

Intended-Implemented HRM-GAP effect on Organizational Performance: Moderation of HR-Uncertainty and Employee Participation

Noor-ul-Ain¹, Hafiz Muhammad Waqas Akhtar², Jamil Ahmad³

Abstract

The motive behind the present study is to assess that how organizational performance is influenced by the Gap between intended and implemented HR practices and it also aims to evaluate the potential moderating role of employee participation and HR uncertainty between them. This study empirically tests Intended-Implemented HRM gap and its impact on Organizational performance by gathering data from 213 respondents including both manufacturing and services sectors through a self-report questionnaire. Regression analysis was used to ascertain the impact of Gap on organizational performance while structural equation modeling was used to test moderation. Results indicate that there exists a gap between actual and intended HRM having negative influence on organizational performance and this relationship is moderated by HR uncertainty and employee participation which leads to better organizational performance. Study suggests managers to assess HR uncertainty and ensure employee participation in policy making (which affect performance of employees) and thereby reduce the negative consequences of intended-implemented HR Gap on organizational performance.

Keywords: Employee participation, HR uncertainty, implemented HR, intended HR, organizational performance

1. Introduction

The past few decades has acquainted with the emergence of different trends in human resource management due to globalization and turbulent business environment (Lin & Wu, 2014; Savaneviciene & Stankeviciute, 2012). The effective of management of human resources has become the crucial source of sustainable competitive advantage (Wood, 2018; Pfeffer, 1994). Specifically, the change in the traditional employment practices has upsurge the significance of HRM as a set of individual HR practices in

1 PhD Scholar, School of Business & Economics, University of Management and Technology, Lahore, Pakistan.
Email: noorulain_13@yahoo.com

2 Teacher at Punjab School Education Department, Punjab, Pakistan Email: waqasakhtar166@yahoo.com

3 National Bank of Pakistan, Pakpattan, Pakistan Email: jamil2007star@yahoo.com

ARTICLE HISTORY

2 Mar, 2018 Submission Received

5 Apr, 2018 First Review

8 Aug, 2018 Second Review

18 Sep, 2018 Third Review

28 Sep, 2018 Accepted

the form of a system that works in collaboration with each other to attain competitive advantage (Lopez-Cabrales, Bornay-Barrachina, & Diaz-Fernandez, 2017; Luthans, & Yousef, 2004; Guthrie, 2001). Both theory and practice has established that effective management of human resources is fundamental means to achieve organizational goals and to improve organizational performance (Boxall & Purcell, 2003). Consequently, in an organization, the principal goal of HRM is to enhance overall organizational performance (Wagenvoort, 2014). Organizations have attempted to achieve this goal through the implementation of HR system (i.e. high performance work system consisting of bundle of HR practices to increase organizational performance) (Jiang et al., 2012; Kepes & Delery, 2007; Macky & Boxall, 2007). The resource-based theory (Barney, 1991) may provide a potential justification regarding the crucial role of HRM in organizational performance. Resource-based view advocates that the value creation through proper deployment of human resources of the firm is the source of competitive advantage through causal ambiguity that is hard to imitate, rare, create value for customers and non-substitute-able (Lin & Wu, 2014). So, the complexity and causal ambiguity created through unique HR interaction is the most important source of sustaining unique competitive advantage. Thus, the value creation through HR system subsequently increases organizational performance (Wood, 2018; Ireland, Hitt, & Sirmon, 2003).

For effective development and implementation of HR system, the commitment and support of managers and HR department are crucial. For instance, there often exists a gap between implemented and intended HR system, leading to reduced organizational performance (Khilji & Wang, 2006). Given the severity of the impact of intended-implemented HR gap, scarce research has focused on the exploration of heterogeneities of implementation in order to understand HR- performance relationship (Garcia-Carbonell, 2015; Piening, Baluch, & Ridder, 2014; Khilji & Wang, 2006). Further, due to turbulent business circumstances, there may be a chance that the policy which is suitable in today's environment will not be suitable for tomorrow's environment (Glaister, Karacay, Demirbag, & Tatoglu, 2018; Ashmos et al., 2000). In the dynamic environment, the need is to vigorously manage the resources, especially human resources, in order to attain and maintain the competitive advantage through proper exploitation of current resources (Wilden & Gudergan, 2015; Kogut & Kulatilaka, 2001). Whereas, the value of human resources tends to be affected by environmental uncertainties (Bhattacharya & Wright, 2005). The sustainability of higher performance of the firm in the face of environmental uncertainty is contingent on the capability of the firm in creating and sustaining the fit between the dynamic demands of environment and the resource configurations of the firm, especially the human resource configurations (Lippman & Rumelt, 2003), through greater flexibility and improved HR capabilities (Lopez-Cabrales et al., 2017).

Stacey (1995) argued that there is no insider or outsider expert who can exactly predict the destination before its occurrence. The subsequent interventions for individuals can be proposed, designed and controlled, but the long-standing consequences of such interventions cannot be proposed or controlled by them. The reason of such long-standing consequences emerges through self-organizing. He proposed that such random connections between interventions and the people lead towards disorganized dynamics and complex situations. It ultimately results in new strategic path and renewal of strategies by playing a positive role towards the better performance of the organization. However, most of the literature on the intended and implemented HR gap shows that the gap has a negative influence on organizational performance (Piening et al., 2014; Damhuis, 2014; Khilji & Wang, 2006; Madu et al., 2014; Wagenvoort, 2014). But in the light of Stacey's arguments of complexity that lead towards new strategic directions, we propose that the consequences of gap depend on environmental conditions and level of separation (communication barriers/isolation) between policy making level and implementation level. Based on resource based theory (Barney, 1991), the principal focus of the current study is to examine the negative impact of HRM gap on organizational performance and whether the influence of this gap on organizational performance can be moderated through employee participation and HR uncertainty. The process of HR management is much more complex in the developing countries such as Pakistan as compared to developed ones (Budhwar & Debrah, 2013). Over the past few decades, due to globalization and market competitiveness, Pakistan has significantly progressed from the drastic changes of moving from an agriculture economy towards the service and manufacturing economy (Rees & Smith, 2017; Khan et al., 2011). One of the biggest challenges that are being faced by Pakistani organizations is the effective HR management in the face of environmental dynamics and complexity to gain differentiation, better performance and hence competitive advantage. HR is the only resource that cannot be imitated easily by the competitors. Thus, when confronted with implemented and intended discrepancies, the need is to scrutinize the proper HR management instruments in the face of dynamism to improve organizational performance (Umer, 2012).

1.1. Significance of study

The main focus of this study is to identify and empirically test the gap between implemented and intended HR practices through a moderating impact of employee participation and HR uncertainty in the service and manufacturing sectors of Pakistan and this study would be novel in this context. Moreover, this will contribute to the existing literature in many ways. Firstly, the study is one of the few attempts to highlight the gap of intended and implemented HRM. Secondly, the study has provided new dimensions to see the gap and to overcome the negative impact of gap on organizational

performance through moderation effects of employee participation and uncertainty as no previous study has done this. Moreover, having practical implication, this study would increase the awareness of organizations regarding the potential benefits that could be gained through gap in the face of environmental dynamics and complexity. So, the organizations can improve their performance by proper handling of gap by devising appropriate strategies to improve HR flexibility and employee participation.

1.2. Research questions

On the basis of the above discussion, the current study is seeking to address the following research questions;

- Is there any gap between the implemented and intended HRM?
- What is the effect of intended and actual HRM gap on organizational performance?
- Does HR uncertainty and employee participation have moderating effect of on HR gap and organizational performance relationship?

2. Literature Review

2.1. Implemented and intended HRM and organizational performance

The intended HR system is a system in which the HR philosophies, policies, and practices designed by the top level management. Whereas, the actual HR system means HR philosophies, policies, and practices that are actually operationalized within organizations by line managers and employees are being experienced by them (Damhuis, 2014). Intended HR practices can be a system in relation to training, compensation, appraisal, recruitment, and selection (Khilji & Wang, 2006; Boselie et al., 2009). Implemented HR practices relate to the actual practices and policies experienced by the worker and operationalized in the organization (Piening, Baluch, & Ridder 2014).

Different authors identify different HRM practices that related to organizational performance. Harel and Tzafrir (1999) identify the training, internal labor market, employee participation, compensation, recruitment and selection as the components of best HR practices (Tzabbar, Tzafrir, & Baruch, 2017). Huselid and Becker (1999) identify high pay, training, decentralization, security of employee, information sharing, team-oriented and selective recruitment as the major components of best HR practices. HR stakeholders (i.e top managers, line managers, employees, customers, etc.) have a distinction in personality, observation, and objectives. Differences among the stakeholders lead to the difference among the real practices apply by line manag-

er, supposed HR practices by the worker, and intended practices design by the HR department (Piening, Baluch, & Ridder 2014). Stakeholders at the same level have different agendas and backgrounds (Rousseau, 2001; Cox & Blake, 1991; Judge & Cable, 1997). These differences lead stakeholders to resist behaving in line with the goals and intended HR practices (Bowen & Ostroff, 2004). Workers have different perceptions on the basis of distinct objectives and it is difficult that workers have the same perception about HR system (Lopez-Cabrales et al., 2017). These differences lead to variation between intended and implemented HR practices (Nishii & Wright, 2008). The difference between the intended and implemented HR system is due to the different HR stakeholders and multiple actors like HR expert, Line manager and worker (Guest & Nehles, 2013). This difference leads to the certain perception of its employees that has an effect on the performance of the company (Piening, Baluch, & Ridder 2014). There is a delegation of authorities and responsibilities of HR systems including HR philosophies, policies, and practices to the line managers. This may cause the conflict due to different priorities between HR responsibilities and operational tasks (Damhuis, 2014). According to Hope-Hailey et al., (2005) the actual HR practices are not always in line with the intended HR practices. There is a gap between the formal requirement of the HR policy and actually delivered by the line managers (Purcell & Hutchinson, 2007). Therefore, we hypothesized that:

H1: *There exists a Gap between intended and implemented Human resource practices*

Organizational performance is the ability of an organization to manage well to achieve goals efficiently and effectively and to create value for the stakeholders and customers (Antony & Bhattacharyya, 2010; Daft, 2010). Organizational performance characterizes organizational value in the requisites of total input made by management efficiently and effectively of human resource (Kim, Eisenberger & Baik, 2017; Neuman & Sergey, 1978). Organizational performance having five components like work design, leadership, models of motivation, policy of human resource management, organizational culture, and environment (Chien, 2004). Human resource is the most fundamental factor that contributes very much towards the organizational performance (Mesch, 2010) and researches concluded that HRM practices having a positive impact on organizational performance (Wood, S. 2018; Mesch, 2010; Carlson, Upton & Seaman, 2006; Collins & Smith, 2006; Ramsay, Scholarios & Harley, 2000; Huselid, 1995). Damhuis (2014) conducted a study which shows that there is no difference between implemented and intended HR philosophy. He argued that the achievement of the organizational objectives is the primary concern of both top management and line managers but the interpretative schemes are different. The top management's main focus is on the quality requirements of care and on budget cuts, while the line managers' primary focus is on listening to and understanding

of employees, but at both levels philosophy is same (Damhuis, 2014). The Result of his study shows that there is a gap between intended and actual recruitment policies because actual recruitment norms transcend the intended recruitment policy norms and no sanctions are following. The modality facilities and the actions power and sanctions create influence on this gap. Because the line managers have the power and facilities to make the actual recruitment practices transcend the intended norm and no sanction is following (Damhuis, 2014). The results of the study of Wagenvoort (2014) also prove that a gap exists between actual and perceived HR. Secondly, that there is a positive relationship between co-implementation and the gap between actual and perceived HR. Co-implementation is a concept introduced in this paper with an assumption that it would influence the power of the relationship of actual and perceived HR, it refers to the degree to which employees support their line managers in executing tasks related to HR practices. Higher co-implementation leads to communication that is more clear, sufficient and consistent, which will enhance understanding, satisfaction and increase employee participation and therefore reduce the gap (Wagenvoort, 2014). Khilji and Wang (2006) argue that there are varying HR satisfaction levels in the research population which depends on the implementation of HR practices. Their quantitative and qualitative analysis also mentioned the gap between actual and intended HRM and the result of their study explains that there are inconsistencies between actual and intended HR practices (Piening, Baluch, & Ridder 2014). Empirically their study suggests that when there is the minimum gap between actual and intended HRM, then it would result in higher level of HR satisfaction and ultimately a higher level of organizational performance. The satisfaction due to a clear understanding of HR practices arose as an influential sign for the actual performance of an organization and would lead towards improved organizational performance and vice versa. On the basis of resource-based view (Barney, 1991), the resources of the firm such as effective HR system are essential determinants of improved organizational performance due to higher level of motivation, loyalty and commitment of employees towards achieving the organizational goals. But when the employees are confronted with HRM gaps, they are likely to put less effort towards achieving the organizational goals due to reduced levels of satisfaction and commitment originating from the lack of understanding regarding why these discrepancies occur and the ways to resolve such discrepancies (Wagenvoort, 2014). Therefore, it is hypothesized that:

H2: Gap between intended and implemented HRM has a negative impact on organizational performance.

2.2. Employee participation

Employee participation involves upward problem solving, representative participa-

tion, financial involvement and downward communication (Marchington & Wilkinson, 2005). Employee participation does not involve the power and authority sharing, but it is about giving new channels for employees through whom they enhanced their influence by applying their own ideas, expertise and efforts (Irawanto, 2015; Marchington, Goodman, Wilkinson & Ackers, 1992). Employee participation enhanced the capability of decision making of organization (Irawanto, 2015), work related attitudes (Leana, Ahlbrandt & Murrell, 1992), commitment, motivation, inspiration, satisfaction, empowerment (Apostolou, 2000; Light, 2004), productivity (Jones, Kalmi & Kauhanen, 2010), well-being of worker (Freeman & Kleiner, 2005), reduced cost, and cycle time of product (Apostolou, 2000). Human resource management and employees' involvement flourished, when Kanter and Peters (1992) gurus of management, start to moralize that motivational level of employees and organizational performance enhanced by training, reward and decision making involvement of worker. Extensive literature was examined for Japanese success and identifies that the employee involvement in decision making is the main key success factor of Japanese organizations (Lawler, 1986). Employee involvement also explained as the main tool for making policies and strategies (Smith et al., 2018) and best HR practices component (Pfeffer, 1998) or high committed practices (Wood, 2018). The commitment of employees can not be easily sustained or generated because it operates at different level in different directions which not necessarily enhanced the organizational performance (Goss, 1994). Nature of employees' involvement is different or may not exist in organization that practice soft and hard HRM (Marchington, 2015). Employee involvement changes according to organizational environments. Sometimes it is changed by introducing as downsizing package while in other conditions it may be changed as a response to new information (Roberts & Wilkinson, 1991). Employee participation enhanced the organizational performance when workers have enough information about the tasks which have to be done (Marchington, 2015; Preuss, 2003). Employee involvement in job design facilitates worker to make proposals productive and to find out more about their work content (Smith et al., 2018; Batt, 2002), that ultimately improves organizational performance (Wood, 2018). Thus, we hypothesize that:

H3: *Employee participation in HRM process will moderate the relationship between intended-implemented HR Gap and organization performance; where the negative association between intended-implemented HR Gap and organization performance will decrease as employee participation in HRM process increases.*

2.3. HR uncertainty

Human resource management is the system, practices, and policies having an impact on worker performance, attitudes and behaviors as well as on organizational

performance (De Cieri, Kramar, Noe, Hollenbeck, Gerhart, & Wright, 2008). HRM influence employee attitude, behavior, commitment and motivation which play strong role in determining the success of an organization (Cadle & Yeates, 2008). Mostly the literature shows that there is a gap between the intended and implemented HRM and identify a negative influence on organizational performance (Piening, Baluch & Ridder, 2014; Damhuis, 2014; Khilji & Wang, 2006) but we propose that it depends on HR uncertainty. The environment is complex and there may be a chance that the policy which is suitable in today's environment will not be suitable for tomorrow's environment (Glaister et al., 2018; Stacy, 1995). According to Boxhall and Purcell (2000) the HR strategy is most effective when it is well aligned according to its specific environment. Baird and Meshoulam (1998) also argue that HR strategy should be fitted with its specific environment for its effectiveness. As other assets are affected by dynamic and uncertain environment, similarly HR is becoming more and more uncertain in this changing and dynamic environment (Bhattacharya & Wright, 2005). Thus, leading to HR uncertainty, that in turn, triggering the need for more flexibility and enhanced skill requirements of the employees of the organization (Wilden & Gudergan, 2015; Wu, 2011). Firms operating in rapidly changing and uncertain environment, specifically in countries like Pakistan, need to develop and manage their HR accordingly with the help of dynamic capabilities to anticipate the uncertain environmental changes (Lopez-Cabrales et al., 2017; Paauwe & Boselie, 2010). Such employees having improved capabilities are better able to effectively handle the discrepancies between intended and implemented HRM, thereby improving the performance by effectively gauging the implementation differences in the face of environmental dynamism. In line with the above arguments, we hypothesize that:

H4: *HR uncertainty will moderate the relationship between intended-implemented HR Gap and organization performance; where the negative association between intended-implemented HR Gap and organization performance will decrease as HR uncertainty increases.*

Theoretical Framework:

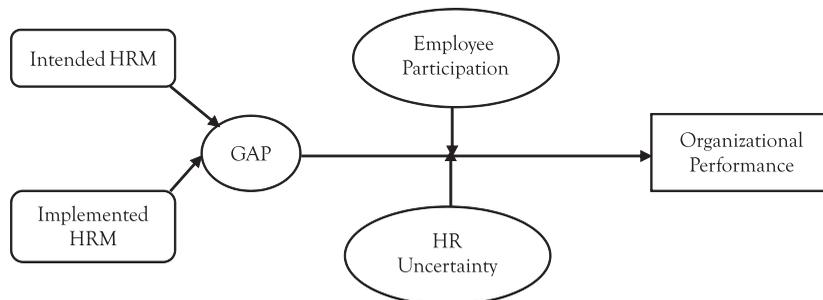


Figure 1: Impact of Intended & Implemented HRM GAP on organizational Performance: Moderating Role of HR Uncertainty and Employee Participation

3. Research Methodology

We conducted our research under the positivist paradigm by using survey research methodology and used the questionnaire as a method for data collection. Mostly the researchers used interviews and qualitative research methodology to gauge the gap between intended and implemented HRM, but we used quantitative methodology and questionnaire to gauge this gap. We prefer this method because under qualitative research the personal biases and idiosyncrasies of the researcher may influence the results and the knowledge may not be generalized to other settings or people. So we want to overcome these issues in the current study.

3.1. Population and sample

The population of the current study is both manufacturing and services sectors of Lahore, Pakistan, including banking, pharma, education and others (Textile) listed in Pakistan Stock exchange because the earlier researches has suggested that in order to get a precise picture of study variables, the sample should comprises of a broad range of public/private and local/multinational organizations from different industries (Abbas & Raja, 2015; Tsay et al., 2014). The organizations listed in PSE 100 index having high uncertainty and complexity are being selected randomly. The number of respondents from banking, pharma, education, and Textile were 59, 40, 50 and 64 respectively. Among the total of 213 respondents, the number of males and females were 148 and 65 respectively. Data were taken from HR managers who are responsible for designing the HR policies, and employees who are actually involved in the implementation of these intended policies for assessing the gap between actual and intended HRM and for testing other hypothesis. The HR Practices include Recruitment, Selection, Training and Development, Compensation and Benefits, Job Design, Promotion and Career opportunities. Our Sample size consists of 213 respondents (based on regression assumption of Hair et al., 2009), 5 respondents against 1 measured item). The sample included 69.5 percent males, 30.5 percent females; 30 percent HR managers, 70 percent employees; among these respondents, 46.5 percent belonged to the manufacturing sector, 53.5 per cent with services sector. We distributed 300 questionnaires among the respondents and received 220 responses of which 7 were neglected due to incompleteness. In the sample, the number of managers is small as compared to employees as each manager has on average 2.4 reporting employees, therefore the data is collected from each manager and their respective reporting subordinates from the same organization. So the resultant final sample consists of 213 respondents with a response rate of 71 percent. The sample statistics is shown in table 1.

Table 1: Sample Description

| Demographic Variable | Classification | Frequency | Percentage |
|--------------------------------------|-------------------|-----------|------------|
| Gender | Male | 148 | 69.5 |
| | Female | 65 | 30.5 |
| Organization Size (No. of employees) | > 300 & <1000 | 11 | 5.2 |
| | > 1000 | 202 | 94.8 |
| Designation | Manager | 64 | 30.0 |
| | Employee | 149 | 70.0 |
| Industry | Banking | 59 | 27.7 |
| | Pharmaceutical | 40 | 18.8 |
| | Education | 50 | 23.5 |
| | Others | 64 | 30.0 |
| Experience | Less than 3 Years | 65 | 30.5 |
| | 3-9 Years | 87 | 40.9 |
| | above 9 Years | 61 | 28.6 |
| Sector | Manufacturing | 99 | 46.5 |
| | Services | 114 | 53.5 |

3.2. Data collection methods and instruments

A self-report scale measure was used ranged from Likert scale “1” strongly disagree and “5” strongly agree for all the constructs of the study. All the scales were adopted from the previous researches. We personally distributed the questionnaires among the targeted organizations of our study and explain them the purpose of our study along with the usefulness of their response. The respondents were also explained about the confidentiality and the ethical concerns that their response will use only for the study purpose and will be kept confidential at all levels.

The questions related to HR practices are adopted from Zheng and Milia (2007) for gauging the difference between intended and actual HRM. The questions related to employee participation are adopted from Muindi (2011) to understand the level of separation/isolation between HR policy makers and line managers. The questions related to organizational performance are adopted from Narver and Slater (1990) and Stock et al., (2000). Questions of uncertainty are taken from Sanyal and Sett (2011). Before testing the hypotheses; the scales were tested for reliability. Face validity was conducted before undertaking the pilot testing. This method helped us to refine the questionnaire for attaining maximum responses and this method also gave us confidence that the respondents had no difficulties for understanding and answering the questions.

3.3. Reliability

To examine the consistency of proposed questionnaire, we use the reliability analysis test (Cronbach α). The table 2 shows the reliability values of the main variables of the study (HR Practices, Organizational Performance, Employee Participation and HR uncertainty). For internal consistency, a Cronbach's alpha value more than 0.6 was treated adequate (Sekaran & Bougie, 2016; Bryman & Bell, 2009). The reliability of different variables has the following value: HR practices scale $\alpha = 0.92$ (which correspond with Zheng and Milia (2007) study i-e 0.77), employee participation scale $\alpha = 0.77$ (which concur with Muindi (2011) study i-e 0.74), organizational performance scale $\alpha = 0.69$ (which concur with studies; i-e 0.71 in Narver and Slater (1990); 0.73 in Stock et al., 2000) and HR uncertainty $\alpha = 0.75$ (i-e 0.8 in Sanyal and Sett, 2011).

Table 2: Reliability

| Variable names | Cronbach Alpha | Number of items |
|--------------------------|----------------|-----------------|
| HR Uncertainty | 0.75 | 10 |
| Employee Participation | 0.77 | 3 |
| Organization Performance | 0.69 | 6 |
| HR Practices | 0.92 | 20 |

3.4. Factor analysis

Factor analysis is the robust and the finest tool to analyse the construct validity of the variables of a study (Tharenou, Donohue, & Cooper, 2007). Kaiser-Meyer-Olkin (KMO) is taken as the main component in factor analysis that determines the stability and validity of the variables and it should not be less than 0.70 (Leech et al., 2005). To check the proxy variables are not overlapping, Bartlett's test of Sphericity is checked and the significance should be $p < 0.05$ (Leech et al., 2005). The values of KMO for the variables of the study such as HR Uncertainty, Employee Participation, Organizational Performance and HR Practices were 0.75, 0.70, 0.69, 0.86 respectively and are statistically significant ($p < 0.05$) that ensures the construct validity and are given in Table 3.

To assess the internal consistency, we use the principle axis factor analysis which was conducted to check the loaded factors and its value should be above 0.30 (Tharenou, Donohue, & Cooper, 2007). HR uncertainty, employee participation, organization performance and HR practices has 10, 3, 6, 20 items respectively, and each items of these variables has a value above 0.30, thus corresponding to the internal consistency of the constructs.

Table 3: Kaiser-Meyer-Olkin (KMO)

| Variable | KMO | χ^2 | Sig |
|--------------------------|------|----------|-------|
| HR Uncertainty | 0.75 | 233.81 | 0.000 |
| Employee Participation | 0.70 | 96.71 | 0.000 |
| Organization Performance | 0.69 | 138.51 | 0.000 |
| HR Practices | 0.86 | 1743.86 | 0.000 |

*p<0.05

Table 4: Factor Analysis

| Variable | Items | Communalities | Items | Communalities |
|----------------------------|--------|---------------|--------|---------------|
| HR Uncertainty | UN 1 | .39 | UN 6 | .59 |
| | UN 2 | .67 | UN 7 | .40 |
| | UN 3 | .45 | UN 8 | .55 |
| | UN 4 | .70 | UN 9 | .73 |
| | UN 5 | .67 | UN 10 | .50 |
| Organizational Performance | OP 1 | .59 | OP 4 | .45 |
| | OP 2 | .68 | OP 5 | .74 |
| | OP 3 | .45 | OP 6 | .63 |
| HR Practices | HRP 1 | .75 | HRP 11 | .70 |
| | HRP 2 | .70 | HRP 12 | .77 |
| | HRP 3 | .41 | HRP 13 | .66 |
| | HRP 4 | .75 | HRP 14 | .71 |
| | HRP 5 | .81 | HRP 15 | .87 |
| | HRP 6 | .70 | HRP 16 | .81 |
| | HRP 7 | .59 | HRP 17 | .86 |
| | HRP 8 | .83 | HRP 18 | .73 |
| | HRP 9 | .80 | HRP 19 | .69 |
| | HRP 10 | .74 | HRP 20 | .68 |
| Employee Participation | EP 1 | .6 | | |
| | EP 2 | .66 | | |
| | EP 3 | .72 | | |

3.5. Descriptive statistics

To check the normality of data we use skewness and kurtosis value. The skewness value should be between (-1 to +1) and Kurtosis value should be in the limit (+3 to -3)

in order to check the normality of data. The data values of skewness and kurtosis are; HR Uncertainty (.499 and 2.478), employee participation (.179 and -.54), organization performance (.07 and -.25) and HR Practices (.47 and -.85) depicting that our data is normal within the limit values of kurtosis and skewness as shown in the table below.

Table 5: Normality of Data

| | Skewness | Kustosis |
|----------------------------|----------|----------|
| HR Practices | .47 | -.85 |
| Organizational Performance | .07 | -.25 |
| Employees' Participation | .18 | -.54 |
| HR Uncertainty | .50 | 2.48 |

4. Analysis

4.1.Independent sample T- test and regression analysis

Independent sample T-test is used to check that difference between two level of group exists or not. In order to ascertain the Gap between intended and implemented HR practices, Independent sample TTest was employed. Table 6 shows that the difference of .85 does exist between mean values of HR practices rated by managers and employee with significance value (.000). This corresponds to the existence of the significant Gap between intended and implemented HRM, thus supporting our Hypothesis 1.

Regression analysis was employed to check out the impact of Gap on organizational performance (H2). Table 6 also indicates the values of regression test. When the Gap between intended and implemented HRM is regressed on the organizational performance, we found direct effect ($\beta = -.27, p < .05$) and it supports our second hypothesis (the existence of a negative impact of Gap on organizational Performance). R square value of 0.39 indicates that 39.1% of the variation in organizational performance is explained by intended-implemented HR Gap. The results of regression test confirm that the gap between intended and implemented HRM has a significant negative influence on the organizational performance and the findings of this hypothesis are consistent with the previous studies of Khilji and Wang, (2006).

Table 6: T- Test & Regression Analysis0

| | Designation | N | Mean | Mean Difference | Sig. (2-Tailed) |
|-------------------|-----------------|------|----------------|-----------------|-----------------|
| HR practices (H1) | Manager | 32 | 3.78 | .85 | 0.000 |
| | Employees | 91 | 2.93 | .85 | 0.000 |
| GAP (H2) | Regression Test | R | R ² | F stat | B |
| | | 0.63 | 0.39 | 60.73 | -.27*** |

*p<0.05

4.2. Moderation analysis

Moderation basically entails interaction by (Baron & Kenny, 1986). To test moderation, we used SEM (structural equation modeling) using Amos software. The moderation analysis is done by the following conditions among variables. The first condition entails that there is a significant relationship between IV and DV. While the second condition is that the interaction term (IV*moderator) significantly influence the relationship between IV and DV (Baron & Kenny, 1986). To check the moderating influence of employee participation and HR uncertainty on the relationship between HRM gap and organizational performance, the following model is developed.

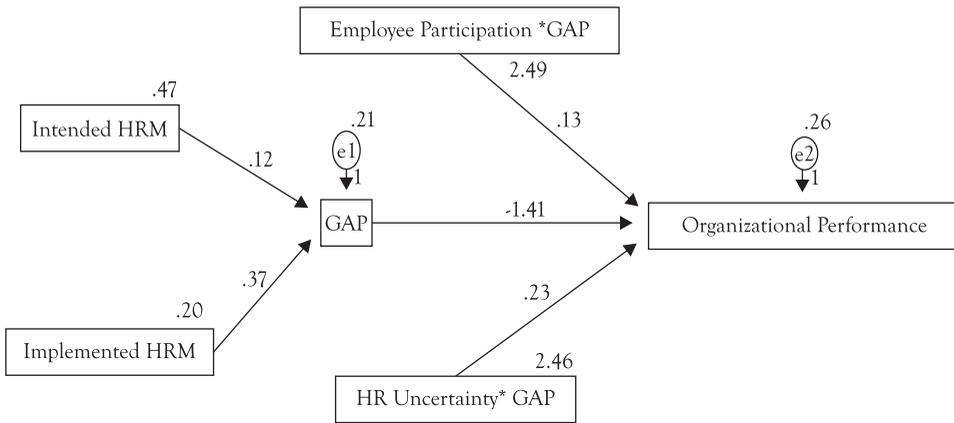


Figure 2: Gap-OP Model with Moderation Effects

We run SEM with interaction effect as suggested by Baron and Kenny (1986). Firstly, interaction terms for both moderators (gap* employee participation) and (gap* HR uncertainty) were computed and then run SEM with moderation effects. Our results indicated that the interaction term (gap* employee participation) has a significant influence on the relationship between HRM gap and organization performance. The interaction of gap and employee participation on organizational performance was positive and significant ($\beta = .13, p < .05$), thereby, accepting our H3. Similarly, the interaction effect of gap and HR uncertainty was also positive and significant ($\beta = .24, p < .05$), thus providing support for hypothesis 4, as shown in table 7.

Further, in Table 8, model 1 indicates Gap-OP model while model 2 and model 3 show Gap-OP model with moderating influence of employee participation and HR uncertainty respectively. The model 2 explains the R² value of interaction model (GAP*EP) which is being increased from 39.1% to 41.2% showing that moderation effect of employee participation has made stronger the relationship of Gap to performance. Similarly, model 3 indicate the R² value of interaction model (GAP*HRU)

Table 7: Moderating Effect of Employee Participation & HR Uncertainty

| | | | Beta Estimate | S.E. | P-value |
|-----|------|-----------------|---------------|------|---------|
| GAP | <--- | Intended HRM | .12 | .05 | 0.007 |
| GAP | <--- | Implemented HRM | .37 | .07 | 0.000 |
| OP | <--- | GAP | -1.41 | .07 | 0.000 |
| OP | <--- | GAP*EP | .13 | .02 | 0.000 |
| OP | <--- | GAP*HRU | .23 | .02 | 0.000 |

that is also increased from 39.1% to 43.5%. Overall, the model results are indicating the significant moderation of EP and HRU on the relationship between Gap and OP, thus, providing support for our hypotheses.

Table 8: Model Summary

| Model | R | R ² | Adj. R ² |
|-------|------------------|----------------|---------------------|
| 1 | .63 ^a | .39 | .312 |
| 2 | .74 ^b | .41 | .591 |
| 3 | .77 ^c | .44 | .623 |

a. Predictors: (Constant), GAP, *p<0.05

b. Predictors: (Constant), GAP, GAP*EP

c. Predictors: (Constant), GAP, GAP*HRU

d. Dependent Variable: OP

Lastly, the model validity is verified by goodness-of-fit measures (Hair et al., 2009) and our model disclosed following values shown in table 9, thus depicts that the fit indices of resulting model are also satisfactory.

Table 9: Model Validity Standards (Goodness of Model Fit)

| Absolute indicators | Model Values | Reference Values |
|---|--------------|------------------|
| Normed Chi-square (χ^2/df) | 0.99 | > 0.92 Good-fit |
| GFI | 0.91 | > 0.80 Good-fit |
| Relative indicators | | |
| Comparative fit index (CFI) | 0.97 | > 0.92 Good-fit |
| Parsimony indicators | | |
| PCFI (parsimony comparative of fit index) | 0.66 | > 0.6 Good-fit |
| PGFI (parsimony goodness of fit index) | 0.71 | > 0.6 Good-fit |
| Discrepancy per degree of freedom | | |
| RMSEA (root-mean-square error of approximation) | 0.069 | < 0.08 Good-fit |

5. Discussion

The present research was started to explore the differences between implemented and intended HRM to ascertain their impact on organizational performance and proposing the boundary conditions underlying gap-performance linkage. Our quantitative analysis confirmed this. As hypothesized, we found that: (1) there exist a gap between intended and implemented HR practices; (2) HRM gap negatively affects organizational performance (R square=39.1%, $p=0.000$); and (3) employees' participation and HR uncertainty moderate the negative relationship between HRM gap and OP, (R square=41.2%, $p=0.000$) and (R square=43.5%, $p=0.000$) respectively. Thus, H1, H2, H3 and H4 all are supported.

The results of H1 and H2 demonstrated that if there is discrepancy between intended and implemented HRM then it negatively influence the organizational performance. In congruence with the previous literature (e.g. Wagenvoort, 2014; Wright & Nishii, 2013; Khilji & Wang, 2006), the present study did find HRM gap as a predictor of performance. Further, the results of H3 and H4 showed that the intended HR policies and practices if developed by engaging employees in the developmental process and by keeping in view the uncertainty and environmental complexity, then these are likely to be effectively implemented as intended. The results of the present study correspond to the suggestion of researchers (i.e. Piening, Baluch, & Ridder 2014; Wagenvoort, 2014; Khilji & Wang, 2006), who suggested the existence of other variables which can moderate the HRM gap-OP relationship. Therefore, this study extends the existing literature by specifying the boundary conditions of HRM gap-OP link.

The findings of the current study contribute to the existing strategic HR literature in a number of ways. First, the current study is one of the few attempts to highlight the existence of implemented and intended HR gap and this gap has a significant negative influence on organizational performance, which is in line with the literature (Wagenvoort, 2014; Piening, Baluch, & Ridder 2014; Khilji & Wang, 2006). The results also reveal the existence of gap and its negative influence on organizational performance in both manufacturing and service sectors. This is worthwhile contribution, as in both sectors despite of many robust HRM initiatives and management systems, even then the HR gap exists and significantly influencing organizational performance.

Secondly, this study empirically tested and gauged the implemented and intended HRM gap and the way how the gap influences the performance of an organization due to discrepancies in the perceived HR practices by the managers and employees because of isolation and level of separation between policies making level and implementation level. Third, the study has provided new insights to see the gap and to overcome the

negative impact of gap on organizational performance through moderation effects of employee participation and HR uncertainty as no previous study has done this.

Fourth, this study is conducted in Pakistan and this is novel in this context as most studies found in the literature are conducted in different contexts. Finally, having practical implication, this study would increase the awareness of organizations regarding the potential benefits that could be gained through gap in the face of environment dynamics and complexity. So, the proper handling of gap through effective understanding of role of uncertainty in creating the HRM discrepancies and enabling the employee participation in policy making process will be translated into improved performance of the organizations. This means that employee participation and uncertainty have major role in effective handling of HRM gap and implementation of intended HR practices in order to lead the organizations towards improved performance and ultimately sustainable competitive advantage.

6. Limitations and Future Directions

The limitations of the current study provide prospects for the future studies. First, this study is correlational in nature, thus limiting the propensity to conclude the temporal ordering and causality among the study variables. Future research using time-lag may lead towards the further improvements of the research findings (Podsakoff, et al., 2012). Second, the present study focused on the gap-performance relationship through the moderation of employee participation and HR uncertainty, but it would be interesting to know that demographics (age, experience, gender) might also play an essential part in respect to create and handle the impact of HRM gap on performance. Further, Employee having more experience can easily tackle the uncertainty and complexity, thus may be better able to work hard to achieve organizational goals (Savaneviciene, & Stankeviciute, 2012). Moreover, Leadership style and culture can influence the organizational performance by encouraging and restricting the employee participation in policy making (Abbas et al., 2014). This could provide deeper insights into the relative significance of these factors as potential enablers of improved organizational performance even in the face of HRM discrepancies. Finally, the future research could also look into the underlying psychological mechanisms (i.e. stress, emotional exhaustion, frustration) that the employees are being confronted when they are faced with HRM gap and its subsequent impact of organizational performance.

7. Conclusion

The current study identified new factors that require attention while developing HR policies and practices for achieving higher organizational performance. Our research proves that HR uncertainty and employee participation have a moderating

effect on HR intended and implemented gap and organizational performance. It is very important that HR policy makers always remain supportive and committed to develop effective HR policies by focusing actual implementation of policies. They also consider HR uncertainty and employee participation while developing HR policies to enhance organizational performance. The first time we gauge the intended and implemented HRM gap quantitatively and try to remove the personal biases and idiosyncrasies of the researchers with the help of this study. So, this study contributes to the literature by empirically testing and gauging the implemented and intended HRM gap and then by estimating the moderating effects of HR uncertainty and employees participation. It is further noticeable that effective implementation of HRM, rather than intention, would lead organizations towards competitive advantage. Knowing the complexity of managing the process of HR management in the developing countries such as Pakistan as compared to developed ones, the consideration of the above mentioned findings is highly recommended to the HR policy makers that while developing the policies they should consider the HR uncertainty and employees participation for effective implementation of the policies that will enable the organization to achieve competitive advantage.

References

- Antony, J. P., & Bhattacharyya, S. (2010). Measuring organizational performance and organizational excellence of SMEs: a conceptual framework. *Measuring Business Excellence*, 14(2), 3-11.
- Apostolou, A. (2000). Employee Involvement, dissemination of innovation and knowledge management techniques, *Technical University of Crete*.
- Ashmos, D. P., Duchon, D., & McDaniel Jr, R. R. (2000). Organizational responses to complexity: the effect on organizational performance. *Journal of Organizational Change Management*, 13(6), 577-595.
- Baird, L., & Meshoulam, I. (1988). Managing two fits of strategic human resource management. *Academy of Management review*, 13(1), 116-128.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of management Journal*, 45(3), 587-597.
- Becker, B. E., & Huselid, M. A. (1999). Overview: Strategic human resource management in five leading firms. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance with the Society of Human Resources Management*, 38(4), 287-301.

- Bhattacharya, M., & Wright, P. M. (2005). Managing human assets in an uncertain world: applying real options theory to HRM. *The International Journal of Human Resource Management*, 16(6), 929-948.
- Boselie, P., Brewster, C., & Paauwe, J. (2009). In search of balance—managing the dualities of HRM: an overview of the issues. *Personnel Review*, 38(5), 461-471.
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM–firm performance linkages: The role of the “strength” of the HRM system. *Academy of Management Review*, 29(2), 203-221.
- Boxall, P., & Purcell, J. (2000). Strategic human resource management: where have we come from and where should we be going? *International Journal of Management Reviews*, 2(2), 183-203.
- Bryman, A., & Bell, E. (2009). *The Sage Handbook of Organizational Research Methods*. Sage Publications Ltd.
- Budhwar, P. S., & Debrah, Y. A. (Eds.). (2013). *Human Resource Management in Developing Countries*. Routledge.
- Cadle, J., & Yeates, D., (2008), *Project Management for Information Systems*, 5th edition, England: Pearson Education Ltd.
- Carlson, D. S., Upton, N., & Seaman, S. (2006). The impact of human resource practices and compensation design on performance: An analysis of family-owned SMEs. *Journal of Small Business Management*, 44(4), 531-543.
- Chien, M. H. (2004). A study to improve organizational performance: A view from SHRM. *Journal of American Academy of Business*, 4(1/2), 289-291.
- Collins, C. J., & Smith, K. G. (2006). Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*, 49(3), 544-560.
- Cox, T. H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 5(3), 45-56.
- Daft, R. L., Murphy, J., & Willmott, H. (2010). *Organization theory and design*. Cengage learning EMEA.
- Damhuis, S. Y. (2014). *Intended versus actual HR systems: Causes of the gap between intended and actual HR philosophy, HR policies and HR practices* (Masters thesis, University of Twente).
- De Cieri, H., Kramer, R., Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M., (2008). Human resource management in Australia-strategy, people, performance. *Australia Pt. Ltd, North Ryde, NSW: McGraw Hill*.
- Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8(3), 289-309.
- Freeman, R. B., & Kleiner, M. M. (2005). The last American shoe manufacturers: Decreasing productivity and increasing profits in the shift from piece rates to continuous flow production. *Industrial*

- Relations: A Journal of Economy and Society*, 44(2), 307-330.
- Garcia-Carbonell, N., Martin-Alcazar, F., & Sanchez-Gardey, G. (2015). Is double fit a sufficient condition for SHRM success? The missing link between intended and implemented HRM strategy. *International Journal of Organizational Analysis*, 23(2), 264-284.
- Glaister, A. J., Karacay, G., Demirbag, M., & Tatoglu, E. (2018). HRM and performance—The role of talent management as a transmission mechanism in an emerging market context. *Human Resource Management Journal*, 28(1), 148-166.
- Goss, D. (1994). *Principles of Human Resource Management* London: Routledge.
- Guest, D. E., & Bos-Nehles, A. C. (2013). HRM and performance: The role of effective implementation. In *HRM and performance: Achievements and challenges*. Wiley Blackwell.
- Guthrie, J. P. (2001). High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of management Journal*, 44(1), 180-190.
- Hailey, V. H., Farndale, E., & Truss, C. (2005). The HR department's role in organisational performance. *Human Resource Management Journal*, 15(3), 49-66.
- Hair, JF, Black, WC, Babin, BJ, Anderson, RE, & Tatham, RL (2009). *Multivariate analysis of data* . Bookman Editora.
- Harel, G. H., & Tzafrir, S. S. (1999). The effect of human resource management practices on the perceptions of organizational and market performance of the firm. *Human Resource Management*, 38(3), 185-199.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Irawanto, D. W. (2015). Employee participation in decision making: Evidence from state owned enterprise in Indonesia. *Management: Journal of Contemporary Management Issues*, 20(1), 159-172.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963-989.
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
- Jones, D. C., Kalmi, P., & Kauhanen, A. (2010). Teams, incentive pay, and productive efficiency: Evidence from a food-processing plant. *ILR Review*, 63(4), 606-626.
- Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology*, 50(2), 359-394.
- Kanter, R. M., Stein, B. A., & Jick, T. D. (1992). The challenges of execution: roles and tasks in the

- change process. *The Challenge of Organizational Change*, 369-94.
- Khan, N. R., Taha, S. M., Ghouri, A. M. (2011). Bridging the Gap through E Recruitment: Evidences from Employment Sector in Karachi, *Indian Journal of Commerce and Management*, 2(6).
- Khilji, S. E., & Wang, X. (2006). 'Intended' and 'implemented' HRM: the missing linchpin in strategic human resource management research. *The International Journal of Human Resource Management*, 17(7), 1171-1189.
- Kim, K. Y., Eisenberger, R., & Baik, K. (2017). Perceived Organizational Support and Organization Performance: HR, CEO, and Industry Influences. In *Academy of Management Proceedings* (Vol. 2017, No. 1, p. 14979). Briarcliff Manor, NY 10510: Academy of Management.
- Kogut, B., & Kulatilaka, N. (2001). Capabilities as real options. *Organization Science*, 12(6), 744-758.
- Lawler III, E. E. (1986). *High-Involvement Management. Participative Strategies for Improving Organizational Performance*. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104.
- Leana, C. R., Ahlbrandt, R. S., & Murrell, A. J. (1992). The effects of employee involvement programs on unionized workers' attitudes, perceptions, and preferences in decision making. *Academy of Management Journal*, 35(4), 861-873.
- Leech, N. L., Barrett, K. C., & George, A. Morgan (2005). *SPSS for intermediate statistics: Use and interpretation*.
- Light, J.N., (2004). The relationship and effect of Employee involvement, employee empowerment and employee satisfaction by job type in a large manufacturing environment, *Doctoral Thesis*: Capella University.
- Lin, Y., & Wu, L. Y. (2014). Exploring the role of dynamic capabilities in firm performance under the resource-based view framework. *Journal of business research*, 67(3), 407-413.
- Lippman, S. A., & Rumelt, R. P. (2003). A bargaining perspective on resource advantage. *Strategic Management Journal*, 24(11), 1069-1086.
- Lopez-Cabrales, A., Bornay-Barrachina, M., & Diaz-Fernandez, M. (2017). Leadership and dynamic capabilities: the role of HR systems. *Personnel Review*, 46(2), 255-276.
- Luthans, F., & Youssef, C. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 1-22.
- Macky, K., & Boxall, P. (2007). The relationship between 'high-performance work practices' and employee attitudes: an investigation of additive and interaction effects. *The International Journal of Human Resource Management*, 18(4), 537-567.
- Madu, U. O., & Urban, B. (2014). An empirical study of desired versus actual compensation practices in determining entrepreneurial behavior. *SA Journal of Human Resource Management*, 12(1), 1-10.

- Marchington, M. (2015). Analysing the forces shaping employee involvement and participation (EIP) at organisation level in liberal market economies (LME s). *Human Resource Management Journal*, 25(1), 1-18.
- Marchington, M., Goodman, J., Wilkinson, A., & Ackers, P. (1992). New developments in employee involvement. *Management Research News*, 14(1/2), 34-37.
- Marchington, M., & Wilkinson, A. (2005). Direct participation and involvement. *Managing Human Resources: Personnel Management in Transition*, 398-423.
- Mesch, D. J. (2010). Management of human resources in 2020: The outlook for nonprofit organizations. *Public Administration Review*, 70(S1), 173-174.
- Muindi, F. K. (2011). The relationship between participation in decision making and job satisfaction among academic staff in the school of business, university of Nairobi. *Journal of Human Resources Management Research*, 2011, 1-34.
- Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of Marketing*, 4(1), 20-35.
- Nishii, L.H. & Wright, P. M. (2008). Variability within organizations: Implications for Strategic Human Resource Management. *The People Make the Place*. Mahwah: Lawrence Erlbaum Associates.
- Pauwe, J., & Boselie, P. (2010). HRM and strategic climates in hospitals: does the message come across at the ward level?. *Human Resource Management Journal*, 20(4), 339-356.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
- Pfeffer, J., (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
- Pfeffer, J., (1994). Competitive advantage through people. *California Management Review*, 36, 9-28.
- Piening, E. P., Baluch, A. M., & Ridder, H. G. (2014). Mind the intendedimplemented gap: Understanding employees' perceptions of HRM. *Human Resource Management*, 53(4), 545-567.
- Preuss, G. A. (2003). High performance work systems and organizational outcomes: The mediating role of information quality. *Industrial and Labor Review*, 56(4), 590-605.
- Purcell, J., & Hutchinson, S. (2007). Front-line managers as agents in the HRM performance causal chain: theory, analysis and evidence. *Human Resource Management Journal*, 17(1), 3-20.
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and highperformance work systems: testing inside the black box. *British Journal of Industrial Relations*, 38(4), 501-531.
- Rees, G., & Smith, P. (Eds.). (2017). *Strategic Human Resource Management: An International Perspective*. Sage.
- Roberts, I., & Wilkinson, A. (1991). Participation and purpose: boilermakers to bankers. *Critical Perspectives on Accounting*, 2(4), 385-413.

- Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. *Journal of Occupational and Organizational Psychology*, 74(4), 511-541.
- Sanyal, S., & Sett, P. K. (2011). Managing human resources in dynamic environments to create value: role of HR options. *The International Journal of Human Resource Management*, 22(9), 1918-1941.
- Savaneviciene, A., & Stankeviciute, Z. (2012). Human resource management and performance: From practices towards sustainable competitive advantage. In *Globalization-Education and Management Agendas*. InTech.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Smith, M. B., Wallace, J. C., Vandenberg, R. J., & Mondore, S. (2018). Employee involvement climate, task and citizenship performance, and instability as a moderator. *The International Journal of Human Resource Management*, 29(4), 615-636.
- Stacey, R. D. (1995). The science of complexity: An alternative perspective for strategic change processes. *Strategic Management Journal*, 16(6), 477-495.
- Stock, G. N., Greis, N. P., & Kasarda, J. D. (2000). Enterprise logistics and supply chain structure: the role of fit. *Journal of Operations Management*, 18(5), 531-547.
- Tharenou, P., Donohue, R., & Cooper, B. (2007). *Management Research Methods* (p. 338). Melbourne: Cambridge University Press.
- Tzabbar, D., Tzafirir, S., & Baruch, Y. (2017). A bridge over troubled water: Replication, integration and extension of the relationship between HRM practices and organizational performance using moderating meta-analysis. *Human Resource Management Review*, 27(1), 134-148.
- Umer, M. (2012). Human Resource Management Theory and Practices in Small and Medium-Sized Enterprises (SMEs) and Enterprises Performance in Pakistan. *Global Journal of Management and Business Research*, 12(13).
- Wagenvoort, A. M. J. (2014). *Explaining the gap between actual and perceived performance management: the impact of the Big Five personality traits on co-implementation of employees* (Bachelor's thesis, University of Twente).
- Wang, C. L., & Ahmed, P. K. (2007). Dynamic capabilities: A review and research agenda. *International journal of management reviews*, 9(1), 31-51.
- Wilden, R., & Gudergan, S. P. (2015). The impact of dynamic capabilities on operational marketing and technological capabilities: investigating the role of environmental turbulence. *Journal of the Academy of Marketing Science*, 43(2), 181-199.
- Wood, S. (2018). HRM and organizational performance. In *Human Resource Management* (74-97). Routledge.
- Wright, P. M., & Nishii, L. H. (2013). Strategic HRM and organizational behavior: Integrating multiple

levels of analysis. *CAHRS working paper series*, 468.

Wu, S. L. (2011). Impact of environmental uncertainty on human resource flexibility. In *International Conference on business and economics research*, (Vol. 1).

Zheng, C., Rolfe, J., & Di Milia, L. (2007). Strategic Human Resource Management (HRM) and Business Performance of the Regional Coal Mining Industry in Central Queensland. *submitted to Central Queensland University, Rockhampton*.