

**Explaining the relationship between High Commitment HR Practices, Job Engagement &
Innovative Work Behavior: The Roles of Affective Commitment & Perceived
Organizational Support**

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DECLARATION

I hereby declare that this Dissertation is completely my own work and that I used only the cited sources. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions. The work was done under the guidance of Dr. Umer Azeem, at the University of Management & Technology, Lahore.

Candidate's Signature _____

Date _____

DEDICATION

This research is heartily dedicated to my Late Mother.

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In the name of Allah, the Most Beneficent, the Most Merciful. After an intensive time period, I am writing this note of thanks is the finishing touch on my Thesis. It has been a time of deep learning for me. First and foremost, praises and thanks to Allah Almighty, for His showers of blessings throughout my research work to complete the research successfully. Also I thank Allah Almighty for giving me the strength, knowledge, ability and opportunity to undertake this research study and to persevere and complete it satisfactorily. Without his blessings, this achievement would not have been possible.

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ABSTRACT

Employee Engagement and Employee's Innovative Work Behavior is an extreme need for all the organizations in this technological era of time. Organizational development and competency depends upon the employee's innovation and productive behavior. A model has been developed that suggests the connection of High Commitment HR Practices and affective commitment with Employee Engagement and Innovative Work Behavior where Perceived Organizational Support has the moderating effect between the relationship of HCHRP and Affective Commitment. The study has been conducted using the sample size of 209 respondents. Respondents are working as middle staff, management, top management and executive management in corporate sectors.

Results of the current study showed that, High Commitment HR Practices influences the Employee Engagement and Innovative Work Behavior; also these relationships are mediated by employee's Affective Commitment. Perceived Organizational Support (POS) has good moderating effect between the HCHRP and Affective Commitment. Moreover, the current study has some limitations i.e.; time constraint and limited sources. But the future research would do well to include it in studies and should also include the several other methods and measures of employee engagement and employee innovativeness.

KEYWORDS: Innovative Work Behavior, Employee Engagement, Perceived Organizational Support, High Commitment HR Practices, Affective Commitment and Organizational Management.

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List of Abbreviations

- **IWB:** Innovative Work Behavior.
- **POS:** Perceived Organizational Support.
- **JE:** Job Engagement.
- **AC:** Affective Commitment.
- **HCHRP:** High Commitment Human Resource Practices.
- **OST:** Organizational Support Theory.
- **SET:** Social Exchange Theory.
- **CPT:** Conditional Process Technique.
- **HRM:** Human Resource Management.

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INTRODUCTION

Though Job engagement creates very auspicious results for the companies but it is not an easy task to get the employees engaged. Gallup Engagement Table 2008 shows, sixty seven percent of workers surveyed were seen either not engaged with their work or not engaged energetically with their tasks however only 33 % of workers surveyed were found to be engaged with their assigned tasks (Mancheno-Smoak, 2008). These kinds of results have created extensive attention on the issue, mainly areas personalized to find the substitute means of recapturing the Job Engagement. Kahn (1990: 694) well-defined the engagement “the union of organization associates’ identities to the work parts; in commitment, persons engaged also show themselves bodily, cognitively as well as passionately throughout role presentations”. This description by Kahn specifies that commitment have corporal, reasoning also demonstrative commitment extents.