



Effect of High Involvement Work System on Perceived Employees Development

Mudasir Ali¹, Waqas Mujahid Shah², Anwar ul Mujahid Shah³

¹Institute of Business and Management Sciences, Agricultural University Peshawar, KPK

²Department of Commence & Management Science, University of Malakand, KPK

³Department of Sociology, Bacha Khan University Charsada, Peshawar KPK

ABSTRACT

This study focuses on determining the effect of high involvement work system on perceived employee development (ED). Primary data were collected via a well-structured questionnaire. Total 175 questionnaires were circulated amid the respondents of four mega cellular networks namely, Telenor, Ufone, Zong and Jazz, Pakistan. The multiple linear regression models were executed to observe the influence of predictors on response variable. The consequence of analysis exhibits that the vital facets of HIWS i.e. (information, knowledge, power and reward) have constructive and significant influence on employee development. Furthermore, the linear regression model was executed in order to check the overall influence of high involvement work system on employee development. Result indicates that high involvement work system has significant positive effect on employee development. Study determined that managers of the cellular networks of Pakistan must deliberate the prominence of high involvement work system for the ED. Furthermore, managers give much information to their worker's continuously, advance their knowledge with diverse and interactive training sessions, practice and give empowerment to their employees and to comprehend and share the emotional state of employed staff participants, and perform both intrinsic and extrinsic rewards.

Keywords: HIWS, Knowledge, Power, Reward, Information.

Article info.

Received: April 15, 2021

Accepted: July 26, 2021

Funding Source: Nil

Conflict of Interest: Nil

*Address of Correspondence:
mujahidshah287@yahoo.com

Cite this article: Ali M, Shah WM, Shah AuM. (2021). Effect of High Involvement Work System on Perceived Employees Development. RADS Journal of Business Management, 3(1): 1-17.

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

1. INTRODUCTION

High involvement work system (HIWS) is the model of modern management which is supposed to improve organizational development through enhanced employees, power, information, rewards and knowledge (Butt *et al.*, 2009; Yasir & Majid, 2020; Ismail *et al.*, 2020). The method of relating as well as gratifying workers in regular period operating of association is identified as HIWS (Gilly and Maycunich, 2010; Singh *et al.*, 2020). In the 21st century, researchers gave full concentration to the working system with higher involvement and yet moving ahead (Rodger *et al.*, 2005), more input needed from the organization workers in high involvement

work system which promotes the organization to enhance their innate capabilities more successfully for developing and operating the skills of employees (Vaught, 2015). HIWS gives power, opportunity to workers and recompense them in practicing their job successfully (Vaught, 2015; Song *et al.*, 2020). Employee feel positive and wish for staying in the organization to develop their talents as they believe the organization is good for their own and occupational improvement (Vaught, 2015; Chen, 2020).

High involvement work system (HIWS) is often noticed as being beneficial for employees and organization because of their participatory nature (Butts *et al.*, 2009; Karim, 2020). Drawing on the positive viewpoint Pecce (2004), employees involvement promoted with human resource management HRM practices that have a constructive impact on the employee outcomes (Vandenberg *et al.*, 1999) as employees wish for more value, confident and capable for making work-related decisions (Wood and Menezes, 2011). Following the pessimistic perspective Pecce (2004), HIWS aim is to increase an organizational effectiveness do so at the cost of reduced employee energy as they lead to work intensification, job strain and feelings of being exploited (Green *et al.*, 2004). The high involvement work systems (HIWS) have significant effect on organizational development through employee experiences of their work environment (Vandenberg *et al.*, 1999; Teo *et al.*, 2020).

Work is one of the biggest life domains which are responsible for a large part of people's stress as employees are faced with high work demands such as work overload and pressure (Tennant, 2001). Employee development is defined as the outcome or contribution of employees to make them attain goals (Herbert *et al.*, 2000) while organizational development may be used to define what an organization has accomplished with respect to the process, results, relevance and success, Afshan *et al.* (2012) define development as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee development can be manifested in improvement in production, easiness in using the new technology, highly motivated workers (Mumford, 2003). Employee development is compulsory for the organization, since an organizations achievement is reliant upon the employee's creativeness, commitment and innovation (Ramlall, 2008). Employee development is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Ramlall, 2008). Healthy workplaces are increasingly important to facilitate both employee and organizational outcomes (Reid and Barrington, 2005). Beside this safety management is important to facilitate the employee development and in turn affect organizational outcomes positively (Herbert *et al.*, 2000).

According to Burton (2010) a healthy workplace is one in which employee and managers collaborate to use a continual improvement process to promote the employee development and the sustainability at workplace. Burton (2010) further suggested that the nature of development is a process where individuals assist themselves or groups in achieving objectives, as well as the behaviors exhibited by group members in order to meet the group expectations or the needs for the roles as required. Schermerhorn *et al.*, (1999) suggested that employee development is the quality and quantity of tasks completed by individuals or groups at work. Beside this the development is to achieve the objective of the organization or the objective of groups to which he belong. In addition, Schermerhorn *et al* (1999) suggested to achieve the organizational objectives the enhancement of employee is mandatory. The knowledge can be divided into formal and informal (Burton, 2010). It can used to guide human thinking, behaviors and communication beside this knowledge is a kind of human logical reasoning for data and information which can improve the employee development at work place. All contributions distinctively are for to inclusive development and associated development criteria for instance, experience and personality variables (Motowidlo, 2003). Associated or related development involves behavior that contributes effectiveness of organization through its effects on the psychological and social context of work in organization (Motowidlo, 2003). Moreover, Motowidlo (2003) clarified that there is a distinction between behavior, which is what people do and development, which is the expected organizational value of

what people do (Mumford, 2003). Organizations are facing increased competition due to globalization, changes in technology, political and economic environments (Mumford, 2003) and therefore, prompting these organizations to train their employees as one of the ways to prepare them to adjust to the increases their development. As evident that employees are a crucial resource, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective development. Therefore, calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Kamran and Nasir, 2012). This study measure the effect of HIWS on perceived employee development in Pakistan.

2. LITERATURE REVIEW

Employee Development

Employee development not seemed to be specified with traditional positions and disparate from state of affairs. Management of ED is a need in a specific situation. Employee development is basically the construction of learning. ED generally includes conducts of condemning arbitrary to learn directions in indulgence of many creative as well as designed directions (Clark, 2020). Training involvement is the resources of ED (Reid and Barrington, 2005). In the procedure of ED the learning related goals, needs, complications, prospects, possibilities, predilections, and significances are much essential (Cascio, 2008). The changeability ideal of requirements judgment indicates show up in the middle of the most frequently used to differentiate knowledge and completing requirements in organization (Pfeffer, 1998). It has the same assisted as a critical set of rules to identify problems in organization (Pfeffer, 1998). Essentials assessment exploiting the changeability classical presumes to differentiate the gap amongst a required "perfect" state plus the "present" state and struggle for deciding and arranging an appropriate consideration to overcome this gap (Naquin, 2010).

Reviewing in addition to judgment expertise remain extra advantageous than recollection to ED. Outstanding wish necessitate along with appreciation for the investigative analysis and well-ordered opinion. To learn within the structure of ED create the ability to perform somewhat that wasn't previously inside the initiate's capability. Learning is a method where a latest capability is attained. Reid and Barrington (2005) as the inventiveness proves more powerful spirit of responsive aptitude (D'Souza and Peretiako, 2002). It is fundamentally vital to start the ED needs assessment procedure with agreement to create a progress on the requirements renowned as well as to put across on that enthusiasm. Educating wishes of innovative ED negotiation and not momentary on them can be extra destructing to employee courage and finishing than not fulfillment a requirements assessment process will not considering. This is even more real while actualizing finishing determined requirements estimation that is discouragement to the existing humanity. In this occasion that legislatures are on edge about whatever the outcomes of process will be and no outcomes take place, the destruction to declare besides finish may be noticeably further well-known (Bates *et al.*, 2010). In U.S, Organization spends \$300 million on demonstrative teaching and developing annually. Those integrate supportive ED workouts, for instance, restarted workshops, acknowledgement and non-credit sequences, self-informational schemes, Internet exercise, informational resources and specific organizing (Thomas and Minter, 2010; Maycunich and Gilly 2010; Jehanzeb, 2020; Loyd *et al.*, 2020.) contend that captivating to learn its highest form which is to expand authorize workers to achieve complete future, so that organization concentrated on outcomes which give way to superior business outcomes. Employees are not ensured by learning itself or enhancement in business. To a certain extent determine in organizations increase them more along the developmental strategy, participating in training that move forward and remunerate broad pull individual and legitimate change. The ED design anticipate that the representatives will proceed onward quick track of straight up versatility and should be given possibility in their vocations. ED concerns troughs as well as all workers.

The management of human is harmonized with client centered (Chiavenato, 2001). Subsequently, managers and workers are substantial every now and again inversion towards client reliability. Getting ready in superiority and effectiveness is focused, compulsory and composed in best firms where predominance is appeared and remunerated. Superiority circles, multi valuable get-togethers, self-representing gatherings, groups, and committees are for the most part engaged. Effort that must be achieved in unreasonably expensive or detached work districts is being displaced by shared guide as a procedure for basic connection and the portray of limits and obligations uses finish parts of support fundamentally (Chiavenato, 2001). The introduced weight on singular ED in respect to the center abilities non appearances gives essentially from the philosophies that give certainty UK business administration (Butts, 2009). As indicated by Glover (2002) the UK administration's inclination to help brief business arrangements reflects basic resistance to stretch out to the establishment of authoritative and financial challenges. Different ED direction, for example, introduction, relational abilities, Total Quality Management TQM programs, group building and culture workshops, is a push to join all things considered the destinies of the individual and the association.

2.2 High Involvement Work System

The procedure of providing the exact of information, power, knowledge and rewards to work separately or else independently power of route and supervision is known as HIWS (Lawler, 1994, Colquitt, 2017). However, further defined as “struggling of improvement of organization enhancement by increasing the attempt of improving organizational development by rising the variety of procedures, decisions or affairs for which workers are proposed to be accountable” (Guy, 2003). Except this some more researchers expressed their views, HIWS as “a whole employment plan that cover interconnected basic characteristics that might be attachment, more confident, development, faith, frankness, joint effort and development based rewards that direct to advanced output, value, worker as well as client fulfillment, marketplace and development (Harmon *et al.*, 2003). HIWS was operated to give confidence to employees, taking part and attachment in each step or progression in the organization with the aim to develop organizational improvement and workers’ welfare (Cummings and Worley, 2011).

As the opinion of Pfeffer (1998), HIWS of employment is prepared on account of treatment of people in a manner in which they spend as opposed to regulatory of cost. Including the four consolidate norms of information, knowledge, reward and power above founds (HIWS) that are between dependent to each other because of: "power without information, knowledge, and prizes is plausible to bring about terrible decisions (Harmon *et al.*, 2003). Knowledge and information devoid of quality closures in disappointment since individuals can't utilize their abilities (Harmon *et al.*, 2003). Prizes for authoritative change aside from power, information and knowledge will cause disappointment and nonattendance of motivation since people can't affect rewards (Harmon *et al.*, 2003). Knowledge, information and power lacking prizes for authoritative change are unsafe because of nothing progressed toward becoming ensure that people were rehearsing their energy in ways that have been added to hierarchical efficiency (Lawler, 1986). The point of a (HIWS) is to offer braveness to the specialists to take an interest in what standard of current administration calls a general subculture of advancement, the reason for existing being to set off greater change through experienced-movement and variety that are supposed to portray the necessity of present time (Griffin *et al.*, 2007).

For that observe, HIWS was characterized as the strategies to offer laborers with direction about the authoritative change, general execution principally based prizes, three capacities and aptitude that enables the specialists to contribute and to catch of the association and 4 energy of choice having that affects hierarchical change and way of wants (Griffin *et al.*, 2007). In this way, HIWS offer certainty to specialists in basic leadership, decorate their data; abilities and measurements that they need to for triumphing acclaim (Boxall *et al.*, 2011).

2.3 High Involvement Work System

Power is an essential element of (HIWS). They function satisfactory when workers are concerned in inspection the value of work, and managing the work procedure. This can be gained both via group-primarily based work, or through flexible work practices for the personal (Appelbaum and Batt, 1994) expressed the power as “corporations of employees who've great judgment over the work procedures, making adjustments in manufacturing procedures as wished, and take on a number of the duties usually achieved via front-line management, inclusive of allocating and co-coordinating work among distinct workers and scheduling “An organization using (HIWS) is struggling to get with the aid of improvement their worker. An observation performed in Canada bring into being that modern (HRM) workers improvement, trouble-solving, self-organized, income sharing, advantage pay and proper exercising on teamwork practices without a doubt drove up employee proceeds within the developed corporations (Brown, 2003) cited that “the give up in manufacturing industries with none opportunity work practices turned into 10.7% while those who practices worker development and formal joint effort exercising, the rate became 15.8%. Where the work is consistent and recurring, then perhaps conventional work corporation is first-class.” This is dissimilar for high-skills provider corporations. In those corporations together with technical services, now not the use of substitute practices, inclusive of (HIWS), ended in a quit rate of 15.8% while companies with proper training on gathering work had a stop charge of best 6.1% (Brown, 2003).

This examine also originate that although a lot of the (HRM) literature advocates gathering amount of practices, handiest 6% were absolutely doing this (Brown, 2003). Employee improvement is one manner to give a hand with approaching the operational decisions behind the business enterprise is by way of developing the workers (Howard, 1997). This can be carried out by way of giving the employee education approximately the task result the worker developed and provide his items and services to the firm result the improvement of the organization boom beside this by means of offering power based on motion using that facts, giving workers understanding that make them able to comprehend and correctly use this instructions and ultimately authorizing employees the command of making the decisions as a way to genuinely have an effect on organizational path and development (Bowen and lawler, 1992). This desires to be prolonged right down to the bottom degrees of the organization (Ledford and Mohrman, 1993). With participative climates it's far crucial that growing the employee and give confidence to the employees have the possibility to take part in issues fixing teams (Tesluk *et al.*, 1999).

It's far hoped that this participation can have a “cascading effect of employee growing assessment” (Tesluk *et al.*, 1999). Workers improvement work situations require a ‘structures technique’ (Bowen and Ostroff, 2004). Development desires to be strengthened with the proper assisting systems to support the company to be both powerful and green (Esluk *et al.*, 1999). For employee merging to be successful their desires to be formal training in issues solving and interactions (Tesluk *et al.*, 1999). “Suitable constant training capable the individuals to increase the information required for successful development” (Riordan *et al.*, 2005).

2.4 Information and Employee Development

Information giving out and spreading appears to be an essential element of (HIWS) system. All authors (Osterman, 2000) have either single or greater of these information division mechanisms. The information is the primary element of the (HIWS). Successful (HIWS) deliver workers all of the facts mandatory to be concerned and participate, not including overloading them with information and facts that they may be either now not paying attention in, don't necessitate, or are not capable to perform (white *et al.*, 2003). Every other component of HIWS has been employee development. but, employee enhancement commonly fail to develop the development of the workers, as an substitute developing an atmosphere of suspicion among the workers who see worker enhancement as totally a means of operate and accountability (Lee, 1996). It ought to not

simply be a system which organization uses to 'free from' information onto individual. The intensity and feature of the facts needs to be cautiously impartial and assessed. An excessive amount of information can make the personnel feel weighed down and undervalued (Bowen and Ostroff, 2004).

Now not sufficient information can make employees sense that management is 'maintaining out', and potentially motive frustration and suspect as employees query why information is being withdrawn. Employee desires are to be carried out inside the organization that gives spirit to employees to take part entirely in the path of involvement. Effective high involvement work system provide workforces all of the components compulsory to be kept in the view as well as to participate and not to comprise overburdening them with figures and facts that they might be either now not giving attention in, don't impose, or are not accomplished to achieve (white *et al.*, 2003). Many of the definitions of (HIWS) are unsuccessful to accept that the system requires different organizational supports in the forms of suitable information (Ledford and Lawler, 1994).

2.5 Reward and Employee Development

Reward will have to be insightful of the choice to persuade employees to carry on training. The reward needs to be obviously related to aims and personally modified to well known differences in basic motivations (Gollan, 2005). Many authors practice that financial contribution benefit sharing/profit sharing/worker possession schemes is crucial part of HI management (Gollan, 2005). Employees additionally want to sense that they may be rewarded for successful utilize of strength, facts and knowledge (Gollan, 2005). It's critical that it does simply contain genuine power conveyance to all workforces and via to lower degrees (Hardy and Leiba-O'Sullivan, 1998). Financial participation, a shape of indirect worker attachment, has been related with enhanced profitable development (Addison and Belfield, 2000). Skill based pay give spirit to purposeful elasticity through cross training and joint effort, although 'pay for task' is the maximum fair way for employees to be compensated as it eliminates worker variations, is greater apparent and much less subjective (Lengthy and shields, 2005). But, high involvement control firms are much more liable to utilize 'individual-based totally' pay in place of 'employment-based' pay (Lengthy and Shields, 2005).

'Person based totally' pay suits with a pretty knowledgeable body of workers, and HIWS are possible to insist cognitive and interpersonal ability, Inclusive of problem fixing, joint effort and verbal exchange (Felstead and Gallie, 2004). HIWS are more probable to have group-based totally rewards, variable pay applications ability based totally, advantage sharing, worker ownership and bendy advantages (Richards, 2006). Those programs enthusiastically persuade worker contribution inside the business enterprise. If organizations do not have any shape of charge that energetically invests the worker in the accomplishment of the company, this will have an effect on both the achievement of the system and the result on organizational revenue. Employee need to be absolutely concerned this requirements to cover compensation rules to appropriately encourage workers to absolutely involve themselves in HIWS (Lau and May also, 1998). "Pay have to be virtually connected" to HIWS (Gittleman *et al.*, 1998).

It has been said that there has formerly been a sixty one.5% failure of task growth or improvement initiatives due to loss of hyperlinks to compensation (Brown, 2003). Employees feel they may be doing more but no longer being compensated for it (Brown, 2003). Every other element of HIWS has been employee development. but, worker improvement frequently fail to enhance the development of the employees, as an alternative developing an atmosphere of distrust among the personnel who see worker improvement as entirely a means of manipulate and responsibility (Lee, 1996). When the firm is not supposed to have control that enthusiastically participates the employee in the achievement of the organization, it might have a great effect on organizational outcomes and on the achievement of the system. For covering the compensation worker need to be connected this requirements to encourage workers appropriately and absolutely involved themselves in high involvement work system (Gittleman *et al.*, 1998).

2.6 Knowledge and Employee Development

The various modern practices contain employees acceptance a better stage of talent and becoming skilled trouble solvers, which helps to boom connection in decision making with the intention of growing elasticity and multi-skilling (Guthrie, 2001). worker traits in workplace practices carry an intent via employers to achieve aggressive gain based on high involvement, bendy responsibility, and greater team operating” (Whitfield, 2000). Wilson and Western (2001) also recognized training as an area where organizations didn't fully decorate their business enterprise’s capability, and therefore not succeed to optimize the impact of systems which includes HIWS. Development needs to be supported with the proper supporting systems to care the company to be both controlling and green (Esluk *et al.*, 1999; Yadav, *et al.*, 2020). They planned many mechanisms which are lacking in progressive training structures, which include: training and development plans left behind unaffected from year to year, early eagerness changed through laziness, and the training and improvement want bearing no relation to the real nature of the enterprise (Guthrie, 2001).

Guy,(2003) found that high involvement work practices work due to the fact they allow personnel to make selections that make a difference to the organization. With participative climates it's faraway critical that increasing the operative and contribute self-assurance to the personnel have the opportunity to participate in problems setting crews (Tesluk *et al.*, 1999). Decision making by decrease degree employees improves improvement for various. For example it lets in worker to apply tacit knowledge that they've won through shop floor practice; revel in and understanding that may not always be available to higher-degree managers. The liberty to make these decisions based on information and improvement affords motivation for superior effort (Man, 2003). Mann, (2005) keeps that workers development is no unexplained wand that may convert its personal efficiency of an association. It may not atone for a shortage of wide training, skill as well as revel in apprentices. Knowledge needs to coordinate with the aid of successful control and a helpful gaining knowledge of manner which ought to discover space for itself in the place of work. (Guy, 2003; Sungkur & Santally, 2019).

1.7 Related Theory

Theory X and Y

Douglas McGregor initiated the theory 'x' as well as theory 'y' likewise indicated to as "hard guy, soft guy" method for arranging with individuals inside the organization. In accordance with McGregor, there are two styles of presumptions to control individuals in firm. Theory 'x' clarifies the representative having appalling facts of view although the 'y' states to professional in a positive way. Theory 'x' says that the dominant part has little ability for inventiveness in settling authoritative inconveniences as motivation outcomes just at the mental and security organize.

In assessment, theory 'y' asserts that individuals naturally managing can perform and innovative at job if certainly managed. The capability to utilize their cogitations as well as creativity is comprehensively situated amongst personnel. Inspiration happens at entirely scopes of specialist necessities regardless of organic, public, safety, intellectual. That could be said that theory 'X' is additional appropriate into normal enterprises as the theory 'y' is reasonable to current, exposed, regionalized as well as general organizations (Adhikari, 2003). Mulling over the overhead proposal particularly of theory 'y', it may be unexpected the phenomenal, cheering as well as unhindered connections of any association persuade human resource to come to be additional effective and fruitful. This proposes capacity building intercessions might be green technique to motivate and move human sources or representatives to be more prominent successful and final product arranged, which prompts specialist advancement.

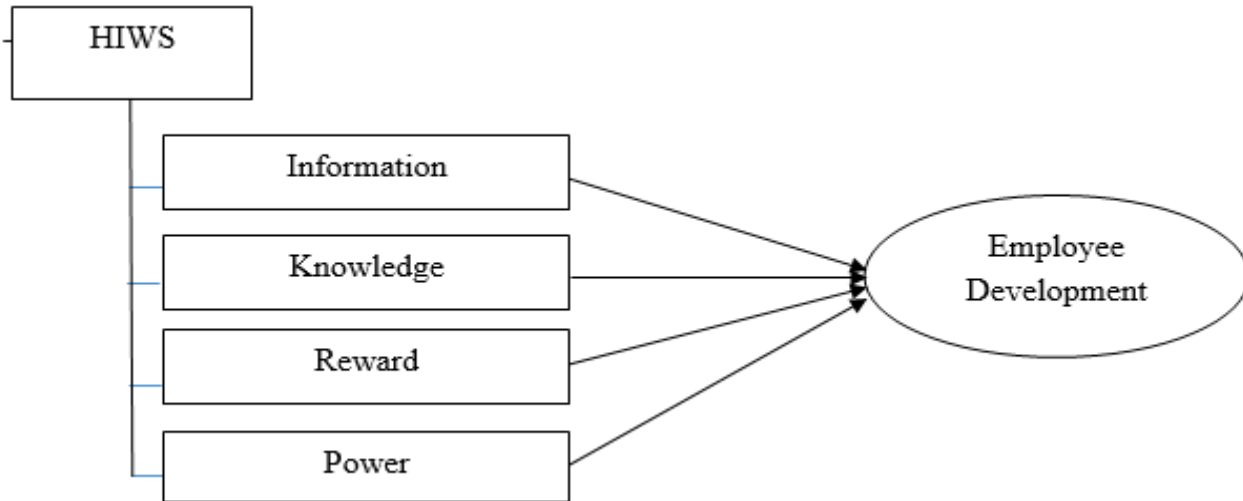
Based on the aforementioned literature following are the hypotheses of the study.

H₁: Information has significant effect on ED

- H₂: Knowledge has significant effect on ED.
- H₃: Reward has significant effect on ED.
- H₄: Power has significant effect on ED.
- H₅: HIWS has significant effect on ED.

2.8 Conceptual Framework

Following is the conceptual framework of the study.



3. METHODOLOGY

3.1 Population

Respondents from whom an individual needs to accumulate the data are called population (Sekaran, 2006). The target population of examination was administrative and official unit representatives including gender wise Managers, Executives and Assistant Managers of the four mega cellular company networks i.e. Jazz, Telenor, Zong and Ufone Pakistan. The information was gathered from the offices of Jazz, Telenor, Zong and Ufone Pakistan at Parachinar Kurram Agency and Peshawar Khyber Pakhtunkhwa, Pakistan. The target population in Jazz, Telenor, Zong and Ufone Pakistan were 304 Managers, Executives and Assistant Managers.

3.2 Sampling Design

It conveys information upon the measurement of samples in selected totality as well as causes how to preference them. The assurance of the sample size relies upon the regulator of the transformer as well as the availability of time and economic assets. Malik and Shahid (2016) concentrated to demonstrate the impact of cognitive agreement in cellular networks of Lahore by taking 302 respondents. Another exploration of Wood and Menezes (2011) for measuring the relations among HIWS that aims to leave and place of employment by taking 276 respondents.

Observance in context the time as well as economic prerequisites, arbitrary approach was used for picking sample of 175 representatives operational in aforementioned cellular organization. For convenience, the sample of 175 workers was selected from the cellular organization by using a proportional allocation technique (Cochran, 1977). The formula is below mentioned.

$$n_i = \frac{n}{N} \times N_i \text{ ----- 3.1}$$

Here,

n = size of sample

N = size of population.

N_i = total workers in cellular company.

n_i = workers chosen from the cellular company.

Table 3.1. Sample in Cellular Companies.

Staff member's detail

Companies	Total Staff	Sampled Staff
Ufone Peshawar	60	35
Telenor Peshawar	65	37
Zong Peshawar	55	32
Jazz Peshawar	80	46
Jazz Parachinar	10	6
Ufone Parachinar	14	7
Telenor Parachinar	10	6
Zong Parachinar	10	6
Total	304	175

3.2 Data Collection

The data were collected through questionnaire from administrative and official workers containing male as well as female Managers, Executive and Assistant Managers of four mega cellular networks i.e. Jazz, Zong, Telenor, and Ufone Pakistan. Questionnaire is comprised of two parts. Parts like age, education level and gender etc and second part are based upon estimating the variables on 5 point Likert Scale. Total 175 questionnaires were disseminated and 175 usable questionnaires were returned.

3.3 Variables and Measures description

The measurement of variables had been discussed. The entire variables were measured by utilizing identical measures agreed on previous research studies.

3.4 Independent Variable

High Involvement Work System

Total 12 items were taken from the study of (Vaught, 2015) which includes (information, knowledge, reward and power) as principal capabilities of HIWS. Every element is dignified through Likert scale fluctuating five point from (1- strongly disagree to five- strongly agree).

3.5 Dependent Variable

Employee Development

ED is one of the vital features of HRM. ED intends to increase the abilities of workplace as well as their commitment; henceforward, consultant development contains of persons or employee standard improvement of the organization as while legislative body of affiliation would construct the affiliation to be extra flourished

and employee carrying out might be increased (Elena, 2000). A 12-item were taken to measure ED, that evolved by (Awan, 2009) responses were anchored by likert scale (1- strongly disagree to five- strongly agree).

3.6 Data Analysis

3.6.1 Regression Analysis

Below mentioned are the econometric regression models.

$$ED = \alpha + \beta_1 I + \beta_2 K + \beta_3 R + \beta_4 P + \epsilon \dots\dots\dots 3.2$$

$$ED = \alpha + \beta_1 HWIS + \epsilon \dots\dots\dots 3.3$$

Where:

ED = Employee Development.

I = information

K = knowledge

R= Reward

P= power

HWIS = High Involvement Work System

ϵ = Error term,

α = Constant,

β = Reg coefficient

4. Data Analysis

4.1 Demographic Variables

Study directed on a sample size of 175 employees from the four cellular networks working in two cities namely, Peshawar and Parachinar Khyber Pakhtunkhwa, Pakistan. Male respondents were 173 out of 175 persons while the female represents were 2 out of 175 participants. Moreover, most of the respondents had done master degree.

4.2 Regression Analysis

Table 4.6 HIWS (Information, Knowledge, Reward, and Power) and ED.

Model	Unstd Coefficient		Std Coefficient	t	Sign.
	B	Std. Error	Beta		
(Constant)	.153	.182		.842	.401
Information	.566	.078	.551	7.237	.000
Knowledge	.145	.060	.140	2.415	.017
Reward	.112	.049	.109	2.281	.024
Power	.157	.073	.155	2.144	.033
$R^2 = .692, F = 95.5, P < .05$					
DV: ED					

The model of multiple regression was executed to observe the influence of predictors variables. The determination of coefficient exhibits 69.2% variation in response variables i.e. (employee development) is explained by predictors i.e. (information, knowledge, reward, and power). The F value was reveals that

regression model was valid. The information was originated as a considerable constructive predictor of ED with values of ($t=7.23, p<.000$). Result shows that information has significant affirmative effect on ED. The knowledge was initiated as a positive significant vital predictor of ED with values of ($t=2.415, p<.017$). Consequence depicts that knowledge has significant affirmative effect on ED. Reward exhibits as a significant constructive predictor of ED with the values ($t=2.28, p<.024$). Consequence indicates that reward has considerable and constructive effect on ED. The power was found as vital significant constructive predictor of ED with values of ($t=2.14, p<.033$). Result designates the power has significant constructive effect on ED. The consequences of the analysis of multiple regression reveals that all the four vital facets of HIWS i.e. (information, knowledge, power and reward) have constructive significant influence on employee development.

Table 4.7 HIWS and ED

Model	Unstd Coefficient		Std Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.024	.186		0.132	0.895
HIWS	1.023	.057	.804	17.795	0.000

$$R^2 = .617, F = 216.2, P < .05$$

Table 4.7 displays the regression analysis that was directed to inspect the reason of high involvement work system on employee development. The F value reveals that regression model was valid. The value of coefficient of determination depicts that 61% variation in employee development is explained by HIWS. The HIWS was initiate as a positive significant predictor of ED with the values of ($t=17.7, p<.000$). Result shows that high involvement work system has significant constructive effect on ED. This further demonstrates that high involvement work system increases as well as enhances the workers which have special effects on organizational performance, productivity as well as efficiency.

Table 4.8 Collinearity

Model	Collinearity	
	Tolerance	VIF
(Constant)		
Information	0.312	3.205
Knowledge	0.539	1.854
Reward	0.790	1.265
Power	0.347	2.885
DV: ED		

Table 4.8 displays the multi-co-linearity. The tolerance values under 0.20 and VIF exceeding 10 indicates multi-co-linearity problems (Robert and O'Brien 2007). In mentioned table the defected tolerance and VIF values of all the predictors were found in appropriate range proposed by (Robert and O'Brien 2007). This indicates no issue pertaining about the existence of data multicollinearity.

5. DISCUSSION CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

In this study the Primary data was gathered by means of circulation of questionnaire in this research. Interference of researcher was negligible, examine type was cross sectional as well as analysis unit was separable or Questionnaires were individually dispersed amongst the male and female representatives, assistant managers of four mega cell organization of Pakistan. For information calculation and analysis the expository software in particular, Statistical Package for Social Sciences SPSS was utilized. Regression analysis exhibits that HIWS has constructive effect on ED. Results of the research was reliable with the past investigation of (Minter and Thomas, 2010; Bates, Naquin and Holtan, 2010). Information was originating a critical constructive indicator of ED. Outcomes of the examination was reliable with the past investigation of (Minter and Thomas, 2010). Knowledge was originated a significant constructive indicator of ED. Aftereffect of the investigation was steady with the past investigation of (Ahmad, Nazir and Farrukh, 2014; Bates, Naquin and Holton, 2010; Awan, 2009 Cascio, 2008). Reward was initiated a significant positive indicator of ED, the examination was steady with the past investigation of (Ahmad, Nazir and Farrukh, 2014; Bates, Naquin and Holton, 2010; Awan, 2009 Cascio, 2008;). Power was initiated a significant positive indicator of ED, the examination was predictable with the past investigation of (Ahmad, Nazir and Farrukh, 2014; Minter and Thomas, 2010; Bates, Naquin and Holton, 2010; Cascio, 2008; Awan, 2009). Moreover, the investigation was directed by estimating the general mean of HIWS on ED and result found that general HIWS is a significant indicator of ED. Aftereffect of the investigation was reliable with the past investigation of (Minter and Thomas, 2010; Bates, Naquin and Holton, 2010; Cascio, 2008; Awan, 2009).

5.2 Conclusion

This research accompanied for measuring the high involvement work system intervention towards employee development about the employees of four mega cellular networks of Pakistan namely, Jazz, Ufone, Telenor, and Zong. The aim of the research was to find out the effect of HIWS facets i.e. (information, knowledge, power and reward) on employee development and result revealed that all the facets of high involvement work system i.e. (information, knowledge, power and reward) were initiated as a significant positive customers or predictors of ED. Outcome of the study further discloses that overall high involvement work system is significant positive indicator of ED. The study concluded that the capable specialist of the cellular networks of Pakistan must consider the importance of high involvement work system with its all vital facets i.e. (information, knowledge, power and reward) for the ED as well as a) give much information to their worker's continuously, b) advance their knowledge with diverse and interactive training sessions, c) practice and give empowerment to their employees and to comprehend and share the emotional state of employed staff participants, and d) perform both intrinsic and extrinsic rewards.

5.3 Findings of the study

Findings exhibit that that all the facets of high involvement work system i.e. (information, knowledge, power and reward) were found as significant positive predictors of employee development. Study also finds that that overall high involvement work system is significant positive predictors of employee development in cellular networks of Pakistan.

5.4 Recommendation

This research commends that the capable specialist of the cellular networks of Pakistan must consider the importance of high involvement work system with its all vital facets i.e. (information, knowledge, power and reward)for the ED as well as a) give further information to their worker's perpetually, b) advance their

knowledge with diverse and interactive training sessions, c) practice and give empowerment to their employees as well as to comprehend and share the spirits of employed staff associates, and d) practice both intrinsic as well as extrinsic rewards.

5.5 Limitations of the Study

Certain limitations of concerned research have been initiated. On the basis of cross sectional small sample size has been selected. This research is inadequate in positions of factual generalizability as well as the outcome may be prejudiced. Additionally, this revision has also limitation relating to the matter of analytical generalizability as the investigator didn't practice assenting policies in terms of inspection of overall conventions of the realized multiple regression tests.

5.6 Future Area for Research

Further research study other factors contributing towards ED, further more in upcoming, the contemporary and displayed hypothesis should be studied in abundant samples from diverse additional organizations in Pakistan by taking some more other moderator and mediator variables.

REFERENCES

- Addison, J. T. and C. Belfield. 2000. The impact of financial participation and employee involvement on financial performance: A re-estimation using the 1998 WERS. *Scottish Journal of Political Economy*, 47(5).
- Afshan, S., I. Sobia, A. Kamran and M. Nasir. 2012. Impact of training on employee development: A Study of Telecommunication Sector in Pakistan”, *Interdisciplinary Journal of Contemporary Research in Business*. 14(1):80-97
- Ahmad, Farrukh and Nazir. 2014. Social status and aggressiveness as moderators of the relationship between high involvement work system and employee development. *Journal of Applied Social Psychology*, 34:1001–1029
- Al-Khatani, 2013. Effect of high involvement work system on Human Resource performance. *Abasyn Journal of Social Sciences*. 73: 44-56.
- Appelbaum, E., and R. Batt. 1994. Power and employee development. Dissertation
- Awan, 2008. Capacity building and Employee development. Dissertation.
- Awan, 2009. Personal development and organizational function. *Journal of Organizational Behavior*, 30: 450–465
- Chen, L. (2020). The Effect of Inclusive Leadership on Employee Well-Being: A Case of XYZ Bank in Yunnan, China. *ABAC ODI Journal Vision. Action. Outcome*, 7(2), 39.
- Bates, Mullins, J. Laurie and Neuman. 2010. *Management and organizational Behavior* 8th ed. Prentice Hall. Pearson Education, Edinburg Gate.
- Bates, Holton and Naquin. 2010. Convergent and divergent validity of the Learning Transfer System Inventory. *Human Resource Development Quarterly*. 18(3): 385–419.
- Bowen, D. E. and E. E. Lawler. 1992. The empowerment of service workers: What, why, how, and when. *Sloan Management Review*. 33(3).
- Bowen, D. E. and C. Ostroff. 2004. Understanding HRM-firm performance linkages: The role of "strength" of the system. *Academy of Management Review*. 29.
- Boxall, P. and K. Macky. 2009. Research and theory on high-involvement work systems: Progressing the high involvement stream. *Human Resource Management Journal*. 191: 3–23.

- Boxall, P. and K. Macky. 2011. High-involvement work system in New Zealand: A briefing paper for HR practitioners. *New Zealand Journal of Human Resource Management*. 111: 40-44.
- Brown, D. 2003. Innovative HR ineffective in manufacturing firms. *Canadian HR Reporter*. 167.
- Burton, M. D. and O. C. Reilly. 2010. Walking the talk: The impact of employee development and practices on technology start-ups. *Digital Commons, Cornell University, School of Industrial and Labor Relations*.
- Butts, M. M., C. Vandenberg, D. M. De Joy, B. S. Schaffer and M. G. Wilson. 2009. Individual reactions to high involvement work processes: investigating the role of empowerment and perceived organizational support. *Journal of occupational health psychology*: 14, 122.
- Cascio, W. F. 2008. To prosper, organizational psychology should bridge application and scholarship. *Journal of Organizational Behavior*, 29: 455–468.
- Chiavenato, 2001. Development of organizational commitment during the first year of employment: a longitudinal study of pre- and post-entry influences. *Journal of Management*, 17: 717-733.
- Clark, D. (2020). *Artificial Intelligence for Learning: How to Use AI to Support Employee Development*. Kogan Page Publishers.
- Colquitt, A. L. (2017). *Next generation performance management: The triumph of science over myth and superstition*.
- Cummings, T. and C. Worley. 2011. *Organization development and change*, Mason, Oh: South Western.
- D'Souza and Peretiatko. 2002. "The nexus between industrialization and development : A case study of Indian enterprises", *Environmental Management and Health*. 13 (1):80 – 97.
- Elena and D. A. Kenny. 2000. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*. 51: 1173-1182.
- Felstead, A. and D. Gallie. 2004. For better or worse? Non-standard jobs and high involvement work systems. *The International Journal of Human Resource Management*. 157.
- Gilley and Maycunich. 2010. Characteristics of managerial coaching. *High involvement work system Improvement Quarterly*. 231: 53-70.
- Gittleman, M., M. Horrigan and M. Joyce. 1998. "Flexible" workplace practices: Evidence from a nationally representative survey. *Industrial and Labor Relations Review*. 521.
- Glover, P. 2002. Perceived investment in employee development, intrinsic motivation and work performance. *Human Resource Management Journal*. 19:217-236.
- Gollan, P. J. 2005. High involvement management and human resource sustainability: The challenges and opportunities. *Asia Pacific Journal of Human Resource Management*, 431.
- Green, M. A., A. Neal and S. K. Parker. 2004. A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*. 50:327–347.
- Griffin, M. A., A. Neal and S. K. Parker. 2007. A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*. 50:327–347.
- Guthrie, J. P. 2001. High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of management Journal*. 44:180-190.
- Guthrie, J. P. 2001. High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal*. 441.

- Guy, F. 2003. High-involvement work practices and employee bargaining power. *Employee Relations*. 254/5.
- Hardy, C. and S. Leiba-O'Sullivan. 1998. The power behind empowerment: Implications for research and practice. *Human Relations*.514.
- Harmon, J., D. Scotti, S. Behson, G. Farias, R. Petzel, J. Neuman and L. Keashly 2003. "Effects of High-Involvement Work Systems on Employee Satisfaction and Service Costs in Veterans Healthcare", *Journal of Healthcare Management*. 48(6): 1-14.
- Harmon, Joel, Scotti, J. Dennis. Behson, J. Scott, Farias, Gerard, Petzel, Robert, Neuman, H. Joel and Keashly, Loreleigh. 2003, The impacts of high-involvement work systems on staff satisfaction and service costs in veterans health care, *Academy of Management Proceedings*.1-6.
- Herbert and Rau BL. 2000. The determinants of employee performance work systems: cross-sectional and longitudinal analyses. *Academy of Management Annual Meetings*. Boston.MA.
- Howard, A. 1997. High involvement leadership: moving from talk to action. *Empowerment in Organizations*.54.
- Ismail, A. I., Abdul-Majid, A. H., Ameen, A., Raza, S., & Akindele, I. T. (2020). Using employee creativity to unpack the 'black box' in the high-performance work system (HPWS)-firm performance nexus. In *Managing Knowledge, Absorptive Capacity and Innovation* (pp. 407-436).
- Jehanzeb, K. (2020). Does perceived organizational support and employee development influence organizational citizenship behavior? Person-organization fit as moderator. *European Journal of Training and Development*.
- Kamran, A. and M. Nasir. 2012. Impact of training on employee development: a study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business* 4.(6).
- Karim, Y. (2020). Long Working Hours and Their Impact on Employee Productivity in the UAE Service Sector. In *Human Capital in the Middle East* (pp. 119-145). Palgrave Macmillan, Cham.
- Lau, R. S. and B. E. May. 1998. A win-win paradigm for quality of work life and business performance. *Human Resource Development Quarterly*. 93.
- Lawler, E. E. 1986. *High involvement management*. San Francisco: Jossey-Bass
- Lawler, E. E. 1986. *High Involvement Management*. San Francisco: Jossey-Bass. *Journal of Organizational Behavior*. 8:12-20.
- Lawler, E. E. 1994. From job based to competency-based organizations. *Journal of Organizational Behavior*. 15:3-15.
- Ledford Jr, G. E. and E. E. Lawler. 1994. Research on employee participation: Beating a dead horse? *Academy of Management Review*. 194.
- Ledford Jr, G. E. and S. Mohrman. 1993. Self-design for high involvement: A largescale organizational change. *Human Relations*. 462.
- Lee, C. 1996. Performance appraisal. *Training, Asia Pacific Journal of Human Resources* 335.
- Long, R. J. and J. L. Shields. 2005. Best practice or best fit? High involvement management and base pay practices in Canadian and Australian Firms. *Asia Pacific Journal of Human Resource Management*. 431.
- Loyd, N., Harris, G., Gholston, S., & Berkowitz, D. (2020). Development of a lean assessment tool and measuring the effect of culture from employee perception. *Journal of Manufacturing Technology Management*.

- Macky, K. and P. Boxall. 2008. High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*. 461: 38-55.
- Malik, A. and R. Shahid. 2016. Emotional behaviors, conflict and member commitment to Intelligence and Job Satisfaction: Mediated by team-generated decisions. *World Applied Sciences Journal*. 106: 612-620.
- Mann, P. 2005. Human resource management and performance: A review and research agenda. *The International Journal of Human Resource Management*, 8.
- Minter and Thomas. 2010. Management Development, ISTD survey of Indian Business Practices, Calcutta.
- Motowidlo. 2003. Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*. 85(4): 526-535.
- Mumford, A. 2003. Using reality in management development: Education and Development 3rd ed. Short Run Press Ltd.
- Osterman, P. 2000. Work reorganization in an era of restructuring: Trends in diffusion and effects in employee welfare. *Industrial and Labor Relations Review*. 53(2).
- Peccei, R. 2004. Human Resource Management and the search for the happy workplace. Rotterdam: Erasmus Research Institute of Management.
- Pfeffer, R. W. and B. J. Ferretish. 1998. Creating a high-involvement culture through a value-driven change process: Development Dimensions International.
- Ramlall, S. J. 2008. Enhancing Employee development Through Positive Organizational Behavior. *Journal of Applied Social Psychology*. 38(6): 1580- 1600.
- Reid, M.A. and H. Barrington. 2005. Training interventions: Managing employee development. 5th Edn. London: Institute of Personnel and Development.
- Richards, D. 2006. High-involvement firms: Compensation strategies and underlying values. *Compensation and Benefits Review*. 38(3).
- Riordan, C. M., R. J. Vandenberg and H. A. Richardson. 2005. Employee involvement and organizational effectiveness: An organizational system perspective. *Human Resource Management*. 44(4): 471-488
- Riordan, C. M., R. J. Vandenberg and H. A. Richardson. 2005. Employee involvement climate and organizational effectiveness. *Human resource management*. 44(4): 471-488.
- Riordan, C. M., R. J. Vandenberg and H. A. Richardson. 2005. Employee involvement climate and organizational effectiveness. *Human Resource Management*. 44(4): 471-488.
- Rodger, M. F. and C. S. Carver. 2005. Effects of high involvement work on psychological and physical well-being: The influence of generalized outcome expectancies. *Health Psychology*. 16(2): 201–228.
- Schermerhorn, R. John *et al* 1999 'Organizational Behavior 7TH edition' USA, John Wiley and Sons, Inc.
- Sekaran, U. 2006. Research method for business: A skill building approach, 4th edition, John Wiley and Sons.
- Singh, J. P., Chand, P. K., Mittal, A., & Aggarwal, A. (2020). High-performance work system and organizational citizenship behaviour at the shop floor. *Benchmarking: An International Journal* 1(3), 43-59.
- Song, Z., Gu, Q., & Cooke, F. L. (2020). The effects of high-involvement work systems and shared leadership on team creativity: A multilevel investigation. *Human Resource Management*, 59(2), 201-213.

- Sungkur, R. K., & Santally, M. I. (2019). Knowledge sharing for capacity building in open and distance learning (ODL): reflections from the African experience. *Journal of the Knowledge Economy*, 10(1), 380-396.
- Tennant. 2001. The trouble with HRM. *Human Resource Management Journal*. 21(4) :355- 367.
- Teo, S. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415.
- Tesluk, P. E., R. J. Vance and J. E. Mathieu., 1999. Examining employee involvement in the context of participative work environments. *Group and Organization Management*. 243.
- Vandenberg, R. J., H. A. Richardson and L. J. Eastman. 1999. The impact Of high involvement work processes on organizational effectiveness. *Group and Organization Management*, 243: 300-339.
- Vaught, M. H. M. 2015. The effect of high involvement work systems and empowerment oriented leadership on job satisfaction and absence frequency, MasterThesis, Tilburg University.
- White, M., S. Hill, P. McGovern, C. Mills and D. Smeaton. 2003. 'Highperformance' management practices, working hours and work-life balance. *British Journal of Industrial Relations*.412.
- Whitfield, K. 2000. High-performance workplace, training, and the distribution of skills. *Industrial Relations*.391.
- Wilson, J. P. and S. Western. 2001. Performance appraisal: An obstacle to training and development? *Career Development International*. 62.
- Wood and Menezes. 2011. High involvement management, employee well-being and organizational performance. Swindon: ESRC.
- Yadav, G., Luthra, S., Huisingh, D., Mangla, S. K., Narkhede, B. E., & Liu, Y. (2020). Development of a lean manufacturing framework to enhance its adoption within manufacturing companies in developing economies. *Journal of Cleaner Production*, 245, 118726
- Yasir, M., & Majid, A. (2020). High-involvement HRM practices and innovative work behavior among production-line workers: mediating role of employee's functional flexibility. *Employee Relations: The International Journal*, 2(2) 23-38.