Linking Service-oriented High-Performance Work Practices Bundle with Person-job Fit, Person Organization Fit and Affective Commitment: A Parallel Mediation Analysis

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ABSTRACT

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Affective commitment, having diverse perspectives, is a challenge of the day. The study examines the effect of high-performance work practices (HPWP) on Affective commitment in the Telecom sector of Pakistan through the mediating role of Person-job fit, and Person-organization fit between HPWP and Affective commitment. The study framework strengthens from the Theory of Work Adjustment (Afshan & Motwani) and the Social exchange theory (SET). The purposive sampling technique used 350 questionnaires distributed among employees and 290 returned. Findings show an insignificant direct relationship between HPWP [Career development, Training and development, and Performance appraisal] and Affective commitment. Whereas person-job fit and person-organization fit fully mediate the association among high-performance work practices with Affective commitment.

Keywords:
High-Performance Work Practices, Person-Job Fit, Person-Organization Fit and Affective Commitment, Telecom Sector

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1. Introduction

Considering, employees as the monumental firm resource (Andersén, 2017; Molloy & Barney, 2015), the idea of High performance work ecosystem (Becker et al., 1998) has been endorsed and propagated across organizational behavior (HRM) (Paauwe, 2009) and strategic management research streams (Chadwick et al., 2015). High-performance work practices (HPWP) research lies at the front position of the Strategic human resource management literature (Yan Zheng & Kleiner, 2001). Studies suggested a need to understand the “what” and “why” of the impact of high-
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performance work practices. However, also the “how” is known as “the black box” problem (Messersmith, Patel, & Lepak, 2012). In the business world, scarcity of affective commitment has emerged as a big problem. Firms, which consider their employees as the most important resources, and make them feel so, then employees, mostly, reflect emotional attachment towards their firms, and became more committed and satisfied (Yahya, Mansor, & Warokka, 2012). Number of researchers have explored and validated the relationship between HPWP and firm performance outcomes (Obeidat et al., 2016). High-performance work practices have established relationships between employees, their job, and the organization. Some studies (Kehoe & Wright, 2013) on the HPWP and its relationship with person-Job fit and person-Organization fit, have mostly emphasized on the importance of firms recruitment process.

Moreover, High-performance work practices positively relate to affective commitment and overall firm performance. Previous literature explains that employee awareness also plays an important role in this process. Likewise, employees ability to adapt to the changing work dynamics, in line with technological advancements and other changes, have been related to the intensity of career planning and training they are subjected to (Wang et al., 2020). High-performance work practices ideally reflect the organizational context and communicate information to the employees (Boon, den Hartog, Boselie, & Paauwe, 2011). Organizations are facing severe competition to stay alive and maintain their competitive advantage. Most businesses have re-arranged their employees' management practices; they motivate their workers and attract them to get engaged with their job to achieve better performance. However, several problems have been identified in the telecom sector of Pakistan. Past studies have also highlighted that affective commitment will be one of the most critical challenge for the Telecom Sector of Pakistan in years to come. Likewise, it has been anticipated, that if the employees wont be committed to their jobs, the organization will face many problems like turnover, reduced loyalty, performance, and commitment (Rabia Sarfraz, 2017).

Therefore, the primary motivation for this study is to examine the relationship between High-performance work practices, Person-job fit, Person-organization fit, and affective commitment among managers working across the telecommunication sector of Pakistan. A literature search exposed limited empirical research on the issue of affective commitment in the telecom sector. Most of the studies were conducted in the education sector (Kooij & Boon, 2018), Police officers (van Gelderen & Bik, 2016), and Banking Sector (Cooke, Cooper, Bartram, Wang, & Mei, 2016). This is one of the reason, that the given study intends to explore the phenomena at hand, with telecommunication sector of Pakistan. Likewise, the current study also adds to the body of knowledge, by considering, variables like, High-performance work practices (Career Development, training & development, and appraisal system), affective commitment, and mediation effect of Person-Job fit and person-organization fit and interrelationship between them.

The study investigates the mediating role of Person-Job fit, Person-organization fit in the affiliation linking with High-performance work practices (HPWP) as well as Affective commitment. Hence, the present study would, bring empirical evidence to the fore, about the relationship between High-performance work practices, Person-job fit, person-organization fit, and affective commitment of the employees. The current study will contribute to the existing knowledge, especially in the Telecom Sector of Pakistan, by examining the role of High-performance work practice as an independent and mediating variable, which will affect the relationship between P-O, P-J fit, and affective commitment Telecom Sector of Pakistan. Furthermore, it investigates on how HPWP identifies with P-O, P-J fit and affective commitment among employees who work in the telecom sector of Pakistan.
sector of Pakistan. The research will also be suggestive for the management staff to proactively focus on providing HPWP that will boost affective Commitment, which can lead to the performance management staff and the telecommunication sector in various ways.

2. Theoretical formation, and Hypothesis Development:

Many theories have been used to investigate employees' high-performance work practices. In the context of the Telecom Sector, the influencing factors are based on one underpinning theory, i.e., the Theory of Work Adjustment (Afshan & Motwani), and supportive theory, i.e., Social Exchange Theory (SET). The Social Exchange Theory procedure and reciprocity lie at the center of the relationship between HPWP and affective commitment. Based on the exchange relationship that exists between workers and an organization. Theory of work Adjustment by (René Dawis, George England, and Lloyd Lofquist from the University of Minnesota in 1964) will be considered to examine the relationship between HPWP and Affective Commitment. The previous studies mainly focused on the Theory of Work Adjustment (Afshan & Motwani) (Afsar, Badir, & Khan, 2015; Gerhart, 2005; Kooij & Boon, 2018; Lauver & Kristof-brown, 2001; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) with the person-job fit, person-organization fit, originality trust, innovation employment behavior, employee performance, HPWP, career stage affective commitment.

At the same time, some studies added work motivation, satisfaction, and engagement to the Theory of Work Adjustment. Although, this research topic is widely used in academic and research fields. This theory is more closely related to a person’s Abilities (skills, knowledge, experience, attitude, and behaviors). It also propagates the significance of rewards, as tool for reinforcement, which will make employees feel satisfied with their jobs, and will become the source of employee engagement as well. Hence, its believed that, with HPWPs properly in place, the employees will start feeling a fit between themselves the jobs which they have to perform, which ultimately will lead towards, employee’s engagement and satisfaction. Therefore, to be specific, the theoretical framework here, considers High-performance Work Practices (HPWP) as independent construct, Person-job fit, & Person-Organization Fit as mediators, and the Affective Commitment as dependent one.

3. Career Development and Affective Commitment

Aryee, Chay, and Chew (1994) have used commitment as an indicator of the employees-organization relationship. “A commitment to the organization values and goals, occupational commitment, and a strong work ethic (Cohen, 1993; Zhou et al., 2014)” Affective commitment refers to workers' psychological association and emotional connection to the organization. They are more effectively committed to the organization, which they feel is contains the encouraging and supporting environment, with a provision of meaningful feedback system. To be specific, it was found that career development holds the ability to influence commitment level of the employees and other multi dimensional aspects, which can effect employees performance (Mwiti et al., 2021). Indeed, recent studies show that employees who perceive a more favorable feedback environment across their firms, report more affective commitment in comparison to firms with comparatively, unfavorable feedback environment. Moreover, firms which provide their employees with the chance of developing their careers, are also considered to be the high performing firms. Likewise, (Kalidass & Bahron, 2015) stats that career development opportunities provided by firms, are considered to be the most important organizational support, for the employees, and make them feel that their firm is a caring firm. It depends mainly on employees response to firms efforts, which are related with employees level of affective commitment (Ratten et al., 2017). Therefore, such firms, provide their
employees with an environment, where they along with their employers can set the tone for their professional future, by keeping an eye on emerging opportunities (Lips-Wiersma & Hall, 2007). So, career becomes more diverse, open, and a mutual responsibility of both the employees and the employers. Yan Zheng & Kleiner (2001) agree that career development expands high-performance work practices and development activities in future orientation.

Majority of aspirants across the globe have always favored, skills enhancement, in order to remain competitive to meet challenging market dynamics for meaningful career development. Mowday, Porter, & Steers (1982) observed a strong mutual link between high-performing work practices in organizations and their employees. This means that the organizational commitment would strengthen when employees have been provided with sufficient assistance and their organizations achieved their particular needs. Likewise, employees with clarity of goals, would prefer sharing their experiences with others within the organization, reflecting their commitment with organization concerned. Meyer et al. (2002) have demonstrated that the internal self-driven career development of employees is one of the most important practices that influence an individual’s affective commitment. Individuals, who reflect increased commitment towards their job, usually contribute more towards the betterment of the organization concerned. Employees who are highly involved in their job are more committed to their organization and put an effort into achieving organization objectives (Ineson et al. 2013). Kuruüzüm et al. (2009) posited that Career Development has strongly link with affective commitment. Based on work by (Knezović & Greda, 2020) these investigations about the positive association between CD and AC becomes even meaningful. Therefore, its hypothesized that:

**H1:** There is a positive relationship between Career Development and Affective Commitment.

4. Career Development and Person-Job, person-organization Fit

Person-job fit refers to the match between a person's abilities and the demand of a job (Kristof, 1996). Person-job fit is the foundation of the employee’s selection. Person-job fits essential concern is to select those applicants who can perform the job. Job supplies include the essential characteristic of the profession, pay, and job demand describes the knowledge, skills, and abilities (KSAs) for performing the job. As with person-organization fit, candidate self-selection is the main antecedent of person-job fit (Werbel & Johnson, 2001). Kristof (1996) proposed that an individual feels satisfied with his or her job when the organizations meet their expectations. “Person-organization fit is referred to the match between an employee’s values and organizational values or culture” (Boxx, Odom, & Dunn, 1991). Prior studies commonly used multiple dimensions of fit between person, his and his organization, to reflect harmonization between the above stated entities (Piasentin & Chapman, 2006).

PO Fit explains the link between individuals and organizational goals; individual needs, personality, and organization system (Krisrof, 1996). Applicant’s job option and organization hiring practices are the most critical aspect for achieving, the person-organization fit (Cable & DeRue, 2002). Person-organization fit improves the compatibility among workers and organization, increases employee commitment, and retains employees for a long time (Kristof, 1996). When individual and organization values are combined, it will enhance performance, reduce employee stress, and increase job satisfaction (Silverthorne, 2004). Therefore its posited that:

**H2:** Career Development and person-Job fit there is a positive relationship.

**H3:** Career Development and person-Organization fit there is a positive relationship.
5. Training and Affective Commitment

Training refers to the skills, abilities, and knowledge to perform well. Training & development is a process to motivate employees to stay loyal or committed to the organization. Research by Ford, Smith, Weissbein, Gully, and Salas (1998) an eye on market development is the most important aspect, to keep oneself equipped with emerging skills required, in the given world of technological advancement. Larger number of firms focus on continuous employee trainings, in order to enhance their performance through updated knowledge and skills. Sometimes, such facilities can be the primary source of employees decision to stay or leave a particular firm. Therefore its is of reasonable importance to explore the interrelationship between constructs at hand (Grund & Titz, 2022). Researches, which had a focus achieving employee’s affective commitment, have related it with changing or updating employees behaviors through on job skills enhancement training programs. Research by, (Kooij & Boon, 2018) clearly propagates the need to look into the relationship between training opportunities available to employees and its impact of their affective commitment. Moreover, the Strongly committed employees are more valuable rather than weak committed employees. Committed, solid employees are more valuable rather than weak committed employees. Randall (1990) noted a positive relationship between attendance, job fit, and job performance with affective commitment in Meta-analysis. In the same way, (Cao & Hamori, 2016), suggested that increase in training facilities for employees can help increase the level of affective commitment they have. Few HRD authors also suggested that training should play an essential role in achieving affective commitment and outcomes of the organization (Lang, 1992).

H4: There is a positive relationship between Training and Affective commitment.

6. Training & development and Person-organization, Person-Job fit

Likewise, as has already been elaborated, that employees those who are provided with the opportunity to groom themselves through well planned skills enhancement training programs, are observed to be more committed towards their parent organizations. While, on job trainings are organized by firms, to make their employees all the necessary skills required, to perform their job in a comparatively effective manner (Donkor & Banki, 2017). Training helps employees develop a fit between themselves and the organizations they work in, this in turn increases their commitment towards organizations, and then the overall firm’s performance. And all the differential skills acquired by employees, ultimately contribute towards firms competitive advantages, which they seek over their competitors (Lin & Hsu, 2017). Likewise, its found that Training provides the opportunity to develop skills in individuals. Likewise, with continuous skill enhancement, employees remain in a position to maintain their person-job fit (Player et al., 2017). Based on technology, Spell (2001) found that technology affects individuals' cognitive complications, which need employees to bring development activities and additional training. Likewise it has also been affirmed by, (Iqbal et al., 2020) that with formal trainings firms can increase the performance of the individuals and the organizations. So in this sense, training is related to Person-Job fit and Person-organization fit.

H5: There is a positive relationship between Training and Person-Job fit.

H6: There is a positive relationship between Training Person-Organization fit.

7. Performance Appraisal and Affective Commitment

According to Armstrong (2006), one of the best ways to get a meaningful consequence for checking the results of the workers is the appraisal system. Performance Appraisal defines “the formal assessment and rating of individuals by their managers at an annual review meeting.” Moreover, (Kuvaas, 2006) found that performance appraisal and affective commitment were positively related in his research. Murphy and Cleveland (1995) argue that a proper and effective
performance appraisal system is based on clarity, fairness, openness, and distinction through rewards. According to Latham (2003), companies' affective and emotional qualities attract the employee's “Heart.” Performance appraisal contains the ability of the individual performance to show how to contribute to the organization goals and group tasks, thus increasing the organization's commitment (Kuvaas, 2006). In performance appraisal, developmental feedback systems and goal-setting reflect the employee's feelings that help enhance the affective organizational commitment. In this study, Husain (2018) assumes a significant link between performance appraisal and affective commitment in the Pakistan banking sector. So, its hypothesised that:

**H7:** There is a relationship between performance Appraisal and Affective Commitment.

### 8. Performance Appraisal and Person-job, person-organization Fit

Performance is equally important for both individuals and the organization. Performance appraisal focuses on the input and output criteria, providing the basic job description. Other factors also influence appraisal, such as Organization citizenship behavior (OCB) has one of the acute effects on managerial evaluation. Person-organization fit shows the employee's subjective beliefs about how the personal values match the organization's culture (Kristof, 1996). In person-organization fit, the values are matched with individuals and the organizations; person-job fit is treated as the same terms. A great value fit between persons and organization is related to more positive practice for the individuals and overall organization performance (Armstrong, 2006). Based on this discussion, there are positive relationships between Performance appraisal and person-organization and person-job fit. Human talent is increasing day by day, which is a key competitive advantage; the organization may find that Person-organization fit is a valuable tool to reduce the turnover and person is more committed to their organization and feel this job is for me (Bradford & Weitz, 2008).

**H8:** There is a positive association between Performance Appraisal and Person-Job fit.

**H9:** Performance Appraisal and Person-Organization fit there is a positive relationship.

### 9. P-O, P-J Fit Mediate between HPWP and affective commitment

High-performance work practices have a direct relationship with affective commitment. We also imagine there is an indirect relationship between High-performance work practices and affective commitment through the result of Person-organization fit. When employees think that High-performance work practices are present, they understand organization Norms, Values, and Beliefs which clarify the employee's expectations, increase needs for accomplishment and enhance the level of Person-Organization fit (Cable & Parsons, 2001). Increasing the level of person-organization fit will increase the affective commitment toward the organization. Boon et al. (2011) show the evidence that cross-sectional data support this relationship.

**H10a:** Person-Job fit mediates the connection between career development and Affective commitment.

**H10b:** Person-Job fit mediates the connection between Training & development and Affective commitment.

**H10c:** Person-Job fit mediates the connection between Performance appraisal and Affective commitment.

**H10d:** Person-Organization fit mediates the connection between career development and Affective Commitment.

**H10e:** Person-Organization fit mediates the connection between training & development and Affective Commitment.

**H10f:** Person-Organization fit mediates the relationship between Performance appraisal and Affective Commitment.
10. Person Job fit/Person-Organization fit and affective commitment

Within the domain of organizational behavior and HRM, there has been an ever rising interest in research on person–organization fit (P-O), person–job fit (P-J), and its relationship with number of firm commitments (Werbel & Johnson, 2001). It has been found, that with increased fit between the organization the person work in, and the job he performs, there are increased chances of him being more productive and committed (Rousseau & McLean Parks, 1993). Likewise, number of other OB theorists have talked in favor of the above stated interrelationship. Similarly, Research conducted by (Hussain et al., 2017; Shah & Ayub, 2021) have found a positive relationship between person job and organization fit, with that of employees firms commitment. Similarly, (Jin et al., 2018; Tao, 2018) have talked in favor of increased affective commitment of employees in presence of their fit with both the firm, and the job they perform. Also the (Akhtar et al., 2019) have suggested that there has been an increased interest and support on the relationships between person job and organization fit in making them more committed toward their employers. Therefore, its hypothesized that:

H11: There is a positive relationship between Person-job fit and Affective commitment.
H12: There is a positive relationship between Person-Organization fit and Affective commitment.

11. Methodology

11.1 Population, Sample size, Sampling Technique

The population of the study included managers and employees of the top 05 telecom firms operating across all major cities of Pakistan. Companies included for investigations are Mobilink/Jazz/Warid, Ufone, Telenor, Zong, and PTCL. Teddlie and Yu (2007) proposed different methods for determining the right sample size since collecting data from the entire population is impossible due to time constraints and resources. When the right sample size is selected from the target population, expected results are more valid and reliable (Sakaran, 2003). However, the current study has taken a sample size of 350. This study is using Non-probability sampling because its population is unknown in non-probability sampling. The purposive sampling technique is selected. In the purposive sampling technique sample selection is based on a preconceived purpose. Male respondents dominated the response rate with 74.3% compared to 25.7% who are females.

12. Research Framework

![Research Framework Diagram]

13. Measurement

The study made use of survey technique with structured questionnaires distributed among target Respondents, who responded to every question on a five point likert scale. Likert scale series from (1=strongly agree to 5=strongly disagree). The measure of career development 5 items scales

14. Data Analysis

The current study uses the PLS-Structure Equation Modeling (PLS-SEM) technique for the hypothesis test. Structure Equation Modeling is helpful as it eases measurement fault and also measures the strength of the impact of one variable on other variables. PLS-SEM is regarded as one the superior tools for statistical theoretical development, its testing and theory formation (Lowry & Gaskin, 2014). PLS-SEM helps estimating the paths, under certain situations of normality in the presence of larger data, and is more prone in detecting variance if any (Marcoulides, Chin, & Saunders, 2009).

14.1 Assessment of Measurement Model

The two main principles used in the investigation of PLS-SEM to attain the outer model are validity and reliability (Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014; Hulland, 1999; Ramayah, Lee, & In, 2011). The study looked into individual items reliability, followed by convergent validity, through AVE using Fornel Larcker criterion and the indicator’s outer loadings to calculate the suitability of the outer model. Hair et al. (2011, 2014) disagree that convergent validity is established when every item loading is higher than 0.5 and not a single loading loaded on the other construct. Concerning the findings, all 34 items were retained; no item was deleted because their loadings were between 0.709 and 0.913, above 0.5. Table 1 shows above the values of all constructs that create the Cronbach alpha, composite reliability, outer VIF, and average variance extracted (AVE). Moreover, all the variables had Cronbach Alpha value of more than 0.8. So the study has a good consistency. To examine discriminant validity, this study assume discriminant validity to assure the model outside consistency, based on the assessment among the latent variables table 2 show the summary, the AVE of the variables are: Affective Commitment (AF) = 0.753; Career Development (Jin et al.) = 0.9765; Performance Appraisal (PA) = 0.779; person Job fit (PJF) = 0.886; Person Organization fit (POF) = 0.796; Training & Development (T&D) = 0.860.

Figure 2. Measurement Model
Table 1 Construct Reliability, Cronbach’s $\alpha$, Composite Reliability and AVE of all the Latent Variables

<table>
<thead>
<tr>
<th>Latent Construct</th>
<th>Items</th>
<th>Factor Loading</th>
<th>Cronbach</th>
<th>CR</th>
<th>AVE</th>
<th>Outer VIF</th>
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<td>TD3</td>
<td>0.850</td>
<td>1.833</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 2. Discriminant Validity

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Affective Commitment</th>
<th>Career Development</th>
<th>Performance Appraisal</th>
<th>Person Job Fit</th>
<th>Person Organization Fit</th>
<th>Training &amp; Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective Commitment</td>
<td>0.753</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Career Development</td>
<td>0.331</td>
<td>0.765</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>0.382</td>
<td>0.496</td>
<td>0.779</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person Job Fit</td>
<td>0.610</td>
<td>0.462</td>
<td>0.448</td>
<td>0.886</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Person Organization Fit</td>
<td>0.597</td>
<td>0.471</td>
<td>0.524</td>
<td>0.673</td>
<td>0.796</td>
<td></td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>0.322</td>
<td>0.520</td>
<td>0.449</td>
<td>0.486</td>
<td>0.383</td>
<td>0.860</td>
</tr>
</tbody>
</table>

14.2 Structural model assessment
In this study, we assess structural model through direct relationship and mediation relationship. In PLS 3.2.8, SEM model provide internal modeling testing the constructs of the direct study relationship and their t-values shows the path coefficients, the hypothesized model of the study in structure model contract about the dependence of the association. The beta values, t-values show the significance of the variables. The purpose of this study is to evaluate the direct links with constructs and test the hypothesized relations through a structural model.

14.3 Structural model direct relationships
Study made use of eleven direct hypothesis, out of eleven (11) seven (7) were confirmed to be supported and four (4) were not supported in this study. Figure 3 explains the direct effect of every latent variable on the dependent variable. According to the Hair et al. (2014), bootstrapping is the way to give out as proxy to check the standard error. The study used t-value copied from bootstrapping (with 5000 sampling iterations for 270 cases / observations).
**Figure 3:** Structural Model Direct Relationships

**Table 3: Direct Hypotheses Results**

<table>
<thead>
<tr>
<th>Direct Hypotheses</th>
<th>Beta</th>
<th>SD</th>
<th>T Stats</th>
<th>P Values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Career Development -&gt; Affective Commitment</td>
<td>-0.019</td>
<td>0.064</td>
<td>0.288</td>
<td>0.773</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2 Career Development -&gt; Person Job Fit</td>
<td>0.208</td>
<td>0.079</td>
<td>2.624</td>
<td>0.009</td>
<td>Supported</td>
</tr>
<tr>
<td>H3 Career Development -&gt; Person Organization Fit</td>
<td>0.243</td>
<td>0.086</td>
<td>2.817</td>
<td>0.005</td>
<td>Supported</td>
</tr>
<tr>
<td>H4 Training &amp; Development -&gt; Affective Commitment</td>
<td>0.006</td>
<td>0.072</td>
<td>0.090</td>
<td>0.929</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H5 Training &amp; Development -&gt; Person Job Fit</td>
<td>0.279</td>
<td>0.075</td>
<td>3.738</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H6 Training &amp; Development -&gt; Person Organization Fit</td>
<td>0.095</td>
<td>0.074</td>
<td>1.281</td>
<td>0.200</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H7 Performance Appraisal -&gt; Affective Commitment</td>
<td>0.062</td>
<td>0.074</td>
<td>0.829</td>
<td>0.407</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H8 Performance Appraisal -&gt; Person Job Fit</td>
<td>0.220</td>
<td>0.082</td>
<td>2.689</td>
<td>0.007</td>
<td>Supported</td>
</tr>
<tr>
<td>H9 Performance Appraisal -&gt; Person Organization Fit</td>
<td>0.361</td>
<td>0.084</td>
<td>4.273</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H10 Person Job Fit -&gt; Affective Commitment</td>
<td>0.368</td>
<td>0.077</td>
<td>4.753</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H11 Person Organization Fit -&gt; Affective Commitment</td>
<td>0.309</td>
<td>0.086</td>
<td>3.585</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>
14.4 Structural Model with Mediation

The best procedure for the mediation investigation of PLS-ESM is bootstrapping because it can be helpful for small sample size (Hair et al., 2014). Current study made use of Smart PLS 3.2.8 (Ringle, Da Silva, & Bido, 2014) to evaluate the result of mediating variable with the help of using the bootstrapping resample of 5000 and model show the t-values. Table 4 shows the results of mediation of Person-job fit (PJF) and Person-organization fit indicating a t-value of 2.209 for Career Development (Jin et al.); 2.603 for performance appraisal (PA) and 2.950 for training and development (TD). In that regard, six variables indicate partial mediation out of nine, t-value of the career Development is 2.209, t-value of Performance Appraisal is 2.603, and t-value of Training & Development is 2.950.

<table>
<thead>
<tr>
<th>Mediation Results</th>
<th>Beta</th>
<th>SD</th>
<th>T Stats</th>
<th>P Values</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development -&gt; Affective Commitment</td>
<td>-0.019</td>
<td>0.065</td>
<td>0.284</td>
<td>0.776</td>
<td>Insignificant</td>
</tr>
<tr>
<td>Career Development -&gt; Person Job Fit -&gt; Affective Commitment</td>
<td>0.076</td>
<td>0.035</td>
<td>2.209</td>
<td>0.027</td>
<td>Full Mediation</td>
</tr>
<tr>
<td>Performance Appraisal -&gt; Affective Commitment</td>
<td>0.062</td>
<td>0.073</td>
<td>0.844</td>
<td>0.399</td>
<td>Insignificant</td>
</tr>
<tr>
<td>Performance Appraisal -&gt; Person Job Fit -&gt; Affective Commitment</td>
<td>0.081</td>
<td>0.031</td>
<td>2.603</td>
<td>0.009</td>
<td>Full Mediation</td>
</tr>
<tr>
<td>Training &amp; Development -&gt; Affective Commitment</td>
<td>0.006</td>
<td>0.072</td>
<td>0.090</td>
<td>0.928</td>
<td>Insignificant</td>
</tr>
<tr>
<td>Training &amp; Development -&gt; Person Job Fit -&gt; Affective Commitment</td>
<td>0.103</td>
<td>0.035</td>
<td>2.950</td>
<td>0.003</td>
<td>Full Mediation</td>
</tr>
<tr>
<td>Career Development -&gt; Person Organization Fit -&gt; Affective Commitment</td>
<td>0.075</td>
<td>0.033</td>
<td>2.258</td>
<td>0.024</td>
<td>Full Mediation</td>
</tr>
<tr>
<td>Performance Appraisal -&gt; Person Organization Fit -&gt; Affective Commitment</td>
<td>0.111</td>
<td>0.040</td>
<td>2.755</td>
<td>0.006</td>
<td>Full Mediation</td>
</tr>
<tr>
<td>Training &amp; Development -&gt; Person Organization Fit -&gt; Affective Commitment</td>
<td>0.029</td>
<td>0.025</td>
<td>1.192</td>
<td>0.233</td>
<td>Full Mediation</td>
</tr>
</tbody>
</table>

15. Discussions

Higher HPWPs have an optimistic influence on Affective Commitment, fully mediated by person-job fit and person-organization fit in this relationship. This study also confirms that three dimensions of the HPWP i.e. career development, training and development and performance appraisal are not potential antecedents of affective commitment (hypotheses 1, 2, 3). And the findings reflect an insignificant relationship between HPWP and affective commitment. All the seven (7) preceding hypotheses are accepted, and four (4) are rejected so, conditions posed for mediation by (Baron & Kenny, 1986) are fulfilled. On the same lines, structure equation modeling person-job fit and person-organization fit fully mediating roles are confirmed in this study. This study is expanding to explore literature about High-performance work practices (Career Development, training & development and appraisal system), and affective commitment with mediation effect of person-Job fit and person-organization fit.

Regarding underpinning social exchange theory, theory highlights that when organizations invest in various High-performance work practices, factors such as Career Development, Training & Development, salary, and Performance Appraisal. Employees are supposed to take this as an expression of organizational appreciation, trust, and commitment to engage them in long-term relationships. The theory and findings of this study also confirm that HPWP significantly impacts
affective commitment, once there exist mediators, in the for of job fit between employees and the organization. Therefore, main purpose of HR practices is to enhance Affective Commitment by increasing the levels of Person-Organization fit, and Person-Job fit. While in case of this research, the case has been otherwise, without the use of mediating variables.

16. Implications

The study empirically filled the gap, particularly in affective commitment through the mediators of person-job fit and Person-organization fit. Theoretically, this study has attempted to contribute to the growth and enrichment of literature on high-performance work practices (career development, training and development, and performance appraisal), Person-job fit, person-organization fit, and affective commitment, in case of Pakistan, and within the Telecom sector. The study also empirically contributes in case of the influence of HPWP on affective commitment. Precisely, both person-job fit and person-organization fit mediate affective commitment. However, more importantly, the present study has shed some light on the psychological and behavioral mechanism of HPWP to enhance our understanding of why and how (career development, Training and development and performance appraisal) can increase and improve employees’ affective commitment. The current study extends the previous literature by applying the Theory of Work Adjustment (Afshan & Motwani).

The research found that, practical implications for human resource practitioners and managers (e.g. Head of the department) regarding some of the High-performance work practices indicators are (e.g. career development, training and development, and performance appraisal) and mediator person-job fit and person-organization fit, which are vital to increasing the affective commitment of employees in the organization. As such, these help the human resource practitioner and managers manage their High-performance work practices programs to the employees’ helpful career needs and career development to satisfy their expectations. It is evident from the findings of this study that relevant authorities concerned with employee commitment issues need to provide supportive high-performance work practices for Career development, performance appraisal, training, and development. Concerning performance appraisal, the current study’s findings suggest that employers must focus on a practical and fair evaluation system to evaluate their employees’ job performance. This effective performance management will encourage employee commitment to the organization and do their job.

Likewise, it appeared that the association between dimensions of High-performance work practices and affective commitment is indirect. In other words, it was set up that Person-job fit and person-organization fit fully mediate the connection among three (3) dimensions of High-performance work practices (e.g., Career development, Training and development and Performance appraisal) and Affective commitment. Thus, findings related to Person-job fit and person-organization fit as mediating variables provide additional support for the managers in their efforts to manage employees' commitment. Findings also show that in the telecom sector, they mainly focus on the person-job fit and person-organization fit because they play a vital role.

17. Limitation and Future Direction

The given study dealt in cross-sectional data, through structured questionnaire due limitation of both resources and time. Therefore, its suggested that future researchers must opt for longitudinal method, to measure to the construct across time brackets. Similarly, data was collected only from private telecom firms operating in Pakistan, future researchers can make use of a comparative model.
by collecting data from both private and public institutions. Furthermore, as the data was collected only from Punjab, future studies can try getting responses from other provinces of Pakistan as well. Researchers can also opt for more objective measures in future research endeavors as independent, mediating, dependent and moderating variables (i.e. Person-Team Fit, Person-Supervisor Fit, Turn over rate, Absenteeism, Firm Performance etc.)

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