0.829
Affective commitment	9	0.874
Innovative work behavior	9	0.899
Job engagement	8	0.919
High commitment to HR practices	14	0.937

Correlation: Table 2 shows that independent variables including high commitment human resource practices and affective commitment are significantly correlated with the dependent variables including job engagement and innovative work behavior.

Table 2: Bivariate Correlation

Pearson Correlation					
	POS	JE	HCHRP's	IWB	AC
POS	1				
JE	.319**	1			
HCHRP's	.242**	.780**	1		
IWB	0.091	.478**	.626**	1	
AC	.281**	.562**	.487**	.407**	1

** . Correlation is significant at the 0.01 level (2-tailed).

*AC = affective commitment, POS = perceived organizational support, JE = job engagement, HCHRP's = high commitment HR practices, IWB = innovative work behavior.

Regression Analysis: Fox (1997) specified that multiple regression study permits the evaluator to conclude that how and what relationship exist among dependent and independent variables. Multiple Regression has been performed to test the hypotheses 1, 2, 3 4 & 5.

Table 3: Main Effect of HCHRP's on job engagement, innovative work behavior, and affective commitment

Variable	Job engagement			Innovative work behavior			Affective commitment		
	B	R ²	Sig	B	R ²	Sig	B	R ²	Sig
Step 1									
Gender	.036			.139*			.053		
Age	-.072			-.013			.137*		
Job Nature	.145*			.208**			.084		
Step 2									
High commitment HR practices	.782***	.611	.000	.612***	.422	.000	.576***	.355	.000
Affective commitment	.604**	.374	.000	.404***	.219	.000			

N = 209. Gender, age, and job nature used as control variables

*** Significant at the .001 level (2-tailed),

** Significant at the .01 level (2-tailed),

* Significant at the .05 level (2-tailed)

Step 1: Step 1 shows the control variables' results of one way ANOVA revealed that among the control variable gender have a significant effect on innovative work behavior, age has a significant effect on affective commitment while job nature have a significant effect on job engagement and innovative work behavior, therefore, control for all these variables.

Step 2: In step 2, the effect of independent variable on outcome variables has been checked while controlling for the demographic variables. The results depict that high commitment HR practices have a significant impact on affective commitment as ($\beta = 0.576$, $R^2 = 0.355$, $p = 0.000$), based on the given results it can be derived that there is a significant impact of high commitment HR practices on affective commitment. Hypothesis # 1 is supported based on above results that:

H1): High commitment HR Practices positively relate to Affective commitment.

Based on the results, high commitment HR practices were found to have a significant impact on job engagement as ($\beta = 0.782$, $R^2 = 0.611$, $p = 0.000$). Hence it can be derived that there is a significant impact of high commitment HR practices on job engagement. Thus it supported hypothesis # 2 that:

H2): High commitment HR practices positively relate to job engagement.

High commitment HR practices have a significant impact on innovative work behavior as ($\beta = 0.612$, $R^2 = 0.422$, $p = 0.000$), based on these results it can be derived that there is a significant impact of high commitment HR practices on innovative work behavior and it positively predicts innovative work behavior. These results significantly support hypothesis # 3 that:

H3): High commitment HR Practices positively relate to innovative work behavior.

Affective commitment has a significant impact on job engagement as ($\beta = 0.604$, $R^2 = 0.374$, $p = 0.000$), thus it is derived that there is a significant impact of affective commitment on job engagement. Hypothesis # 4 is supported based on these results that:

H4): Affective Commitment positive relates to job engagement.

Employee's affective commitment also found to have a significant impact on innovative work behavior as ($\beta = 0.404$, $R^2 = 0.219$, $p = 0.000$), based on this it can be derived that there is a significant impact of affective commitment and it enhances the innovative work behavior. Thus hypothesis # 5 is supported that:

H5): Affective commitment positively relates to Innovative Work Behavior.

Furthermore, the results for the regression coefficient illustrate that if one unit of high commitment HR practices increase job engagement will increase by .782 units. Similarly, one unit increase in high commitment HR practices will increase innovative work behavior by .612 units and affective commitment will increase by .576 units by increasing one unit of high commitment HR practices. The coefficient of determination, R^2 of high commitment HR practices for job engagement is 0.611, hence it is inferred that 61.1 percent of the variability in job engagement is explained by high commitment HR practices. The coefficient of determination, R^2 of high commitment HR practices for innovative work behavior is 0.422, hence it is inferred that 42.2 percent of the variability in innovative work behavior is explained by high commitment HR practices. The coefficient of determination, R^2 of high commitment HR practices for affective commitment is 0.355, hence it is inferred that 35.5 percent of the variability in affective commitment is explained by high commitment HR practices. After this, the main effect of mediator on dependent variables has been checked. It shows that job engagement will increase by .604 by one unit increase in affective commitment. Similarly, if one unit affective commitment increased innovative work behavior will increase by .404. The coefficient of determination, R^2 of affective commitment for job engagement is 0.374, hence it is inferred that 37.4 percent of the variability in job engagement is explained by affective commitment. The coefficient of determination, R^2 of affective commitment for innovative work behavior is 0.404, hence it is inferred that 40.4 percent of the variability in innovative work behavior is explained by affective commitment.

Mediation Analysis: To check the mediation effect of affective commitment in the relationship of high commitment HR practices and outcome variables i.e. job engagement and innovative work behavior, the conditional process modeling method of Hayes & Preacher's (2014) has been used. To test the mediation and moderation, Hayes has signified the conditional process models. Founded on the projected study structure, model 4 has been selected in process macro for analysis of this mediation influence as suggested by Preacher & Hayes (2008). For the sake of this objective, high commitment HR practices have been taken as an independent variable while innovative work behavior has been taken as a dependent variable while affective commitment has taken in the mediating variable section. Results are shown below.

Table 4: Mediation of AC in the relationship of HCHRP's & IWB

	Effect	SE	P	LLCI	ULCI
The total effect of HCHRP's on IWB	.6439	.0557	.0000	.5341	.7536
The direct effect of HCHRP's on IWB	.5771	.0632	.0000	.4525	.7016
Indirect effect of HCHRP's on IWB	.0668	.0342		.0048	.1387

*AC = affective commitment, HCHRP's = high commitment HR practices, IWB = innovative work behavior.

Hayes & Preacher (2014) stated two main situations for ascertaining the mediation i.e. the indirect effects should be significant and the values of LLCI and ULCI must be in the same direction and must not be zero. Results depict that indirect effect of high commitment HR practices on innovative work behavior is also significant ($\beta = .0668$, $CI = .0048$ to $.1387$). However, the total effect ($\beta = .6439$, $p = .000$) and direct effect ($\beta = .5771$, $p = .000$) are also significant. Therefore, the results found support for partial mediation prove the hypothesis that:

H6): Affective commitment mediates the relationship between HCHRP's and Innovative Work Behavior.

In the next step, the high commitment HR practices have been taken as an independent variable while job engagement as the dependent variable and affective commitment has taken in the mediating variable section. Results are shown below.

Table 5: Mediation of AC in the relationship between HCHRP's & JE

	Effect	SE	P	LLCI	ULCI
The total effect of HCHRP's on JE	.8257	.0461	.0000	.7348	.9165
Direct effect of HCHRP's on JE	.7021	.0498	.0000	.6039	.8004
Indirect effect of HCHRP's on JE	.1236	.0330		.0668	.1963

*AC = affective commitment, JE = job engagement, HCHRP's = high commitment HR practices.

Results depict significant indirect effects of high commitment HR practices on job engagement ($\beta = .1236$, $CI = .0668$ to $.1963$). However, the total and direct effects are also significant, which shows the support for partial mediation. Therefore, providing support for the hypothesis of the study:

H7): Affective commitment mediates the relationship between HCHRP's and job engagement.

Moderation Analysis: Moderator can be defined as a variable which can intensely effect or perform optimistic part in making the connection among dependent and independent variables, better (Sekaran & Bougie, 2013, p.91) A moderator has a resilient perspective to modify the course as well as an impact level of the variable's constructive relationship of predictive variable and outcome variable. Hayes & Preacher (2014) described that the analysis of moderation chiefly stresses on basic fundamentals that regulate the path as well as the influence of the relationship among dependent and independent variable. Because of its greater impact, moderating variable performs a basic part for bringing the alteration or perfection in the prevailing relationship among the dependent and independent variables. Moderator effect the degree of causative influence of a predictive variable on the outcome variable. The concept of moderation is also called the interaction effect (Hayes & Preacher, 2014). To check the moderating effect of perceived organizational support in the relationship of high commitment HR practices and affective commitment, the conditional process modeling method of Hayes & Preacher's (2014) has been used. To test the mediation and moderation, Hayes & Preacher (2014) has signified the conditional process models. Founded on projected study structure, model 1 has been choose in process macro analyze this moderation influence as suggested by Preacher & Hayes (2008). For the sake of this objective, high commitment HR practices have been taken as an independent variable while affective commitment has been taken as a dependent variable. Perceived organizational support has taken in M variable segment. Interaction has been calculated automatically by this method. Below are the results of moderation analysis.

Table 6: Moderation of perceived organizational support

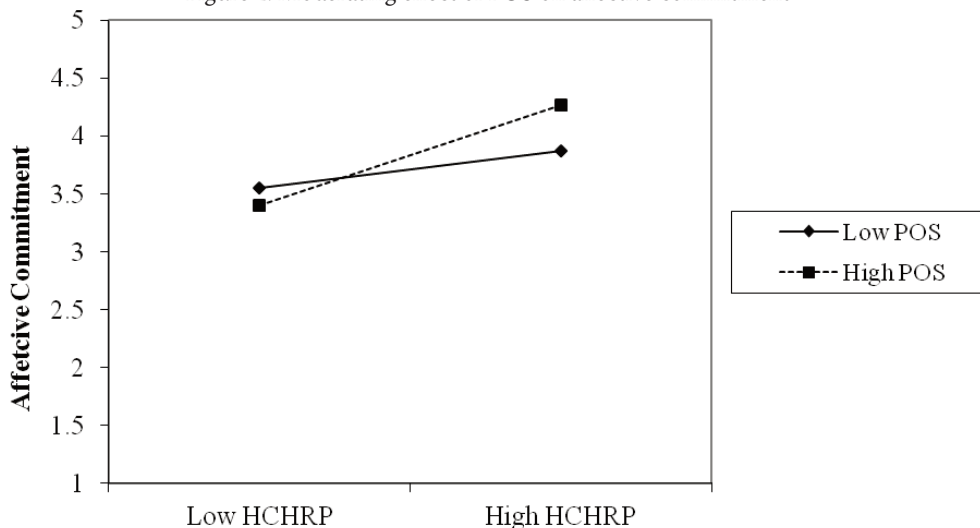
Variables	Affective commitment			
	B	LLCI	ULCI	p value
High commitment HR practices	0.54	-0.06	-0.39	0.00
Perceived organizational support	0.11	-0.26	-0.2	0.05
Interaction 1	-0.45	-0.25	-0.09	0.03
Total R ²	0.38			0.03

N = 209

Interaction 1 = High commitment HR practices* Perceived organizational support

According to Hayes & Preacher (2014), the moderator is approved when it fulfills two conditions. First, the interaction effect must be significant and second is the values of LLCI as well as ULCI that must not be zero and must be in the same direction. Perceived organizational support moderates between high commitment HR practices and affective commitment in such a way that relationship becomes stronger when POS was high. Moreover interaction term high commitment HR practices* perceived organizational support is significant ($p = .03$) which depict that moderation exists. However, the magnitude of this moderation effect cannot be ascertained from these results, therefore, we need to plot the graphs recommended by Damanpour (1991).

Figure 2: Moderating effect of POS on affective commitment



The figure revealed the significant interaction of perceived organizational support and high commitment HR practices on affective commitment. In order to examine the conjuncture for high and low values (Mean \pm SD) for moderation, the graphical configuration has been run through for clear understanding. The graph depicts that slope of high perceived organizational support is inclined upward at a high level of HCHRP as compared to the low level of perceived organizational support. The figure shows that affective commitment is high at the higher level of HCHRP, especially, when employees perceived a higher level of support. Based on this, it can be concluded that perceived organizational support significantly moderate to improve the influence of high commitment HR practices on affective commitment, thus, it proves the hypothesis 8.

H8): POS moderates the relationship between HCHRP's and affective commitment.

5 DISCUSSION AND CONCLUSION

In the present era, innovative work behavior and employee engagement are much important for the firms because they are facing huge demand from their environment to involve in the innovative work behavior. To compete with other organizations innovative work behavior is of utmost necessity otherwise organizations may face a huge loss. The recent evidence is demonstrating a direct link amongst innovative work behavior, employee engagement, and high commitment HR practices. This study is to inspect the influences of high commitment HR practices on the behaviors of the employee. Since no research has been found in this specific area that high commitment HR practices influences the employee's behavior (Employee engagement and innovative work behavior) with the moderating effect of perceived organizational support and the mediating effect of Affective Commitment. Therefore this research has attempted to begin filling this cavity/gap in the body of knowledge and literature. It specifies that the existence of high commitment HR practices in the work-place gives strong indications to their subordinates that they are appreciated, respected and acknowledged inside the groups or companies. Outcomes exposed that perceived organizational support moderates the associations amongst high commitment HR practices and affective commitment.

In other words, in the extremely challenging work setting where workers are required to be more engaged in their job, they anticipate greater administrative support to uphold their involvement in the firm. Jain et al. (2013) recommended that workers' production greatly depends upon the contributions that they obtain from their administrations in any social interchange. The outcomes also support the results of Aistė Pukienė (2016) who concluded that human resource management can be the main aspect that effects innovative work behavior of workers, as well as affective commitment, can be the predicted result of human resource management. Social exchange theory has revealed that workers' assurance to the firm through the sensitivities of organizational support gives the better outcome of employees. Though, the study also produced the outcome that assurance is connected to an indirect collaboration amongst HCHRP's and perceived organizational support. High commitment HR practices are associated with a particular employee-centered outcome in this research. Aim of this study was to explore the effect of high commitment HR practices on innovative behavior of individual worker and it has gained a huge understanding of the impacts that high commitment HR practices on employee's innovation, by viewing the direct impact and indirect impact. Outcomes also support the study of "Sanders, Dorenbosch & de Reuver (2008)", who measured the high commitment human resource practices system work and innovative work behavior. However, going beyond the findings, the current study also demonstrates that high commitment HR practices affect employee engagement and innovative work behavior through the affective commitment. Due to which employees feel more obligation towards their organization as perceived organizational support motivates them. Impact of employee affective commitment to innovative behavior at work is too strong. The outcome is reliable with the argument of Whitener (2001), Social Exchange Theory and Social Identity Theory, which demonstrate that workers who feel they are valued and appreciated by their associations might observe more prominence in the firm (Birtch, Chiang & Van Esch, 2016). The outcomes are in line with Meyer & Allen (1991) who declared that workers with perceived organizational support might create emotional affections with the organization, and Chiang et al., (2016) who claimed that perceived organizational support can make workers have lasting belief in the firms. In a nutshell, workers provide creative actions to the firm, discoveries are also steady with the social exchange theory (Cook, Cheshire, Rice & Nakagawa, 2013). Moreover, affective commitment mediates the connection amongst high commitment HR practices and employee engagement/innovative work behavior. The results show that perceptions of organizational support inspire workers to use their inspiration to perform innovative actions.

To reach and to achieve the positive outcomes, more engaged and innovative employees are needed who can contribute more positively to the success of an organization. The results of this study established that high commitment HR practices, perceived organizational support, and affective commitment can help to increase the progressive and creative behavior of a worker. The commitment and inventive thoughts must be at the front of collective effort investigation as well as strategy and policy execution. The future investigation might examine the variation in the insight of engagement as well as innovative work behavior aspects by age. A future study might comprise the interpretations about how speedily the engagement level and innovative behavior varies after the dealings to increase the high commitment HR practices between workers.

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ANNEX A

Survey – Questionnaire

Respected Sir/Madam,

Please rate the following statements by recalling your performance. The following scale will help you to rate the performance.

(1) Strongly Agree (2) Agree (3) Neutral (4) Disagree (5) Strongly Disagree

Perceived Organizational Support					
1. My organization strongly considers my goals and values.	1	2	3	4	5
2. My organization really cares about my well-being.	1	2	3	4	5
3. My organization shows a great deal of concern for me.	1	2	3	4	5
4. My employer cares about my opinions.	1	2	3	4	5
5. My employer is willing to help me when I need a special favour.	1	2	3	4	5
6. My employer cares about my general satisfaction at work.	1	2	3	4	5
7. My employer values my contributions to its well-being.	1	2	3	4	5
8. The company is willing to help my work.	1	2	3	4	5
Affective Commitment					
1. I feel a strong sense of belonging to my organization.	1	2	3	4	5
2. I feel personally attached to my work organization.	1	2	3	4	5
3. I am proud to tell anybody to be part of company.	1	2	3	4	5
4. Working at my organization has a great deal of personal meaning to me.	1	2	3	4	5
5. I would be happy to work in my organization until I retire.	1	2	3	4	5
6. I feel obligation to do for company success.	1	2	3	4	5
7. I work 100 percent for company goal.	1	2	3	4	5
8. I really feel that problems faced by my organization are also my problems.	1	2	3	4	5
9. I feel loyalty to the company.	1	2	3	4	5
Job Engagement					
1. My job inspires me.	1	2	3	4	5
2. When I get up in the morning, I feel like going to work.	1	2	3	4	5
3. I feel happy when I am working intensely.	1	2	3	4	5
4. I am immersed in my work.	1	2	3	4	5
5. I am proud of the work that I do.	1	2	3	4	5
6. At my job, I feel strong and vigorous.	1	2	3	4	5
7. I am enthusiastic about my job.	1	2	3	4	5
8. I get carried away when I am working.	1	2	3	4	5
High Commitment HR Practices					
1. I am given a real opportunity to improve my skills through education and training programs.	1	2	3	4	5
2. I have had sufficient job-related training.	1	2	3	4	5
3. I receive on-going training, which enables me to do my job better.	1	2	3	4	5
4. HR practices here help me a great deal to develop my knowledge and skills.	1	2	3	4	5
5. This organization prefers to promote from within.	1	2	3	4	5
6. This organization always tries to fill vacancies from within.	1	2	3	4	5
7. People inside the organization will be offered a vacant position before outsiders	1	2	3	4	5
8. My job allows me to make job-related decisions on my own	1	2	3	4	5
9. I am provided the opportunity to suggest improvements in the way things are done.	1	2	3	4	5
10. Supervisors keep open communications with me on the job.	1	2	3	4	5
11. I am often asked to participate in decisions.	1	2	3	4	5

12. There is a strong link between how well I perform in my job and the likelihood of receiving recognition and praise.	1	2	3	4	5
13. There is a strong link between how well I perform in my job and the likelihood of receiving a pay raise.	1	2	3	4	5
14. There is a strong link between how well I perform in my job and the likelihood of receiving high performance appraisal ratings.	1	2	3	4	5
Innovative Work Behavior					
How often does this worker perform the following work activities:	1	2	3	4	5
1. Acquiring approval for innovative ideas.	1	2	3	4	5
2. Searching out new working methods, techniques, or instruments.	1	2	3	4	5
3. Transforming innovative ideas into useful applications.	1	2	3	4	5
4. Introducing innovative ideas in a systematic way.	1	2	3	4	5
5. Making important organizational members enthusiastic for innovative ideas.	1	2	3	4	5
6. Generating original solutions to problems.	1	2	3	4	5
7. Creating new ideas for improvements.	1	2	3	4	5
8. Mobilizing support for innovative ideas.	1	2	3	4	5
9. Thoroughly evaluating the application of innovative ideas.	1	2	3	4	5

“Thank you for giving your precious time to fill this questionnaire.”