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THE IMPACT OF HIGH PERFORMANCE WORK PRACTICES ON VALUE CO-CREATION: A MEDIATING ROLE OF WORK ENGAGEMENT IN AUTO MOBILE SECTOR OF PAKISTAN

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ABSTRACT

This study aimed to investigate the role of the High performance work practices (HPWP) on Value Co creation (VCC) with mediating role of work engagement (WE). Primary data were collected based on 250 employees working in automobile sector. The data was analyzed using statistical tool like Mean, Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), correlation and validity analysis in SPSS v.21 and AMOS v.21. The findings of the study disguised that high performance work practices is an important factor to value co creation hence work engagement also proved to be important indicator to boost practices of employees in organization. The data collected through on site survey technique. The sample was drawn from Pakistan especially from automobile sector. Implication is first, that organizations in addition to investing in different initiatives should also invest particularly for value co creation to achieve purpose through high performance work practices in automobile sector. Second, to advance effectiveness and acceptance of work engagement in organization, manager needs to ensure employee is integral part of organization which will enhance their practices and value co creation for customers.

Key Words: *High Performance Work Practices (HPWP), Value co creation (VCC), Work Engagement (WE)*

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Introduction

Nowadays, firms are facing fierce competition through new technology which is rapidly changing (Zhang and Morris et al., 2014). This urges the employers to develop the strategies that align the task and jobs according to the need of dynamic environment (Guest 2011). Organizations organize their skilled employees through high performance work practices to maintain competitive advantages (Way, 2002).

High performance work practices play a vital role to engage the employees with their work and increase the productivity of the employees. These practices develop by the human resource department of any organization for engaging employee in their work so that organizational goal can be achieved (Whitener, 2001). Human resource practices helps to enhance the exciting skills of employees through training (MA Prieto, 2014). High performance work practices include high level skill training, job rotation, encouragement of innovation and creative, behavior and information sharing which help to improve organizational effectiveness. It is an investment in human capital for the purpose of improving employee satisfaction and commitment (Burke, 2006) which leads to creativity in employees by deploying mindset for new ideas.

Social interaction between the employees and customers bring the ideas and creativity in the organization. High performance work practices refer to an approach use in an organization for developing creative and skilled personnel. Through creativity firms can survive in a competitive business environment (Goncalo, 2012). Creativity is essential element for organization to create values for customers.

Value is the perceived utility of any product or services by customer (Bowen, 2016). High Performance Work Practices refers to the creation of mutual value for firms and customer. Value co creation is a strategy in which employees are encouraged to involve the customers in decision making to create the new product according to their demand and requirement. Through value co creation firms must know the needs and wants of customers that can make the competitive advantage of the firm and enhance its productivity (S.L.vargo, 2011). Organization cannot deliver value without customer because customers are the co-creator of value (Vargo, 2014). This study is proposed to find the impact of High Performance Work Practices on value co creation for customers requires creativity and innovations.

High performance work practices are highly required in any organization. Vigilant implementation of high performance work practices is not yet seen which required organizations specially those which are based on high technology, should integrate these as permanent behaviors for the employees in order to create value for the customers. Automobile industry is yet lacking in this context which requires the effect of high performance work practices on value co creation should be explored to make employees work in more effective and efficient manner.

This study uncovers the concept of value co creation and showsits importance in the services and manufacturing sector. It is also beneficial for companies especially in automobiles industries. Companies can get benefits by understand the importance of high performance work practices for their company through this study.

Literature Review

Social exchange theory propose the formation of human relationships has its base in the cost benefit analysis and comparing with other alternatives. Social exchange comprises of two pivotal properties that are the self interest and interdependence (Lawler, Edw 1999). The economic domain of self exchange theory has emphasis on fulfilment of self interest which is not considered a negative thing in the social exchange, as proposed by proponents of self exchange (MC donal and Gottfried 2006).

In any organization the employees and the management are the core parties which are interdependent on each other. Both have their own self interet (Whitner 2010). This frame work has strong basis from the social exchange theory prposed by RM Emerson 1976. Wehave proposed the high work engagement as the self interest of employees and on return value cocreeation as the interest of management which is mutually achieved by the high work permance practices designed by the management.

High performance work practices (HPWP):

HPWP restore productivity and workability within the organization by activating centralized and organizational social structure. For improving sanction and motivation high performance work practices encourage employee to work intentionally (Evans and Davis, 2005). High performance work practices work as an outline putting influence on the way that helps to enhance the productivity and performance of an organization through the highly engaged and skilled workforce (Iverson and Zatzick, 2011). High performance work practices provide motivation to align job performance of an individual with the organization's objective. High performance work practices will empower the employee to control extra skills to accomplish their job adequately, lavish information to make potent decision, more to choose the best for organization (O'Neill et al., 2011).

High performance work practices is most working phenomenon in an organization culture that motivates the workers to involve themselves in behavior concern with co-operation with customers and co-workers helping behavior (Chuang, 2012). Youndt et al., 1996 focused on high performance work practices for implementation in business. Human resources management (HRM) must work according to those strategies and selection of these strategies must be done under the environment conditions for the better outcome from competitors.

Through high performance work practices employees are more amenable to put extraordinary force to accomplish the organizational objectives in order to raise the organizational performance. (Kellner et al., 2016). The employees think that they have important role in the decisions of organization in which they are working, and the organization is satisfied because of their productive leading to enhance the performances which are concerned with operations and organizations (Delaney et al., 1996).

According to Jensen Patel et al., (2013) competitive advantage for an organization can be made by using HPWP. This may help to take advantages for an organization in order to decrease the expenses of employees. High performance work practices have prompt effect on employee outcome (Zhang et al., 2014) and with this effect performance of organization are extract (Bonias et al., 2010). High performance work practices used for creating value in different organizations, with high performance work practices organization can enhance the business (Pfeffer et al., 1995).

Work Engagement:

Work engagement is an approach that is characterized dedication, vigor and absorption (Schaufeli et al., 2006). Dedication is high involvement in work and a sense of importance and enthusiasm. Vigor means high level of energy and spirit for work. Absorption is a condition to fully involve in the work. Engaged employees are fully submerse in their work with energy and enthusiasm (May, Gilson, & Harter, 2004). Work engagement is advantageous for employees and organization because when employees are engaged with their work their performance will be good (Demerouti&Cropanzano, 2010).

During past years, work engagement has become significant for research point of view (Leiter et al., 2005).Work engagement helps the employees to adapt specific situations and face the challenging conditions, show positive behaviors (Slatten and Mehmetoglu, 2011). The employees having higher level of work engagement are more enthusiastic of doing hard work and fulfill the needs of customer as compare to the employees who are not engaged with their work (Macey and Schneider, 2008). Work engagement enable employees to contribute in the company's achievement .Every organization desires work engagement because it helps the organization to increase its effectiveness. Work engagement is a new frontline to achieve the objectives of organization (Macey et., al 2008).

Empirical studies indicates that customer satisfaction (West & Dawson, 2012), retaining and faithfulness (Bates, 2004) has significant positive relationship with employee engagement. It also develops a good relationship among employees (Vance, 2006) and increase the performance of employees (Nyongesa, et., al 2012). Sonnentag,(2003) and Xanthoupolu et., al (2009a) used UWES scales which are developed by Schaufeli et al. (2002) reveals proof that the levels of work engagement changes for different people and

situations. So, organizations should ascertain and develop work engagement if it searches for advantage from it.

Value co creation (VCC):

Value co creation is the process in which company cooperates with its customer for innovation and creativity (Lusch et al., 2007). VCC refers to generate the mutual value for customers and company. Through interaction between customer and company, customer can share unique experiences with company that can be a source of competitive advantage for company (Prahalad and Ramaswamy, 2004). Values co creation is a business strategy for interaction of employees and customers because customers are considered as co-creator of value (Gronroos and Voima, 2013).

VCC has two dimensions which are customer participation behavior and customer citizenship behavior. CPB is in-role behavior and considered to be important for value co creation whereas CCB is extra- role behavior which is not much important for value co creation rather it considered voluntary behavior that give extraordinary value to customer (Yi & Gong et al, 2011).

Customer participation behavior:

CPB has four dimensions. Firstly, in information seeking, customer want to pursue information related to its role in co creation process so that they can improve their role by reducing uncertainty. (Kellogg, Youndhal, and Bown 1996). Information sharing refers to the provision of useful information to the customer that could be helpful in process of effective value co creation (Lengnick-Hall, 1996). Both customer and employees should provide accurate information to each other, because due to that information employee can meet customers demand and customer can actively participate in cocreation. The quality of cocreation is dependent on the correctness of information.

Value co creation is a mutual process among employees and customers. Customers show responsible behavior when as partial employees, they complete their responsibilities (Ennew&Binks, 1999). Personal interaction plays vital role in co creation through which customers can easily share their ideas.

Customer citizenship behavior:

Customercitizenship behavior dimensions include advocacy and tolerance. Feedback involves any information which is provided by customer to the company and helps the company to bring improvement in value creation process (Groth et al., 2004). Advocacy refers to recommend to other related people in social setup by the customers (Grothetal, 2004). Firm reputation improves through those positive words of mouth. Tolerance refers to the behavior showed by customer when company services do not meet customer expectations (Lengnick-Hall et al., 2000).

Hypothesis development:

Previous studies propose the relationship between high performance work practices and employee empowerment as HPWP are the part of Human resource management (Appelbaum et al., 2015). Employees enhance the growth, learning and success of organization that's why high-performance work practices raise the work engagement of employees. (Schaufeli and Bakker 2004). Through high performance work practices employees identify that organization is anxious for their prosperity this encourage work engagement. (Balnet al., 2013). Hence, we assumed the following hypothesis:

H1: High performance work practices have a positive significant relationship with work engagement.

Leroi-Werelds et al., (2014) stated that there is a relationship between the value co creation and customer perceived value. Literature proposed the positive relationship among customer satisfaction and value co creation. Customer participation in value co creation process increased by the industrious efforts of firm. (Manuela Vega-Verzquez et al., 2013).

H2: High performance work practices have positive significance relationship with value co creation.

The relationship between work engagement and employee performance has empirically tested because employee engagement increases connectivity with work and assignment related goals (Christian et al., 2011). Engagement has positive impact on employee job performance as vigilant employees are more successful to deal with the problem of customers and which result in high performance (Karatepe, 2013). Meta-study by Harter et al. (2002) discuss the considerable relationship between business paybacks and engagement. After this literature we are proposing the following Hypothesis:

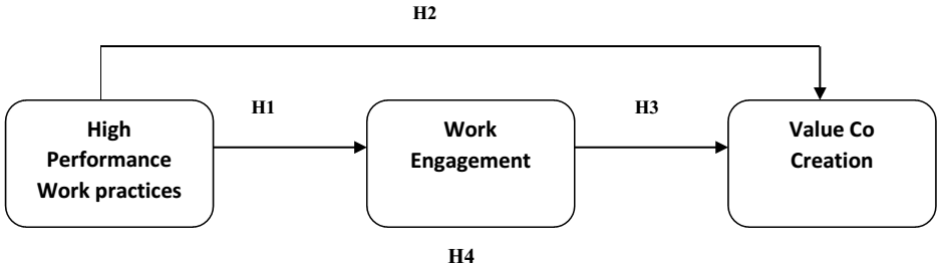
H3: Work engagement has positive relationship with value co creation.

Previous studies discuss the role of work engagement as a mediator between HRM practices and employee performance (Karatepe, 2013). Work engagement has empirically studied in relation to job satisfaction as individual outcome (Combs et al., 2006). Work engagement has mediating relationship with job performance and job resource (Christian et al., 2011). Work engagement has partially mediating effect on perceived organizational support and job characteristics of employees (Saks, 2006).

H4: Work engagement mediates the relationship of high performance work practices and value co creation.

Figure 1

Conceptual Framework



Data and Methodology

The purpose of this study is to find the impact of high performance work practices on organization performance that is used by the manufacturing industries. The relationships of the variables are hypothesized and the validity of the hypothesis are measured by collecting the data from the automobile companies. We will use quantitative methods which is more suitable for our study to measure the variables. Primary data is collected through questionnaire. 250 questionnaires were filled from automobile companies of 4 cities. Three showrooms was selected which as sample includes Honda, Toyota, and Suzuki. For the purpose of data collection the sample consisting of the employees of automobiles companies was selected. Questionnaires comprises of 3 main segments having 42 items addressing value co creation (21 items), work engagement (10 items), high performance work practices (9 items).

Quantitative methods are used to study the relationship between the independent, dependent, and mediating variables of our study. Five point Likert scales was used for these variables starting from 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. The scale of value co creation was developed by Yi and gong. This scale is used to measure the involvement of the customer. For value co creation 8 dimensions were used including information sharing (e.g. "I clearly explained what I wanted the employee to do" etc.), responsible behavior(e.g. "I performed all the tasks that are required" etc.) , personal interaction (e.g.," I was friendly to the employee" or "I was courteous to the employee"), feedback(e.g., I comment positively whenever I am facilitated with good service by the employees" etc.) ,advocacy(e.g., "I said positive things about XYZ and the employee to others" etc.), helping(e.g. "I assist others customers if they need my help" etc.) , tolerance(e.g., I will put up with it if I am not given up to expected level of service." etc.), information seeking(e.g., " I have asked others for information on what this service offers" etc.) . The items of work engagement was selected from already developed questionnaire by Schaufeli and bakker (2003).The scale is used to measure the employee's engagement with work (e.g., "At my work, I feel

bursting with energy" or "I find the work that I do full of meaning and purpose", etc.) For the high performance work practices the items was selected for the questionnaire that is taken from the Mostafa (2017). The scale is used to measure the productivity of the employees after giving the practices (e.g., "I received the training I need to do my job (training)" or "Department keeps me inform about business issues and about how well its doing (information sharing)" etc.). The language and items of the questionnaire were changed according to the sector selected for data collection.

Results and Discussion

Table 1 show the descriptive statistic in which mean and standard deviation is find through SPSS. Correlation between the work engagement and high performance work practices is 0.695 and H1 is accepted. Correlation between the value co creation and high performance work practices is 0.979 and H2 is accepted. The value of correlation between value co creation and work engagement is 0.808 and H3 is accepted. These finding represent the continually with assumption.

Table 1

Composite reliability, Average variance extracted, Means, Standard deviation and Inter-correlations.

	Variables	CR	AVE	M	SD	1	2	3
1	HPWP	0.760	0.287	3.9868	3.09770	**0.536**		
2	WE	0.941	0.970	3.3769	.60799	0.695	**0.985**	
3	VCC	1.087	1.900	3.6053	.57072	0.808	0.979	**1.378**

Figure 2

Confirmatory Factor Analysis

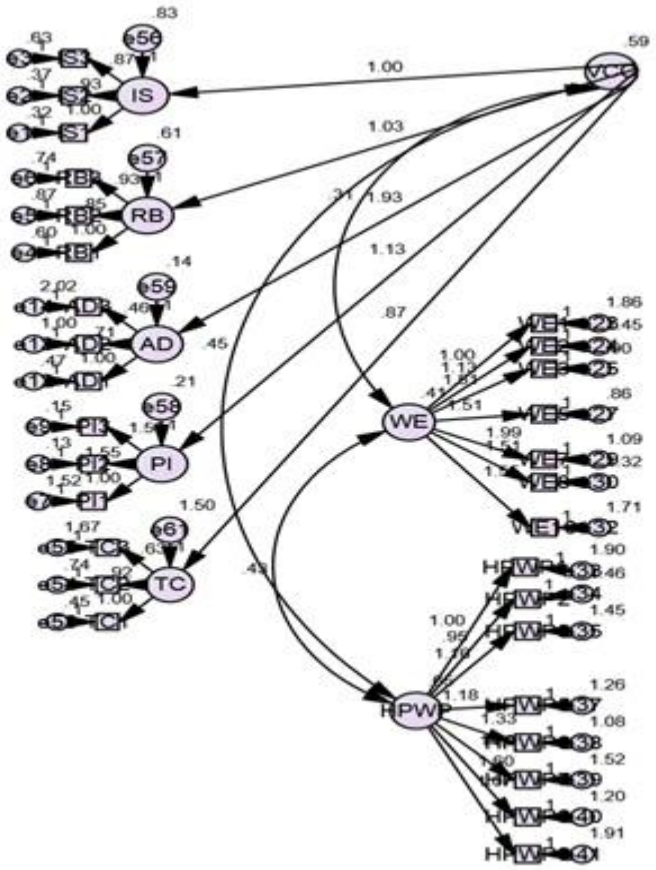


Table 2
Result of confirmatory factor analysis

Construct	Factor Loadings
Full Model fit: CMIN/DF= 7.586 , IFI= 0.586 ,RMSEA=0.163 ,GFI=0.605 ,RMR=0.276 ,TLI=0.544 ,NFI=0.551 , AGFI= 0.537	
Value co creation	
Information sharing:	
IS1 "I clearly explained what I wanted the employee to do"	0.903

IS2 “I gave the employee proper information”	0.876
IS3“I provided necessary information so that the employee could perform his or her duties”	0.793
Responsible behavior:	
RB1 “I performed all the tasks that are required”	0.820
RB2 “I adequately completed all the expected behaviors”	0.711
RB3 “I fulfilled responsibilities to the business”	0.770
Personal interaction:	
PI1 “I was friendly to the employee”	0.621
PI2 “I was courteous to the employee”	0.972
PI3 “I never rude with employee’	0.970
Advocacy:	
AD1 “I said positive things about XYZ and the employee”	0.913
AD2 “I recommended XYZ and the employee to other”	0.736
AD3 “I encouraged friends and relatives to use XYZ”	0.444
Tolerance:	
TC1 “If service is not delivered as expected, I would be willing to put up with it”	0.902
TC2 “If the employee makes a mistake during service delivery, I would be willing to be patient”	0.829
TC3 “If I have to wait longer than I normally expected to receive the service, I would be willing to adapt	0.559
Work engagement:	
WE1 “At my work, I feel bursting with energy”	0.427
WE2 “I find the work that I do full of meaning and purpose”	0.516
WE3 “At my job, I feel strong and vigorous”	0.718
WE5 “My job inspires me”	0.724
WE7 “At my job, I am very resilient, mentally”	0.775
WE8 “It is difficult to detach myself from my job”	0.647
WE10 “When I am working, I forget everything else around me”	0.606
High performance work practices:	
HPWP1 “I received the training I need to do my job(training)”	0.504
HPWP2 “Department keeps me inform about business issues and about how well its doing (information sharing)”	0.532
HPWP3 “Team working is strongly encouraged in our department (team working)”	0.613
HPWP5 “Communication within this department is good	0.645

(communication)"	
HPWP6 "Career management is given a high priority in this department (career management)"	0.718
HPWP7 "I have the opportunities I want to be promoted (promotion)"	0.625
HPWP8 "The appraisal system provides me with an accurate assessment of my strength and weaknesses (appraisal)"	0.760
HPWP9 "I am given meaningful feedback regarding my performance at least once a year (performance feedback)"	0.528

Above table shows the result of conformational factor analysis. Constructs are distinguished and obtained model fit indices. The model fit was made acceptable by running modification indices on the data and later on the mean values of the constructs were calculated.

Figure 3
Path analysis (SEM)

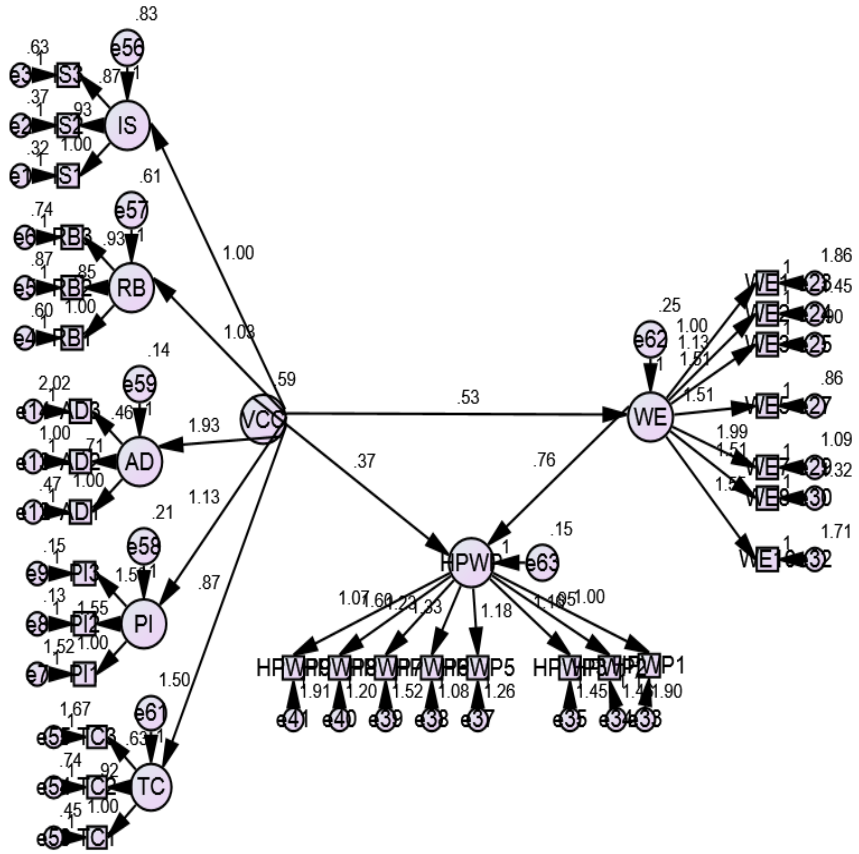


Table 3
Structure Equation Model

Paths	Estimate	S.E	p-value	Hypothesis
				H1
work engagement → value co creation	0.628	0.101	***	Accepted
high performance work practices→ work engagement	0.605	0.161	***	H2 Accepted
high performance work practices→ value co creation	0.355	0.87	***	H3 Accepted

NOTE: *** (P<0.001) Model Fit: CMIN/DF= 7.586 , IFI= 0.586 ,RMSEA=0.163 ,GFI=0.605 ,RMR=0.276 ,TLI=0.544 ,NFI=0.551 , AGFI= 0.537

Above table shows the path analysis, hypothesis is tested by using structural equational modeling. According to first hypothesis there is a positive and significant relationship between work engagement and value co-creation as 0.628 (p<0.001) and state that the hypothesis is accepted. According to second hypothesis there is a positive and significant relationship between high performance work practices and work engagement as 0.605 (p<0.001) and the hypothesis is accepted. Our third hypothesis which proposed a significant positive relation between the value co creation and the high performance work practices is also accepted with value of 0.355(p<0.001).

Table 4

Regression analysis, mediation direct path, indirect path and total effect.

Paths	Total Direct effects	Direct effects	Indirect effects
VCC --> WE--> HPWP	0.648*	0.394*	0.381*

Note: (*=p<0.01), Total Effects (TE), Indirect Effects (IE), Direct Effect (DE).vcc= value co creation, we= work engagement, HPWP= high performance work practices

The mediation effect is find between work engagement and high performance work practices by using structural equation modeling.According to preacher and Hayes, Mediation is exist if value of indirect effect is significance. The above table show that the value of indirect effect is 0.381(p<0.001) that is significance and state that the mediation is occurred in this path.

Conclusion

The main objective of this study was to find out the impact of high performance work practices as an integral part of human resource practices on value co-creation in automobile sector of Pakistan. HRM Practices help an employee to become more skillful and productive to maintain of competitive advantage of the company. This competitive advantage can also be in form of creating value for their customers.

Prior studies on high performance work practices provide insights only related to the organizational performance but this study provide further aspects like work engagement and value cocreation with the help HPWP. Conceptual model of this study includes the

work engagement as mediator to enhance the relationship between HPWP and value cocreation.

There are some implications of our study on the management of automobile companies. Our study proposes that when high performance work practices are implemented it will leads toward innovative ideas for organizations. These findings assist to fill the gap of work engagement and high performance work practices which is found in the literature. This study is helpful to guide managers and academics who are interested in these variables and provide theoretical and practical knowledge.

The study uses the data set that examines the effect of High Performance work practices (HPWP) on value co-creation. High performance work practices are the techniques used to manage employees within the organization. These practices are much important to satisfy employees and engage them with their work, so that they can be a source of value co creation. This study shows the positive relationship between high performance work practices and value co creation by engagement of employees with their work. The more high-performance practices prevail in organization the more employees work for the best interest of organization by creation value for both customers and organization. The limitations of study highlights the room for further future research by taking data from any other sector and industry because this data is specifically taken from automobile industry.

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