



## Do Employees Perform Creatively if Provided with Better Facilities from Organizations? Evidence from Pakistan

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### ABSTRACT

The employees' need of appreciation emerges in the form of rewards, empowerment and training, the supply of which fuels up performance of employees gaining indirectly by the organization through the interactive organizational practices grooming their skills which is tested and hypothesized many times. This study contributes by taking into account the inclusion of Creative Performance along with the other tested performance levels and also tests the mediating role of Work Engagement in the established relationships. This study helps in establishing this unique relationship observing the role of mediation also. The effects are analyzed with SPSS (21) and AMOS with Structural Equation modeling. Data is gathered from frontline employees of 06 cities of the Bahawalpur Division in Pakistan. The results show that rewards, empowerment and training foster Work Engagement that in turn elevates levels of Performance of Hotel Industry employees. The findings of this study will rebound to the benefit of the organizations regarding the success factors of their employees at workplace as they can get novelty of service ideas through employees. Its implementation will ultimately result in HR techniques to be adopted to achieve higher levels of performance in future. There are many other High-Performance tools like, Realistic Job Previews, Innovation Programs and Performance based Pay. Future studies can be conducted to assess the impact of these factors also. In addition, some psychological constructs may be included to enhance its area of application and know underlying reasons of divert behaviors. There are many other High-Performance tools like, Realistic Job Previews, Innovation Programs and Performance based Pay. Future studies can be conducted to assess the impact of these factors.



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## 1. Introduction

For the past few decades, many scholars and practitioners have made much effort in the employee behavior literature, to study relationships of organizational structure with the performance outcomes to form theory and Management strategies. Human Resource Performance levels are an achievable viable source of achieving high quality position among industries (Bhatti & Fazal, 2020). Specifically, numerous hypothetical models are developed to comprehend the nature and the outcomes of High-Performance Work Practices across Human Resource Management which acts as an operational tool to emphasize the value of Human Resource (Salin, 2020). This renders a lot of stress over the relationship of importance

of Human Resource in a workplace and the system in which they are operating (Gong, Chang, & Cheung, 2010).

According to Harley (2002):

*"Systems are established; they influence workplace practice; employee attitudes change, with increased satisfaction or commitment; there is a consequent effect on behavior; and this in turn feeds through to the performance of the work unit and eventually the company ...." (p.420).*

Working Climate can be the reason of interaction of an employee in an organization. It also depends upon the relationships of employee with the Managers of an organization. This increases the efficiency of the employees towards their work and commitment. The turnover is relatively low and they feel motivated and valued due to support of their employer (Govaerts, Kyndt, Dochy, & Baert, 2011). If we look at the engagement then employee can be engaged differently. They can be less loyal to their job or firm (Amjad, Ehsan, Amjad, & Gillani, 2021). Reasons can be work environment which does not motivate the employees to stay with their jobs. More effort is required in this area to generate more focus in this regard (Van De Voorde, Paauwe, & Van Veldhoven, 2012).

This study contributes to develop the casual relationship of different dimensions of High-Performance Work Practices with Performance Outcomes following AMO model line that is., Ability, Motivation, Opportunity and its effects on Job Performance (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000). Having adopted Social Exchange Theory (SET), the relationship of HPWP with Performance Outcomes is related with all the hypothesized dimensions along with the mediating effect of Work Engagement in the perceived relationships developed between High Performance Work Practices (HPWP) and Performance Outcomes (Kundu & Gahlawat, 2018). Haq, Nawaz, Mahtab, and Cheema (2012); Rahman, Hussain, and Hussain (2011) suggested explored the idea of applying the framework in private sector of Pakistan and Bangladesh and gained the same strong correlation among rewards, training & development & atmosphere on enhancing performance of employees.

## **2. Theoretical Contribution**

This chapter presents the theoretical basis of the concepts presented in the study. It also includes the process of presentation of variables in terms of recognizing the terms and examining the relationships developed. In this study, our focus would be on Social Exchange Theory (SET) that will see the effect of this relationship on Performance which is again very crucial in the study. The theory will provide a new insight on understanding all the mechanism by which the employee's levels of motivations can be judged and their goals can be predicted within the organization.

High Performance Work Practices are the organization practices to improve the skills, knowledge and abilities in an organization in a way that it increases the employee retention in an organization (Chang, Jia, Takeuchi, & Cai, 2014). It means the existence of monetary benefits on performance, hiring, empowerment and proper training procedures are considered to be the presence of best work practices in respect of performance levels and considered to be the foremost thing to succeed in a competitive world of today (Karatepe & Vatankhah, 2015). For the purpose, the High-Performance Work Practices were further developed into their factors which were concluded by Foley, Ngo, and Loi (2012) as "Proper Training and Development" and "Rewards concerning with Retention". Similar work has been observed by Combs in which both these factors were recognized as central reasons of Performance criteria. However, Richard defined these practices differently by incorporating other dimensions in defining High Performance Work Practices (HPWPs). These were training and development, employee pay scales, their feedbacks and workplace.

Motivation is more related to Work Engagement. Here we are assuming in the present study that the motivators in form of facilitators; training, empowerment and rewards, increases the engagement that in turn increases the overall performance of the employee through the indirect effect of dedication, vigor and absorption. Hypotheses are made accordingly with the assumed relationships. If we look around, Shih and Wijaya (2017) worked on the relationship between Team Member Exchange Model and Creative Performance

which indicated the existence of relationship between High Performance Work Practices and Creative performance. It indicated that there is a role of voice of employees between High Performance Work Practices and Organization Innovation. To cope up the gap in the previous studies, this study focuses on developing hypothetical research into the factors that influence the employee retention.

## **2.1. High Performance Work Practices**

Social Exchange theory is actually a social psychology concept in which people make interactive exchange of perception like any business transaction. It also states that there is an exchange relationship in which the employees feel motivated when they feel their contribution to the work is highly recognized and valued by the organization and they in turn provide their best efforts which enhance the overall performance of the organization (Z. Zhang & Jia, 2010)

Macky and Boxall (2007) argued that apart from the positive side, there is a negative side where the High-Performance Work Practices effect negatively on health-related wellbeing. According to researches, it is due to stress to perform better, the employees feel exhausted physically. It is also observable that to give extra time to work will deplete time from home which in turn proves to be a stress for the employees (Shafiq & Gillani, 2018). Another study of White, Hill, McGovern, Mills, and Smeaton (2003) also suggests that sometimes the Work Practices demand high level of involvement from the employees' side which is the cause of anxiety and stress in employees. However, these negative effects are not big enough to distort the beneficial effects of High-Performance Work Practices. According to some researchers the perceptions of these practices really depends on the age factor as the younger would be unable to perceive these benefits rightly due to immature standings (Kooij, Jansen, Dikkers, & de Lange, 2014). Also, this was observed that the old age people do not show that level of result in their job satisfaction and commitment.

### **2.1.1. Training**

Sometimes the salary of the employees does not match with the job descriptions and job specifications. In this case, training and development is thought to be necessary to make employees competent enough to perform activities. Some other factors are also taken into account like employee's efficiency, behavior and motivation levels (Najafi, Hamidi, Vatankhah, & Purnajaf, 2010; Shair et al., 2021). Flexibility of workplace skills means modification of behaviors of employees regarding their job descriptions. Normally these people are skill flexible and able to do variant jobs in one place due to which the top management recognizes them as valuable for the organization and training makes them stronger in their skills (Parker, 2014). It refers to train the responsible person for job tasks and guide problem solving in an organization. It is very essential skill that must be indulged in Job Design and gives a perfect insight of the people taking the weight of the work and also responsible for their tasks in future. In standard organizations, the responsibility of the tasks is shared in an even manner so that the work load can be taken justifiably in the interest of the organization Hackman (1980) concluded that if proper training is given to the employees, it increases their turnover intentions. However, this relation is quite indirect as it happens firstly through the increase in employee commitment and then their retention is maintained.

### **2.1.2. Empowerment**

It is highly observed that the employees who are empowered in terms of use of their creativity and making decisions are the ones who are working in the frontline as they are the people making spontaneous decisions for the organization. Also, it is the main factor of superior management and highest productivity of the organization. It also means the distribution of control and power in the hands of the employees that generate best results in the outcomes of the organization (Bernoff & Schadler, 2010).

Kim and Back (2012) defines Empowerment is the function in which an individual or employee identifies his self-sufficiency and involvement in decision making process of an organization. The result of this power is accomplishments of challenging tasks in an excellent manner by the feeling of control and power. The confidence level in empowered employees is way better than the other employees because of being part in important decisions of an

organization. One way to instill empowerment in employees is to design realistic tasks for them which on completion give them a feeling of empowerment which provide them the expectations from the organization. Wall suggests that if employees are given tasks which are reward based and guarantee their career development in the end, it will provide empowerment to the employees in a better way. Thus, the task identity, role clarity and career advancement give employees' empowerment. It also frees employees from strict feeling of central control and supremacy. They feel free to make their decisions without interference and it would be a better way to express them.

### **2.1.3. Rewards**

Rewards refer to the monetary benefits to employees as compensation on work performance. It is also noted that employees who are rewarded are considered to be more valuable for the organization due to higher level of motivation (Kim & Back, 2012, Efendi, S. 2021). Danish and Usman (2010) recognized that if employees are given proper reward that is monetary advantage along with the recognition of performance gives the best Quality measures in any service organization.

There are two types of rewards, monetary and non-monetary rewards. Monetary rewards are more likely to increase employee loyalty and commitment of an employee as they are related to money as salary, bonuses and other monetary benefits (Yang & Shafiq, 2020). Whereas, non-monetary rewards are benefits other than related to money and they can be facilities given by the organization in the form of child care center offered to female employees or medical leaves given in favor of employees. These rewards are the big reason why employees do not want to leave and retain within the organization (Chew & Chan, 2008). The example can be cited by the South African medical professionals who resigned just because of having reservations with their reward system.

According to HR Movement, Luthans and Stajkovic (2000):

*"The use of monetary incentives however also had the same impact as recognition in service organizations, although recognition combined with performance feedback, had a double (30% vs. 14%) impact in comparison to monetary incentives in service organizations (p. 3)."*

The best method invented now-a-days would be the best reward system advocated in the presence of the competitors to retain these employees within the system. However, some studies show that the effect of monetary rewards is decreasing day by day. These are the other remunerations offered by the organizations that matter more for the employees to retain in the organization (Cowin, 2002).

## **2.2. Work Engagement**

Work Engagement is the idea to invest oneself in an organization with commitment and it is way beyond the concept of basic loyalty. It represents the highest range of job satisfaction with the employer due to different contributions by the organization. We can say it is a predictor of high job performance (Kamran, Qaisar, Sultana, Nawaz, & Ahmad, 2020; Markos & Sridevi, 2010).

Intellectual Engagement means the person's motivation to perform better at work in the presence of all the motivation. Affective Engagement refers to the feelings of accomplishment after fulfilling one's job tasks. The level of satisfaction is higher in these employees. Social Engagement means the effort to enhance the organizational effectiveness through the social cooperation. Work Engagement is not merely a satisfaction at work rather it has some indicators which should be present to define its real terms. These are Vigor, Dedication and Absorption (Bakker, Tims, & Derks, 2012).

If we look at the history then the Work Engagement was mostly used by the sectors of surveys rather than academic. This is recently evolved in Management field and researchers have started working on this construct (Vance, 2006). Two very famous concepts

are connected this construct which are Commitment and Organizational Citizenship Behavior which operate mutually with the Engagement (Rafferty, Maben, & West, 2005).

Vigor is the physical construct that defines the ability of employee to function even in the presence of obstacles. Dedication is the emotional construct that refers to the high degree of involvement in our job and feeling of accomplishments concerned with completion of tasks. Whereas dedicated people see their work inspiring and their concentration level towards the tasks is much higher than others. Absorption is the cognitive construct that defines working whole heartedly even in presence of difficulties and love your work (Carmeli, Ben-Hador, Waldman, & Rupp, 2009).

Vance (2006) is of the view that it is actually the employer practices that creates Work Engagement. Organization can take initiative in form of offering services to the employees to keep them retained creates a kind of payback from the employees by engrossing themselves in the organization. We can relate to the job performance model to this concept of Work Engagement. This model presents the concept of Work Engagement as the personal qualities of KSAs i.e., knowledge, skills and abilities. Organizational context concept is also presented which presents Human Resource practices, organizational control, organizational set ups. All these are the factors affecting work related persons creating high levels of job satisfaction.

Researchers presented the support of the idea that rewards are the essential factor of Work Engagement but the non-monetary rewards in form of promotion, leaves, child care are more stronger factors to increase Work Engagement than the financial ones of bonuses, pays etc. Non-financial Rewards are low cost, high benefit side of Work Engagement. But it does not lower the importance of financial construct of rewards (Bhatti, Chaudhry, & Bashir, 2021). Thus, we can say job performance is linked with the rewards. It is noticeable that pay should be at least comparable to the others peers to keep their employees kept in the organization. Thus, the average growth of the organization enhances (Rynes, Gerhart, & Minette, 2004; Shafiq, Hua, Bhatti, & Gillani, 2021).

### **2.3. Job Performance**

Job Performance refers to those multidimensional activities that are related to the particular work and requires efficiency in its execution. There are different ways to assess these areas which organizations employ to judge the levels of working. Basically, it needs different kinds of skills to exhibit its higher levels. It was very observant that people who are rewarded by their organization or given other benefit like training or empowerment are more likely to perform well in organizations. People define this concept differently as task, contextual or adaptive performance. Very important decisions of organizations are made on the basis of these performances (Bhatti & Nawaz, 2020; Dieleman, Gerretsen, & van der Wilt, 2009).

Cognitive abilities and experience are two important factors which play an important role in assessing Job Performance of an individual. Different work related and non-work-related performance traits can be identified during assessment. If we examine the previous studies then it would be very evident that most studied type of Job Performance is task performance where performance is calculated on basis of tasks assigned. However, other types are less touched by most researchers (Sonnentag & Frese, 2002).

***H1: There is a significant relationship between frontline employees' perception of High-Performance Work Practices with Training, Rewards and Empowerment, and Job Performance.***

### **2.4. Creative Performance**

Creative Performance means newness in anything that leads to the quality or value generation. It can be any source like employees' personal ability to produce better results in an organization. The appropriate and new information on a system renders effective creation of innovative performance required on a task. It also facilitates a good communication system through which the development of new thoughts generates in a system and thus defines Creative Performance (X. Zhang & Bartol, 2010).

If we look at the creativity of the employees then it would be very evident condition for the employees having better social and organizational support. Major factor is the support from the organization relating to the creative performance. Employees' mood state is also a condition for provision of creative performance (Alge, Ballinger, Tangirala, & Oakley, 2006).

Researchers strongly recommend that if personalities of individuals are creative then the performance of an employee is more creative. This construct is very less examined by the researchers. Also, these people have high levels of value situations which support their creativity. The sense of reactivity of these people to conditions requiring creativity is very well equipped. Such support is more strengthened by exhibition of creative performance. However, non-creative personalities respond less due to less creative potential (Tierney & Farmer, 2011).

***H2: There is a significant relationship between frontline employees' perception of High-Performance Work Practices with Training, Rewards and Empowerment, and Creative Performance.***

## **2.5. Extra Role Customer Services**

Extra Role Customer Services are the unique and extra ordinary behaviors of employees towards their customers in serving them in a way not traditional and beyond limits. This kind of treatment creates a kind of wellbeing with the organization (Skarlicki & Latham, 1996). In this regard numerous studies have been done.

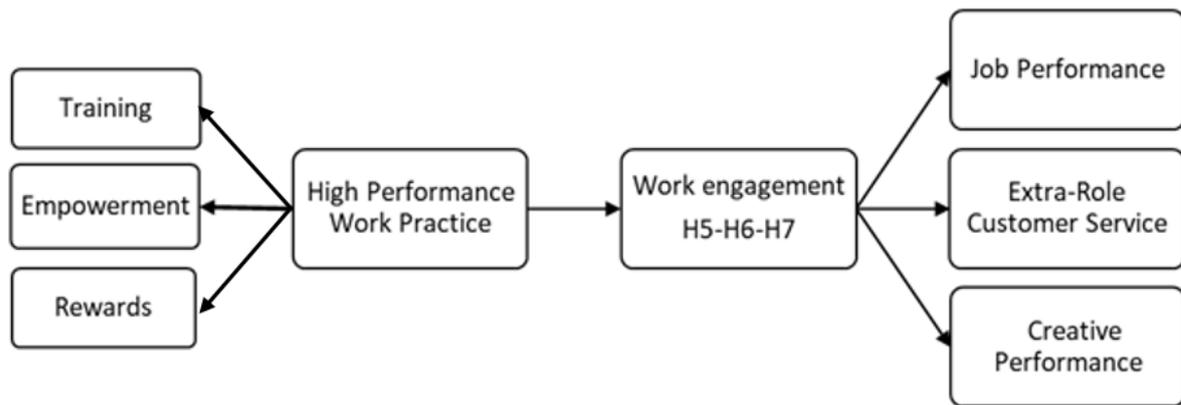
According to Tomax ham,  
".... the least researched, but perhaps the most beneficial to many firms" (p. 47)."

The fairly treated employees are the assets for the organization in terms of benefit to the customers and value for the firm. Her the role of Engagement will be considered crucial as highly engaged employees will exhibit higher levels of Extra Role Customer Services as he will be more willing to perform for the organization and put maximum efforts (Maxham III & Netemeyer, 2003). Employee behavior that causes customer dissatisfaction (as opposed to problems caused by faulty systems or policies) is a standout amongst the most difficult sorts of service failure to cope up with and recover.

***H3: There is a significant relationship between frontline employees' perception of High-Performance Work Practices with Training, Rewards and Empowerment, and Extra Role Customer Services.***

## **3. Theoretical Contribution**

Based on Literature Review, Theoretical Framework is explained emphasizing on the Employee's Performance outcomes. Research Framework and conceptualization of the relationship between organizational High-Performance Work Practices and Employee's Performance is constructed.



## 4. Materials and Methods

390 survey questionnaires were distributed in different cities, and a total of 326 people willingly attempted this survey questionnaire. The response rate was nearly 86% that is considered good in self-administered surveys. Out of 326, there were 320 respondents that answered all the questions of the questionnaire. For the questionnaires on which minimum 80 percent responses are given, the missing values were replaced by the medians of the overall responses of that particular item. 03 questionnaires were dropped due to having more than 80% of missing data. A total of 323 survey questionnaire were completed in this regard. Out of 323 respondents, 3 questionnaires were having very low standard deviation that means the respondents have selected just one option for all the items in the questionnaire, that questionnaire are of no use for the researcher due to having no variance in the responses. By omitting these 3 questionnaires, there were 320 respondents that were completed for the statistical analysis.

### 4.1. Subjects

The sampling frame was built on the basis of data provided by examining the trait in frontline employees of the Hotel Management working in South Punjab. A cross-sectional study will be conducted in October, 2017 from these frontline employees of the Hotel Industry working in Southern Punjab of Pakistan.

### 4.2. Measures

#### 4.2.1. Training

Training was measured with six item scale adopted from Hayes (1994). Accordingly, 5-point Likert scale was used to measure Training ranging from "strongly agree" to "strongly disagree."

#### 4.2.2. Empowerment

Empowerment was measured with five item scale adopted from Hayes (1994). Accordingly, 5-point Likert scale was used to measure Empowerment ranging from "strongly agree" to "strongly disagree."

#### 4.2.3. Rewards

Rewards was measured with six item scale adopted from Boshoff and Allen (2000). Accordingly, 5-point Likert scale was used to measure Rewards ranging from "strongly agree" to "strongly disagree."

#### **4.2.4. Job Performance**

Job Performance was measured with six item scale adopted (Babin & Boles, 1998). Accordingly, 5-point Likert scale was used to measure Job Performance ranging from "strongly agree" to "strongly disagree."

#### **4.2.5. Creative Performance**

Creative Performance was measured with five item scale adopted from (Wang & Netemeyer, 2004). 5-point Likert scale was used to get the responses from participants, respondents were asked to indicate the extent up to which each item was true for them on a scale ranging from "strongly agree" to "strongly disagree."

#### **4.2.6. Extra Role Customer Services**

Extra Role Customer Services was measured with six item scale adopted from (Bettencourt & Brown, 1997). 5-point Likert scale was used to measure Extra Role Customer Service and to get the responses from participants, respondents were asked to indicate the extent up to which each item was true for them on a scale ranging from "strongly agree" to "strongly disagree."

### **4.3. Statistical Analyses**

The Skewness and Kurtosis results showed that values of all the items were within the range of  $\pm 3.0$ , that shows the Skewness and Kurtosis results were reliable for all the constructs according to the cut-off condition proposed by Lei and Lomax (2005).

The initial reliability was established as the item correlation value of all items exceeded the cut-off point that is 0.3.

## **5. Results**

### **5.1. Exploratory Factor Analysis (EFA)**

Promax Rotation and Maximum Likelihood Estimation were utilized for the identification of one-dimensionality. For the purpose, the coefficients in EFA was set to the value of 0.3.

Principal Component Analysis, Promax rotation and Maximum Likelihood method was used for EFA. Secondly, values of constructs were sorted by size; small coefficients that are up to 0.3, were suppressed. Exploratory Factor Analysis was including items for 5 constructs of interest. The result of initial Exploratory Factor Analysis with Promax rotation, 5 factors showed 50.54% of total variance. The value of KMO was 0.823 that is greater than 0.5, lower limit value suggested by Hair et al 2010. That means the sampling adequacy was achieved. Bartlett's Test of Sphericity was significant.

Final Exploratory Factor Analysis contained 22 items with 5 factors that have greater than 1.0 Eigen values, explaining 50,54% of total variance. The extracted factors were ranging from 0.312 to 0.853. Factor No. 1 was the strongest factor having 23.270% of variance. The value of KMO was 0.823 that shows the adequacy of the sample. Strong relation among the items was depicted from significant Bartlett's Test of Sphericity.

Communalities among items were high ranged from 1.113 to 5.119 that established the distinction of variables from each other. Furthermore, factor correlation matrix depicts correlations among the various factors were below 0.7, that is an upper limit suggested by Hair, Black, Babin, Anderson, and Tatham (1998).

### **5.2. Confirmatory Factor Analysis (CFA)**

Confirmatory Factor Analyses were done to examine the psychometric properties of all study constructs as suggested by Anderson and Gerbing, 1988. The goodness-of-fit indices

for the revised measurement model established a better fit to the data ( $\chi^2 = 843.782$ ,  $NC = 1.560$ ,  $GFI = 0.907$ ,  $AGFI = 0.873$ ,  $RMSEA = 0.055$ ,  $NFI = 0.873$ ,  $CFI = 0.932$ ,  $TLI = 0.915$ ). However, Modification Indices were further examined and this improved the overall Goodness-of-Fit indices.

Reliability Coefficients that are Cronbach's Alpha and Composite reliability were used to achieve Internal Consistency of the Research Constructs. Cronbach's alpha values were ranged from 0.738 to 0.888 and composite reliability values ranged from 0.791 to 0.927 that were significantly higher (Bagozzi & Yi, 1988; Hair et al., 1998). Convergent validity was supporting all factor loadings at significant level.

Table 1 is showing descriptive statistics and correlations for studied variables.

**Table 1**  
**Construct Correlation Matrix**

Construct	Mean	(SD)	Correlation Matrix					
			1	2	3	4	5	
<b>High Performance Work Practices</b>	3.597	0.4975	1					
<b>Work Engagement</b>	3.608	0.4661	0.458	1				
<b>Job Performance</b>	3.59	0.516	0.254	0.230	1			
<b>Creative Performance</b>	3.583	0.566	0.201	0.230	0.297	1		
<b>Extra Role Customer Services</b>	3.603	0.566	0.420	0.420	0.335	0.324	1	

**Table 2**  
**Reliability Test**

Item Description	Standardized Loading	Reliability
<b>High Performance Work Practices HPWP (Hayes, 1994)</b>		SCR:0.913, AVE: 0.515, $\alpha=0.888$
i. I got continued training to provide good service.	0.674	
ii. I got extensive customer service training before I came into contact with customers.	0.578	
iii. I got training on how to serve clients better.	0.582	
iv. I got training on managing customer issues	0.411	
v. I was trained to manage customer objections	0.245	
<b>Work Engagement (Schaufeli, Bakker, &amp; Salanova, 2006)</b>		SCR:0.927, AVE:0.617, $\alpha: 0.886$
i. When I get up in the morning, I feel like going to work.	0.626	
ii. At my work, I feel bursting with energy.	0.807	
iii. At my work I always persevere, even when things do not go well.	0.783	
iv. I can continue working for very long periods at a time.	0.768	
v. At my job, I am very resilient, mentally.	0.547	
<b>Job Performance (Babin &amp; Boles, 1998)</b>		SCR:0.791, AVE:0.510, $\alpha:0.738$
i. This employee is a top performer	0.737	
ii. This employee is in the top 10% of frontline employees here	0.797	
iii. This employee gets along better with customers than do others	0.504	
iv. This employee knows more about services delivered to customers than others.	0.453	

**Creative Performance(Wang & Netemeyer, 2004)**SCR:0.904,  
 $\alpha=0.821$  AVE=0.515,

i. This employee carries out his/her routine tasks in ways that are resourceful 0.612

ii. This employee comes up with new ideas for satisfying customer needs. 0.602

iii.This employee generates and evaluates multiple alternatives for novel customer problems 0.900

iv.This employee has fresh perspectives on old problems. 0.573

v.This employee improvises methods for solving a problem when an answer is not apparent. 0.477

**Extra Role Customer Service (Bettencourt & Brown, 1997)**SCR:0.905,  
 $\alpha=0.750$  AVE=0.627,

i.This employee often goes above and beyond the call of duty when serving customers 0.624

ii.This employee willingly goes out of his/her way to make a customer satisfied 0.944

iii.This employee frequently goes out the way to help a customer. 0.649

SCR = Scale Critical Ratio, AVE=Average Variance Extracted

**6. Hypothesis Testing**

The hypothesis results are based on the T-test interpretation. The overall High-Performance Work Practices mean score of 3.597 indicate that the perception of High-Performance Work Practices is moderate in the Hotel Management in the region selected whereas the mean value of other variables is also perceived to be moderate as per average values of mean. The assessment coefficients indicate that here is a significant relationship between frontline employees' perception of High-Performance Work Practices with Training, Rewards and Empowerment, and Work Engagement ( $\beta = 0.432$ ,  $z = 2.940$ ,  $p = 0.000 < 0.001$ ) providing support for first hypothesis. Second hypothesis, which states that there is a significant relationship between frontline employees' Work Engagement and Job Performance. Also, ( $\beta = -0.069$ ,  $z = 0.063$ ,  $p = 0.243 > 0.001$ ) shows insignificant relationship between Work Engagement and Job Performance. For Hypothesis 3, it states that there is a significant relationship between frontline employees' perception of Work Engagement and Creative Performance and the result confirm the significant relationship as ( $\beta = 0.458$ ,  $z = 6.017$ ,  $p = 0.000 < 0.001$ ). Results of analysis shows that Work Engagement ( $\beta = 0.532$ ,  $z = 2.137$ ,  $p = 0.000 < 0.001$ ) has a positive significant relationship with Extra Role Customer Services. The results are consistent with the previous studies Alfes et al. (2013), stating that if the employees are well engaged with their work, the result would be more sincere vision with the provision of Extra Role Customer Services to the customers apart from the normal duty work. Moreover, the results show that more engaged a person or employee is with the firm, the more loyal he is with the organization and the more motivated he feels to provide Extra Role Customer Services to its customers. Hence H4 is proved.

Hypothesis 5 is statistically supported by the mediation test results (i.e., indirect relationship using the bootstrapping technique), in which Work Engagement significantly mediate the relationship between High Performance Work Practices and Job Performance ( $P = 0.155$ ). Also, Work Engagement significantly mediate between High Performance Work Practices and Extra-Role Customer Services, as supported by the bootstrapping ( $p < 0.05$ )

which shows that hypothesis 6 is proved. We can also relate to the significant mediation of High-Performance Work Practices and Creative Performance, as supported by bootstrapping ( $p < 0.001$ ) which proves Hypothesis 7 as proved.

## **7. Discussion**

We argue that there is a significant relationship between High Performance Work Practices and Work Engagement. The aftereffects of information examination of this investigation affirmed the critical positive relationship between High Performance Work Practices and Work Engagement ( $\beta = 0.432$ ,  $z = 2.940$ ,  $p = 0.000 < 0.001$ ). Our information recommends that it is the mix of positive saw line administrator conduct and positive encounters of High-Performance Work Practices that is related with an Engaged and high-performing labor force. Also, the study found that the elements of commitment power, devotion and retention are positively connected with seen HPWP.

The second Research Question is that is there any relationship between Work Engagement and Job Performance? It is answered in the second hypothesis which states that there is a significant relationship between Work Engagement and Job Performance which was not indeed supported due to certain motivational levels and other discrimination involved. Another study of White et al. (2003) also suggests that sometimes the Work Practices demand high level of involvement from the employees' side which is the cause of anxiety and stress in employees. However, these negative effects are not big enough to distort the beneficial effects of High-Performance Work Practices but yet disturb the Performance levels of some employees.

According to some researchers the perceptions of these practices also depends on the age factor as the younger would be unable to perceive these benefits rightly due to immature standings (Kooij et al., 2014). Also, this was observed that the old age people do not show that level of result in their job satisfaction and commitment and hence the results can be distorted. Also, High Performance Work Practices are examined with the three variables of Performance. However, there can be variant in performance measures which led to the findings inestimable (Wood, 1999).

Why did the Job Performance not significantly increase in response to the increase in Work Engagement?

The significant reasons can be summarized as under:

- "Firstly, a major portion of the past studies shows that feeling esteemed by the executives, two-way correspondence among the board and representatives, the executives' premium in workers' prosperity and offering more chances for representatives to develop are the top drivers of worker commitment. Besides, it is set up by contemplates that compensation and advantages are not generally significant for all the employees..(Aryee, Walumbwa, Seidu, & Otaye, 2016).
- On the other hand, the associations that don't have high representative commitment, need to confront ability shortfall and wastage of efforts, low responsibility from worker, experience the ill effects of high representative truancy and have less client direction, less efficiency, and decreased working edges and net overall revenues. Most explores focus only the importance and positive effects of worker commitment on the business results, neglecting to give the money saving advantage examination to commitment choices. So, it is needed to study the aspects of engagement decisions related to cost. The findings of previous studies can be used for building the essence to the construct.(Fey, Engstrom, & Bjorkman, 1999).

The third Research Question is that is there any relationship between Work Engagement and Creative Performance? It is answered by the hypothesis No. 3 where we hypothesized that there is a significant relationship between Work Engagement and Creative Performance. The underlying theories and the literature prove that the said hypothesis is true in a sense that there is a significant relationship between these two variables as the creative performance in engaged workers tend to be higher than otherwise. It is to be noted that if

your organization hire valuable people which are mostly engaged, the Creative Performance of the organization will also be higher (Gamage, 2014).

The fourth Research Question is that is there any relationship between Work Engagement and Extra Role Customer Services? It is answered by the hypothesis No. 4 where we hypothesized that there is a significant relationship between Work Engagement and Extra Role Customer Services. Extra Role Customer Services can include any type of additional services other than requirement of a job like paying extraordinary attention to the customers for surprise delight. These can be helping coworkers with any problem, accepting unusual orders and maintaining physical cleanliness of the place. These kinds of services are very effective in Pakistan, as the culture and community are strongly attracted towards the firms offering these offers.

The results of this study provide relatively strong support for the existence of a positive relationship between HPWP and the performance of frontline employees. At a general level, this result is largely consistent with results obtained in studies of HRM-firm performance conducted in other geographical settings (Becker, Huselid, Becker, & Huselid, 1998).

## **8. Managerial Implications**

This study provides a detailed and comprehensive roadmap to the managers of Hotel Services Providers in Pakistan for retaining their employees to their organization. As the most widely and deeply prevailing problem in the Pakistani Hotel Industry is the increasing turnover rate (Nawaz & Hassan, 2016). This turnover is due to the stiff competition among the Hotel Industry Management in Pakistan. This study provides detailed guidelines that how managers can partially overcome the turnover issue by retaining their engaged employees.

Managers can improve their organizational performance in order to strengthen the perceptions of their employees and thus employees can be retained by the company. High Performance Work Practices that can be involved in the Hotel Industry are also discussed in this study. Secondly, these services have also a strong positive effect on the employees' perception about the organization, Hotel Services Providers can use this tool to make their employees loyal through the immense contribution towards their development. Thirdly, Hotel Industry can offer the services in form of Training, Empowerment and Rewards to attract the employee and make them engaged to their firm. High Performance Work Practices, High Engage minted High-Performance Outcomes in form of Job Performance, Creative Performance and Extra Role Customer Services can be used efficiently by the Hotel Industry Providers in Pakistan.

## **9. Limitations & Recommendations**

Employee Retention is not a dichotomous, i.e. Yes or No process. In Hotel Industry sector, employees can be retained but it is also possible that they are not in the same level of relationship if they are not given the services and facilities other organizations are providing in comparison.

Also, the levels of motivations can be checked as whether to what extent it is being provided and it is giving these results. There are many other High-Performance tools like, Realistic Job Previews, Innovation Programs and Performance based Pay. Future studies can be conducted to assess the impact of these factors also.

The Employee Engagement Model provided in this study can be generalized to other sectors like Fast Food Restaurants, Clothing Brands, Banks and other service sector organizations.

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