

Rethinking the Black-Box Relationship between High Performance Work System and Job
Performance with the Moderating Role of Employee Age, Gender and Job Tenure: A
Contextual Perspective of Pakistani Flight Attendants

Sajid Nadeem (s2016092004)

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Supervisor: Dr. Waqas Farooq



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ABSTRACT

This study explored the relationship between high performance work system (HPWS) and its impact on job performance with the moderating role of three socio-demographic variables, i.e. employee age, gender and job tenure, in the context of the Pakistani airline industry. These moderations were proposed in response to recent strategic HRM literature calling for the examination of new intermediary variables in an attempt to unlock the “black box” of the HPWS and performance relationship. Seven high performance work practices (HPWPs) i.e. selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities were used to compute HPWS. Survey data was collected from 319 flight attendants working in three Pakistani public and private sector airlines. The proposed moderations of age and gender were supported, and a significant positive relationship was found between HPWS and job performance. Implications of study findings and future research directions are discussed.

Keywords: high performance work system; job performance; age; gender; job tenure; hpws; flight attendants; pakistan

DECLARATION

I hereby solemnly declare that this thesis is my original work. This has never been submitted to any university or institution for any degree or qualification. I have, to the best of my knowledge and abilities, adhered to University of Management and Technology's policies regarding academic research.

Sajid Nadeem

Candidate ID: S2016092004

DEDICATION

Dedicated to my dearly beloved grandfather, Chief Warrant Officer (Rtd.) Ghulam Muhammad Chaudhary (Tamgha-i-Khidmat Military), of the Pakistan Air Force.

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LIST OF ABBREVIATIONS

FA	Confirmatory factor analysis
R	Human resource
PWP	High performance work practices
PWS	High performance work system
RM	Human resource management
C	Kitchen Cuisine
SA	Knowledge, Skills And Abilities
LCI	Lower level confidence interval
CAA	Pakistan civil aviation authority
IA	Pakistan international airlines
	School of Business and

BE Economics
Strategic Human Resource
HRM Management
AI Shaheen Air International
IA Singapore International Airlines
Singapore Airlines Pilots'
IAPA Association
Statistical Package for the Social
PSS Sciences
LCI Upper level confidence interval
IF Variance inflation factor

CHAPTER I

INTRODUCTION

Service firms constitute a majorshare of the business world. They are likely to hold a major chunk of the industry in the twenty-first century (Bowen & Schneider, 1985). Over the last century, the global workforce has evolved from its conventional physical labor orientation to more of a service delivery orientation(Chambers II, 2016). Majority of Strategic human resource management (SHRM) studies have been conducted in the manufacturing industry, thus neglecting the service industry (Chuang & Liao, 2010), which constitutes nearly 70% of the world GDP and 56% of Pakistan’s GDP (World Bank, 2016).