

Mediating Role of Workplace Learning between HR Practices and Employee Well-Being in IT Supplier Industry

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Abstract

The purpose of this study was to examine impact of HR practices on employee wellbeing with mediating role of work place learning in IT supplier industry of Pakistan. Employment security, participative decision making, extensive training, career advancement, performance based reward system and performance appraisals were taken as HR practices and psychological, physical and social well-being were examined as employee well-being at workplace. Questionnaire was used to collect data from targeted respondents. A total of 180 questionnaires were distributed from which 152 were received in useable form. Utilization of HR practices were found to be essential for enhancing individual employee well-being at workplace. It was also determined that workplace learning mediates the relationship between HR practices and employee well-being in the organization.

Key Words: HR Practices, High Commitment Work Practices, Workplace Learning, Psychological Well-Being, Physical Well-Being, Social Well-Being.

Introduction

Human resource management (HRM) is a strategic way to manage the available human resource (HR) and to motivate them to effectively execute business operations. Efficient development and deployment of HR in the organization according to the nature of business operations can be a non-imitable competitive advantage for an organization (Guest, 2008). Moreover, HR practices implemented in an organization play a vital role to have this benchmark position of HR role in the organization. Employees of the organization are placed at center-stage in the analysis of HR practices implemented in the organization. According to Lawler (1992), HRM in the organization empower employees to use discretions in alignment of organizational objectives for completion of their tasks. These systematic liberties of decision make employees mentally align with the work and enhance their psychological well-being. Recent approaches to manage HR give employees liberty to complete their objectives with participative decision making (Macky & Boxall, 2007). This will definitely affect the social well-being of employees in the organization.

According to Wright and McMahan (1992) human resource management (HRM) is, “the planned pattern of human resource deployments and activities which contributes to enable the organization to achieve its objectives.” HRM focus on an integrated view to assess the impact of implemented HR practices towards individual and organizational level performance out-comes which make it distinct from traditional approaches to manage HR in the organization. Investment in management of HR is directly proportionate with performance out-comes of employees in the organization (Combs et al., 2006). It is established that HR practices in the organization enhance performance of organizations and employees.

Godard (2004) concluded that implementation of HR practices in the organization have psychological and social implications for employees of the organization. HR practices implemented in the organization shape the behaviors and attitudes of employees in the organization (Zohar, 2000). Bashir et al. (2011) concluded that HR practices have significant impact on commitment of faculty members in higher education institutions. HR practices have commitment and satisfaction related implications for employees in the organization.

The study, therefore, aims to assess the role of HR practices in employee wellbeing i-e psychological wellbeing, physical wellbeing and social wellbeing, with mediating role of work place learning.

Research Problem

HR of the organization is most significant and important asset to achieve organizational objectives. Behaviors of employees in an organization are highly influenced by nature of practices implemented

in the organization to manage them (Zohar, 2000). These behaviors can be manipulated by adopting context specific interventions by HR functions in the organization. Broadly, HR practices are implemented for the alignment of individual goals with overall organizational objectives. This alignment motivates employees to be committed with organization. Level of satisfaction and commitment of employees working in the IT supplier industry of Pakistan is low (Ghaznavi, 2011). By the consideration of these aspects of employees' work related behaviors in the IT supplier industry of Pakistan, there is greater need to adopt involvement models in these organizations. These behaviors can also be affected by psychological and social health of employees at workplace and learning can also help to increase the well-being of employees. These factors are the part of employee well-being at workplace and are required to execute operations efficiently. Broadly, there is a lack in the quantification of relationship between implemented HR practices in the organization and employee well-being in the organization which may in the form of physical well-being, social well-being or psychological well-being.

Research Objectives

- To study the role of HR practices in psychological well-being of employees in the organization.
- To determine the role of implemented HR practices for physical well-being of employees.
- To examine the effect of HR practices on social well-being of employees.
- To determine the mediating role of workplace learning in relationship between HR practices and psychological well-being.
- To study the mediating role of workplace learning in relationship between HR practices and physical well-being.
- To determine the mediating role of workplace learning in relationship between HR practices and social well-being.

Research Questions

- What is the role of HR practices to enhance employee well-being (psychological, physical and social) in the IT supplier industry of Pakistan?
- Does workplace learning mediates the relationship between HR practices and employee well-being (psychological, physical and social)?

Significance of the Study

In the context of Pakistan, this study addresses the issues related to the involvement of employees in different dimensions to boost up the overall performance of the IT supplier organizations. It defines the role of HR practices to enhance well-being of employee in three dimensions as psychological, physical and social well-being of employees and mediating role of workplace learning in the IT supplier organizations. Broadly, contribution of this study is to relate and develop a model of HR practices with well-being of employees and the role of workplace learning in IT supplier industry of Pakistan, the area which is not being focused by many researchers. This study can be utilized as empirical evidence, in the context of Pakistan specifically in the IT sector to determine the involvement of employees and can also be used to enhance involvement by taking suitable measures. Findings of this study provide a guideline to manage the HR policy of the IT supplier organizations. Results established by this study can be utilized to enhance the quality service of HR department for other departments in the organizations. This study can also be utilized to determine the more influential HR practices with respect to different dimensions of well-being of employees as psychological, physical and social well-being.

It can be concluded from the results of the present research study that HR practices significantly affect the well-being of employees at workplace in the IT supplier sector of Pakistan. It is also established that there is role of workplace learning in the relationship between HR practices and employee well-being (psychological, physical and social). This highlights the importance of understanding HR practices in the context of well-being of the employees in the IT sector of Pakistan. This study depicts the i0is to assess the role of HR practices as employment security, selective hiring, contingent base reward system, extensive trainings, and performance management system to enhance well-being of employees in the organization and the mediating role of workplace learning between the relationship of HR practices and employee well-being.

Scope of the Study

This study is conducted in the IT supplier sector of Pakistan. Respondents of this study are limited to employees working in located in Islamabad, Lahore and Karachi. Specifically managerial level employees of IT supplier organizations are population of this study. This is because of good organizational connections of the researcher with employees of IT supplier institutions operating over there. This study will focus on the level of utilization of HR practices to enhance well-being of employees based on various demographics as gender, age, marital status and job tenure.

To examine the level of utilization of HR practices to enhance employee well-being in the organization factors related to behaviors of employees are very important to discuss. Broadly, focus

of present study is to assess the role of HR practices as employment security, selective hiring, contingent base reward system, extensive trainings, and performance management system to enhance well-being of employees in the organization and the mediating role of workplace learning between the relationship of HR practices and employee well-being.

To understand well-being of employees cognitive abilities of individuals and mental models are important factors to consider. This study focuses on the utilization of HR practices and workplace learning to enhance physical well-being, psychological well-being and social well-being of employees in the organization.

Literature Review

HR Practices

Many studies are available in the literature to signify the importance of HR practices for exploitation of organizational resources. Lee and Bruvold (2003) concluded that HR practices are positively associated with job satisfaction and affective commitment of employees in the organization. Sample for their study was Singapore based. According to Carmeli and Tishler (2004), HR practices in the organization enhance its capability to meet up the dynamic requirements of existing business world. HR practices enhance KSA's of employees which ultimately contribute for overall organizational knowledge capabilities. Fabling and Grims (2010) determined in New Zealand that choice of particular HR practices depends upon level of technology, size and age of the organization. Therefore, HR practices are integral element for accomplishment of organizational objectives.

There are many researches showing HR practices' impact on organizational performance. The relationship between human resource management and organizational performance practices was most important theme in the last few decades and the results of those researches were encouraging and show positive relationship between human resource practices and organizational performance (Dyer & Reeves, 1995; Huselid, 1995; Becker & Gerhart, 1996).

Employment Security

Security of the job is very important factor and it is very influencing factor for employee motivation. If the work which employee has to perform is tightly defined and employee has to follow it to perform task than employee can't make any kind of experiment to do that work in effective way. If employees are given freedom and their job is no tightly defined than they can perform their task in effective way and in increases the abilities and skills of employees as well as the motivation level of employees (Lado & Wilson, 1994).

Participative Decision Making

Past studies shown that employee participation is positively related with employee satisfaction, performance and motivation (Pfeffer, 1994; Wagner, 1994). Employee participation is very important for the success of the organization. When the organization is supportive and ask employees to participate in their work freely it will make the employee satisfied with their work.

Extensive Training

It is very necessary for any organization to keep their employees up-to-date according to new skills. For new skills organizations introduces training programs which increase the quality of work and employees skills. Organizations invest more on their employees through training and development program. Researches shows that the cost which organization has to pay for training and development of employee is less as compares to benefits which organization get from news skills in their employees. When employees have new skills and do their work effectively it increases the motivation level of employees (Russell, Terberg, & Powers 1985; Bartel, 1994; Cianni & Wnuck, 1997).

Career Advancement

A well functional career development system can encourage employee to be more responsible in performing task and enhancing skills which are required in the organization to perform task there are also internal career development programs in the organization which are based on merit, performance and achievement of employee. A good career development program increases the motivation level of employees. Mediating Role of Workplace learning between HR Practices and Employee Well-Being in IT Supplier Industry

Performance Based Reward System

Organizations can use different ways to increase motivation level of employees and one way can be through compensation system. Organization can provide performance based compensation to their employees to enhance performance of employees and achieve specific goals. When employees are given incentives for their good performance it increases the performance of employees and performance of the organization (Russell, Terberg, & Powers, 1985).

Performance Appraisal System

Appraisal system is very effective tool for changing the behavior and attitude of employees. Organizations can get the desired attitude and behavior through this process. The performance of skilled employee will be limited until he is motivated to perform task in effective way. Performance

appraisal system has positive impact on employee motivation level. When employees think that their work has a value and they will get value for their work in the form of appraisal, they try to achieve high goals to get more appraisal because when their achievement is high it shows that their performance is high (Lado & Wilson, 1994).

Approaches towards HR Practices

There are three different perspectives of HR practices implemented in the organizations. These are different models through which researchers under took HR practices accordingly of their contexts of studies.

Table summarizes these three perspectives of HR practices:

Table 1: *Summary of approaches towards HR practices*

Approach	Focus	Scholars
HPWS	Priorities the KSA of employee	Godard, 2004; Macky & Boxall, 2008
High commitment model	More focus on commitment of employees	Whitener, 2001; Godard, 2004
Strategic fit model	Alignment of internal environment with external environment also	Guthri, 2001; Wright & Snell, 1998

Theoretical Framework - HPWS

There are various theoretical approaches which have been adopted by the scholars such as Yang (2005); Allen and Wright (2008) to assess effects of HPWS with other factors of interest for example, leadership, culture and social structure. First approach is Resource Based View (RBV), generally referred as “Stakeholder Approach” explained that organizations must develop unique capabilities of their human resource through implementation of certain practices in the organization (Barney, 2001). This approach further suggests that decision makers must review balance of consumption and availability of physical and intellectual resources to attain competitive advantage (Allen & Wright, 2008).

Second approach is “Institutional Approach” which considers influential effects of institutional and legal conditions exist in the external environment (Yang, 2005) and significantly affect ability of the organization to achieve its objectives. However, success of the organization depends upon the way adopted by the organization to meet social expectations. Ferri et al. (1998) studied the role of social

context in the organizational effectiveness in order to assess performance of the organization.

Third approach is “Contingency Theory Approach”, which states that effectiveness of implemented HR practices is highly affected by organizational strategic objectives (Youndt, Snell, Dean, & Lepak 1996). Contingency theory examines capabilities and resources of the organization from an environmental point of view. More focus of HR practices in this paradigm is draining of commitment from their HR. These practices include sophisticated recruitment, behavior based training and development, performance appraisal system, contingent reward system, group bonuses and profit sharing (Whitener, 2001; Godard, 2004; Boxall & Macky, 2009).

Resources are assumed units of input required for production and capabilities as the ability to use that resources in order to achieve organizational objectives.

Fourth approach is “Universalistic Approach”, which states that particular HR practices must be implemented in the organization according to context of business (Yang, 2005). Yang (2005) further argued that resources of organization must be taken in a specific context; they do not exist in isolation. This theory further explains the impact of selected practices towards performance of the organization and employees.

Employee Well-being

Employees, leaders and managers in the organizations believe that making employees happier and happier will definitely enhance their contribution and productivity (Fisher, 2003). Managers continuously evaluate the efficacy of well-being measures through feedback and communicate their commitment for well-being to employees and express publically as well. For example General Motors (2006) stated, “We are committed to protecting the health and safety of each employee as the overriding priority of this Corporation. There will be no compromise of an individual's well-being in anything we do.” Employee well-being is also in the interest of employers who spend substantial resources to hire and develop loyal employees for the organization (Avolio, Howell, & Sosik, 1999). Well-being of employees is an important concern for today's organizations. Broadly, well-being is overall quality of functioning and experience of employee (Warr, 1987). This holistic understanding of well-being is based on philosophy, healthcare, sociology and psychology literatures which further converges the three core dimensions of well-being; psychological well-being, physical well-being and social well-being.

Psychological well-being focuses on subjective experiences of individuals and highly influenced by perception of individual. It is mostly measured through subjective judgments of employees about their work (Weiss, 2002). This can be understood as the realization of fulfillment of human potential.

Physical well-being in the organizational studies considered various elements of physical fitness. For example work as the source of injury, (Danna & Griffin, 1999) work as the source of stress and work as benefit to purchase healthcare products.

Social well-being is the quality of someone's relationships with other people and groups. It occurs between the employees who can be individuals and groups (Adler & Kwon, 2002). Cultural practices and operational procedures may either be supportive for social well-being of employees or they can be vice versa.

HR Practices and Employee Well-being

HR practices definitely affect the well-being of employees in the organization. Macky and Boxall (2008) argued that HR practices reduce stress of employees, and may put them in great demand of discretionary efforts to achieve team objectives, this can increase their stress. Moreover, link between HR practices and employee well-being can go either way; positive in the form of increased job control or negative in the form of increased job demands.

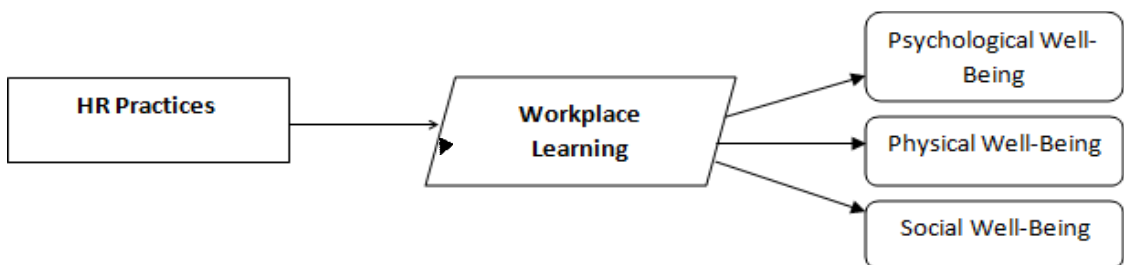
Some studies show positive employee well-being by utilization of HR practices, such as enhanced motivation and satisfaction (Berg et al., 1996; Vandenberg, Richardson & Eastman, 1999), while others show negative outcomes such as increased job stress and less job security (Bacon & Blyton, 2000), and some others concluded mixed results (Ramsay, Scholarios, & Harley, 2000; Godard, 2004). There is a need to clearly quantify the relationship between HR practices and employee well-being. In the context of Pakistan studies related to HR practices were conducted in higher education (Bashir et al., 2011) and banking (Hunjra et al., 2010) sectors in relation with organizational level measures. Employee level measures which can be affected by the HR practices are neglected by the organizational researchers in Pakistan and specifically in the IT supplier sector. Therefore, primary focus of the present study to assess the effect of HR practices towards employee well-being. It further focuses on the investigation of effect of HR practices on different dimensions of employee well-being; psychological well-being, physical well-being and social well-being.

Based on above review of literature theoretical framework for the present study is depicted below in Figure 2.1 in which HR practices serve as independent variable and employee wellbeing as dependent variable. HR practices include employment security, participative decision making, extensive trainings, career advancement, performance based reward system and performance appraisal system. Employee well-being includes psychological well-being, physical well-being and social well-being.

HR Practices and Workplace Learning

Development of the effectively performing employees is the main focus of literature on HR practices. High productivity and increasing the flexibility by lower the costs of organization and by creating workplace learning these kinds of goals can be achieved. (Garavan et al., 1999; Hodgetts et al., 1999; Losey, 1999). Organizations focus on HR practices and workplace learning strategies, it enable employees of the organizations to respond quickly and flexibly as per the needs of the organizations. The more use of competencies approach has resulted in workplace learning provision (Lei and Hitt, 1996; Spangenberg et al., 1999).

Theoretical Framework



Hypotheses

Following are the hypotheses of the present study:

H₁: Workplace learning mediates the relationship between HR practices and psychological well-being of employees.

H₂: Workplace learning mediates the relationship between HR practices and physical well-being of employees.

H₃: Workplace learning mediates the relationship between HR practices and social well-being of employees.

METHODOLOGY

Operational Definition of Study Variables

HR Practices

HR practices can be defined as facilitation practices implemented in the organization to properly manage the human resource. These practices vary from organization to organization because of nature of business. Employment security, participative decision making, extensive trainings, career advancement, contingent base reward system and performance appraisal system are practices which have been considered in this study.

Workplace Learning

Learning which occurs as a part of an organized workplace, embedded within the organization's authority and accountability structure (Owen, 2001).

Employee Well-being

Employee well-being in the organization can be defined as the various measures which indicate the different prospects of employee prosperity for the specific job such as: psychological health at workplace, physical demands and control of work to be done and social support at workplace.

Measurements

HR Practices: High performance work systems index (Gong et al., 2009) is adopted to measure the HR practices in the organization for the present study.

Employment Security: Employment security of the employees at workplace is measured by five items developed and validated by Gong et al. (2009) in high performance work systems index.

Participative Decision Making: Participative decision making of the employees at workplace is measured by five items developed and validated by Gong et al. (2009) in high performance work systems index.

Extensive Trainings: Extensive trainings of the employees at workplace are measured by five items developed and validated by Gong et al. (2009) in high performance work systems index.

Career Advancement: Career advancement of the employees at workplace is measured by five items developed and validated by Gong et al. (2009) in high performance work systems index.

Performance Based Reward System: Performance based reward system of the employees at workplace is measured by four items developed and validated by Gong et al. (2009) in high performance work systems index.

Performance Appraisal System: Performance appraisal system of the employees at workplace is measured by five items developed and validated by Gong et al. (2009) in high performance work systems index.

Workplace Learning: Workplace learning is measured with nine items scale developed by Perez et al., (2004).

Employee Well-being: The Job Content Questionnaire (JCQ) (Karasek et al., 1998) modified is adopted in this study to measure the well-being of employees. Five items are used to measure each dimension of well-being except social support which is measured by using two items. Five point

rating scale was used to record responses of employees ranging from 1 (strongly disagree) to 5 (strongly agree).

Psychological Well-being: Psychological well-being of employees at workplace is measure by five items of JCQ regarding psychological demands.

Physical Well-being: Physical well-being of employees at workplace is measure by five items of JCQ regarding physical demands and control.

Social Well-being: Social well-being of employees at workplace is measure by two items of JCQ regarding social support at workplace.

Data Collection Method

Population of the Study

Population of the present study consists of managerial level employees of IT supplier industry of Pakistan employed in Islamabad, Lahore and Karachi. Unit of analysis for this study is individual managerial level employee of IT supplier industry of Pakistan.

Sampling Procedure

A sample of 180 participants was invited to participate and responses were received from 152 respondents. Sample size is about 20% of the total population for this study. There are approximately 900 employees working in the supplier industry in IT sector. This percentage of the sample size is statistically sufficient as researchers recommended and Sekaran (2005) also referred that 10-20% of the total population size is enough to predict results of similar study. Finally, random sampling is utilized to access the respondent for data collection purposes.

Data Analysis, Tools and Techniques

Standard package of SPSS for windows is utilized to record, analyze and interpret the responses obtained from the respondents. Description of techniques utilized in this study is explained in the next headings term by term. Descriptive analysis has been done to analyze the normality of the data. Internal consistency of scales adopted in this study is determined by utilizing Cronbach's Alpha reliability test. It is more accurate tool to measure reliability of data (Cronbach et al., 1951).

Correlation test has been done in order to analyze the relationship between variables. Regression analysis is utilized to determine that workplace learning mediates the relationship between HR practices and well-being of employees. Hayes (2012) mediation process has been run on SPSS to check workplace learning mediating the relationship between HR practices and employee well-being. The dimension of HR practices include employment security, participative

decision making, extensive trainings, career advancement, contingent base reward system and performance appraisal system. Well-being of employees measured in three dimensions as; psychological, physical and social well-being.

Results and Analysis

Hypothesis 1: In this study HR practices are taken as the independent variable, workplace learning as a mediating variable and dependent variable are psychological well-being, physical well-being and social well-being. In the first step HR practices were regressed with workplace learning. Results shows 36.6 percent change in workplace learning is due to HR practices. In next step HR practices and workplace learning were regressed on psychological well-being which shows a significant relationship. Results show that 36.6 percent change in psychological well-being is due to HR practices and workplace learning. Third step shows the total effect of HR practices on psychological well-being without the presence of workplace learning (mediating variable), and it can be interpreted from results that 35.46 percent change in the psychological well-being is due to HR practices. The fourth step shows C' path which is direct effect of HR practices (IV) on psychological well-being (DV) in the presence of workplace learning (MV). It is understood from P value .000 that relationship is significance. It shows that HR practices have impact on psychological well-being in the presence of workplace learning as a mediating variable. Mi is the total indirect effect of independent variable on dependent variable using a mediating variable. According to Hayes (2012), if upper limit confidence interval and lower limit confidence interval are positive which shows there is no zero value between the limits and in this case it can be interpreted as significance. So workplace learning fully mediating the relationship between HR practices and psychological well-being result shows that LLCI and ULCI are positive which shows the significant relationship. P value .000 also shows the significance of the relationship.

Hypothesis 2: In this study HR practices taken as the independent variable, workplace learning as a mediating variable and dependent variable are psychological well-being, physical well-being and social well-being. In the first step HR practices were regressed with workplace learning. Results shows 36.6 percent change in workplace learning is due to HR practices. In next step HR practices and workplace learning regressed on physical well-being which shows a significant relationship. Results show that 45.8 percent change in physical well-being is due to HR practices and workplace learning. Third step shows the total effect of HR practices on physical well-being without the presence of workplace learning (mediating variable), and it can be interpreted from results that 41.98 percent change in the physical well-being is due to HR practices. The fourth step shows C' path which is direct effect of HR practices (IV) on physical well-being (DV) in the presence of workplace

learning (MV). It is understood from P value .000 that relationship is significance. It shows that HR practices have impact on physical well-being in the presence of workplace learning as a mediating variable. Mi is the total indirect effect of independent variable on dependent variable using a mediating variable. According to Hayes (2012), if upper limit confidence interval and lower limit confidence interval are positive which shows there is no zero value between the limits and in this case it can be interpreted as significance. So workplace learning fully mediating the relationship between HR practices and physical well-being results shows LLCI and ULCI both are positive which shows the significant relationship. P value .000 also shows the significance of the relationship.

Hypothesis 3: In this study HR practices taken as the independent variable, workplace learning as a mediating variable and dependent variable are psychological well-being, physical well-being and social well-being. In the first step HR practices were regressed with workplace learning. Result shows 36.6 percent change in workplace learning is due to HR practices. In next step HR practices and workplace learning regressed on social well-being which shows a significant relationship. Results show that 56.5 percent change in social well-being is due to HR practices and workplace learning. Third step shows the total effect of HR practices on social well-being without the presence of workplace learning (mediating variable), and it can be interpreted from results that 52.36 percent change in the social well-being is due to HR practices. The forth step shows C' path which is direct effect of HR practices (IV) on social well-being (DV) in the presence of workplace learning (MV). It is understood from P value .000 that relationship is significance. It shows that HR practices have impact on social well-being in the presence of workplace learning as a mediating variable. Mi is the total indirect effect of independent variable on dependent variable using a mediating variable. According to Hayes (2012), if upper limit confidence interval and lower limit confidence interval are positive which shows there is no zero value between the limits and in this case it can be interpreted as significance. So workplace learning fully mediating the relationship between HR practices and social well-being results shows LLCI and ULCI both are positive which shows the significant relationship. P value .000 also shows the significance of the relationship.

Table 2: Summary of hypotheses testing

Sr. No.	Description	Remarks
H ₁	Workplace learning mediates the relationship between HR practices and psychological well-being of employees	Supported
H ₂	Workplace learning mediates the relationship between HR practices and physical well-being of employees	Supported
H ₃	Workplace learning mediates the relationship between HR practices and social well-being of employees	Supported

Conclusion

This study proposed a model to determine that workplace learning mediates the relationship between HR practices and employee well-being at workplace in IT supplier institutions. It also aimed to assess the impact of HR practices on under consideration dimensions of the employee well-being. It further utilized to assess the effect of each HR practice; consisting of employment security, participative decision making, extensive trainings, career advancement, performance based reward system and performance appraisal system towards three dimensions of employee well-being as; psychological, physical and social well-being. Results of the present study determine that workplace learning mediates the relationship between HR practices and well-being of employees at the workplace.

Results of the study also determine each of the HR practice as predictor of each dimension of well-being i-e psychological, physical and social. In general results of this study are inconsistent with results of previous research such as Macky and Boxall (2008) and partly inconsistent with findings of Godard (2004) which have established HR practices as positive predictor to enhance psychological well-being of employees at workplace. Results of the present study are consistent with findings made by Bacon and Blyton (2000) who established that extensive utilization of HR practices reduce psychological well-being and job security of employees.

It is proposed in the current research that HR practices including its subscales (employment security, participative decision making, extensive trainings, career advancement, and performance based reward system and performance appraisal) will influence psychological well-being of employees at work place in the presence of workplace learning as a mediator. Hayes (2012) process is conducted to study the mediating role of workplace learning between the relationship of HR practices and well-being of employees at work place. Considering HR practices, workplace learning and well-being of employees at work place, it is determined that workplace learning mediates the relationship between HR practices and well-being of employees.

In relation of each HR practice as predictor of each dimension of well-being, it is determined that each practice such as employment security, participative decision making, extensive trainings, career advancement, performance based reward system and performance appraisal system significantly have an effect on each dimension of well-being i-e psychological, physical and social.

Contribution of the Study

This study addresses both academic and practical issues related to HR practices in the organization, workplace learning and well-being of employees at workplace. Major contributions of this study are explained below term by term

Theoretical Contribution

This study addresses the issues related to the involvement of employees in different dimensions to boost up the overall performance of the organization. It defines that workplace learning mediates the relationship between HR practices to enhance well-being of employee in three dimensions i-e psychological, physical and social well-being of employees in the IT supplier industry of Pakistan. Broadly, contribution of this study is to relate and develop a model of HR practices with well-being of employees at workplace in IT supplier industry of Pakistan.

Practical Contribution

This study can be utilized as empirical evidence, in the context of Pakistan specifically in the IT supplier sector to determine the involvement of employees and can also be used to enhance involvement by taking suitable measures.

Findings of this study provide a guideline to manage the HR policy of the IT supplier organizations.

Results established by this study can be utilized to enhance the quality service of HR department for other departments of the IT supplier organizations.

This study can also be utilized to determine the more influential HR practices with respect to workplace learning and different dimensions of well-being of employees as psychological, physical and social well-being.

Limitations

Major limitations for the present study included time and cost factors to conduct this research study. This study consider six HR practices i-e employment security, participative decision making, extensive trainings, career advancement, performance based reward system and performance appraisal system and workplace learning to determine their role to enhance well-being of employees of IT supplier industry of Pakistan. Well-being of employees is measured by using three dimensions such as: psychological, physical and social well-being of employees.

This study considered HR practices and workplace learning to enhance the well-being of employees. Some others factors can also predict the well-being of employees. This study is conducted in the IT supplier industry of Pakistan and data were collected from managerial level employees in the Islamabad, Lahore and Karachi region.

Recommendations for Future Research

Present research study establishes a causal relationship between HR practices, workplace learning and well-being of employees at workplace in the IT supplier industry of Pakistan. In future researchers can determine the role of different related variables as moderator and mediator to this

established relationship such as mentoring and shared vision etc. This study is conducted in the IT supplier sector of Pakistan and can be replicated in other sectors of economy as sports equipment industry and garment industry etc. There are six HR practices included in this study and in future can be extended to other HR practices as flexible job assignments and job enrichment etc.

Conclusions

It can be concluded from the results of the present research study that HR practices significantly affect the well-being of employees at workplace and workplace learning also mediates the relationship between HR practices and employee well-being in the IT supplier sector of Pakistan. It is established by the results of the study that workplace learning mediated the relationship between HR practices and psychological, physical and social well-being of employees in IT supplier industry of Pakistan. HR practices are also determined as the positive and significant predictor of psychological, physical and social well-being of employees at workplace in the IT supplier industry of Pakistan. This highlights the importance of understanding HR practices regarding three significant dimensions of well-being at workplace. This indicates that if proper HR practices are implemented in the organization, it will enhance the well-being of employees. In general, HR practices are significant and positive predictor of well-being of employees at workplace and workplace learning mediates the relationship between HR practices and well-being of the employees (Psychological, Physical and Social Well-Being).

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