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IMPACT OF HIGH-PERFORMANCE WORK PRACTICES ON ORGANIZATIONAL PERFORMANCE, MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR; EVIDENCE FROM LAND RECORD MANAGEMENT SYSTEM, PUNJAB, PAKISTAN

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ABSTRACT

This study attempts to present a picture of High-Performance Work practice System in Punjab Land Record Authority, Punjab Pakistan. The primary purpose of this study is to analyze the impact of High-Performance Work Practice System on organizational Citizenship Behavior which mediate organizational performance. The study population is comprised of PLRA employees in Punjab located in different Divisions of Punjab. Data were collected from 322 employees. Smart PLS was used in order to determine whether the hypotheses were accepted. The results supported all of the hypotheses of this study, discovered that High Performance Work Practice System, Organizational Citizenship Behavior have positive impact on organizational performance. The results affirmed that High performance Work Practice System affect organizational performance through mediation of Organizational Citizenship behavior of PLRA's employees. It is hoped that the outcome of this study can be used as guidance for public offices to improve organizational performance.

Keywords: High Performance Work Practices, High Performance Work Practice System, Organizational Citizenship Behavior, Organizational Performance

INTRODUCTION

In 1970s, strategic perceptive of human resource management was discussed by the researchers and named as strategic Human resource management (Ásványi, 2022). Performance of an organization directly or indirectly relating to managing employees, so the human resource management turn out to be a influencing factor that positively impacting organizational performance. (Elisa, Nabella, & Sari, 2022). Implementing HRM practices would have a significant impact on performance in various aspects, including generating higher revenue, providing advantages, enhancing competitiveness, and increasing market share (Sriviboon & Jermsittiparsert, 2019).

The concept of organizational performance has its roots in management theory and practice, which emerged in the early 20th century (van Kemenade & Hardjono, 2019). Initially, the focus of organizational performance was on improving productivity and efficiency through scientific management and process improvement techniques (Saffar & Obeidat, 2020). Measuring organizational

performance requires a combination of quantitative and qualitative data, including financial reports, customer feedback, employee surveys, and environmental impact assessments (Mio, Costantini, Panfilo, & management, 2022). The data is used to identify strengths and weaknesses and to develop strategies for improving organizational performance over time. Effective management of organizational performance is critical for the long-term success of any organization. By continuously monitoring and improving performance, organizations can adapt to changing market conditions, improve their competitiveness, and create value for stakeholders (Karman & Savanevičienė, 2021; Mustafa, Arshad, Iqbal, & Khan, 2022).

However, it's worth noting that the impact of HPWPs and organizational performance is complex and multifaceted. The effectiveness of HRM practices depends on a range of factors, including the organization's strategy, culture, and external environment (Dastmalchian et al., 2020; S. N. Khan & Ali, 2018; S. N. Khan, Asad, Fatima, Anjum, & Akhtar, 2020). Therefore, it's essential to design HRM practices that align with the organization's goals and values and continuously monitor and adjust these practices to ensure they remain effective over time.

The Punjab Land Record Authority, a government agency in Punjab, Pakistan, has been the source of research for this study. Therefore, before outlining the research objectives, a quick overview of the LRMIS system has been provided. The outdated manual land record management system from the colonial era has been replaced by the modern Land Record Management Information System (LRMIS). The New Public Management (NPM) good governance agenda and internal challenges, such as the full incompatibility of complicated and out-of-date land records and their manual inefficient processing with modernizing farm economy, were the driving forces behind the LRMIS reform programmed.

The efficient management of land records is crucial for promoting transparency, accountability, and effective governance in any region. In Punjab, Pakistan, the Land Record Management System (LRMIS) plays a vital role in maintaining land ownership records and facilitating land-related transactions. To ensure the optimal functioning of LRMIS, it is essential to understand the factors that influence organizational performance. This study aims to investigate the impact of high-performance work practices (HPWPs) on organizational performance within the context of LRMIS in Punjab, Pakistan, and further examine the mediating effect of organizational citizenship behavior (OCB).

By examining the Land Record Authority (LRA), Punjab, Pakistan, persistence of this study is to investigate the impact of HPWP system on subjective performance of the organization. As a result, the following research topics are addressed:

Is there a correlation between HPWP and Organizational Performance?

Is there a relationship between HPWP and OCB?

Is OCB a mediating factor in between HPWP system and organizational performance?

The goal of this study is to get officers' and officials' agreement on the elements of a system of high-performance work practices so that we may utilize these to investigate how HR practices affect organizational performance.

Research objectives for the current investigation are as follows:-

- To analyze the impact of HPWP System on organizational performance.
- To Analyze the impact of High-Performance Work Practices System (HPWPS)on OCB.
- To Investigate the mediating effect of Organizational Citizenship Behavior between HPWP System and organizational performance.

The study focuses specifically on the LRMIS in the province of Punjab, Pakistan. Punjab is the most populous province in Pakistan, and the LRMIS plays a crucial role in maintaining land ownership records and facilitating land-related transactions. The study's findings and recommendations will apply within this specific geographic context. The study examines the impact of HPWPs on organizational performance within the LRMIS. It considers the employees and management of the LRMIS in Punjab as the primary research subjects. The study aims to explore how the implementation of HPWPs influences the overall performance of the LRMIS organization. This study is useful to the researchers for integration of several theories especially Resource base view and social exchange theory as well as significant for policy makers and decision maker to adopt the suitable

practices for the LRMIS system to achieve the high organizational performance.

LITERATURE REVIEW

HPWS as a component of SHRM, the organizational performance and OCB are the main topics of discussion in this chapter from both a theoretical and empirical standpoint. It discusses the associations between these variables and the conceptual model before concluding with potential hypotheses.

Organizational Performance

The subject of organizational performance attracts considerable attention from both scholars and practitioners. Over the years, extensive research has been conducted on the factors that impact organizational performance, and the approaches employed to evaluate and enhance it. This review of literature presents a synopsis of the significant discoveries and patterns in this field.

Factors That Contribute To Organizational Performance

One of the key findings of the literature is that there are several factors that contribute to organizational performance, including leadership, organizational culture, strategy, and performance measurement. For example, research has shown that effective leadership is critical for improving organizational performance, as it can help to motivate and inspire employees, set clear goals, and facilitate effective communication and decision-making (S. N. Khan & Ali, 2017a; S. N. Khan, Anjum, Baig, Afzal, & Asghar, 2022; Pathiranage, Jayatilake, Abeysekera, & economics, 2020).

Similarly, a positive and supportive organizational culture can foster employee engagement, motivation, and commitment, which can in turn contribute to improved performance (Zeidan & Itani, 2020). In addition, a clear and effective strategy is essential for achieving organizational goals, and organizations that are able to measure and track their performance are more likely to be successful in the long term (Taouab & Issor, 2019).

Methods for Measuring Organizational Performance

There are several methods used to measure performance, including financial as well as non-financial measures. Research has shown that a combination of both fiscal and non-economic measures is often most effective in providing a comprehensive view of organizational performance (Lexutt, 2020).

Strategies for Improving Organizational Performance

Finally, the literature suggests that there are several strategies that organizations can use to improve their performance, including implementing performance management systems, investing in employee training and development, fostering a culture of innovation, and aligning strategy and goals with the needs of stakeholders. For example, research has shown that organizations that use effective performance management systems are more likely to achieve their goals and improve performance (Taouab & Issor, 2019).

the literature on organizational performance suggests that effective leadership, organizational culture, strategy, and performance measurement are all important factors that contribute to organizational success. In addition, a combination of financial and non-financial measures is often most effective in measuring performance, and organizations can use a range of strategies to improve their performance, including implementing performance management systems, investing in employee training and development, fostering a culture of innovation, and aligning strategy and goals with the needs of stakeholders.

The evidence suggests that the design of training programs has a notable influence on the performance of both employees and organizations. Conversely, an inadequate training design is simply a futile expenditure of resources (Afzal, Khan, Baig, & Ashraf, 2023; S. A. Khan, Kaviani, J. Galli, & Ishtiaq, 2019).

H_1: There is a significant and positive impact on organizational performance of High Performance Work Practice system.

H_2: There is a significant and positive impact on organizational performance of organizational citizenship behavior.

High Performance Work Practices System

Effective management of work and people has long been of interest in improving organizational

performance, with High-performance work systems (HPWS) being a concept developed in the United States during the 1970s and 1980s. Although initially centered around manufacturing. (Haar, O'Kane, & Daellenbach, 2022).

The three concepts of HPWSs - performance, organizational citizenship behavior, and work practices - are loosely tied together, with organizational performance understood in various ways. Positive responses from employees are critical, and organizational citizenship behavior are important for achieving synergistic linkages between business functions. Academic experts in management have examined how the performance of companies that implement advanced technology can be enhanced by improving the human infrastructure necessary for the technology to operate effectively, and have analyzed the interconnectedness and integration of various business functions (Boxall, Huo, & relations, 2019).

Iqbal (2019) found that the success of an organization relies heavily on the effectiveness of its HR management practices. By enhancing the efficiency of its workforce, a company can not only benefit its employees but also meet the needs of its stakeholders. Training and development has a significant and positive impact on the performance, as training can enhance the balance of work-life, and opportunities for the investment in the business(Adnan, Rashid, Khan, & Baig, 2023; Afzal et al., 2023; S. N. Khan & Ali, 2017b).

Compensation policies are directly linked to organizational performance, with rewards being proportionate to positive results. Therefore, paying and rewarding workers equally can increase their efficiency and motivation. To improve customer and employee satisfaction, companies should review their pay and incentive policies. By establishing a robust HR framework that positively impacts all functions and incorporating individuals with strong HR management skills into the company, employee efficiency and growth can increase. Companies that implement such practices earn greater respect and esteem in their community (Stević & Brković, 2020). Employee efficiency is a factor that supports government departments, and it is important for them to consider employee training & development, participation & empowerment, incentive pay based on performance appraisal to determine their performance. Moro, Ramos, Rita, and Management (2021) research discovered that compensation and training are highly connected to overall success in a company. Effective HRM, skill development, Empowerment, training and employee compensation are strongly associated with an organization's overall performance (Danilwan, Isnaini, Pratama, Dirhamsyah, & Issues, 2020). The role of HRM is to identify, nurture, develop, and empower fresh employees, as well as advocate for, acquire, understand, and gather support.

Selected Practices of HPWP System for the current study

Given the discussion above, it is possible to pinpoint specific HR practices that have consistently been a part of HPWPS. The following list of practices makes up the proposed HPWPS in the current study.

Incentive pay based on performance:

A compensation strategy that connects an employee's pay to their job performance is achieved through performance appraisal and incentive pay. (Kang & Lee, 2021). This type of pay is usually offered to employees as a reward for their performance and can be based on individual, team, or organizational performance. The primary goal of incentive pay is to motivate employees to perform better by providing them with financial rewards for achieving specific targets or goals (Sitopu, Sitinjak, & Marpaung, 2021). Incentive pay can be in the form of bonuses, commissions, profit-sharing, stock options, or other forms of compensation (Cameron, 2022). Incentive pay based on performance appraisal refers to a compensation structure where an employee's pay is linked to their performance evaluation. Reward and compensation pay is a type of compensation system in which an employee's pay is linked to their performance. Under this system, employees are evaluated on specific performance criteria, and their pay is adjusted based on how well they meet or exceed those criteria.

Participation and Empowerment

Participation and empowerment are two related concepts in the workplace that involve giving employees a voice and involving them in decision-making processes (Behravesh, Abubakar, & Tanova, 2021). Participation refers to the act of involving

employees in the decision-making process, while empowerment is the process of enabling employees to take ownership of their work and make decisions that impact their job responsibilities (Bader & Kaiser, 2019).

Participation can take many forms, such as involving employees in brainstorming sessions, asking for their feedback on proposed changes or decisions, or creating cross-functional teams to tackle projects (Dang-Pham, Hoang, Vo, & Kautz, 2022). By involving employees in decision-making processes, organizations can benefit from the diversity of opinions and ideas that come from a team of individuals with different experiences and perspectives. This can lead to better decision-making and increased innovation (Ely & Thomas, 2020). Empowerment, on the other hand, involves giving employees the resources, tools, and authority they need to make decisions and take ownership of their work. Empowered employees are more likely to take risks, suggest new ideas, and take responsibility for their actions. This can lead to increased productivity, job satisfaction, and retention rates (Yin, Wang, & Lu, 2019) .

It is described as "the organization's emphasis on delegation of authority, encouraging employee participation in decision-making, enabling them to control work processes as necessary, and provision of grievances system" (Khattak, Iqbal, Khattak, & Sciences, 2013) (Abdulai, Shafiwu, & Journal, 2014). This subsequently conveys the significance of employees.

Training and Skill Development

"The organization's focus on giving employees opportunities to develop their skills and abilities to take initiative not only in identifying the problem but also in resolving it by changing the work methods without losing focus on quality" (Campbell, 2000). The primary area on which high performance practices in literature have concentrated is skill development. Without a focus on training, high performance practices systems cannot be developed. It aids organization in developing the capabilities of front-line staff.

According to some scholars, positive correlation between training and organizational performance is found. Adnan Bataineh (2019) found that employee training has a significant impact on task execution and Esthi, Savhira, and Education (2019) suggest that it leads to improved performance. Muardi, Rohmawan, and ISSUES (2022) also support the notion that training has a positive effect. Employee training can increase overall efficiency as employers and workers benefit from each other's knowledge and skills. Ab Rashid, Hamzah, Ramli, and Economy (2020) discovered that off-the-job training is more effective than on-the-job training for improving employee efficiency. In addition to boosting skills and knowledge, successful training also leads to increased employee satisfaction, which is crucial for achieving organizational objectives (Lee, Tao, Li, & Sun, 2021).

H_3: High Performance Work Practice System has positive and significant impact on organizational citizenship behavior.

Organizational Citizenship Behavior

As defined by (Harvey, 2001), not a required activity which is performed by one within organization but an extra activity which is not required by the employer or organization is organizational citizenship behavior. Resources who exhibit organizational citizenship behavior are more appreciated and have well working conditions within the organization.

In the literature of HRM, the impact of HR practices on performance is established through Organizational Citizenship Behavior (OCB), which includes employee attitudes and behaviors. It is assumed that OCB mediates the correlation of HPWP and Organizational performance, meaning that these practices develop certain attitudes and behaviors in employees that impact performance (Nadeem, Riaz, & Danish, 2019). HRM practices can influence OCB, including performance of workers. While the concept of the link between HRM practices and performance was first introduced in the 1980s and 1990s, empirical research exploring this link emerged in the 1990s (Kundi, Baruch, & Ullah, 2023).

Numerous research studies have been carried out to determine the effect of HRM practices on OCB outcomes, including motivation, job satisfaction, commitment, absenteeism, and turnover intentions. Although various studies have established a positive correlation between HR practices and OCB, the overall net effect remains uncertain (Koo et al.,

2020). Compensation programs, motivation/job satisfaction, promotion opportunities, retention, investment in training, job descriptions, placement and role clarity, recruitment and selection, and employee competence have all been found to be significantly linked to OCB. Apart from the individual connections between HR practices and results, the performance of a company has impact on HPWP and OCB (Nadeem et al., 2019).

For effectiveness of HPWP system, they must shape employee attitudes and behaviors. Ultimately, motivated and satisfied employees are the key to a company's success (Kaushik & Mukherjee, 2022). Achieving this outcome requires a careful and systematic selection of high-performance practices that will have a positive impact on both OCB and organizational performance.

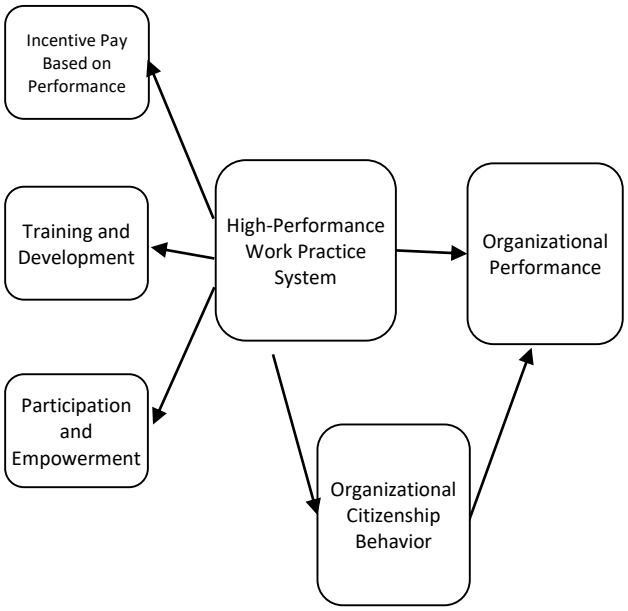
H_4: Organizational Citizenship Behavior, mediate between HPWP and organizational performance.

CONCEPTUAL FRAME WORK

On the basis of literature review, Figure 1 presents the proposed conceptual framework, which consist of HPWP system as an independent variable and Organizational Performance as dependent variable and OCB as a mediator. Variables presented in figure will be investigated and explained in discuss.

Figure 1

Conceptual Framework



METHODOLOGY

The study used a descriptive research design to analyze the hypotheses and assess the practical implications of the variables. The officers and officials of Punjab Land Record Authority are the population for current study. The total number of all employees is 5402 including HQ Officers. Employees working in ARCs overall the Punjab on operational level is 3591 Including Class-IV employees. There are 2036 officer and official in the Arazi Record Centers all over the Punjab excluding Class-IV employees.

The current study employs a technique called stratified random sampling to collect information from officers and officials. Population is stratified into subgroup on the basis of Division. According (Sekaran & Bougie, 2016) a sample size of 327 employees was deemed appropriate based on the sampling guidelines.

The questionnaire was deemed the most suitable method for collecting information and responses for hypothesis testing and analysis for the current study. As such, it was utilized as a data collection tool (Sileyew, 2019).

The study used five-point Likert scale for development of the questionnaire, where each item was consist on scale from 1 to 5, "1" give the response of "strongly disagree" and "5" give the response of "strongly agree." (Maeda, 2015), The reason for utilizing likert scale was to enable the respondents to express their perceptions and emotions regarding the provided statements, thereby augmenting the validity of the measurement (Joshi, Kale, Chandel, Pal, & technology, 2015).

A total of 500 respondents were forwarded a questionnaire, and 347 responses were obtained. Nonetheless, 25 instances in total remained unresolved. As a result, 322 respondents in total were used for the analysis. The overall response rate that was noted is therefore 64.4% which is enough to proceed further as a response rate above 50% is considered acceptable (Reis, Laguardia, Bruno de Araújo Andreoli, Nogueira Júnior, & Martins, 2023).

DATA ANALYSIS AND DISCUSSION

Demographic statistics of the study is as table 1.

Table 1

Demographic Statistics

		Gender	Age	Designation	Education
N	Valid	322	322	322	322
Mean		1.2857	1.8665	1.8261	2.3634
Std. Deviation		.45246	.98787	.74937	.94471
Minimum		1.00	1.00	1.00	1.00
Maximum		2.00	4.00	3.00	4.00

Descriptive Statistics

The range of the mean for all constructs, from 3.9752 to 4.5994, is just above average. The range of the standard deviation is 0.51641to 0.93869.

Table 2

Descriptive Statistics

Construct	N	Mean	Std. Deviation	Minimum	Maximum
TD1	322	4.1957	0.75849	1	5
TD2	322	4.2484	0.6793	2	5
TD3	322	4.1988	0.75562	1	5
TD4	322	4.2391	0.76648	2	5
IPB1	322	4.5373	0.61663	1	5
IPB2	322	4.3261	0.62841	2	5
IPB3	322	4.3851	0.66099	1	5
IPB4	322	4.2205	0.77207	1	5
PE1	322	4.1304	0.7943	1	5
PE2	322	4.1770	0.77522	2	5
PE3	322	4.2547	0.69962	1	5
PE4	322	4.2640	0.6803	1	5
PE5	322	4.3975	0.69515	1	5
OCB1	322	4.2050	0.78632	1	5
OCB2	322	4.2112	0.72266	1	5
OCB3	322	4.2298	0.77136	1	5
OCB4	322	3.9752	0.87862	1	5
OCB5	322	4.2578	0.70513	1	5
OCB6	322	4.2484	0.6793	1	5
OCB7	322	4.059	0.8752	1	5
OCB8	322	4.1149	0.79474	1	5
OCB9	322	4.0901	0.82104	1	5
OCB10	322	4.1366	0.82407	1	5
OCB11	322	4.0435	0.84903	1	5
OCB12	322	3.9783	0.93869	1	5
OP1	322	4.4224	0.61284	2	5
OP2	322	4.3665	0.68984	2	5
OP3	322	4.3975	0.77161	1	5
OP4	322	4.4472	0.51641	2	5
OP5	322	4.4099	0.80861	2	5
OP6	322	4.5994	0.54493	2	5

Measurement Model

The evaluation of the measurement model's outer model using PLS-SEM is the first stage in the analysis of the research model. To do this, this study used reflective – reflective model for assessment of higher order constructs. Measurement model is assessed in two ways i.e. lower order construct and higher order construct.

Analysis of Lower-Order Constructs

Lower order measurement model is a statistical model used in studies to represent the relationship between a latent variable and its observed indicators.

Factor Loading

Factor loading is a statistical measure used in factor analysis to indicate how effectively an item reflects an underlying construct (Brown & Moore, 2012). It is often recommended that a factor loading of at least 0.70 is desirable, although in social science studies weaker outer loadings are often observed (Osborne, Fitzpatrick, & evaluation, 2012). Indicators with low but statistically significant loadings of 0.50 or below suggest that they should be considered for removal, unless there is compelling evidence supporting their inclusion based on measurement theory. Table No. 3 and Fig No. 2 shows the factor loading of lower order constructs.

Table 3

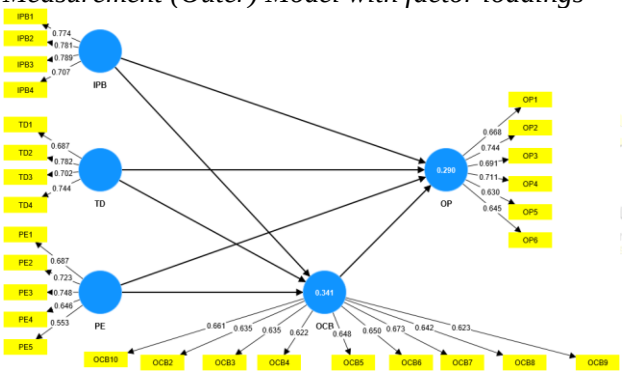
Outer Model Factor Loading

	IPB	OCB	OP	PE	TD
IPB1	0.774				
IPB2	0.781				
IPB3	0.789				
IPB4	0.707				
OCB10		0.661			
OCB2		0.635			
OCB3		0.635			
OCB4		0.622			
OCB5		0.648			
OCB6		0.65			
OCB7		0.673			
OCB8		0.642			
OCB9		0.623			
OP1			0.668		

OP2	0.744			
OP3	0.691			
OP4	0.711			
OP5	0.63			
OP6	0.645			
PE1		0.687		
PE2		0.723		
PE3		0.748		
PE4		0.646		
PE5		0.553		
TD1			0.687	
TD2			0.782	
TD3			0.702	
TD4			0.744	

Figr-2

Measurement (Outer) Model with factor loadings



Reliability & Convergent Validity

The researchers provided evidence to support convergent validity by showing that all of the construct's items had outer loadings above 0.5, and the average variance extracted (AVE) for each construct was greater than 0.5. (Barati, Taheri-Kharameh, Farghadani, Rásky, & Midwifery, 2019). The composite dependability ratings are more than the advised atleast 0.7. (Purwanto, Sudargini, & Research, 2021).

The AVE was used to measure the extent to which the latent construct accounts for the variance in the indicators overall. Table 4 shows that these values ranged from 0.532 to 0.614, which is higher than the recommended value of 0.5 (Rhemtulla, van Bork, & Borsboom, 2020). The measurements therefore have enough convergence validity.

Table 4

Reliability Convergent Validity Analysis

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
IPB	0.761	0.763	0.848	0.583
OCB	0.824	0.825	0.864	0.614
OP	0.773	0.771	0.839	0.566
PE	0.798	0.703	0.805	0.555
TD	0.708	0.712	0.82	0.532

Discriminant Validity of Lower order construct HTMT Criterion

The Heterotrait-Monotrait (HTMT) ratio is a frequently employed technique to evaluate the discriminant validity of lower-level constructs in a measurement model. Discriminant validity is the degree to which a construct is distinguishable from other constructs being studied, and it is a fundamental aspect of ensuring construct validity (Clark & Watson, 2019). A value of less than 0.9 for the HTMT ratio suggests adequate discriminant validity, whereas a value of 1.0 or greater indicates a lack of discriminant validity (Cheung, Cooper-Thomas, Lau, & Wang, 2023). Discriminant Validity HTMT Criterion values, with each construct having an HTMT ratio less than 0.9, indicating that the study possesses discriminant validity.

Table 5

Discriminant Validity under HTMT criterion

	IPB	OCB	OP	PE	TD
IPB					
OCB	0.617				
OP	0.479	0.437			
PE	0.7	0.664	0.593		
TD	0.59	0.423	0.524	0.539	

Analysis of Higher Order constructs

The evaluation of the higher order construct model using PLS-SEM is the next stage in the analysis of the research model. The same method used for validity and reliability of the model as used for lower order constructs validity and reliability i.e. factor loadings, convergent validity and discriminant validity three-step methodology (Rasoolimanesh, 2022).

FACTOR LOADING

Factor loading is a measure utilized in factor analysis to indicate how effectively an item reflects an underlying construct (Brown & Moore, 2012). It is often recommended that a factor loading of at least 0.70 is desirable, although in social science studies weaker outer loadings are often observed (Osborne et al., 2012). On the basis of significant improvement in reliability and validity with regard to CR and AVE, 3 items of OCB have been removed due to low factor than the least i.e. 0.6, however 1 item of PE is added less than least value for significance of the model. Table 6 and Fig 3 shows the values of factor loading of lower order measurement model which are more than 0.6 desirable as proposed by (S. Sahoo & Vijayvargy, 2021).

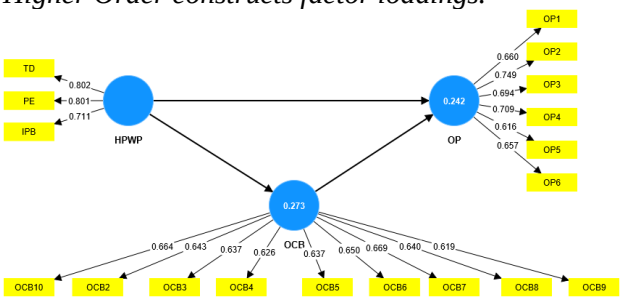
Table 6

Higher order constructs Factor Loading

	HPWP	OBC	OP
TD	0.801		
IPB	0.802		
PE	0.711		
OBC10		0.664	
OBC2		0.643	
OBC3		0.637	
OBC4		0.626	
OBC5		0.637	
OBC6		0.65	
OBC7		0.669	
OBC8		0.64	
OBC9		0.619	
OP1			0.66
OP2			0.749
OP3			0.694
OP4			0.709
OP5			0.616
OP6			0.657

Figure 3

Higher Order constructs factor loadings.



Reliability & Convergent Validity

Reliability may be better measured using composite reliability. Different parameter validity can be addressed by PLS-SEM by using composite reliability (Dash, Paul, & Change, 2021). The study assessed the convergent and discriminant validity of a construct. Evidence supporting convergent validity is presented when the outer loadings of each item are more than 0.5 and AVE of each construct is more than 0.5 (Barati et al., 2019). The composite dependability ratings are more than the advised value of 0.7. (Purwanto et al., 2021). This attests to the measurement model's convergence validity as shown in Table 7.

Table 7

Construct Reliability and validity

Constructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
HPWP	0.864	0.774	0.816	0.597

Discriminant Validity of Higher Order construct HTMT Criterion

The HTMT criterion involves comparing the correlation between two constructs with the correlations of the items within each construct. A value of less than 0.9 for the HTMT ratio suggests adequate discriminant validity, whereas a value of 1.0 or greater indicates a low discriminant validity (Cheung et al., 2023). Table 4.14 demonstrates the Discriminant Validity HTMT Criterion values, with an HTMT ratio of each construct below 0.9, demonstrating that the study possesses discriminant validity.

Table 8
Discriminant Validity HTMT

Construct	HPWP	OBC	OP
HPWP			
OBC	0.683		
OP	0.63	0.437	

Analysis of Structural Model (Inner Model)
The structural model reflects the parts hypothesized in the research framework. A structural model is assessed based significance of paths. The PLS-SEM technique is used to do this; following four techniques are followed: SRMR, coefficients of determination R^2, Effect size estimation – F^2, Predictive Relevance-Q2 (Flora & Science, 2020) (Dam & Business, 2020).

Goodness and fit (SRMR)
Goodness of fit refers to the extent to which a statistical model fits the data. It is a measure of how well the model predicts the observed values. It can be assessed using the SRMR i.e standardized root mean square residual (M. Sahoo, 2019). The SRMR advised value from 0 to 1, the value toward 0 indicates the goodness and fit of the model (Peugh & Feldon, 2020). The estimated value of SRMR is 0.086, indicating that the structural model is a good fit and is appropriate for the data. This indicates that the model's goodness and fitness are satisfactory.

Table 9
Model Fit Summary

	Saturated model	Estimated model
SRMR	0.086	0.086

Coefficient of determination -R2
R^2 measures the fraction of the overall variance in the dependent variable that is explained by the independent variable(s) included in the model. When R^2 equals 0, it indicates that the model doesn't account for any variance in the dependent variable, whereas when it equals 1, it signifies that the model accounts for all the variation in the dependent variable (Hirdinis, 2019).

Table 10
Coefficient of determination -R2

	R-square	R-square adjusted
OCB	0.273	0.271
OP	0.242	0.238

Effect size estimation – F2
Effect size commonly used in ANOVA (analysis of variance) to quantify the strength of the relationship between a categorical predictor variable and a continuous outcome variable (Sugathan & Jacob, 2021). F2 can range from 0 to infinity, with larger values indicating a stronger effect of the predictor variable on the outcome variable (Liu & Yuan, 2021). F2 is often interpreted as indicating effect size, with values of 0.02 considered indicative of a small effect, 0.15 indicative of a medium effect, and 0.35 indicative of a large effect (Lorah, 2020).

Table 11
F Square Value

	HPWP	OBC	OP
HPWP	0.375		
OBC		0.133	
OP			0.031

Predictive Relevance-Q2
One technique for evaluating the predictive value of a model is to test its predictive relevance (Q2) after ensuring that the model is dependable and valid for external use. The programming computes two metrics, namely cross-validated communality (cv-comm) and cross-validated redundancy (cv-red). The goal of cv-red is to offer support for the acceptance of a construct. If the value is less than 0, it suggests that there is no expected relevance. According to (Subramaniama, Shamsudinb, & Alshuaibic, 2017), a score of 0.26 is regarded as significant, 0.13 as moderate, and 0.02 as insignificant.

Table 12
Predictive Relevance of the Model

Constructs	Q^2predict
OCB	0.258
OP	0.203

Hypothesis Testing
For analysis of structural (outer) model, hypotheses were tested to ascertain the significance of the paths of constructs. PLS-SEM is used for test the constructs significance level.

DIRECT EFFECT

Table 13 and Fig 4 shows that HPWP has direct effect on OCB with the P value of 0.000 and meet the significant level of <0.01, HPWP on OP with the P-value of 0.000 which meet the significance level of <0.01, and OCB on OP with the P-value of 0.005 predicts the significance level of <0.01. Significance level support the model direct effect on variables.

Table 13

P Values for Direct Impact

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P value
HPWP -> OP	0.372	0.378	0.060	6.220	0.000
OCB -> OP	0.18	0.185	0.065	2.787	0.005
HPWP -> OCB	0.522	0.528	0.050	10.481	0.000

Mediation effect

Table 14 and Figure 4 shows organizational citizenship behavior has mediation impact of HPWP system on organizational performance with P value 0.006 which predict the significance level of <0.01.

Table 14

Analysis of Mediation

Specific Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
HPWP -> OCB -> OP	0.094	0.097	0.034	2.743	0.006

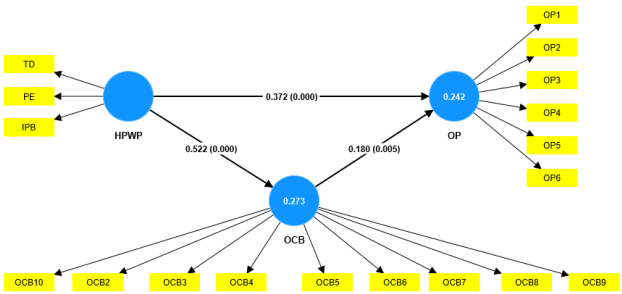
Table 15

Hypothesis Testing

Hypotheses	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P-value	Decision
H1	HPWP -> OP	0.372	0.378	0.060	6.220	0.000	Supported
H2	HPWP -> OCB	0.18	0.185	0.065	2.787	0.000	Supported
H3	OCB -> OP	0.522	0.528	0.050	10.481	0.005	Supported
H4	HPWP -> OCB -> OP	0.094	0.097	0.034	2.743	0.006	Supported

Figure 4

Structural Model with P Values



CONCLUSION

Relationships among High performance work practices are treated as independent factors. Organizational performance is the study's dependent variable while Organizational Citizenship Behavior is mediating variable. The study used SPSS to look at how the respondents' attributes differed from one another. The following are the study's goals:

- To analyze the impact of High-Performance Work Practices System (HPWPS) on organizational performance.
- To Analyze the impact of High-Performance Work Practices System (HPWPS) on Organizational Citizenship Behavior.
- To Investigate the mediating effect of Organizational Citizenship Behavior on HPWPS and organizational performance.

The fundamental aim of the research was to examine how high-performance work practices influence the performance of public office. The outcomes indicate that the implementation of a system that incorporates high-performance work practices has a considerable and advantageous impact on organizational performance. The key objective of the study was to illustrate that adopting high-performance work practices can result in improvements in both performance and motivation. Additionally, promoting high levels of organizational citizenship behavior can facilitate such enhancements.

According to the study, various combinations of practices have a notable effect on both Organizational Subjective Performance and Employee Citizenship Behavior. Among these practices, training and skills development were consistently identified as the most significant, as they influence not only Organizational Performance but also the behavior of employees. By investing in High

Performance Work practices, employees become a valuable asset to the organization, which supports the universalistic perception of SHRM. These practices aid in building employees' capabilities and skills that are difficult to replicate, in line with the Resource-Based View of the firm.

Theoretical Contribution of the study:

The proposed model considers OCB as a potential mediator between HPWPs and organizational performance. Mediation occurs when the relationship between an independent variable (HPWPs) and a dependent variable (organizational performance) is explained, at least in part, by the mediating variable (OCB). It is hypothesized that HPWPs positively influence OCB, which, in turn, contributes to improved organizational performance. The Social Exchange Theory provides a theoretical foundation for understanding how OCB serves as a mechanism through which HPWPs impact organizational performance.

Practical contribution of the study:

The study's findings can contribute to the formulation of policies that promote transparency, accountability, and efficiency in land record management systems, thus benefiting the broader society. The study also addresses a research gap by focusing on the land administration sector in a developing country context. It contributes to the limited body of literature on the impact of HPWPs and OCB in such settings, particularly in Pakistan. The findings will expand the understanding of how HPWPs can be tailored to suit the specific challenges and needs of developing countries, where effective land administration systems are essential for economic development and social stability.

Limitations and Recommendations for Future Research

According to the study's findings, the organizational performance of PLRA personnel is influenced by the High-performance work practice system and organizational citizenship behavior. This study provides valuable insights for individuals involved in PLRA and other public offices. By integrating high-performance work practices into their plans, they can improve the quality of human capital and performance. The study sheds light on the factors involved, contributing to the body of knowledge and answering research questions. Furthermore, the results align with other management research on HPWPS and organizational performance, while also supporting previously used evaluation tools. Those interested in improving their workforce and organizational performance will find this study to be of great interest.

The findings of this research can have significant implications for management research. The study demonstrates that the use of Smart PLS is appropriate for assessing multiple characteristics of High performance work practice systems, organizational citizenship behavior, and organizational performance. To improve the outcomes, additional variables such as mediator or moderating variables could be included. Further research could gather more data to better understand the factors that influence organizational performance, and other public organizations could be included in future studies. Using a qualitative or mixed-methods approach could also enhance our understanding of this issue.

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