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Impact of High Commitment Work System on Proactive Behavior of Employees: The Mediating Effect of Ability, Motivation and Opportunity (AMO Framework)

*Qasim Zahoor^a, Ashfaq Ahmad^b and Nida Usman Jahangir^c

^{a,b}Hailey College of Commerce, University of the Punjab, Lahore Pakistan

^cNational University of Modern Languages, Lahore Pakistan

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ABSTRACT

Purpose: Proactive behaviour is currently a key problem in the study of organizational behaviour. Using proactive motivation theory as a foundation, this article suggests the impact of a high commitment work system (HCWS) on an employees' proactive behaviour and develops the mediation model, which includes this positivist paradigm, having of three AMO factors (ability, motivation and opportunity). The staple aim of the article is to identify the blended association of Organizational factor (HCWS) as well as the Individual level factors (AMO) on an employee's upbeat performance.

Design/Methodology/Approach: This research is underway in the manufacturing sector to investigate the proactivity inspired by the performance management work system. For that intent, information has been gathered from HR executives and staff of 43 corporations located in Lahore and operating nation-wide, and used the document procedure and Google Forms in accordance with the agreed-upon approach with each firm's HR office. 450 questionnaires were distributed. The number of responses was 88%, but then after scrutiny, 76% of the surveys were correctly filled, in which the responses were analyzed and used the newest version of SPSS software and direct-indirect routes of conceptual framework are examined with Process by Hayes extension (Model 4).

Findings: The results show that there is positive significant impact of HCWS on Proactive Behavior of employees, greater the intensity of AMO Framework, stronger the impact. AMO Framework partially mediates the connection among HCWS and Proactive behavior significantly.

Practical Implications: This study opens a new aspect of having highly committed work system so employees can behave more proactive if they are empowered as per their potential and abilities, motivated with incentives, balanced work-life conflicts and if they are open enough to recognize the available opportunities. This study will broaden the HRM mechanism of firms to study the need of their employees and thus strategic goal of the firm can be achieved.

Originality/Value: The objective of this research is to determine if and how supervisors' direction effects the human resource management (HRM) process.

INTRODUCTION

Companies that are looking to set themselves apart from the competition are increasingly investing in the skills and experiences of their personnel (Wright, Dunford, & Snell, 2001). In particular, many companies consider workers'

proactive actions crucial to maintaining their viability in fast-paced business climate of this era (Ashford, Blatt, and VandeWalle (2003); Crant, 2000; Frese and Fay (2001); Grant and Ashford (2008). Assertive workers are sometimes referred to as "go getters" because they are continually in the procedure

*Corresponding author. Hailey College of Commerce, University of the Punjab, Lahore, Pakistan.

E-mail addresses: g Zahoor11@gmail.com (Q. Zahoor), ashfaq.hcc@pu.edu.pk (A. Ahmad), nidajahangir@yahoo.com (N. U. Jahangir),

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of lurking for novel chances to take preventative measures that will benefit either themselves or their employment. (Grant & Ashford, 2008). Indeed, they "challenge the status quo rather than passively conform to present realities" by "taking initiative in changing current circumstances or establishing new ones." (Crant (2000, p. 436). A key primary goal of HRM is to raise employee dedication to the company through a variety of interconnected and cooperative HRM practises known as a high commitment work system (Spicer & Fleming, 2016).

Different schools of thought within human resource management offered their own definitions of HRM systems, such as the high-performance work system (HPWS), the high commitment work system (HCWS), and the high involvement work system (HIWS) (HIWS). In regards to intent and assessment, HCWS differs from other HRM systems by focusing on improving staff knowledge, excitement, and open discussion of thoughts. The goal of HCWS is to foster a lasting partnership between the company and its staff (Tsui, Pearce, Porter, and Tripoli (1997); Xiao and Björkman (2006); Kwon, Bae, and Lawler (2010) and works to strengthen the link between employees' own aspirations and the company's overall mission in order to influence their actions and outlook (Boselie, Dietz, and Boon (2005); Xiao and Björkman (2006); Iverson and Zatzick (2007); Chen (2018)).

The relationship between High Commitment Work Systems (HCWS) and the proactive behaviour of employees is a critical area of study in organizational behaviour. HCWS are designed to enhance employee involvement and commitment through practices such as extensive training, participative decision-making, and performance-based rewards (Whitener, 2001). These systems aim to foster a sense of ownership and responsibility among employees, thereby encouraging proactive behaviors.

At the very moment, HCWS highlights and enables people to execute labour activities that are congruent with corporate goals (Chiang et al., 2011; McClean and Collins (2011), resulting in an undeniable inducement for staff members to execute proactivity. Several academics have investigated how HPWS engage with leader-member exchange (LMX) to anticipate proactive behaviour in workers (Lin, Xiao, Huang, and Huang (2021). The study of High Commitment Work System (HCWS) on the proactivity of employees in a manufacturing firm lacks the evidence in the past literature which becomes a turning point for this study to get conducted.

Strategic Human Resource Management includes 3 well-defined operational processes termed High-Performance Work System (HPWS), High Involvement Work System (HIWS), and High Commitment Work System (HCWS) based on diverse research perspectives (HCWS). The later concept is highly advanced construct and least studied in the literature. This system focused on the development of commitment in employees by providing them with best environment, work-life balance and creation of affective commitment of employees and ultimately, they will be involved in system and their performance can be increased.

Proactive Behaviour means that how much an internally driven people who are always in seek of opportunities to improve their job engagement as well as their effectiveness and efficiency. Massive literature is available on this construct connecting it with multiple other organizational traits and norms.

Proactive behavior, defined as self-initiated and future-oriented action aimed at changing and improving the work environment or oneself (Crant, 2000), is essential for organizational adaptability and innovation. Research indicates that HCWS can significantly influence employees' proactive behavior by creating a supportive environment that nurtures their intrinsic motivation (Parker et al., 2006). When employees perceive that their organization values their contributions and is committed to their development, they are more likely to engage in behaviors such as seeking out new challenges, suggesting improvements, and taking initiative without being asked (Strauss et al., 2009).

This study tried to conduct a mediation study to check the impact of AMO Framework between a high commitment work systems on proactive behaviour of employees through Process by Hayes Model 4. The past literature includes the AMO Framework as mediator among various variables but it lacks the evidence of considering AMO as mediator between the IV and DV of this study, which directly fills another gap of literature and strengthen this study. Another vitality of this study is to understand and apply the advanced research tools to inspect the strength among the dependent and independent variable through a framework of ability of employees, motivation level of employees and opportunity recognition of employees as a combined average under a framework as done in recent studies.

As a result, the HCWS fosters a climate in which employees are made to feel invested in the success of the company as a whole, and in which they themselves are more likely to work hard for the common good. Yet several studies have shown that HCWS has many good effects, including increased employee engagement and dedication to their jobs (Chen, 2018), increased personnel creativity and innovation (Ceylan, 2013; Chang et al., 2014), and enhanced organisational performance (Hauff et al., 2014).

1.1 Problem Statement

Empowered employees work actively for the betterment of their organization. Proactive is characterized as being expectant; acting in development to bargain with a particular trouble. Being proactive implies much more than fair being arranged. One must be dependable, take activity, and not be influenced by external diversions. To begin with, an individual must have obligation in arrange to be proactive. One can't fault negative circumstances or conditions on another. Behavior and choices must be made with cognizant choice and values instead of fair sentiments and condition.

Proactive workers are self-motivated, inventive problem solvers and look to open opportunities. When individuals feel trusted and upheld at work, it not as it were gets comes about, but leads to expanded engagement and efficiency of the organization. Being empowered makes them highly committed towards their organization and thus they work with zeal. A high committed work system is an type of an HRM system which involves to create a long term connection between the owners and agents in a workplace (Xiao & Björkman, 2006). This system entirely works for the enhancement of employees skill-set, empowering their motivation level and flourishing the environment of knowledge sharing within an organization (Kwon, Bae, & Lawler, 2010).

AMO Framework has significant use in theory and later been discussed in the chapter of literature review. Professional

capabilities, array of incentives to motivate, and presented possibilities inside an organization that are acknowledged either by workers assist employees in becoming engaged in respective actions and succeeding in their jobs.(Cameron & Winn, 2012).

On the basis of discussed literature and evident gap in section 1.5, this study can propose the following problem statement:

“High Commitment Work System (HCWS) has an impact on Proactive Behavior of Employees. Ability, Motivation and Opportunity (AMO Framework) acts as mediator to reach the competence to create the proactive behavior of employees.”

1.2 Significance of the Study

In exquisite environment, businesses are being forced to rely more and more on the proactive actions of their staff members in order to tackle any difficulties that may arise (Wu et al., 2018). Proactive conduct can boost employee performance, creativity, team learning, and performance (Griffin et al., 2007; Herrmann and Felfe, 2014). Previous studies have shown that proactive behavior can also effectively improve employee performance (Griffin et al., 2007). (Kirkman and Rosen, 1999). Therefore, understanding how to effectively increase the effectiveness of teams and the organization as a whole, as well as how to more effectively inspire the initiative of employees, is of extremely essential practical relevance for the long-term growth of the business.

Some scholars have investigated how high-performance work systems (HPWS) combine with LMX theory for forecasting the proactiveness of employees (Lin et al., 2021). Nevertheless, there are just a few research that indicate the link and nexus of HCWS and the proactiveness of employees. Although this is occurring around, the bulk of something like the emphasis something which academics have paid to preemptive conduct elsewhere in past has already been focused on self - efficacy beliefs (Hong et al., 2016).

Increasing an employee's abilities, motivation, and opportunities to participate (also abbreviated as AMO) is one more strategy that can be used to effectively improve their proactive behavior. These factors are essential for directing their discretionary effort in the direction of the desired outcome.

2. BACKGROUND THEORY AND HYPOTHESES

2.1 Relationship between HCWS and Proactive Behaviour

Proactive behaviour depicts self-initiated behaviour that enables the individuals to forecast a problem before its occurrence. Proactivity fancies a problem in a direction in which its chances of incidence are minimized. Thus, proactive behaviour controls a situation or a problem at some early stage in terms of corrective actions instead of reactions.

Parker, et al. 2006 argued that proactive people are able to forecast the future before happening of a particular problem or a situation. Grant and Ashford 2008 similarly supported that employee having proactive behaviour tends to take pre-emptive actions to protect their work place environment from future difficulties and problems. Thus, proactive people are future-oriented, self-initiated, focus on action not on reaction and they are keen to confront future problems before their occurrence. They emphasise that pre-emptive engagement is distinguished by three essential characteristics: it is

conscience, which indicates that it arises from persons' own initiative rather than from extraneous directions. Achievement in future, which indicates that psychological empowerment is proactive rather than reactive; and change centred, which means that proactive behaviour tries to generate progress instead of keep things as they are. In a word, psychological empowerment in a proactive manner entail taking action.

Literature supported that, the evolution of this concept ‘proactivity’ in associated with the work of According to Bateman and Crant (1993), innovativeness is an attitudinal inclination to alter the surroundings by causing change. Proactivity is another core notion from Germany, as explained in Frese and Fay 2001. Even though both writers eventually identified additional contextually and flexible variants of proactivity, as addressed in Crant 2000, proactive personality and personal initiative were initially considered fixed attributes. Claimed in their study about personality traits and environmental factors for creating changes. Proactive behaviour also interrelated with other work-place behaviours such as aptitude towards future changes, oriented towards job requirements and supported in the direction of organizational changes.

Organizations nowadays need workers that address challenges proactively, spot opportunities, and possess abilities essential to the organization's efficiency due to the features of the workplace's rapid change (Crant, 2000). Previous studies have revealed that people actively alter their environments rather than being passive recipients of environmental condition (Parker et al., 2010). According to this perspective, having a proactive personality refers to a collection of personal characteristics that include behaviours like taking the initiative, acting decisively, looking for possibilities, and sticking with suggestions until the desired changes are made (Fuller and Marler, 2009). It involves a person's propensity for showing proactive behaviour under various environmental circumstances (Bakker et al., 2012).

Researchers have created frameworks explaining the causes and effects of proactive behaviour in earlier study on the topic (e.g., Frese & Fay, 2001; Van Dyne, Cummings, & Parks, 1995). Each of these several paradigms makes clear that proactive behaviour has effects on both individuals and organisations. We concentrate on outcomes at the individual and organisational levels in accordance with this overall strategy. Additionally, we make assumptions regarding the effects of proactive behaviour using a resource framework. Employees use resources to meet job requirements, strive to acquire resources, and deploy resources when faced with stressful conditions, therefore this strategy is beneficial (Hobfoll, 1989). Likewise, businesses depend on resources to produce products, make money, and maintain a competitive advantage (Barney, 1991; Pfeffer & Salancik, 1978).

Moreover, the participative and inclusive nature of HCWS empowers employees, giving them a voice in the organization. This empowerment boosts their confidence and autonomy, further stimulating proactive behaviours (Seibert, Silver, & Randolph, 2004). Thus, HCWS not only enhance organizational performance through increased commitment but also drive innovation and continuous improvement through proactive employee behaviour.

HCWS has been under consideration with multiple aspects

of psychology, organizational behaviour studies, but it still needed to prove empirically the relationship among these two variables and this study will be a beacon of light towards it. Thus, on basis of above discussion we can state that:

H1: HCWS has direct impact on Proactive Behaviour of employees.

2.2 Relationship between HCWS and AMO Framework

Instead of focusing on a single higher power, high-commitment management places a strong emphasis on each individual's accountability, independence, and empowerment; it was always designed to keep commitment at a high level and "call all the shots". Many as one of the key factors in success see a flat organisational structure. Individuals are in charge of making their own judgements, and they are compensated for their decisions, their abilities, and their performance. People are more likely to perceive the locus of control as originating from "inside" through the adoption of self-created expectations and pressures as opposed to external and making them feel submissive, which reduces the emphasis placed on the individual.

High commitment workplaces are indeed very efficacious because HCWS reliance on each employee's culpability to accelerate the efficiencies of the entire team. Moreover, literature revealed that high commitment organizations stand out by having accomplished long periods of excellence, according to the study, by educating an environment that inspires people to want to succeed while maintaining a high level of dedication. According to Wood and Albanese (1995), the goal of the HCWS, is a key components of human resource management. This aims to improve employee engagement and retention using a variety of HRM strategies that work together to boost organizational commitment (Xiao and Björkman, 2006; Boon and Kalshoven, 2014; Fleming and Spicer, 2016).

Furthermore, the primary goal of a strengths-based HR system is to enable people to use their strengths to generate positive subjective experiences and improve performance in their enterprises (Duan et al., 2019; Ignjatovic et al., 2022). According to prior studies, strengths-based HR systems are distinct from high-performance work systems and high-commitment work systems and have a higher predictive value for employee performance than these systems do (cf. Ding et al., 2021). Recruitment, task assignment, work autonomy, performance evaluation, incentive, and training and development are all included in a strengths-based HR strategy. These strengths-based HR techniques cover the procurement, utilisation, assessment, inspiration, and growth of human resources (Ding et al., 2021).

HCWS that include "a bundle of internally consistent HR practices, such as extensive training, ownership of stock options and profit-sharing plans, developmental performance appraisal, group-based performance appraisal, job rotation, participative management, team-based work, information-sharing programs, socialization, and promotion of egalitarianism" (Xiao and Tsui, 2007).

Tomer (2001) asserts that HCWS typically calls for an attitude of mutual trust and respect between employers and employees. One of the primary pillars of HCWS, according to him, is the organisation of labour. A significant feature of

HCWS research is the examination of a trickle-down model of HCWS from the department level to the employee level, with following implications on voice behaviour. According to recent research on trickle-down models, certain HR practises that are highly valued by line managers' flow down to employees and have a positive influence on overall work engagement. According to research, companies' commitment, acknowledgment, and esteem might impact organisational commitment (Liao et al., 2009; Allen et al., 2003; Wayne et al., 2002). As a result, this survey indicates the existence of a favourable association between HCWS and the AMO Framework. According to Farndale, Hope-Hailey, and Kelliher (2011), AMO elements might improve employees' proactivity since they are seen as investments. Concludingly, it can be important to study the relationship among HCWS and AMO Framework:

H2: There is an impact of HCWS on AMO Framework.

2.3 Relationship between AMO Framework and Proactive Behaviour

The AMO framework assumes that ability is the first factor that will lead to the successful implementation of HRM initiatives (Appelbaum et al., 2000; Boxall & Purcell, 2011). This paradigm defines ability as "the possession of the essential knowledge, skills, and aptitudes" by managers (Boxall & Purcell, 2011, p. 5). Declarative knowledge, such as having a working understanding of pertinent facts and concepts, and procedural knowledge and skills, such as having pertinent social, self-management, or cognitive abilities, can be used to categorize abilities.

Managers need to be able to implement a particular HRM strategy, according to the AMO framework, but they also want to do so and be motivated to do so (Appelbaum et al., 2000; Boxall & Purcell, 2011). They also need to behave fairly when implementing the plan (Ambrose & Schminke, 2009). Managers have to consider the concept of motivation to boost the productivity.

The AMO framework defines motivation as the decision to execute, the degree of effort expended, and the endurance of that exertion. Another imperative viewpoint of motivation concerns seeing benefits in viewpoint of a particular HR concept. Expected outcomes of pay setting reflects managers' conviction within the functionality of the pay-setting framework, such that the framework produces advantageous comes about in terms of representative inspiration and execution and subsequently makes a difference the organization to reach its objectives. The desirability of the outcome is one important determinant of motivation named as extrinsic motivation. As per above discussion we can conclude in aspect of AMO Framework that motivation has direct impact on proactive behavior of employees.

Within the AMO system, the third component expected to extend the probability for effective usage of HRM concepts is opportunity. Boxall and Purcell (2022) theorized that inspiration and capacity are not adequate to result in great execution unless fundamental back is accessible and preventions can be overcome. Particularly, in portraying the opportunity to perform, they emphasized that "the work structure and its environment provides the necessary support and avenues for expression" (p. 5).

AMO Framework is mainly comprised of three components that is Ability, Motivation and Opportunity Recognition. Abilities of an employee includes their cohesion, analytical, physical and mental skills set. Motivation thus includes both the intrinsic and extrinsic factors required collectively to enlarge the motivation level of an employee. Literature of past research papers is evident to say that higher the motivation of an employee better his performance. Opportunities in this framework includes up to what extent an employee feels protective and open to express his ideas, opinions and ready to recognize the available chances of growth.

The past literature lacks the study of proactive behaviour of employees through mediation of AMO framework collectively. This study can empirically prove the impact that abilities, motivation and opportunities, collectively under umbrella term of AMO framework on proactive behaviour of employees of manufacturing sector.

AMO Framework has been taken as uni-dimensional mediator in previous literature. This model can identify the direct impact of AMO on Proactive behaviour of employees to identify its strength, thus it can be stated as third hypothesis of this study:

H3: AMO Framework has an impact on Proactive Behaviour of employees.

2.4 Mediating Effect of AMO Framework

AMO Framework is comprised of three basic constructs of behaviourism that is ability of a human personality, motivation level either based upon intrinsic or extrinsic factors, and availability of opportunities in a job-setting and how an employee recognizes those opportunities.

Abilities can be defined as “a set of skills in human being required to perform a task efficiently.” Employees of an organization are screened by human resource department by

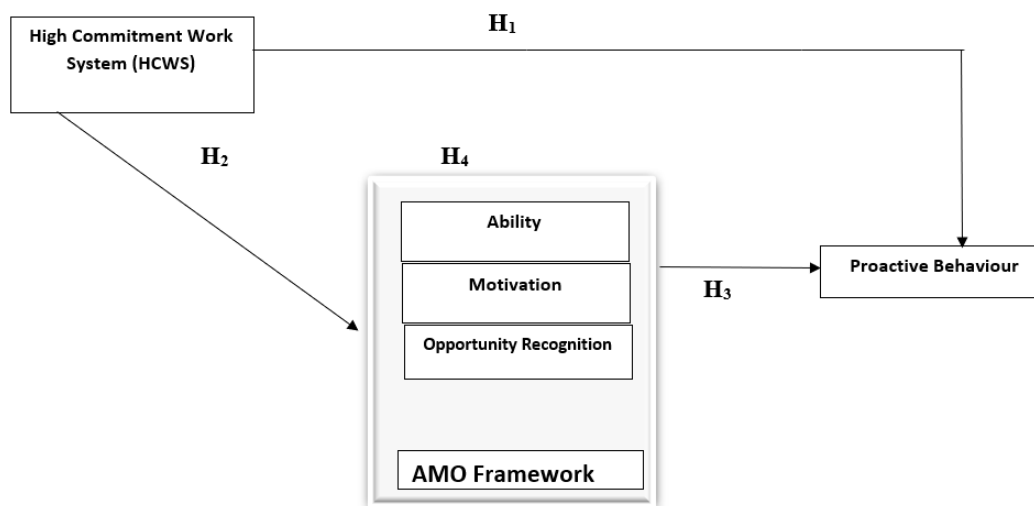
different kinds of job tests and screening processes. This study considers ability of employee to perform well in business setting for that purpose the construct is studied with the perspective of employees’ relation towards the management.

Motivation is a drive to excel towards achievement of the desired strategic individual or organizational goal by an employee (Zahoor, Shaheen, & Tariq, 2023). It is a zeal of an employee to keep himself consistent and active for accomplishment of assigned tasks. This paper studies the dimension of motivation as the employee engagement within the organization. The stimulation, desire to be a part of the existing organization is because of the motivation level of an employee. Intrinsic factors like pay-setting, recognition, bonuses, fringes along with the external factors like competitiveness, opportunity costs and benefits collectively comprise the motivation level of employees.

Opportunity Recognition is the concept which describes the extent an employee is towards seeking and enjoying the certain opportunities in an organization. The opportunity of discussing the two-folds of organization, discussing the pay-setting system of organization, describing and criticizing the policies of company with seniors. It includes how favourable environment is available for the employees of a particular organization.

AMO Framework considers these three dilemmas collectively and the average of said three constructs are taken as it is evident in the past literature. HCWS has weakened impact on Proactive Behaviour of the employees as per statistical analysis, to be discussed in Chapter 4, but the impact gains strength once the AMO framework mediates them. So, this study imposes the generated mediated impact of AMO framework which has been stated as fourth hypothesis of this study.

H4: AMO Framework mediates the relationship between HCWS and Proactive Behaviour



3. RESEARCH METHODOLOGY

This study employed a descriptive research design with a single cross-sectional approach to uncover the influence of a high commitment work system on workers' proactivity. Model 4 of Hayes' Process encompasses the degree of AMO structure intervention on the connection between both independent and dependent variables. Moreover the study is cross-sectional,

one time data is collected thus to maintain the reliability and validity of the results the simplistic approach of SPSS but advanced version of Process by Hayes is employed to ensure the significance of the study. The quantitative research approach was used in order to collect baseline information, identify difficulties, define words, create a survey to be completed by participants, and establish a proposition. This

paper is entirely objective based study hypotheses are generated and tested in the study. Primary data was collected for testing the hypothesis through pen-paper, and online questionnaire (Google Forms) or survey method. The survey contains 35 questions to analyse the research's variables using the Probability Sampling Method, therefore a size of the sample of roughly 350 was adequate. For this project, 450 surveys were given out using sophisticated small subset. The questionnaires were distributed to employees of 43 manufacturing firms after approval from their HR officials. 396 responses were collected back and after verifying only 343 questionnaires were completely and accurately filled. The response rate was 88% generally. The appropriate target population for this study were the HR official and operational employees of 43 manufacturing companies working overall in Pakistan, from the companies present in the Sundar State, Lahore.

3.1 Philosophical Paradigm

Study consists of Positivism world view because quantitative research approach used. The current study includes the collection of quantitative data using a well-defined adopted questionnaire from past studies and analysing it through statistical methods using SPSS updated version with extension of Process by Hayes. PLS-SEM is specifically designed for structural equation modelling, which can be advantageous for complex, multi-variable relationships. However, in this study the data was not complex and does not require the structural modelling thus SPSS advanced version is preferred than SEM to explore the relationship among variables through regression analysis. Moreover, SPSS offers advanced modelling techniques such as generalized linear models (GLM), mixed models, and hierarchical linear modelling (HLM), which are essential for analysing the complex data structures.

4. MEASURES

4.1 Research Instrument

These categories were scored on a five-point Likert scale that goes from 1-strongly disagree to 5-strongly agree. A survey consists of two portions. The first component comprises biographical data regarding the respondents such as age, gender, marital status, schooling, and earnings. This part is measured using a scale question. The part 2 comprises variables-related queries (HCWS, PB, AMO Framework) of the study.

Fourteen (14) questions are for HR Officials of the firm regarding High Commitment Work System (HCWS) whereas Twenty-one (21) questions are for employees of the same organization other than HR department.

- 1) HCWS is measured from 14 adopted items from Xiao and Björkman (2006). The Cronbach's α coefficient of the scale is 0.914.
- 2) The measurement of AMO Framework components comprised of 14 items; 8 items for ability, 3 items for motivation and 3 items for opportunity recognition. The Cronbach's α coefficient of the scale is 0.873.
- 3) Proactive Behaviour of employees is measured from 7 items proposed by Frese, Fay, Hilburger, Leng, and

Tag (1997). The Cronbach's α coefficient of the scale is 0.910.

5. RESULTS

SPSS version 16.0 was used to analyse the data, with various charts, graphs, and tables used to show the conclusions for a greater comprehension by the intended population. Graphics techniques such as bar-charts and pie charts were employed. For easier viewing, the information is displayed visually. The dataset is extensively classified using several quantifiable metrics such as Cronbach's Alpha, Regression Analysis, and Pearson Correlation Analysis, and Process by Hayes model 4 which are utilized to evaluate the dimensions of this investigation.

5.1 Descriptive Analysis

This section comprises of Demographic Information, Gender, Age and Marital Status of respondents along with their type of job. Each variable asked in descriptive analysis were measured using Nominal Scale and reported in the relevant section as under:

The number of respondents with their age upon which statistical analysis using SPSS version 16 has been conducted are as: 61% respondents were under 25 years, mostly undergraduate and graduate employees of the firm responded. 26% were below 35 years. Only 13% were above 36 years that responded to the questionnaire of this study. Both males and females are taken into consideration while collecting data. 58% respondents were females whereas 42% males responded to the shared questionnaire properly. Both males and females are taken into consideration while collecting data. 27% respondents were married whereas 73% respondents were unmarried. Literacy of respondents are equally important. 34.4% respondents were graduated and working in manufacturing firms whereas 31% respondents were at least masters or above. The literacy rate helps us to express the confidence in language used in our instrument.

5.2 Normality of Data

The normality of data is observed using One-Sample K Test for Normality, Since the significance value (2-tailed) $p < 0.05$, so Normality Assumption is not fulfilled thus the study was conducted with Non-Parametric Tests. The Spearman correlation and regression analysis along with mediation among variables were done.

5.3 Inferential Analysis

5.3.1 Spearman Correlation Analysis

Table 5.1
Spearman Correlation Analysis Matrix

	HCWS	PB	AMO
HCWS	1		
PB	.479**	1	
AMO	.501**	.692**	1

Significant at 0.10 level (2-tailed)

The Spearman correlation analysis identifies the strength or weakness of the relationship among variables of non-normal data. It identifies that how far or nearest the points would tend towards line. If the correlation value is higher, the

points lie near to the line and weakens the correlation farthest the points from the line. The correlation analysis in the above table indicates that there is a highly significant and positive relationship between High Commitment Work System and Proactive Behaviour of employees. As mentioned by the significance value of .479, which is less than 0.01 and the correlation sign is positive. The positive significant value of .000 explains that High Commitment Work System also have a significant and positive relationship with AMO Framework. As the significance value is less than 0.01 and the coefficient sign is positive. An increase in High Commitment Work System will leads to an increase in Proactive Behaviour, AMO Framework.

Proactive behaviour also shows a highly significant and positive relationship with AMO Framework, having the significance values of 0.00, which are less than 0.01 and the sign is again positive. It means that the increase in Proactive Behaviour will be observed by one unit increase in AMO Framework.

5.3.2 Regression Analysis

The influence of a single variable on the other variable is described by regression among covariates. Simple Linear Regressions were performed on the initial 3 hypotheses H1, H2, and H3, but the regression analysis in this study is performed using SPSS version 16 utilising an adaptation of the Process by Hayes, Mediation model (Model 4) for H4.

H₁: HCWS has direct impact on Proactive Behaviour of employees

Table 5.2
Coefficients of Hypothesis 1

Independent Variable	B	Std. Error	Adjusted R Square	F	Sig. Value
HCWS	.580	.052	.265	312.63	.000

Dependent variable: Proactive Behaviour

Table 5.2 indicates that there is a significant impact of High Commitment Work System on Proactive Behaviour of employees as the significance value is 0.000 which specifies that HCWS is significant at 0.10 level of significance. HCWS has significant positive impact on employees’ proactive behaviour but it can be strengthened by adding some mediator. This leads toward the rejection of first null hypothesis. The beta value is 0.580 which demonstrated that if one unit of HCWS is increased the Proactive behaviour of employees will increase by 58%. Table 5.2 also indicates the adjusted R square value which is 0.265 which means HCWS contributes 26.5% to change Proactive Behaviour of employees amongst all other variables. F value is as well above the threshold value of 5 which shows the fitness of model.

H₂: There is an impact of HCWS on AMO Framework

Table 5.3
Coefficients of Hypothesis 2

Independent Variable	B	Std. Error	Adjusted R Square	F	Sig. Value
HCWS	.571	.048	.295	142.5	.000

Dependent variable: AMO Framework

Table 5.3 indicates that there is a significant impact of High Commitment Work System on AMO Framework as the significance value is 0.000 which specifies that HCWS is significant at 0.10 level of significance. This leads toward the rejection of second null hypothesis. The beta value is 0.571 which demonstrated that if one unit of HCWS is increased the AMO Framework will increase by 0.571. Table 5.3 also indicates the adjusted R square value which is 0.295 which means HCWS contributes 29.5% to change AMO Framework amongst all other variables. F value is as well above the threshold value of 5 which represents goodness of fit of the model.

H₃: AMO Framework has an impact on Proactive Behaviour of employees

Table 5.4
Coefficients of Hypothesis 3

Independent Variable	B	Std. Error	Adjusted R Square	F	Sig. Value
AMO Fr.	.819	.037	.591	492.99	.000

Dependent variable: Proactive Behaviour

Table 5.4 indicates that there is a highest significant impact of AMO Framework on Proactive Behaviour of employees as the significance value is 0.000 which specifies that AMO Framework is significant at 0.10 level of significance. AMO Framework has significant positive impact on Proactive Behaviour of employees. This leads toward the rejection of third null hypothesis. The beta value is 0.819 which demonstrated that if one unit of AMO Framework is increased the Proactive Behaviour of employees will increase by 0.819 units. Table 5.4 also indicates the adjusted R square value which is 0.591 which means AMO Framework contributes 59.1% to change Proactive Behaviour of employees amongst all other variables. F value is as well above the threshold value of 5 which shows the model is fit.

5.3.3 Hayes Process

Hayes process is used to examine the mediation among variables with the help of MODEL 4. AMO framework act as a mediator between HCWS and proactive behaviour in this study.

For this purpose, Hypothesis is developed as follows:

H₄: AMO Framework mediates the relationship between HCWS and Proactive Behaviour.

Table 5.5
Direct Path

Independent Variable	Coeff	Std. Error	t	p
HCWS	.2776	.0604	4.5990	.0000

Dependent variable: AMO framework

Table 5.5 indicates that there is significant effect of HCWS on AMO (p<0.05). Beta value is .2776 that shows 27% AMO increased when HCWS increased by one unit. It can be evidently seen that there is constructive and noteworthy correlation that exists among the HCWS and AMO framework.

5.4 Test of Significant Hypothesis

5.4.1 Hypothesis 1

Ho₁: HCWS has no direct impact on Proactive Behaviour of employees.

Ha₁: HCWS has direct impact on Proactive Behaviour of employees.

Based on Table 5.2, the High Commitment Work System ($p = 0.000$) whereas p -value is lower than 10% significance level, therefore, H_{o1} is rejected. In this case, there is a significant impact of HCWS on Proactive Behaviour of employees.

5.4.2 Hypothesis 2

Ho₂: There is no impact of HCWS on AMO Framework.

Ha₂: There is an impact of HCWS on AMO Framework.

Based on Table 5.3, the High Commitment Work System ($p = 0.000$) whereas p -value is lower than 10% significance level, therefore, H_{o2} is rejected. In this case, there is a significant impact of HCWS on AMO Framework.

5.4.3 Hypothesis 3

Ho₃: AMO Framework has no impact on Proactive Behaviour of employees.

Ha₃: AMO Framework has an impact on Proactive Behaviour of employees.

Based on Table 5.4, the AMO Framework ($p = 0.000$) whereas p -value is lower than 10% significance level, therefore, H_{o3} is rejected. In this case, there is a significant impact of AMO Framework on Proactive Behaviour of employees.

5.4.4 Hypothesis 4

Ho₄: AMO Framework does not mediate the relationship between HCWS and Proactive Behaviour.

Ha₄: AMO Framework mediates the relationship between HCWS and Proactive Behaviour.

Based on Table 5.5, the AMO Framework ($p = 0.000$) whereas p -value is lower than 10% significance level, therefore, H_{o4} is rejected. In this case, there is a significant impact of AMO Framework as mediator between the HCWS and Proactive Behaviour of employees.

6. Discussion, Recommendations and Conclusion

6.1 Impact of HCWS on Proactive Behaviour

High Commitment Work System has direct impact on Proactive Behaviour of employees working in a manufacturing firm. Table 5.1 discusses the significant relationship as $p < 0.05$ and beta value is .230 but the strength amongst these two can be enhanced using a mediator. Thus, null hypothesis (H_{o1}) is rejected.

6.2 Impact of HCWS on AMO Framework

High Commitment Work System has direct impact on AMO Framework. Table 5.2 discusses the significant

relationship as $p < 0.05$ and beta value is .245. Thus, null hypothesis (H_{o2}) is rejected.

6.3 Impact of AMO Framework on Proactive Behaviour

AMO Framework has direct impact on proactiveness of the employees of manufacturing firm. Table 5.3 discusses the significant relationship as $p < 0.05$ and beta value is .473. Thus, null hypothesis (H_{o3}) is rejected. Simple Linear Regression shows the strength of these variables amongst them.

The investigation into the relationship between High Commitment Work Systems (HCWS) and the proactive behavior of employees in the manufacturing firms reveals significant findings, as presented in Table 5.1 and Discussion 6.1. The direct impact of HCWS on proactive behavior is statistically significant with a p -value less than 0.05 and a beta value of 0.230, indicating a positive relationship. This suggests that HCWS, which include practices such as extensive training, participative decision-making, and performance-based rewards, foster an environment where employees are more likely to engage in self-initiated and future-oriented actions aimed at improving their work and the organization. The rejection of the null hypothesis (H_{o1}) confirms the strength of this relationship.

Further enhancing this relationship involves introducing a mediator. One such mediator identified is the AMO (Ability, Motivation, and Opportunity) Framework. The AMO Framework posits that employees' abilities, motivation, and opportunities to participate in decision-making processes collectively enhance their work performance and proactive behaviors. Table 5.2 and Discussion 6.2 demonstrates that HCWS have a significant impact on the AMO Framework with a p -value less than 0.05 and a beta value of 0.245, leading to the rejection of the null hypothesis (H_{o2}). This indicates that HCWS effectively enhance employees' abilities, motivation, and opportunities, thereby strengthening the components of the AMO Framework.

Moreover, the AMO Framework itself has a direct and significant impact on the proactiveness of employees, as shown in Table 5.3 and Discussion 6.3. With a p -value less than 0.05 and a beta value of 0.473, the AMO Framework significantly predicts employees' proactive behaviors. This strong relationship confirms that when employees possess the necessary skills (ability), are motivated, and have the opportunity to contribute, they are more likely to engage in proactive behaviors. The rejection of the null hypothesis (H_{o3}) supports this finding.

The use of simple linear regression underscores the robustness of these relationships, illustrating that HCWS and the AMO Framework significantly predict proactive behavior among employees. By integrating the AMO Framework as a mediator, the strength of the relationship between HCWS and proactive behavior can be substantially enhanced. This mediation effect suggests that organizations aiming to boost proactive behavior should not only implement HCWS but also ensure that these systems effectively enhance employees' abilities, motivation, and opportunities. Consequently, a more holistic approach that combines HCWS with the AMO Framework can lead to higher levels of employee proactiveness, driving innovation and continuous improvement within the manufacturing firm.

Implications and Limitations

Employee Behaviour is the point of ponder for all businessmen, industrialists as well as academic researchers for decades. Improving the work standards, compromising over profits for betterment of employees and workers of organization to make them feel worthy is nowadays a challenge for business owners. These issues are addressed in multiple researches before so that the environment can be made employee-friendly, work-life balances can be created and thus the employee play proactive role within the organization.

This research tried to bridge the gap between organizational level and individual level of an organization. The novel idea used in this research is to connect the Human Resource Officials to disclose the nature of work system within their organization and the employees of the same firm that how do they feel in such type of work system.

The second most important factor of this study is to use the newly described idea of AMO Framework which has taken abilities, motivation and opportunity collectively to identify that how this framework can enhance the impact of proactiveness of employees.

The primary contribution of this study is to give evidence to the literature and a light to business owners to enhance the AMO Framework within their business settings so that the workers feel more empowered and work progressively, dexterous and proactively to reach the optimum productivity level in the organization.

Although the study is significant in many ways and has accomplished the major objectives but there are some limitations in the present study that can be a beacon of light for future researchers, few of them are discussed here while rest of them will be described in section 5.5. The major limitation of this study is that it excludes other factors that also have impact on behavioural intentions of employees, such as psychological security, supervisor support, stress perception, and job wellbeing. Moreover, the future researchers can take the same study from the perspective of other sectors of business or can add other variables in the present model to examine their impact. The time frame can also be considered as a limitation of this study. The human perceptions vary on every single point although it is subjective in nature which cannot be reduced.

Future Directions

The summarized work of this research has explored the importance of this study and evidence of accomplishment of general and specific objectives of this study whereas there is always a space in all research literature to act as ladder for individuals who are keen enough for future research. Here are the suggestions to be followed for further exploration of this topic.

Manufacturing sector is chosen for this study as it is the largest sector providing hundreds of jobs, billions of FDI and reserves to the country. But still the IT Sector, Service sectors including banks, hospitals, air-services and many other can be taken into account.

Secondly, the 43 manufacturing firms chosen for Data collection are Lahore based, few working overall in Pakistan, that questions the generalizability of this study. The future researcher can expand this study to numerous cities of Pakistan.

Thirdly, 450 questionnaires were distributed in person or vide Google Forms, out of which 343 responses were evitable to be used for study. Since this number is too low so this study can be conducted with large number of respondents for more affirm and generalized results.

Recommendations for the Policy Makers

Some useful recommendations are hereby composed for policy makers, the top niche of the organization to improve their policies so that their employees work more progressively and proactively:

- This study reveals the relationship between AMO Framework and Proactive behaviour of employees, thus policy makers must make their employees autonomous for decision making and make them feel empowered.
- Chain of commands must be clearly identified in an organizational setting.
- Factors for motivation, enhancing the physical and intellectual abilities, sessional and work trainings must be held time to time so that the ability to work proactively must be enhanced in employees.
- Human Resource Department must identify the Job Descriptions clearly and choose the right person for right job to increase the affective commitment of employees towards the organization.
- Development of High Commitment Work System rather than High Performance Work System must be executed.
- Rewards in terms of monetary or honorary must be explored progressively. Punishments and sanctions must not limit the empowerment factor of an employee.
- Cross sectional study should be replaced with Longitudinal for better understanding of diversity of perceptions of individuals.
- Organizational contextual factors can be prioritized than the individual factors for better placement of HCWS within the organization.

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IMPACT STATEMENT

This article delves into the transformative impact of High Commitment Work Systems (HCWS) on fostering proactive behavior among employees within the textile industry. The findings illuminate the mediating roles of ability, motivation, and opportunity, revealing how these factors intricately weave together to enhance proactive behaviors. Specifically, the research demonstrates that HCWS not only cultivates an environment conducive to employee engagement but also empowers individuals by enhancing their capabilities and intrinsic motivation while providing critical opportunities for growth and initiative. By strategically implementing HCWS, organizations can significantly amplify their workforce's proactive capabilities, thereby driving innovation and establishing a formidable competitive edge in the ever-evolving textile sector.

Conflict of Interest Statement: This work is original and has not been published anywhere before. All authors have approved the contents of this paper.

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Qasim Zahoor, PhD Scholar, Hailey College of Commerce, University of the Punjab, Lahore Pakistan. A young researcher and scholar, who believes that life ought to be meaningful. Enrolled in Ph.D. Program of Hailey College of Commerce, University of the Punjab. He has been teaching business and management subjects at the undergraduate and graduate levels since 2018. With more than five years of experience he has 3 publications and supervised more than 7 students of different universities in their BS Projects and M.Phil. Thesis work. He is currently serving as Lecturer in Minhaj University Lahore. Previously he has taught in Baba Guru Nanak University, Nankana Sahib, Riphah International University and University of Education.



Ashfaq Ahmed, Professor, Dr. Ashfaq Ahmad has more than 24 Years' experience (including 15 years post-PhD experience) in teaching, research, trainings, and administrative assignments at higher education sector/professional bodies of Pakistan. Presently, Dr Ahmad is serving as Professor at Hailey College of Commerce, University of the Punjab Lahore, Pakistan. He has supervised 246 graduates including 97 M. Phil/MS graduates and 11 PhDs as research supervisor. Dr. Ahmad has produced 171 publications including 74 HEC recognized Publications with RG Score 919.2



Nida Usman Jahangir, Dr. Nida Usman Jahangir is Assistant Professor in Management Science department at National University of Modern Languages. She did her PhD from Institute of Business Administration, University of the Punjab. Her research interests lies in organizational behavior, positive psychology and human resource management. She is has presented in various local and international conferences like Netherlands and France. Previously she has taught in University of Engineering and Technology, University of Education and Lahore College of Education.

