

High Performance Work System is the Accelerator of the Best Fit and Integrated HR-Practices to Achieve the Goal of Productivity: A Case of Textile Sector in Pakistan

Mouna Koser¹, Samma Faiz Rasool², Madeeha Samma³

Abstract

This study explores the partnership of high performance work system (HPWS) and organizational performance in Textile Industry of Pakistan. In this paper, focus is made in Pakistani context with reference to high-performance work system and human resource management practices. Efficiency of textile sector is suffering due to lack of understanding of human resource management practices and also high performance work system in the Textile sector of Pakistan. This study is addressed to cover the system which is based on the below-mentioned systems plus interrelated collection of practices. The research is qualitative and exploratory in nature. For this study, data is collected from the textile manufacturing firms located in Lahore, which is one of the biggest cities of Pakistan. The study included 14 semi-structured interviews from participants. The findings of the study indicated that the textile sector of Pakistan can exploit new emerging opportunities by adopting 'HPWS', by adapting rapidly changing technologies and by adhering to global best practices.

Keywords HR-system, High Performance Work System, Organizational Performance, Textile Sector

1. Introduction

The human resources approach could provide the falling short outcome, while the alone might neglect the capacity or not be able to remove the hurdles. There must be a configured set of systemized practices for business' cutthroat benefits which means the company ought to be with certain human resources approaches, which are more proper. Strategic human resource management is-made on the pattern of well-resourced human resource practices and also tasks that are prepared to aid business to get performance including productivity. In addition, of any approach depends upon the many other approaches in position (Delery, 1998; Wright & McMahan, 1992) strategy which fits a well-organized system, that will influence of the system on efficiency along with over the quantity of personal develop from each method alone.

The purpose of this study is to stress and generate the awareness about maintaining the manufacturing capabilities of the advanced work system such as high work performance system (HWPS) in the textile industry of Pakistan. However, the gap is existed due to the lack of knowledge that the HR-system influences the human resources and performance of the organization with the ideological background of the firm. The textile sector of Pakistan would achieve benefits when these factories will deploy the system of high performance work system with its real meanings. Top management will motivate the middle and bottom management by making them empowered and making them the part of business entity including the part of vision and mission.

The rest of the paper is designed as: Section 2 is devoted to the literature review, which will be used in our main analysis. In Section 3 we discuss the concept model of our research. Section 4 provides the research methodology which will use in this paper. Section 5 provides the analysis. In section 6 the analysis and results of the study have been described. Section 7 presents the discussion. In the end, the practical implementation, limitations and future study remarks are given.

2. Literature Review

Several researchers (Collins & Smith, 2006; Evans & Davis, 2005; Huselid, 1995; Sun, Aryee, & Law, 2007) examined that in human resource (HR) systems, such as strategic human resource management, high performance, high commitment, and high involvement work systems, the essence is 'human capital' which is the fundamental value-added capital which business entity may deploy to attain budget plan agreeable return. The main focus of these HR-systems have to maximize a business's personals to achieve strong effectiveness, high-performance work systems have actually refined

¹ Research Scholar, University of Management and Technology, Lahore, Pakistan. ummehub@yahoo.com

² PhD Scholar, School of Management, Shanghai University Shanghai, P.R. China samma@i.shu.edu.cn

³ PhD Scholar, School of Management, Shanghai University Shanghai, P.R. China madeeha@i.shu.edu.cn

distinctions nevertheless anxiousness is made by all these systems on both internal in addition external consistencies took a look at by these researchers; (Evans & Davis, 2005). This concept is difficult to tape-record although vast enough with the basic perspective and also techniques of these systems; as a result, we have made concentrate on 'HPWS' to facilitate such systems for the textile sector by conducting the research.

Investigations have been made on the topic of HR-systems related to the growth and progress throughout the previous twenty years. That was very absolutely felt and also acknowledged by (Appelbaum & Batt, 1993; Boxall & Macky, 2009) that United States companies stay in alarming should uncover the sophisticated and standardized HR-systems alike lean manufacturing of Japan, differed quality manufacturing of Germany, and also Italian specialized flexibility, and also this breakout extreme adjustment made the high-performance work system the hot topic of American surveillance. The far-ranging in addition to severe smart improvement and development in the field of IT as well as the worldwide economic climate constant existing increase, the solution set had really come to be considerable sparkling, dynamic and also complicated. With this background, the purpose of the company is performing a vital innovation.

It is considered accordance with the American scholars that HPWS is the geocentric savior of domestic American manufacturing; restoration of work systems, while it is not nearly enough nevertheless direly needed. At the brooking online discussion forum in 2005 on the "off shoring white collar work", Jensen reported that over the duration from 2001 to 2003. Seventy percent individuals work displaced by worldwide competitive worked in service, not production and manufacturing. Importance has increased that how companies may utilize 'HPWS' as an economical property in various markets and also throughout the market area.

Chinese scholars likewise have been continued (Zefu & Jie, 2002) and made the interpretation to 'HPWS' in the short write-up, "Research on Structured HPWS of Chinese organization". Considering an outstanding HPWS model is not a traditional structure based on hierarchy (Kim, Wright, & Su, 2010). Number of researches show that the influence of human resources systems with strong performance partnerships (Andersen, Cooper, & Zhu, 2007; Delery & Doty, 1996; Guthrie, 2001), including emerging economic climate alike China (Björkman & Xiucheng, 2002). Although the HR system has a huge variety, despite having some understanding of the device underlying the HR practice, still some exploration needs to take a look at (Becker, Huselid, & Ulrich, 2001). Also look at that the intermediate results, as well as strategy application processes, should be troubled in this line of research in the Pakistani context. Because of that, regular with this call, specifically how firms can create capacities with HR-system to reinforce strong efficiency has to be identified. This study is posting likely to focus on taking a look at the procedure where firm-level capacities created from HR-system affects solid performance. It is suggested by the investigations that a business's adaptable capability created from its 'HPWS' could increase the financial effectiveness in addition to the innovation of the business by utilizing the lively capacities (Teece, 2007). There is a significant effect on the selection in addition to the application of resources and systems in a business context, it examines the responsibility of the institutional setup or location context in the company's HRM procedure which is specifically actually for service's operating in some assured setup (such as scientific research study parks) where these firms have the capacity to take some place benefits to let loosened the capability of Human Resources systems (Subramony, 2009).

2.1 Components of HPWS

Components of 'HPWS' are considered as contributing performer for the development of business prosperity (Posthuma, Campion, Masimova, & Campion, 2013). Management of compensation and benefit directly deals with the HR practices and incentives, which is a direct cause to raise the productive and energetic behavior (Messersmith, Patel, Lepak, & Gould-Williams, 2011). Implementation of HPWS helps in designing the job of employees which controls their behaviors and reduces the stress (Jensen, Patel, & Messersmith, 2013). Training and development facilitates the professional ladder and future relevant skills. Training environment, workplace is an accelerator and also gives the meaningful organizational output via the execution of strategic application (Saks & Burke-Smalley, 2014). Recruitment and Selection the merit base candidates. Integrate strategic recruitment and selection is up to the mark related the competitive market which reduces the employee turnover, efficiency of work, higher financial productivity, which is

openly associated by the HWPS (Jiang, Lepak, Hu, & Baer, 2012). Employee Relation deals with the psychological relation among the employee and employer which shapes and raises the organizational climate and culture which is about the assumptions, values and guides the life of the organization (Macky & Boxall, 2008). Communication raises the psychological formal and informal relation of communication, formal including informal knowledge sharing information with the strategic point of view among the employee and employer, and this internal network intimacy highly effective for the organization to further apply the high performance work system (Beh & Loo, 2013). Performance & appraisal management metrics of personnel management fulfil the needs and desires of the employees; it is a strategic goal to provide the feedback on the performance of the employee and task accomplishments (Li, Ashkanasy, & Ahlstrom, 2014). Promotion is always based on the employees' performance, fair treatment and commitment towards the organization. Higher positions, career path, job enlargement, job enrichment and career ladder are the part of strategic human resource management which is a system of high performance works (Gong, Chang, & Cheung, 2010). Due to controlled HR practices by the implication of high performance work system and long term strategic investment of retention the level of employees' turnover is reduced, which is highly associated with the organizational performance. (Batt & Colvin, 2011; Chow, 2012; MUSIĆ).

2.2 HPWS, Performance and Innovation

Performance is boosted by high-performance work systems not by equipment, however likewise with a mechanism (Huselid, 1995). Similarly, employees' participation, autonomy, and development are concentrated by HPWS. Equally framework of motivation, inspiring reward system which makes sure that effort is repaid by staff members, both in regards to profession possibilities as well as economic compensation. Reward structure improves commitment, motivation and development because it provides the chances of job satisfaction. Discretion of chances enhances the workers, motivation so that they might utilize their skills with variety labor force.

Performance-contingent motivation settlement, extensive worker training, team-based systems, work redesign, employee empowerment and involvement have completely enhanced the business efficiency (Kang, 2015). In addition, HPWS consists of the techniques extensiveness of self-directed work teams, participation, training, task turning, pay level, performance base salary, and staffing. These incorporated practices improve the company's capacity to motivate, preserve, expand plus mature, and select a workforce that generates premium employees' outcome. A connection HPWS with innovativeness has also been found (Kang, 2015). HPWS affects the leadership, culture, sources, size, approach, and structure which increases firm' efficiency. Therefore, the presence of expertise should be confirmed by organizations as well as it can be done through concentrating on depth and breadth of experience and rigorous choice of new employees (Ugheoke, Al-Rawas, Isa, & Noor, 2015).

2.3 HR-systems-The Pathway to Accomplish Strategic Goals

The business environment is influenced by HR-systems which in return enforce a significant impact on the characteristics of the worker as well as business performance, i.e. human resources, climate employee attributes (including humanitarian funding, collective practices, and also cumulative mind-sets) and organizational performance. By boosting collective performance of employees, considerable payment is made by HR-systems for total effectiveness of the organization. This pointer is based upon the case that preferable performance, end results and efficiency are attained by organizations. The positioning between the critical goal of the organization and the systems offers the structure for the standard validity of business efficiency. An alignment between a particular kinds of business climate with a particular set of business HR- systems, practices, procedures, as well as policies are called for by the significant duty of organizational structure. It is checked and observed in the area context. In addition, effective influence on the company's location on HRM practices the theoretical design of this research is represented in Figure 1.

3. Conceptual Model

The purposed conceptual framework is designed to shed the light on HPWS and its impact on the textile sector, which will enhance the employees' attitudes, skills, competence and motivation of employees to learn and facilitate their learning towards what behavior and competencies are important and expected by the firm to combat the market (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016).

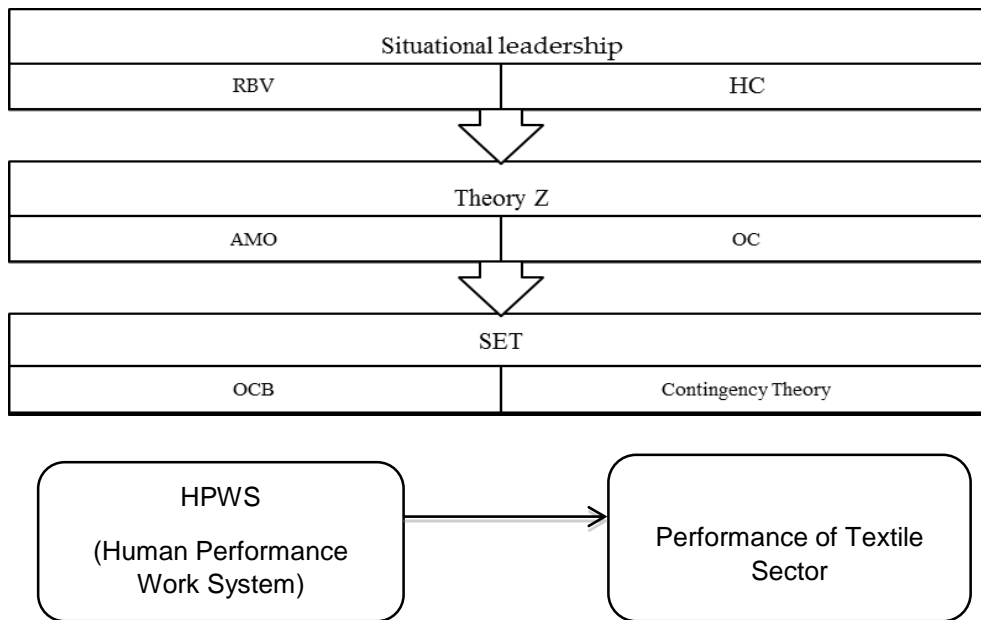


Figure No.1 Conceptual Model

3.1 A Proposed Theoretical Model which will Play a Moderating Role

A proposed model is bridging the gap with interactive manner. Understanding of the system underlying HPWS and also outcome linkage at firm-level capacities are furthermore a contributive actor. In addition, it focuses on that just specifically 'how HPWS supplies the firm-level capabilities and also improvement of business efficiency compared to looking at certain outcomes simply. The fig.2 is presenting the proposed theoretical model which plays a moderating role is this study.

In this paper, to raise the high performance work system and organizational innovation, including performance is used which is situational leadership, resource-based view (RBV), human capital, theory Z, organization culture (OC), abilities, motivation, opportunities (AMO), social exchange theory (SET), organizational citizenship behavior (OCB) and contingency theory.

3.1.1 Situational Leadership

Situational leadership style has a deep-rooted impact on employees' performance, which is considered as the hallmark of the organizations' goals and objectives related to the philosophy of the business entity (Osabiya & Ikenga, 2015). Situational leadership use contingencies to involve individuals and the environments of the situations for diagnosing the problem. These leaders show high commitment, high motivation and delegation and then understands, acknowledges, appreciates the competence and commitment of the subordinates and entrust them with responsibilities by empowering and involving them to attain the organizational goal (Osabiya & Ikenga, 2015).

3.1.2 Contingency Leadership

This style has been driven from situational leadership plus the external and internal environment is scanned by him to diagnose, adopt, communicate and influence the employees (Hersey & Blanchard).

3.1.3 Resource-based View (RBV) and Human Capital

Human funding concept is generated by the resource-based sight of the firm (Barney, 1991). Human capital plays its vital role and also transportation the business efficiency including development. Human funding assigned with the standard expertise, practices, social, qualities of personality, imagination, symbolized in the work capability, is available and also need to make use of for the company due to the fact that they creates financial value (Maltarich, Greenwald, & Reilly, 2016; Reilly, Nyberg, Maltarich, & Weller, 2014). The mechanism of human resources as well as resource-based sight are consistent with each other, both generates competitive advantage for the organization. Another scholar (Ployhart &

Moliterno, 2011) has been proven primarily humanitarian funding does not leave the instead they enhance their expertise and come to be the possession of the organization.

3.1.4 Theory Z

According to W. Ouchi (1981) management is a promoter of stability of employment, high productivity, and high level of morale along with the satisfaction of the employee including it en-routes the companies strengthen, philosophy and culture (Ouchi, 1981). Organizational culture (OC) Culture is considered the DNA and the essence of the organization present and the future and becomes the pavement towards the cut-throat competitive. Human capital development has a significant relation with organizational culture. High-performance work system generates the conducive environment, organization culture (OC) and thrice give birth to the organizational behavior (OB) (Mitić, Vukonjanski, Terek, Gligorović, & Zorić, 2016; Morrison, 1996).

3.1.5 Abilities, Motivation, and Opportunities (AMO)

These concepts are the drivers which in return the contributive actor of financial organizational development (Tregaskis, Daniels, Glover, Butler, & Meyer, 2013). The HR-system catches the eyes of AMO and enhances the business's efficiency. If the employee perceives that his/her organization with the implementation of the high work performance system is providing him/her awards, rewards and recognition. Then in return, he or she pays the regards, organizational commitment and loyalty to the organization in the form of performance, fair treatment, lack of absenteeism, lack of turnover, and this will become a cause overall organizational efficiency (Gong et al., 2010). This is the attribute of social exchange theory.

3.1.6 Organizational Citizenship Behavior (OCB)

OCB and high-performance work system are highly associated with the employees' feelings of commitment, loyalty (Takeuchi, Lepak, Wang, & Takeuchi, 2007). The social exchange approach gives birth to the organizational citizenship behavior (OCB) and focus is made on individual level exchange and responses. Social exchange theory is a driver of HPWS- collective OCB relationship and moderated by collective affective commitment, which refers to the standard attitudinal response characterizing the pattern of feelings toward the organization. The common feeling of bonding and loyalty to the organization as well as a desire to help the organization to achieve its goals is the base of the organizational citizenship behaviour (Gong, Law, Chang, & Xin, 2009; Munteanu, 2014).

3.1.7 Contingency Theory

It is claimed and considered by contingency theory that there is no best way to organize a corporation, to lead a company, or to make decisions, while the optimal course of action has to be taken contingently to combat the internal and external situation because it is well- thought-out a "best fit" approach and attempt is made to fit HRM systems to a number of contingencies including business strategy, best-fit practices, competitive circumstances and national business systems. Fiedler's contingency theory dictates a leader's situational control like task structure, leader/member relations, and positioning power. Fiedler's Contingency Theory said that internal and external factors could influence the optimum organizational structure alike the size of the organization, technology, leadership style, and adaptability of organization that could also bring changes in strategy towards productivity (Liu, Wang, Zhao, & Ahlstrom, 2013; Timiyo, 2014). It is illustrated in that situational management and also RBV as a foundation and dominant concepts which include and also apply the 'HPWS' in the company (Shaw, Park, & Kim, 2013). The drastic modification in the business setting and also the vibrant nature of the work market required the business to fulfil as well as to battle the globalization. Accordance with the above mentioned literary works; high-performance work system has a deep-rooted impact on the business monetary productivity. Furthermore, there is a have to check out the understanding and also the occurrence of high-performance work system in companies in Pakistani context as well as this will certainly come to us after designing the technique and data collection consisting of inference. In addition, the context of the application and outcomes of HPWS is deemed essential to get better insight right into the influence of business efficiency.

4. Research Methodology

The purpose of this study is to stress and generate the awareness about to maintain the manufacturing capabilities of the advanced work system such as high work performance system (HWPS) in the textile industry of Pakistan. The research methodology which we used in this study was adapted from

Johnson and Schaltegger (2016) (Johnson & Schaltegger, 2016). Making use of an interpretive paradigm, this research encapsulated a qualitative, exploratory with inductive strategy. It is able to give the illuminated rich, in-depth data that organizations are using 'High performance work system' or otherwise either it is dominating in the textile sector. The study included semi-structured interviews (open finished meeting guide) with 14 participants. Face-to-face meetings performed for data collection by using non-probability (ease sampling and purposive). Analysis Interviews were carried out by the leading and also (top management) human resources managers of the different textile sector in Lahore-Pakistan. Unit of analysis is consisted on the opinions of "HR professionals" of textile sector (a sensitive stratum) through thematic analysis on the association of high performance work system and organizational performance (Myers, 2013). Number of workers working in those business entities varied differs from 300 to 5000.

The representative interviewee respondents were at different career stages and with different levels of experience. Among these 14 respondents, 3 are assistant managers, 3 managers HR, 1 director general manager, 2 directors HR, 3 GM and 2 CEO, 5 women and 9 men. All the respondents have a rich expertise and experience in personnel management and high performance work system. Every respondent has completed a master degree in their concern field. In this study, only 3 respondents are single and 11 are married, their ages are between 28 years to 50 years.

5. Results and Analysis

Thematic analysis is used to draw the inference, and the process of face to face interview is opted to conclude the concrete, rich and primary information. These resultant analysis is proved the under lying crux of this research which is conducted in the textile industry that high performance work system is the necessity for any business entity to achieve the ultimate goal of productivity and cut throat advantages around the globe (Johnson & Schaltegger, 2016). High-performance work system managers were quite confident about the fact that their companies had adopted HPWS and confirmed this system as the backbone of their organizations. They were of the opinion that high-performance work systems are essential and responsible for the high productivity of the organization while firms' optimum performance is always disrupted without having high-performance work systems. First assistant manager said, that "Yes, we are trying to adopt, it is essential for organizational productivity. A firm cannot run/function smoothly without adopting this system". Only a good leader could apply this system with the understanding of internal and external scanning".

The impact that high-performance work system based on an organizations' strategic objective is mainly related to its end result i.e. output and productivity. The reason behind this was entailed by one of the managers in his organization was, "HR-systems should have to align with high-performance work system and the organizational objectives". HR vs. Inexperienced employees almost all of the interviewees were strongly contented that their organization allows fresh blood to come, take a risk and test their luck for employment in their organization, if they are found enthusiastic, committed, confident and skillful they will be given a chance to prove them in this field. Second assistant manager said "Yes! We do promote top to bottom but bottom line has to face the fire-fighting in case of not working regarding HPWS" While others describe that not every level of positions are opened for newcomers with low or no experience instead those will only be given jobs on entry level positions, Third assistant manager argue that "Yes to some extent. Fresh blood is introduced in the units to fill the entry level positions which are groomed for higher positions." HR system vs. Human Capital In the eyes of HR managers, HR systems are linked with human capital via learning cultures that are incorporated into organizations' high-performance work systems.

Furthermore, First HRM manager describe "Yes being the leading groups in textile sector; we promote learning to develop human capital to fulfill our future needs withholding technology induction, people are trained and given opportunity to polish their skills." (Famous Pakistani Manufactures "Nishat and Sphere group") Most of the managers took learning culture for human capital significant for future-oriented investments and profitability and conduct special in-service or pre-service training to achieve the purpose. Second HR manager define "Yes! We hire new employees because they are with new and diverse ideas which is entirely needed for any organization, in addition organization cash their ideas for the organizational productivity. Third HR manager shed the light in during his interview "Yes, it is again essential and preferred for long term investment and profitability; we practice the on job training/in-house training". General Manager Learning cultures for increasing human capital also contributes towards organizational core

objectives and end result performances. Various negative factors can be inhibited by its proper practice. Similarly, a director general manager (DGM) described that “to control the turnover and cost cutting analysis as well as high-performance work involvement he also linked human capital oriented learning culture with the vision, mission, policies and organizational objectives as posed. Moreover, a director HR said “Every organization has a vision and mission with defined objectives. This type of policy tries to support the objectives and attempts to promote maximum outcome. Therefore new employees are hired, trained and retained in the organization”. HR-practice vs Fair Compensation every manager was also confident that their organization is compensating their employees with market driven competitive pay packages. Another director HR demonstrated that “Yes! We compensate employees with market-competitive packages. The HR-practices promote fair compensation, based on KSA and level of responsibility. Labor laws are implemented and people are given their due rights...but favoritism exists”.

HWPS vs Performance rewards every Company has a policy for performance rewards and incentives and HR managers are accordingly agreed upon it that their company is also following such high-performance work system in which there are good rewards for high performances. Likewise, First GM (General Manager) argue that, “Pay for performance is implemented; every individual tries to contribute in achieving the set production objectives, so that whole team is rewarded. This leads into an enhanced work performance and attaining organizational objectives”. Same as second GM express that “Yes! We do recognition and awarding for performers who meet parameters” HR managers think that it is like a two-faced coin or a vice versa process i.e. reward for motivation or commitment and motivation and commitment for high performance or productivity. Third GM describe that other reasons generated by Director General Manager of a textile mill, “It has a deep impact on the organizational performance, it is a dual process alike organizational commitment towards employees and employees’ involvement towards organizational productivity. Level of motivation generates ”HR Philosophy vs Organizational objectives every organization is founded on some idea or philosophy if that philosophy is incorporated into organization’s objectives and yet in its HR systems and high-performance work systems, it surely will provide unending and marvelous benefits to the firm in all of its operations, functions, and departments. While other managers described their organization’s philosophy directly linked with company’s vision and mission plus values. Also, a CEO (Chief Executive officer) describe, “Philosophy of the organization describes the leaders in the organization must have an idea of what is in store for the future. It is the foundation for the mission statement.

The vision provides a strategic direction under the umbrella of philosophy which is the springboard for the mission and its related goal’s implementation” On the contrary HR leaders also boasted to be in one of the leading textile sectors as its philosophy as, “The philosophy of the organization is “To be the leader in Textile Sector” has led us to acquire, hired experienced manpower, trained human capital and retain them for maximum output and productivity”. Finally, another CEO express that the involvement of the employees is optimal for any organization because this raises the OCB and loyalty towards the organization, recognition of their own performance including organizational productivity but leader plays a vital role in the whole scenario. “Complying with the primary difficulties described and concurred by most of the managers versus smooth running of HPWS; increase in market competition, lack of job security, international market trends, poor law and order systems, poor safeguards, poor execution due to lack of planning, reliance on government, in-equilibrium with economy of trade, scarcity of resources, customer high demands. CEO also argues that “Due to increasing competition in industry and scarcity of resources, power export it is becoming difficult to compete in the global market. The labor market also plays its role. As most of the units are closed therefore cheap labor can be hired. The pressure from customers also plays an important role to adopt certain practices, making us different from other market players”.

6. Discussion

Pakistan is entering into the period of technology, but also facing adverse threats as well as the international economic downturn which is producing worse trading (import/export) situation for the developing nations. The mal-HR techniques remain in usage in Pakistan. Workers are de-motivated in companies of Pakistan (Hunjra, Chani, Aslam, Azam, & Rehman, 2010). The textile sector is servicing for Pakistan's economy from six decades with countless individuals in various groups. By this gate, individuals get work and also produce massive earnings. Fabric sector is encountering bundle of troubles associated 'High Work Efficiency System' due to the lack of recognition of package of HR-practices and so on. Technique and activities of government companies are inadequate, these firms could become engines of

development if they are fully outfitted with knowledge, ability, capabilities and finest healthy human resources techniques owned by high performance work system for survival in an efficient manner, especially for the textile market. Numerous researchers highlight that efficiency could not be possible in any organization without workers' commitment to assisting in the systemized 'HPWS and HR-policies'. The employee takes on the path of high performance, get inspired, motivations and recognition; these kinds of extremely spirited workers become the resource of manufacturing for the textile market or any other entity. The textile sector is going in the age of cut throat competitive edge. Top administration and government firms attempt to use the equipped human resources systems to get a competitive advantage. Some textile sectors have adopted the high-performance work system and intense advantages that are why they are the leaders. This study is carried out to discover the high work performance system' (HRM practices alike recruitment and option, training, performance assessment, profession program, settlement, task definition and more for its implication) as well as its impact on fabric market. This context offered the understanding textile of material industry that just exactly what is occurring in this industry and why? It is finished that high performance work system plays an important feature for the business success while there is far more need of work from the other companies of the federal government, policy manufacturers and executers to take care of. All kinds of human resources- techniques need to be utilized with its clear understandings connected to the HPWS for the execution of plans towards monetary improvement to the decreasing fabric area. These approaches are utmost required for any sort of textile field in Pakistan as a result of that our textile field is simply among the bigger as well as other areas of Pakistan's sector is the textile area. Removed industrial zones in Lahore, amongst the collections of the material sector are present. Given that generations' individuals in this area have actually been operating, as a result, it is difficult to modify those practices as they have in fact been deeply individualized. In adaptation and shaping of ideal job approaches, a solid impact is applied to the professional tracking followed by public law as well as the industrial transformation. To specify strategy as well as human resources systems for the business, initiatives are being made by the sector. However, it has actually been suggested that in regards to defining suitable working methods in addition to removing with the brand-new HR-systems, the industry is much behind due to the existence of labor in addition to conformity policeman within the companies. To respond quickly to market and budget-friendly adjustments, it is crucial for the business to be flexible in addition to in terms of the method by adopting the high-performance task system; they have to place themselves. The method is about being numerous in terms of access-based positioning, needs-based positioning, along with variety-based positioning (Collins & Clark, 2003).

The approach fits between jobs, requires concessions as well as depends upon one-of-a-kind jobs. The operational efficiency is still being specified by most of the business and also for their setup they are comprehending it as best work systems, i.e., in contrast to opponents executing similar activities, yet in a better means'. It appears that a business removals towards the frontier when it increases its useful efficiency. However, in order to do so, it could require new means of handling, various workers, and capital expense. Uncovering firms, change monitoring, empowerment, and continuous improvements have actually been embraced by managers in wishing to stay on the same level with the changes in the efficiency frontier, therefore, a major gain is not being maintained in premium productivity in addition to are being caught by the tools suppliers as well as customers.

In Pakistan, it is just among the major predicaments of this area. In production, a rapid decrease is caused because of the load-shedding of gas as well as electrical energy, which as a result, additionally reduce the export order. As a result of the immediate rise in electric power toll, the productive prices have likewise boosted. Different resources of power, such as the generator is being utilized by some mill owners as a result of pack losing which raise their price of production. In around the world market, industrial competitiveness has actually been influenced seriously because of mal-situation. The decline of Pakistan material competitiveness has actually been led by the lack of ability to prompt enhance the machinery and gadgets. In comparison to countries, such as China, Bangladesh and India, the price of production has, in fact, become higher in Pakistan because of obsolete advancement. A plethora of tools have really shut down and the little systems are reluctant to invest, which has actually caused of the experienced labor of the textile sector. Remembering of the above facts, a negative impact has really been troubled the human resources strategies by the labor market characteristics of the textile market.

Specifically labor market and the plan of the government count on the functioning of the market. In the case of Pakistan, in spite of new tax responsibilities of the industry, the decline of the rupee, and power cuts, the marginal salaries have actually been enhanced by the government. Individuals have actually been called to deal with low-priced labor because of the discrepancy in the demand as well as supply in the labor market as well as market budget friendly is being paid by all companies. In the market, the high turnover rate has actually resulted as disappointment is produced because of reduced paid incomes. The stress from the worldwide customers of compliances with the plans and also guidelines connected with various other area regulations, minimal earnings and child work have forced to embrace the essential human resources methods. In regards to advantages in addition to repayment to workers, the bottom line has actually been touched by the firms.

Other than minority huge companies who have really executed the new modern-day innovation, among the negated areas in the market that have arisen, is training and improvement because of too much competent work available on the marketplace. The firms are not pressed to mark budget for the training and to conduct TNA (Training needs assessment), as educated labor is easily available at the most economical prices. At the start positions, the fresh people are sworn in with the assumption to working from the lower rates and also to stick to the business for a longer period. Nevertheless, they are being compelled to transfer to numerous other companies as a result of lagging packages along with the open market. All at once, the bottom line mix is being complied with by the sector to develop finest job systems to attain organizational efficiency. To develop numerous strategies involving human resources systems to establish humanitarian funding, among the criteria that have been thinking about is the operational performance.

The growth of ideal and healthy and balanced job systems within the firms has, in fact, come to be limited because of the above discussed variables. A small edge over the opponents has been acquired by the huge business, as they have established human resources divisions and more has actually acquired brand-new innovation. Basis for best job systems cannot be specified by simply applying the job legislations. The result of the above stated poor situations running in Pakistan relating to political, economic, sociological, and Technical (P.E.S.T.L) aspects the application of 'high job efficiency system' is most likely to affect severely. One of the hardest durations in decades is being dealt with by textile sector of Pakistan. The only major problem is not simply the global economic crisis that affected the global textile sector at high degree, yet also serious interior problems, like, internal dispute as well as elimination of subsidy, political instability, and boosting expense of inputs, devaluation of Pakistani rupee, energy dilemmas, the rise in the rate of interest, and the walking in electricity toll. For the market, the key root cause of concern has actually been an immediate increase in the power expenses that have been resulted as a result of the high expense of manufacturing. The expense of imported inputs has actually been elevated significantly because of the depreciation of Pakistani rupee. Moreover, the development in the fabric market has actually been seriously impacted because of the high expense of financing and double figure rising cost of living. The cost of manufacturing is boosted which has led increases in the unemployment level and decreases in exports. The textile industry of Pakistan does not have R & D (research and development). Due to obsolete technology and equipment, the production capability has also ended up being rather reduced. Given the fact that the major: political instability, trade restrictions, environmental rules, tax obligation plan, corruption, poor economic security and rising cost of living price, and rate of interest are the major obstacles towards the development.

7. Conclusion

The manufacturing companies within the textile market of Pakistan should take advantage of high-performance work system for the organizational investment including incentives for human resources. (Khilji, 2004). To maintain the dedication of workers and organizational commitment; firms might use HPWS for motivation along with whirl in employees. Workers' habits can be formed to organization efficiency, goals, as well as positive point of views, can be established when human resources approaches are used in the package or in match form of HPWS. Taking into consideration that employee frame of mind is significantly influenced by the understanding of visibility fit by application, besides the adoption of a very critical exam system, indoor job opportunity, and empowerment plus staffing. Consequently, a lot more focus on the execution treatment of HPWS need to be paid by companies within the textile market keeping in view of their strategies, purpose and also methods as a result of that it is a staff member had a strategy. The HPWS can be related to by the textile market as techniques to enhance the profitability level, market

price and sales performance, lower group turnover as well as improve capabilities, abilities, and knowledge of employees.

The three considerable components of HPWS that have actually been evaluated by this research study are worker engagement in the therapy of decision-making, motivation and also commitment renovation, along with competencies renovation. Interaction and also harmony, settlement and also rewards, performance evaluation, training together with team alternative are consisted of by such systems. To improve, along with equipping requested activities and skills of the team member to the budget-friendly technique of business, the firms could make use of HPWS through advancement along with training jobs, payment systems, efficiency surveillance as well as detailed choice and work therapy. In this paper, we tried to focus in addition to make use of the beneficial participation for the academic community, professional, and also management executers in addition to plans makers. Based upon recap of the searching for a trustworthy package of HRM strategies could subject black box exists between HRM strategies along with worker' efficiency in addition to producing an added credible employee performance which then influences staff member understandings about efficiency.

The location of high-performance work systems along with performance has in fact been come to be a controlled cutting-edge personnel management research study for twenty years and HPWS research study has been paid little interest as a result of the dearth of expertise in Pakistan. The function to make HPWS is to increase the employees' frame of minds, skills, along with effectiveness, the motivation of employees to find and also advertise their discovering in the direction of simplicity what behavior and also skills are necessary and expected by the firm to eliminate the market in the context of Pakistan. The human resource management methods are expanded by the HR-systems making stress and anxiety for satisfying brand-new item development, technologies and also the uncommon ingenious capability.

8. Practical Implication and Limitations

This study has depicted the clear cut gaps which are due to the lack of knowledge that what HPWS is, how to adopt this system and what are benefits for business entity in developing countries. Approximately HR practioners were not able to understand the patterned and systemized set of HR-practices.

After conducting the research and face to face interviews practitioners will be certainly have the capability to far better recognize the actions to handle the HPWS which is certainly a booster for the business procedures with specific strong effects for the performance of employees and productivity of organization. In addition, the HPWS have in fact made a focus on a vibrant in addition to functional manpower along with then the application of dynamic capacities point of view will absolutely be considered suitable. The concept of vibrant capacity links could be gotten to HRM research studies, not restricted to the studies connected to the technique. These will certainly a helping hand towards the firm's ideas and perspectives. We have produced a web link between HPWS and the textile industry to evaluate HPWS in the Pakistani context. High effectiveness work system is the collection of those perspectives, authorities, plus procedures that will certainly crucial and also required to acquire high performance not only for human funding yet it has added a considerable impact on the productive performance of the company via different task systems as part of their interrelated practices (Becker, Huselid, Becker, & Huselid, 1998; Beh & Loo, 2013; Lepak & Snell, 1999). This paper is a knowledge facilitator that high-performance work systems the increase business performance. The participatory approach is illustrated in a theoretical landmark of this web-based research study in addition to HPWS has actually been shown that human resources practices and organization performance is related (Guthrie, 2001; Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009; Pirzada, Hayat, Ikram, Ayub, & Waheed, 2013).

There are some limitations in this study. This study examines only in textile sector. Secondly, in this study, we have collected data only from Lahore (Second biggest city of Pakistan), which may limit the generalization of the result of the study. Thirdly, research could be conducted in services/manufacturing sector to generalize the results are modified the concepts. In future, could be carried out to go various other Pakistani cities to raise the generalizability of this research study with the relaxation of time using the qualitative methodology for further probing and exploring and re-evaluation which will be extra efficient by the researchers, practitioners and strategy makers.

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