



The Role of High-Performance HRM Practices and Commitments in Employees' Readiness for Change

Gohar Khudadad

MSBA Scholar

Superior University, Lahore, Pakistan.

Email: MSBA-F21-025@superior.edu.pk

ORCID ID: 0000-0002-0236-126X

Usman Ghani

Lecturer

Superior College, Gujranwala, Pakistan.

Email: usmanstudy@gmail.com

ORCID ID: 0009-0008-6011-4495

Umer Qayyum

MPhil Commerce and Finance Scholar

Superior University, Lahore, Pakistan.

Email: umars941@gmail.com

ORCID ID: 0009-0007-1751-2298

Mahwish Zafar

Associate Professor

Superior University, Lahore, Pakistan.

Email: mahwish.zafar@superior.edu.pk

ORCID ID: 0000-0003-4463-2379

Irfan Ali

Lecturer

Superior College, Gujranwala, Pakistan.

Email: irfanali.uogis@gmail.com

(Corresponding author)

ORCID ID: 0000-0002-8550-961X

Citation: Khudadad, G., Qayyum, U., Ali, I., Ghani, U., & Zafar, M. (2025). The Role of High-Performance HRM Practices and Commitments in Employees' Readiness for Change. *The Lahore Journal of Business*, 12(2), 01-32.

<https://doi.org/10.35536/ljb.2025.v12.i2.a1>

Abstract: This study examines the influence of four possible antecedents related to employees' readiness for change (RFC): normative commitment, affective commitment, continuance commitment, and high-performance human resource management practices (HPHRMPs). While the current literature examines the relationship between HPHRMPs and employee RFC, a comprehensive analysis of the impact of various organizational commitments and their relationship with HPHRMPs in influencing employee RFC is still lacking. A structured questionnaire is used to collect data from a sample of 183 Pakistani bank employees using non-probability sampling methods. Hypotheses are tested using the bootstrapping approach in Smart PLS 3. The results indicate a significant connection between HPHRMPs and all three organizational commitments. Moreover, only normative commitment has a significant relationship with RFC. These research findings are valuable for companies seeking to leverage HPHRMPs to enhance employee outcomes and foster organizational change. The results will help organizations understand the importance of HPHRMPs and their implications for encouraging employees to embrace change for better outcomes.

Keywords: High-performance HRM practices, normative commitment, affective commitment, organizational commitment, continuance commitment, readiness for change.

JEL Classification: L16, O15, P47.

Paper type: Research paper

Received: 26th February 2024

Revised: 11th December 2024

Accepted: 12th February 2025

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Conflict of interest:

The authors declare no conflict of interest.

Funding:

There is no funding for this research.

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1. Introduction

Organizations must continually adjust to the dynamic business environment. To remain competitive, businesses across various industries, including the banking sector in Pakistan, must manage changing consumer expectations, shifting market preferences, and emerging technologies. However, businesses do not always find it easy to embrace change. Employee resistance to new initiatives is common. To survive and prosper in today's rapidly changing business environment, organizations need to adapt consistently. The banking industry in Pakistan is no exception, facing challenges such as evolving consumer tastes, stricter regulations, and technological advancements (Alqudah et al., 2022). Banks must cultivate a workforce that is open to change and embraces innovation to navigate this complexity. Drzensky et al. (2012) found that the ability of businesses to grow and adapt has become increasingly important in an era of globalization and intense competition. Effective change management is a critical component of long-term organizational success.

Organizations often initiate transformation efforts to improve significant aspects of their operations or processes. Modernization is essential for a constantly changing industry and for staying relevant (Hubbard, 2022). Employee readiness for change (RFC) is becoming an important factor for emerging businesses to enhance their capability to respond and compete in the global market (Mabey et al., 1998). It reflects a person's psychological and emotional readiness to embrace and accept organizational changes. Organizations can reduce resistance and implement change efforts more successfully by understanding the factors that affect RFC. Organizations have begun making structural changes to prepare for both anticipated and unanticipated changes. Adopting a variety of human resource management (HRM) techniques may play a significant role in fostering organizational transformation by equipping organizations with the human resources needed to implement change initiatives (Ullah, 2012).

With the assistance of professionals, change is more easily understood. Brooten et al. (1978) highlight that change is a process that alters the behavior patterns of individuals, groups, or institutions. Adam and Hanafi (2022) observed that change is necessary for every person, group, and

organization to advance, develop, and adjust to evolving circumstances. Therefore, change is an event of transition that leads to adjustments in people's behavior patterns as they grow, develop, and respond to new situations. Employee RFC measures the degree of a person's psychological and emotional readiness to accept and adopt a specific plan to intentionally modify the circumstance and move forward (Wang et al., 2023). RFC signifies individual readiness to handle organizational change because it fosters commitment to change. Similarly, empirical studies have demonstrated its crucial role in facilitating successful change. Since personnel are essential to implementing many change initiatives, individual readiness to adapt to change is fundamental (Rusly et al., 2012).

Only a few factors, such as change-friendly policies, trust in coworkers and supervisors, or employee engagement and outcomes like the perceived benefits of organizational change, have been thoroughly studied in the past (Choi, 2011; Drzensky et al., 2012). While the current literature examines the relationship between high-performance human resource management practices (HPHRMPs) and employee RFC, a comprehensive exploration of the impact of various organizational commitments and their relation to HPHRMPs and how they influence employee RFC is still lacking. Prior research has often focused on specific elements, overlooking the intricate relationship between HRM practices, organizational commitments, and employee RFC. Considering this, there is still much to learn about the factors that contribute to and affect RFC. By investigating the effects of normative, affective, and continuance commitments along with HPHRMP on employee RFC in the banking industry of Pakistan, this study seeks to fill this gap.

Significant studies on organizational change have historically focused on macro-level structures (Judge et al., 1999). Some researchers have adopted a micro-level approach for implementation, emphasizing the importance of individuals in driving change. However, further analysis is needed because individuals (micro-level) play a crucial role in expanding organizational reforms. The proposed study examines the influence of four potential antecedents related to employee RFC: normative commitment, affective commitment, continuance commitment, and HPHRMPs. This study used a sample of Pakistani bank employees to explore these relationships, as it is one of the best examples of a market undergoing constant change (Mustafa & Mehmood, 2015). Continuous adaptation is required due to the rapid uptake of financial technology, changing client needs, and increasing regulatory requirements. Pakistani banks must have

personnel who are prepared for change and adequately trained to manage these developments and maintain a competitive edge.

This study addresses several important research questions. Firstly, it investigates whether HPHRMPs and employee commitments—namely, normative, affective, and continuance commitments—have a significant relationship with RFC. Secondly, it examines which HPHRMPs are most effective in promoting RFC. By addressing these questions, the current study aims to advance existing knowledge by illuminating the factors that contribute to employee RFC and their implications. With a focus on HPHRMPs and employee RFC, this study explores the essential aspects that might encourage employees to actively engage in organizational transformation.

Although organizational change and HRM literature emphasize the human component as a major factor contributing to the failure of change initiatives, scholars' interest in investigating RFC, particularly the relationship between HRM practices and RFC, is relatively new (Szamosi & Duxbury, 2002). Previous literature indicates that various HRM strategies can enhance RFC while also promoting high performance and obligation to the change method (Maheshwari & Vohra, 2015). Earlier studies have highlighted the potential role of HPHRMPs in driving organizational change (Tummers et al., 2013). However, the current study does not comprehensively analyze how HPHRMPs improve organizational change, particularly change readiness (Francis, 2003).

The connection between employee commitments and RFC has recently been examined (e.g., Kwahk & Kim, 2008). Some authors argue that organizational commitment is merely another concept that overlooks various levels of dedication. The effects of emotional, normative, and continuance commitments on change readiness may differ due to their distinct characteristics. An earlier study found that employees with high levels of emotional engagement support change and wish to contribute to its success (Meyer et al., 2007). Conversely, the influence of normative and continuance commitments on enhancing change readiness has not been thoroughly studied, which underscores the contribution of the study's model.

The remaining sections of this paper are organized as follows. Section 2 provides a thorough assessment of the literature, discussing the state of the art concerning organizational commitment, HPHRMPs, and employee RFC. Section 3 offers detailed information about the research design, sample selection procedure, and data collection techniques used in

this study. Section 5 presents a comprehensive analysis of the data, interpreting the results in light of the existing literature. Finally, Section 6 concludes the paper, acknowledging limitations and offering suggestions for future research.

2. Literature Review

This section explores the theoretical foundation and existing empirical literature on HPHRMPs, organizational commitment, and employee RFC.

2.1. Theoretical Framework

Various theories can be applied to better understand the causes and effects of employees' RFC. This study utilizes social exchange theory (SET) (Mossholder et al., 2011) to link HRM practices to continuance commitments, normative commitments, affective commitments, and employee RFC. Assuming that people prefer to see positive outcomes from their actions (Cook et al., 1993), SET posits that when one party receives benefits unilaterally, they will eventually reciprocate by engaging in open and cooperative behavior to balance the exchange over time (Rhoades & Eisenberger, 2002). As a result, SET suggests that individuals should provide benefits or support to their colleagues in return for a connection such as employment (Blau, 1964).

When employees perceive HRM efforts as expressions of investment, appreciation, and recognition, they begin to view their relationship with the organization as more personal rather than purely transactional (Shore & Shore, 1995). Personnel who benefit from an organization's sustained investment in HRM practices feel obligated to reciprocate (Gong et al., 2010). According to SET, people strive for reciprocity in their interactions with others. Employees feel compelled to return an organization's investment in them through dedication and positive behaviors when they participate in the HPHRMPs (Gong et al., 2010; Shore & Shore, 1995). The examination of the proposed connections in this work is based on this hypothesis.

2.2. Relationship between HPHRMPs, Affective Commitment, and RFC

Allen and Meyer (1990) identified that individuals differ in their reasons for organizational commitment. Those with strong affective commitment stay with the organization because they genuinely want to,

driven by emotional attachment and identification with its goals. The likelihood of leaving the company decreases when there is a strong level of affective obligation. Affective commitment is defined as an emotional and psychological attachment to the organization's goals and values, to one's role in supporting those objectives, and to the organization itself, beyond just material benefits (Buchanan, 1974).

HPHRMPs are a collection of strategies that enhance workers' capacities, engagement in decision-making, and drive to work harder (Appelbaum et al., 2000; Sun et al., 2007). Examples include hiring practices, in-depth drill and growth, performance-based evaluations, teamwork, and motivating compensation (Huselid, 1995; Lepak et al., 2006; Wright & Snell, 1991). Four sub-functions of HPHRMPs can be identified: a) recruiting, b) training, c) assessment, and d) reward (Macky & Boxall, 2007). Improved systems of practice, in particular, can enhance company performance metrics and offer a sustained competitive advantage (Way, 2002).

Employees who have an emotional attachment to the organization feel personally responsible for its success. Their willingness to stay with the organization, positive attitude toward their workplace, and high levels of efficiency are common (Meyer & Allen, 1997). Perceived organizational support (POS), which measures how employees trust their bosses, appreciate their work and are concerned about their wellbeing, takes into account the employee's support from the organization (Eisenberger et al., 1990). Through POS, employees are taught about equality and fairness in the workplace (Rhoades & Eisenberger, 2002). Studies have shown that the effective execution of HPHRMPs results in employees feeling that they work in a supportive environment (Chas et al., 2012; Wright et al., 2003). As HPHRMPs promote organizational communication with personnel, they might be viewed as genuine, practical efforts aimed at winning employee support (Alqudah et al., 2022). SET posits that employees who perceive their employers as loyal are more likely to reciprocate, resulting in a commitment to the organization (Guzzo & Noonan, 1994).

According to studies, employee perceptions of HPHRMPs, in particular, have a positive impact on affective commitments. Mao et al. (2013) demonstrated that implementing effective high-performance HR structures can enhance the working atmosphere, as HPHRMPs positively influences employees' emotional commitments. Scheible and Bastos (2013) and Conway and Monks (2008) found a strong positive correlation between employee perceptions of HRM practices and affective commitments.

Employee emotional commitment is closely related to HPHRMPs. Blau (1964) explored this relationship using SET. According to SET, individuals strive for fairness in their relationships (Mossholder et al., 2011). Employees feel valued when organizations invest in them through effective HPHRMPs, such as thorough training, performance-based reviews, and equitable pay (Gong et al., 2010; Shore & Shore, 1995).. This fosters reciprocity, which aligns with the principles of SET. Affective commitment describes how employees reciprocate the investment by becoming deeply emotionally invested in the organization's objectives and core values (Allen & Meyer, 1990; Meyer & Allen, 1997).

Previous literature (e.g., Conway & Monks, 2008; Mao et al., 2013; Scheible & Bastos, 2013) highlights that affective commitment and HPHRMPs are positively correlated. Furthermore, when employees believe that HPHRM policies have created a positive environment, they are more inclined to form an emotional bond (Alqudah et al., 2022; Eisenberger et al., 1990; Wright et al., 2003). By demonstrating that the organization values its employees, HPHRMPs effectively foster a sense of obligation and appreciation. Employees respond by developing a deep emotional connection to the organization. Considering these elements, we hypothesize that:

Hypothesis 1: HPHRMPs have a significant relationship with affective commitment.

A significant aspect of affective commitment is RFC (Rafferty et al., 2013). Nordin (2011) explained that affective commitment enhances the perceived benefits of change among employees, motivating them to be more willing to embrace transformation. This positive influence on willingness to change is facilitated by employee participation in organizational modifications. Any form of commitment compels individuals to fulfill the responsibilities specified in the agreement. These responsibilities may include various forms of support that employees are expected to provide to the organization (Meyer et al., 2007). Affective commitment can reflect a worker's desire to contribute to change in a dynamic environment (Meyer & Herscovitch, 2001). Employees who are emotionally committed to the change desire to help it succeed. Affective commitment leads employees to see value in their plans of action and be prepared to achieve the goals of those initiatives, including organizational transformation (Meyer et al., 2007).

Empirical research has shown in several earlier studies that affective commitments can enhance RFC. Qureshi et al. (2018) investigated the impact of employees' structural commitment on their willingness to adapt during the change process among the faculty and staff of HEC universities in Pakistan. The study concluded that affective commitment significantly influences change readiness. McKay et al. (2013) examined the relationship between affective commitment to a new practice and employees' willingness to accept and cope with change across various organizations in Australia and New Zealand. They found a positive correlation between affective commitment and openness to change.

Hypothesis 2: Affective commitment has a significant relationship with RFC.

2.3. Relationship between HPHRMPs, Normative Commitment, and RFC

The obligation or commitment of employees to stay with a corporation is called normative commitment (Allen & Meyer, 1990). Employees remain with a corporation because they feel they have a duty to do so (Meyer & Allen, 1997). Because normative commitment is driven by a sense of moral duty instead of an emotional connection, it differs from affective commitment (Meyer & Herscovitch, 2001). Workers with a strong sense of normative commitment believe they have been treated very well by the company (Meyer & Allen, 1997). Perceived organizational support (POS), which measures how much an organization values its personnel and attends to their comfort, is based on employees' impressions of their employers (Eisenberger et al., 1990). In conclusion, through POS, personnel can gain insights about fairness and justice at work (Rhoades & Eisenberger, 2002). POS encourages a sense of responsibility and care for the business, leading to corporate commitment (Eisenberger et al., 2001).

The relationship between HPHRMPs and normative commitment is explained by SET (Mossholder et al., 2011). However, it may not be as strong as it is for emotional commitment. Employees may feel obligated to their employers when they experience good HPHRMPs, such as transparent interactions (Wright & Snell, 1991). This is because they will feel that their employers support them (Eisenberger et al., 2001). This reciprocity fosters a sense of gratitude that translates into normative commitment consistent with SET principles. Workers may believe their moral obligation is to remain with the company and return the favor by investing in it.

However, there are limitations. Normative commitment may not always result in complete acceptance or strong support; instead, it may encourage compliance with change initiatives (Visagie & Steyn, 2011). Employees' readiness may also be hampered by a lack of awareness of the change's advantages. Additionally, HPHRMPs may have an indirect effect on normative commitment. Employees' sense of duty to adapt can be indirectly influenced by effective HRM practices that cultivate an environment of change across the organization (Machin et al., 2009).

Few studies have explicitly examined the relationship between HPHRMPs and normative commitment. Alternatively, studies frequently look at the cumulative impact of different types of commitment (Meyer & Allen, 1991). Recent research, however, points to the positive effects of HPHRMPs on normative commitment. For example, Wang et al. (2020) found that normative commitment was enhanced within the Chinese healthcare industry by HRM practices that supported professional growth opportunities. Similarly, Pahos and Galanaki (2022) found that workers with a high regard for HRM fairness in organizations undergoing rapid technological change demonstrated greater normative commitment.

From the perspective of SET, high-performance HRM activities have a more substantial positive impact on normative commitment than on affective commitment. Recent studies, however, indicate that this impact may be more significant than previously believed, especially when focusing on specific HRM practices that address career development and perceptions of equity. Based on these arguments, the underlying hypothesis is proposed:

Hypothesis 3: HPHRMPs have a significant relationship with normative commitment.

Normative commitment may influence a worker's ability to adapt to change (Visagie & Steyn, 2011). Tsai et al. (2015) revealed that employees who engage in change processes, such as punctuality, improving performance, achieving goals, and enhancing efficiency, exhibit high rates of normative commitment. A minimal amount of normative commitment is indicated by excessive employee turnover, low motivation, and the desire to leave. It is suggested that staff members support change, albeit not in Becker's ideal version (Allen & Meyer, 1990). Because employees perceive that they are not compelled to engage in change readiness due to a lack of information about the benefits of change, individual attitudes may

resist change. Machin et al. (2009) illustrated that employees' normative commitments can foster a culture of change within the organization.

Normatively committed workers may only do the minimum necessary without demonstrating genuine enthusiasm (Farndale et al., 2011; Van der Voet & Vermeeren, 2017). Organizations need to do more than just foster normative commitment if they want to promote genuine change readiness. Employee concerns must be addressed, psychological safety must be promoted through open communication, and employees must be involved in the change process (Armenakis et al., 1993). Recent studies support this viewpoint. According to Thelen et al. (2022), normative commitment was only positively correlated with change support behaviors when staff members felt psychologically safe and competent. Similarly, Aboramadan and Kundi (2023) found that employee silence during the transition was mediated by psychological safety in relation to normative commitment. Employees' normative commitment did not lead to silence when they felt comfortable raising issues.

In summary, normative commitment may influence compliance but promoting readiness requires a comprehensive strategy that fosters psychological safety, employee empowerment, and trust-building. Normative commitment can serve as a catalyst for effective change initiatives when these conditions are met. Based on these insights, the underlying hypothesis is proposed:

Hypothesis 4: Normative commitments have a significant relationship with RFC.

2.4. Relationships between HPHRMPs, Continuance Commitment, and RFC

HPHRMPs are human resource strategies aimed at boosting organizational effectiveness by encouraging staff members to take a genuine interest in the business and put forth their best efforts to further its objectives (Whitener, 2001). HPHRMPs include participation and involvement training, performance assessment, and information exchange (Jiang et al., 2015; Messersmith et al., 2011; Rabl et al., 2014). Numerous examinations have been conducted over the past ten years to examine the connection between HPHRMPs and other employee engagement factors such as job satisfaction, organizational commitment, and social behavior (Alfes et al., 2013; Boon et al., 2011; Messersmith et al., 2011; Mostafa & Gould-Williams, 2014).

According to Mowday et al. (1982), “continuance commitment relates to the method through which personnel becomes entangled with a specific organization as well as how they deal with this problem.” As a result, a commitment based on continuance can be understood in terms of the perceived costs associated with leaving an organization (Allen & Meyer, 1990; Hafer & Martin, 2006). This suggests that employees weigh the benefits of staying with their current employer against the potential costs of changing jobs and starting over. To increase the likelihood of continuance commitment, organizations must enhance the beneficial aspects of employee tenure within the organization (Shouksmith, 1994) and foster a more supportive organizational culture (Joo & Shim, 2010; Shalley et al., 2000).

Numerous studies (García-Chas et al., 2016; Wright et al., 2003) propose that when HPHRMPs are effectively implemented, employees feel supported. Since they improve organizational interaction with personnel, HPHRMPs can be seen as tangible initiatives meant to generate support for employees. According to SET, if employees feel appreciated, they will reciprocate and become committed to the company (Guzzo & Noonan, 1994). In the context of SET, competitive pay and training are examples of HPHRMPs that help employees feel the company is backing them. Employees who receive this kind of support are motivated to remain dedicated and develop a strong emotional investment in the company's success, leading to continuance commitments.

However, the connection is more than just a business deal. Recent studies have highlighted the importance of employee voice and two-way communication in enhancing social interaction (Meira & Hancer, 2021). Brooten et al. (1978) and Saleem et al. (2023) found that the positive impact of HPHRMPs on employee engagement is amplified when communication practices are transparent. Opportunities for employee voice mediate the connection between continuance commitment and HPHRMPs (Ashiru et al., 2022). Employee engagement with HPHRMPs and the resulting continuance commitment were higher when they felt their perspectives were heard.

Organizations cultivate a mutually beneficial relationship with their workforce by implementing policies that promote trust and a sense of fairness. Consequently, this strengthens the connection between HPHRMPs and continuance commitments, which ultimately leads to a more engaged and efficient workforce. Based on these influences, the following hypothesis is proposed:

Hypothesis 5: HPHRMPs have a significant relationship with continuance commitments.

Employees who have invested a significant amount of time, effort, and resources in the organization and do not wish to lose these investments will be more committed to change initiatives (Herscovitch & Meyer, 2002). Employee investment while employed by a company influences the level of sustained commitment, making it difficult for staff to leave due to a lack of job opportunities requiring similar skills and knowledge elsewhere and the perception that they have also invested in the company, ensuring that they remain committed and eventually adapt to change (Kalyal, 2009). As demonstrated by several studies indicating that continuance commitments positively impact RFC, these commitments are based on a cost-benefit analysis, considering what one must forgo to remain in an organization, including the willingness to adapt in line with organizational goals (Herscovitch & Meyer, 2002; Kalyal, 2009; Nordin, 2011).

Employees with a high level of continuance commitment, defined by a deep emotional connection to the organization's objectives (Yue et al., 2019), are likely to view change initiatives as a continuation of their positive working relationship. This fosters trust and a willingness to change for the benefit of the organization. However, the connection is not one-way. Recent studies emphasize how crucial additional factors are in moderating this link. Psychological safety—the ability to voice concerns without fear of repercussions—is extremely important (Zainab et al., 2022). When employees feel comfortable, their strong commitment to change translates into positive acceptance of it, which enhances readiness (Ashiru et al., 2022). Transparent communication practices also strengthen the relationship. Openness amplifies the positive impact of continuance commitment on RFC.

To summarize, SET offers a basis for understanding how ongoing commitment can influence change readiness. However, developing a truly adaptive workforce requires an integrated approach. Organizations can foster a culture of continuance commitment among employees during periods of change by creating a trustworthy environment that promotes open communication, emotional security, and continuous support. Based on these studies, the following hypothesis is proposed:

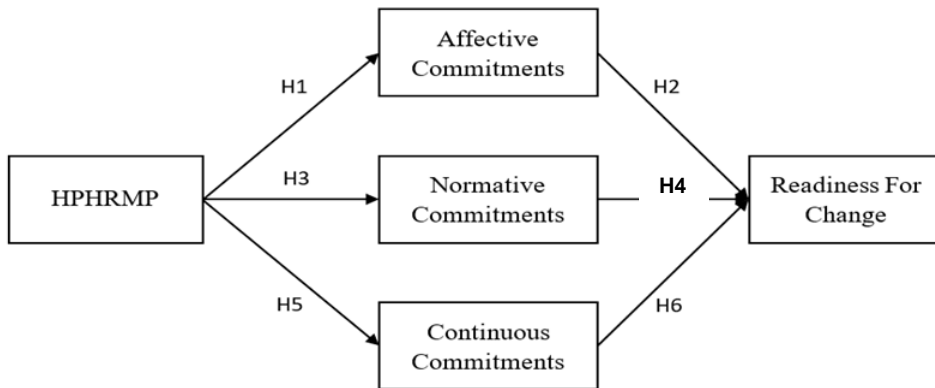
Hypothesis 6: Continuance commitment has a significant relationship with RFC.

Managing employee perceptions of change is essential for any transformation effort to enhance readiness and decrease resistance (Maheshwari & Vohra, 2015). According to Mossholder et al. (2011), there is a durable association between HRM practices and employee performance; thus, HRM can be critical to organizational change (Maheshwari & Vohra, 2015). Researchers have examined various mindsets that influence how employees perceive organizational change, facilitate their acceptance of it, and support the implementation of change initiatives, one of which is RFC (Choi & Ruona, 2011). Individuals who exhibit a higher level of willingness are more likely to alter their behavior in support of the change effort. Effective change implementation within an organization and overall performance heavily depend on the intention to change (Jones et al., 2005).

We employ the SET model to fully understand the relationship between HPHRMPs and employee adaptability to change. Employees who perceive HPHRMPs as a benefit from their employer will respond with a range of positive behaviors (Saifulina et al., 2021; Zhang et al., 2019) and responsible actions (Vu et al., 2020) to help the organization achieve its goals (Eisenberger et al., 1990; Vu et al., 2020).

According to scholars, several HPHRMPs have been found to affect employees' attitudes toward change. Communication about the planned change is a primary mechanism for generating enthusiasm and readiness among organizational members. In particular, high-performance HR communication practices play a crucial role in enhancing employees' willingness to embrace change (Armenakis & Harris, 2002; Bernerth, 2004). Several studies suggest that demonstrating managerial support for upcoming changes and clearly articulating the components of the anticipated change enhance employees' RFC (Armenakis et al., 1993; Cinite et al., 2009). According to Jones et al. (2005), the workforce recognizes the value of strong interpersonal relationships in their departments as a result of the emphasis on team cohesion and self-esteem through enhanced learning and development, effective communication, and involvement in decision-making. These factors contribute to increased RFC.

Figure 1: Theoretical framework



3. Methodology

3.1. Data and Sampling

This study uses a cross-sectional survey methodology, which is a quantitative research approach. This approach allows us to collect data from respondents at a specific point in time. The study employed non-probability sampling, acknowledging that the total number of people employed in the Punjab banking industry is unknown. Participants were divided into groups according to various banks and regions, from which a random sample of workers was chosen.

A structured questionnaire was used to collect data from personnel in Punjab, Pakistan's banking industry, who were the study's specified target audience. We focused on gathering feedback from workers in the province's largest cities, particularly in Gujranwala and Lahore.

Multiple strategies were employed to connect with potential participants, including contacting employees via email, LinkedIn, phone numbers, and personal connections. A five-point Likert scale was used in the distributed questionnaire to ensure the effectiveness of data collection. With a range of 1 (strongly disagree) to 5 (strongly agree), participants indicated their level of agreement or disagreement with various statements. Considering this constraint, the research effectively collected 197 responses from the intended audience. However, following a thorough data screening process, 14 responses were disqualified due to incomplete data. As a result, the final sample consisted of 183 responses. Some reverse-

coded questions were included in the questionnaire but were removed during analysis.

3.2. Measurement Scales

The measurement of HPHRMPs was based on Sun et al. (2007), who identified several key components: open communication, precise job descriptions, results-driven evaluation, careful staffing, in-depth training, and participation.

Organizational commitment was measured using the three-dimensional scale developed by Allen and Meyer (1990), which encompasses normative, affective, and continuance commitment. Affective commitment was assessed through items related to organizational identification and job satisfaction. Normative commitment was measured using reverse-coded items reflecting a sense of duty and moral obligation to remain with the organization. Finally, continuance commitment was evaluated through items capturing perceived constraints, potential sacrifices, and limited alternatives. Change readiness was measured using instruments developed by Bouckennooghe et al. (2009) and Piderit (2000), which assess employees' eagerness and preparedness for organizational change.

3.3. Demographics

Five demographic factors regarding the respondent profile were collected. First, in terms of age, 48.6 percent of respondents were 25 years old or younger, 50.1 percent were 26–45 years old, and 1.3 percent were 46–55 years old. Second, regarding education, 45.3 percent of respondents had a bachelor's degree, while 54.7 percent had a master's degree. Third, 51.9 percent of respondents were male, and 48.1 percent were female. Fourth, in terms of tenure, 37.7 percent had been working for up to a year, 32.4 percent for two to five years, 28.7 percent for five to ten years, and 1.2 percent for over ten years. Finally, 51.4 percent were contractual employees, while 48.6 percent were permanent.

3.4. Data Analysis

SPSS was used to analyze the collected data. Descriptive statistics were employed to calculate the means, standard deviations, and other characteristics of the key study variables. Correlation analysis was conducted to examine the relationships among these variables. Finally,

structural equation modeling was used to test the hypothesized relationships among HPHRMPs, organizational commitment, and RFC.

4. Analysis and Results

4.1. Descriptive Statistics and Correlation Analysis

The descriptive statistics are provided in Table 1. The mean value for HPHRMPs was 4.33, indicating that the organization's HR practices are generally perceived positively by employees. Affective commitment and normative commitment also showed relatively high mean values of 4.29 and 4.22, respectively, reflecting strong emotional attachment and a sense of moral obligation toward the organization. The mean value for continuance commitment was 4.06, indicating a moderate level of commitment based on the perceived costs of leaving the organization. Notably, the highest mean score of 4.62 was observed for RFC, suggesting that employees generally demonstrate a strong willingness to accept organizational change.

Table 1: Descriptive statistics

	N	Range	Minimum	Maximum	Mean	SD	Variance
HPHRMPs	183	2.50	2.50	5.00	4.3348	.75835	.575
Affective commitment	183	2.33	2.67	5.00	4.2899	.70571	.498
Normative commitment	183	2.00	3.00	5.00	4.2174	.72897	.531
Continuance commitment	183	3.33	1.67	5.00	4.0580	.88564	.784
RFC	183	2.00	3.00	5.00	4.6232	.57123	.326
Valid N	183						

Furthermore, the correlation matrix is shown in Table 2. According to the results, all of the factors exhibit strong positive associations. Strong positive associations are observed between HPHRMPs and continuance commitment ($r = 0.398$, $p < 0.05$), normative commitment ($r = 0.539$, $p < 0.01$), and affective commitment ($r = 0.708$, $p < 0.01$). Additionally, strong positive associations are noted between affective commitment and RFC ($r = 0.471$, $p < 0.05$), normative commitment ($r = 0.795$, $p < 0.01$), and continuance commitment ($r = 0.812$, $p < 0.01$). Moreover, strong positive associations were found between normative commitment and continuance commitment ($r = 0.637$, $p < 0.01$) and RFC ($r = 0.727$, $p < 0.01$). These findings provide early evidence supporting the proposed correlations between the variables.

Table 2: Correlation matrix

	HPHRMPs	Affective commitment	Normative commitment	Continuance commitment	RFC
HPHRMPs	1				
Affective commitment	.708**	1			
Normative commitment	.539**	.795**	1		
Continuance commitment	0.398*	.812**	.637**	1	
RFC	0.276	.471*	.727**	0.355	1

** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed).

4.2. Validity and Reliability

Confirmatory factor analysis (CFA) is a quantitative tool for verifying the structural models of a set of observable data. CFA is useful for determining whether there is a connection between measured variables and their latent endogenous components. Using SmartPLS 3, CFA was performed to examine the psychometric features of the factors, as well as convergent validity, discriminant validity, and scale reliability (Gerbing & Anderson, 1988). Content validity was assessed through a comprehensive review of the relevant literature. The PLS algorithm and bootstrapping technique were used to determine factor loadings for evaluating construct validity and internal consistency, as well as path coefficients and corresponding sufficient levels to test hypotheses. Unique loadings are considered when assessing convergent validity. The results reveal that each item has a large and significant loading on its specified latent variables, indicating convergent validity (Anderson & Gerbing, 1988).

4.3. Convergent Validity

Average variance extracted (AVE), factor loading (FL), and composite reliability (CR) were used to evaluate the measurement model and determine convergent validity. The internal consistency reliability of the constructs was assessed using Cronbach's Alpha (α) and Composite Reliability (CR). According to Hair et al. (2007), values above 0.70 are generally regarded as satisfactory. Table 3 shows that, except for a few variables, factor loadings exceeded the recommended value of 0.60 suggested by Bagozzi and Yi (1988). For all under-studied constructs, the AVE values surpassed the specified threshold of 0.50 (Hair et al., 2007). Items with the lowest factor loadings (0.50) were removed due to their minimal contribution to the variable, which can enhance the results; removing an item does not compromise the validity of the variable (Hair et al., 2019).

Table 3: Factor loadings, alpha, CR, and AVE

Constructs	Items	Loadings	Alpha	CR	AVE
Affective commitment (AC)	AC2	0.796	0.752	0.858	0.669
	AC3	0.839			
	AC4	0.817			
Continuance commitment (CC)	CC2	0.924	0.804	0.886	0.727
	CC3	0.950			
	CC7	0.652			
HPHRMPs	HP.app4	0.820	0.933	0.943	0.626
	HP.com1	0.885			
	HP.com3	0.770			
	HP. par15	0.768			
	HP. sta10	0.716			
	HP. sta7	0.756			
	HP. sta9	0.840			
	HP. tra11	0.765			
	HP. tra13	0.712			
	HP. tra14	0.860			
	NC3	0.846			
Normative commitment (NC)	NC4	0.843	0.781	0.872	0.694
	NC5	0.810			
	RFC1	0.894			
RFC	RFC2	0.871	0.864	0.914	0.779
	RFC4	0.884			

4.4. Discriminant Validity

Henseler et al. (2015) argued that the Fornell-Larcker measure is one of the most effective methods for evaluating discriminant validity; however, this method fails to distinguish the lack of discriminant validity in several study scenarios. According to the Fornell-Larcker criterion, the square root of a construct's AVE must be higher than its correlations with other constructs. They proposed a new and established criterion, Heterotrait-monotrait (HTMT) ratio of correlations, for analyzing discriminant validity. As a result, the HTMT ratio was used to evaluate the construct's discriminant validity. The ideal HTMT ratio is below 0.90. All HTMT ratio values for bank personnel are listed in Table 4, while Table 5 depicts the Fornell-Larcker criterion. Because all the ratios are less than 0.90, as indicated by Gold et al. (2001), discriminant validity for all concepts has been confirmed.

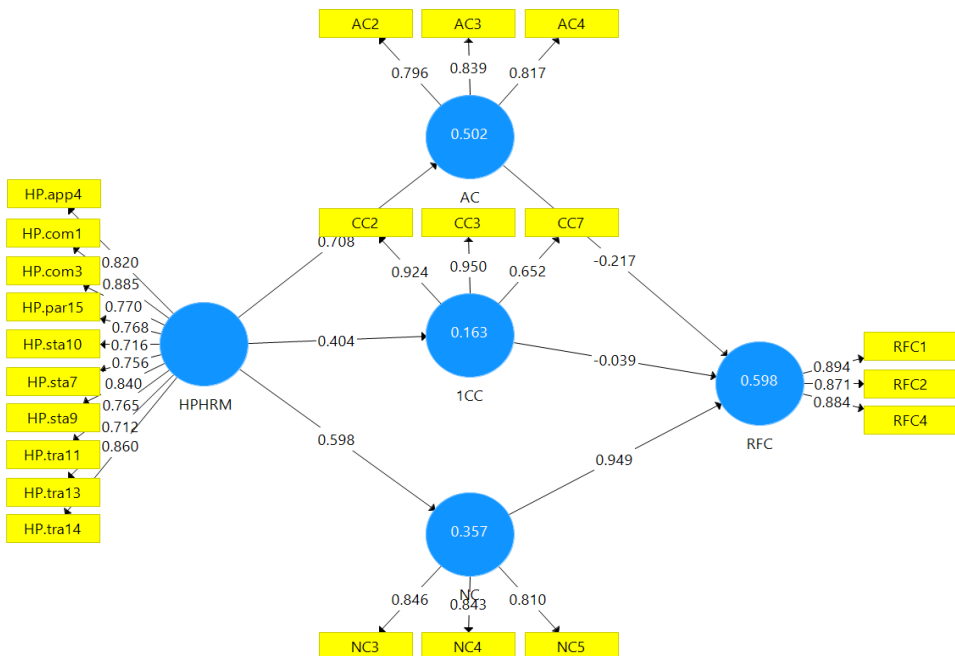
Table 4: HTMT ratio

	HPHRMPs	Continuance commitment	Affective commitment	Normative commitment	RFC
HPHRMPs					
Continuance commitment	0.469				
Affective commitment	0.825	0.850			
Normative commitment	0.671	0.755	0.890		
RFC	0.324	0.427	0.616	0.877	

Table 5: Fornell-Larcker criterion

	HPHRMPs	Continuance commitment	Affective commitment	Normative commitment	RFC
HPHRMPs	0.791				
Continuance commitment	0.404	0.853			
Affective commitment	0.708	0.827	0.818		
Normative commitment	0.598	0.597	0.779	0.833	
RFC	0.326	0.349	0.490	0.757	0.883

Figure 2: Measurement model assessment



4.5. Structural Model Assessment

Following the assessment of convergent validity, the structural model was evaluated. The significance of the model was determined by examining path coefficients, t-values, and standard errors. The hypotheses were tested using the bootstrapping approach in Smart PLS 3 (Table 6). The critical ratio ($t > 1.645$; $p < 0.05$) was used to test the hypotheses. As shown in Table 6, H1 ($t = 10.485$; $p = 0.000$) is accepted, indicating that HPHRMPs have a significant relationship with affective commitment. Furthermore, H3 ($t = 3.588$; $p = 0.000$) is also accepted, suggesting a significant relationship between HPHRMPs and normative commitment. Moreover, the results support H4 ($t = 3.488$; $p = 0.001$) indicating that normative commitment has a significant relationship with RFC. In addition, H5 ($t = 2.444$; $p = 0.013$) is accepted, showing that HPHRMPs have a significant relationship with continuance commitment. Finally, the results indicate that affective commitment ($t = 0.463$; $p = 0.643$) and continuance commitment ($t = 0.113$; $p = 0.91$) have a negative but nonsignificant impact on RFC; thus H2 and H6 are not supported.

Table 6: Path analysis

		Original sample	SD	T-stat	P values	Decision
H1	HPHRMPs -> affective commitment	0.708	0.068	10.485	0.000	S
H2	Affective commitment -> RFC	-0.217	0.469	0.463	0.643	NS
H3	HPHRMPs -> normative commitment	0.598	0.167	3.588	0.000	S
H4	Normative commitment -> RFC	0.949	0.272	3.488	0.001	S
H5	HPHRMPs -> continuance commitment	0.404	0.165	2.444	0.013	S
H6	Continuance commitment -> RFC	-0.039	0.343	0.113	0.910	NS

Note: S = supported; NS = not supported.

5. Discussion and Conclusion

5.1. Discussion

The findings of the study support the proposed hypotheses. Specifically, hypotheses 1, 3, and 5 are validated, indicating that the consequences of HPHRMPs positively influence workers' affective, normative, and continuance commitment. These results align with SET (Blau, 1964), which states that employees view these activities as supportive, leading to reciprocal benefits in terms of organizational commitment. Our findings also show a positive and significant association between normative commitment and RFC (hypothesis 4). However, the

results indicate that affective commitment and continuance commitment do not have a statistically significant association with RFC (hypotheses 2 and 6).

Our findings are consistent with Meyer and Allen (1997), who supported the assertion that normative assurance is one of the elements of commitment that influences RFC. It is driven by a sense of devotion and a perceived moral obligation to remain with the organization. As a result, the greater a worker's normative commitment, the stronger their loyalty and moral obligation to implement reforms and stay in the organization during the process. This is consistent with SET theory, which holds that people seek reciprocal gains in social interactions and that workers should reciprocate the company's support and investment by committing themselves to change initiatives. From another perspective, normative commitment refers to an employee's beliefs about the responsibilities they should fulfill for the organization. Based on the extent to which workers feel obligated, normative commitment emerges as a consequence of the socialization process. Furthermore, in line with SET's emphasis on equal opportunities in social interactions, the positive association between HPHRMPs and affective commitment underscores the importance of emotional connections in fostering worker dedication and RFC.

The SET principles of cooperation and sharing are also evident in the long-term implementation of HPHRMPs to enhance staff commitment and RFC. This highlights the importance of investing in employees through favorable human resource policies that encourage reciprocal dedication and positive exchanges, thereby fostering RFC within the organization. According to SET, when employees perceive supportive organizational behaviors as investments in their wellbeing, they are more likely to reciprocate through positive attitudes and behaviors that align with organizational goals, including change initiatives. Prior research also supports the effectiveness of such practices in promoting favorable employee outcomes (García-Chas et al., 2016; Shore & Shore, 1995).

Furthermore, because this study is limited to a single occupation and country, cultural factors may explain the negative (but insignificant) results related to affective and continuance commitment. Islamic HRM research (Mellahi & Budhwar, 2010; Tayeb, 1997) has found that workplace Islamic culture, ethics, and standards can influence HRM practices. In Islamic countries, participatory practices may look quite different than in Western countries. However, more research is needed to explore this issue further. While not statistically significant, the negative correlation between

continuance commitment and RFC still highlights the challenges in balancing commitment and openness to change, as recommended by SET.

5.2. Theoretical Implications

The findings from the research have important theoretical implications for the fields of strategic management, HRM, and organizational behavior. First, the study empirically supports the hypothesis that organizational commitment and HPHRMPs are positively correlated. This result aligns with SET, which posits that workers are more inclined to remain loyal to companies that offer them opportunities for promotion, fair treatment, and a supportive work environment. Employers can create a psychological contract where workers feel compelled to reciprocate the company's investments by implementing HPHRMPs.

Second, the research highlights how HPHRMPs influence normative organizational commitment, which in turn impacts employees' preparedness for change. This finding enhances our understanding of how HPHRMPs may indirectly shape employees' attitudes and behaviors. By fostering a strong sense of organizational commitment, HPHRMPs can create a favorable organizational climate that supports transformation. This finding aligns with the resource-based view, which argues that employee dedication and other forms of human capital are valuable organizational resources that can provide a competitive edge.

Third, the research underscores the importance of normative commitment in assessing employees' adaptability. This finding is consistent with social identity theory, which suggests that belonging to social groups—including organizations—provides individuals with a sense of identity and self-worth (Brown, 2000). Organizations can encourage employees to identify with the organization and its goals by fostering a strong sense of normative commitment, thereby enhancing employees' ability to embrace change.

Lastly, the study contributes to our understanding of how continuance commitment affects workers' responsiveness to change. Although the results imply that continuance commitment may not directly influence change preparedness, it is important to recognize that organizations can derive significant benefits from continuance commitment, especially during periods of rapid transition. By providing a sense of job stability and opportunities for professional growth, employers

can encourage staff to remain with the company during times of uncertainty and change.

5.3. Managerial Implications

The findings of this research are valuable to organizations that want to use HPHRMPs to enhance personnel outcomes and encourage organizational transformation. Primarily, we show that implementing certain HPHRMPs increases worker organizational engagement and RFC while also providing managers with important information on which practices to focus their efforts to achieve the desired goals. According to our findings, HPHRMPs positively influence organizational norms and ongoing obligations. Communication and clear job expectations affect a worker's RFC. This study has shown that various factors, including national culture, can impact HRM and, in particular, HPHRMPs in Pakistan. This is an intriguing finding and raises the question of whether HRM contributes to organizational change in other nations in the same way it does in Pakistan.

The research study provides Pakistani banks with valuable insights. By implementing HPHRMPs, such as training and clear communication, banks may foster a more dedicated workforce, particularly in terms of a sense of obligation to the organization. Consequently, this can be leveraged for effective change management. Additionally, the study has broader implications. It emphasizes the importance of considering cultural factors when analyzing attitudes among workers and HRM practices. Ultimately, the results indicate that fostering an atmosphere of common purpose and ownership for the company's future might enhance the implementation of change management strategies.

5.4. Limitations and Future Directions

There are several limitations of this study that need to be addressed. First, this study focuses only on the dimensions of organizational commitment without examining any moderating effects. Future research could explore whether potential moderators such as leadership and organizational characteristics (Moussa & El Arbi, 2020) have a similar influence on the relationship between HRM practices and employee outcomes. Second, the study's focus on employees from Pakistani organizations limits the generalizability of the findings. Variations in the development and relevance of HRM practices across

countries, along with differences in national culture, may affect how these practices influence organizational commitment and change readiness.

Future studies should examine this concept in countries beyond Pakistan to enhance the generalizability of the findings. Cross-national studies could be valuable in determining whether any of the findings hold across different cultural and institutional environments. Additionally, it would be worthwhile to test this approach in occupational settings where the examined factors may operate differently. Finally, this study adopts a cross-sectional design, which limits the ability to examine causal relationships or track changes in the variables over time. This cross-sectional study adds value to the limited research addressing the significance of HRM practices in enhancing organizational transition, particularly in terms of workers' RFC. It is a first step in analyzing the proposed links, and it is worth noting that future studies utilizing longitudinal designs could investigate causal relationships between the variables analyzed.

5.5. Conclusion

This study highlights the importance of organizational commitments and HPHRMPs in enhancing personnel change readiness within the framework of Pakistan's banking sector. The results demonstrate how specific HPHRMPs positively affect employees' commitment and, ultimately, their readiness for organizational change. Organizations can optimize their HRM policies to support successful change projects and increase efficiency by understanding and implementing these relationships. Both organizations and researchers have the opportunity to deepen their understanding of the relationship between HRM practices, organizational commitments, and RFC by addressing the identified limitations, exploring additional impacts, and pursuing future research directions. This will ultimately lead to more effective restructuring strategies and organizational success.

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