Pakistan Journal of Commerce and Social Sciences
2023, Vol. 17 (1), 39-65
Pak J Commer Soc Sci

The Power of Commitment: How Can High Commitment Work System Build Resilience, Combat Stress and Cynicism

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Article History

Received: 16 Jan 2023 Revised: 27 Mar 2023 Accepted: 30 Mar 2023 Published: 31 Mar 2023

Abstract

This study investigates the effects of high commitment work system (HCWS) on reducing employees' psychological negativities like work stress and organizational cynicism through developing psychological capacities like employees' resilience, a moderated mediation model is adopted to understand moderating role of occupational self-efficacy on the mediated relationship. Based upon positivist research philosophy and deductive approach, a close -ended survey questionnaire was adapted from different sources and used for data collection. The PLS-SEM technique was used to analyze the data in SmartPLS4. The results reveal that HCWS is significantly and negatively related to work stress and organizational cynicism. Furthermore, HCWS builds upon employee resilience which in turn negatively predicts occupational stress and cynical attitude among employees. The findings also suggest that interaction between HCWS and high occupational self-efficacy will further enhance the impact on work stress and cynicism via resilience. The study highlights the importance of promoting a positive work culture to support the wellbeing of organizational members and mitigate negative psychological effects.

Keywords: High commitment work system, employee resilience, work stress, organizational cynicism, occupational self-efficacy, health care professionals.

1. Introduction and Theoretical Approach

The rapid change in the contemporary work environment has evolved the nature of employment relationships. Research shows that emotional and psychological experiences of workplace environment are increasingly shaping the social and personal outcomes for workers who dedicate a significant amount of time to their work. Excessive work demands and high-performance goals can cause work stress by creating mental pressure and physical burden over employees. If employees feel that their job's emotional demands are exceeding their ability to cope, it can lead to depletion of emotional resources. This situation calls for action by employers to facilitate their employees by providing organizational resources that reduce job stress, stimulate personal growth, and help attain work goals (Xanthopoulou et al., 2007). Otherwise, the situation can be detrimental for the organization inculcating negativity and feelings of disappointment and unpleasant emotions among employees (cynicism), which can further lower productivity (Ehsan & Ali, 2019), decrease Job performance (Deng et al., 2019) and increase counter productive work behaviors (Naseer et al., 2021). Successful managers cannot overlook their responsibility to create a healthy workplace and provide organizational resources to help employees flourish in their work and enjoy a good life (Luthans & Youssef, 2004). These resources help build personal resilience enabling employees to bounce back from stressful situations and deal with adversity at work. Employees can use personal resources like resilience to preserve other personal and organizational resources and to mitigate the negative effects of changing events at workplace. Research indicates that resilient employees tend to be more optimistic, have more self-efficacy and feel more in control of their life. Building resilience also enables them to maintain positivity, commitment, and readiness to perform, even during uncertain and changing circumstances (Alola & Alola, 2018).

The impact of psychological resources upon mental health can be strengthen by the broaden-and-builds theory of positive emotions which states that experiencing positive emotions can lead to the development of enduring personal resources, such as resilience, which helps employees cope with workplace challenges and adversity despite any negative influences. Similarly, based on the conservation resource theory (S E Hobfoll & Ford, 2007), various research has established that access to the contextual resources in workplace, such as those provided by organizations, can foster positive emotions, commitment, and help build resilience.

Good leaders do not only ensure the attainment of organizational goals through employees, but they also adopt progressive organizational practices that enhance work experience and wellbeing such as High Commitment Work System (HCWS). HCWS refers to the collection of HR practices that value employees and build a bilateral relational atmosphere where employees will reciprocate with positive work attitude (Park et al., 2019), enhanced performance (Lin & Liu, 2019), low turnover (Mariyum et al., 2020), and high work

engagement (Cooke et al., 2019). However, understanding individual level effects of HCWS is important as each employee may perceive it differently based on their motivation and preferences. (Nishii et al., 2008) The relationship between employees' perception of HCWS and its impact on resilience and outcome variables is understudied.

The current research aims to address this gap by investigating the role of HCWS in reducing work stress and cynicism about work through the mediating effect of resilience. Specifically, the study aims to conceptualize HCWS as a positive work context that will reinforce and build employees mental capabilities such as resilience to deal with unhealthy forces present in their environment thereby reducing the impact of negative psychological attitude such as cynicism about work and mental health issue like work stress. The study also hypothesizes that the employee positive self-evaluations regarding their capacities to perform their job (i.e., occupational self-efficacy) will further strengthen the mediated relationship between HCWS and Resilience. No previous research has examined this particular relationship, highlighting the need for further investigation in this area.

The theoretical contributions of this study are significant in terms of addressing gaps in the existing literature. Previous research has examined various factors that contribute to employee resilience, but there has been a lack of research on the role of High Commitment Work System (HCWS) as a positive organizational context that can enhance this psychological resource. Specifically, the study aims to investigate the role of HCWS in mitigating negative psychological outcomes such as work stress and organizational cynicism, and the indirect effects of HCWS on these outcomes through employee resilience Furthermore, the study aims to test the moderating impact of occupational self-efficacy on the mediation model. To enhance the explanatory power of this study, a multi-theoretical approach has been adopted to hypothesize the relationships between the variables of interest. Based upon above discussion following research, objectives have been established:

1. To investigate the role of HCWS on employee resilience
2. To examine the role of HCWS on work stress and organizational cynicism
3. To investigate the indirect role of HCWS on work stress and organizational cynicism through employee resilience
4. To test the moderating role of occupational self-efficacy on mediation model

1.1 Multi-theoretical Approach

Various theoretical frameworks can be used to establish the relationship between variables of interest. The conservation of resources (COR) theory is one of the key theoretical frameworks used in this study which states that resources can play a vital motivational part in an employee’s personal goal fulfillment, mitigation of work stress and attainment of personal growth and development. Organizational resources that help employees in achieving their job-related goals and objectives are associated with extensive skill

development and training, job autonomy, wide information sharing, job security and employees' wellbeing.

In the current study we recommend that HCWS leads to resilience because it emphasizes active employee participation ultimately providing opportunity to develop high self-efficacy and resilience. Hobfoll et al. (2015) used COR principles to explain resilience process According to COR theory, a resourceful environment is essential for resilience development. Such environment provides enriched personal, social, material, and energy resources, enables access to those resources, and ensures safety against resource loss while strengthening resource growth. Second, Resilience resources are accumulated over time, and those in a resource-rich environment are more likely to gain and preserve resources, while those in a less privileged environment may experience resource losses. Third, the loss of resources has a greater impact than gaining resources, resulting in loss and gain spirals. Loss spirals can weaken resilience building and require significant time and effort to accumulate enough protective resources. Conversely, gaining resources is a time-consuming and energy-intensive process. This highlights that building resilience is a slow process and unlikely without a resource-rich environment.

The second framework on which the current study is built is Job Demands-Resources (JD-R) theory, established by Bakker and Demerouti (2007). It explains work stress in terms of job demands and job resources. Job demands refer to the physical, psychological, and social characteristics of work that require extensive physical or mental exertion, such as higher workload, family-work conflict, and role ambiguity. Job resources, alternatively, are physical, psychological, and organizational capacities that help meet job demands, mitigate their negative effects and facilitate goal achievement and increase employees' personal well-being and growth. Examples of job resources include job enrichment, job autonomy, and employee training. Coping with job demands can be exhausting and may deplete one's energy, causing health impairment. Conversely, job resources have motivational power, which may lead to other positive outcomes such as high work engagement (Sliter & Yuan, 2015). It also suggested that job resources can also shield against damaging effects of job demands (Bakker and Demerouti, 2007). Furthermore, Xanthopoulou et al. (2007) highlight the importance of personal resources in the JD-R model. Personal resources are an individual's inner psychological characteristics, such as self-efficacy and resilience, that provide them with a sense of control and influence over their environment. These mental capacities are crucial in shaping perception towards job characteristics and impacting emotional and physical well-being at work.

Thirdly, Social Exchange Theory (Hom et al., 2009) is used to establish relationships between variables of interest. The Theory propose that there are two exchange relationships between employers and employees: economic exchange and social exchange. Economic exchange involves completing a job and receiving monetary compensation, while social exchange includes non-monetary benefits such as job security, personal growth, and participation in management. Positive workplace attitudes like job satisfaction,

organizational commitment, and low absenteeism and turnover stem from social exchange. Social exchange indicates trust, long-term investment in employees, and commitment to increasing productivity, competence, and personal growth (Shin & Konrad, 2017). On the other hand, poor exchange relationships can lead to negative employee attitudes such as counterproductive work behavior, bullying, and turnover intentions due to mistrust and lack of employer credibility (McCune Stein & Ai Min, 2019). Such cynicism results from violations of distributive and procedural justice in exchange relationships (Johnson & O'Leary-Kelly, 2003).

2. Literature Review and Hypotheses Development

2.1 High Commitment Work System (HCWS)

In reviewing history of HRM practices (Su et al., 2018) highlighted two broad approaches to HRM strategy i.e. control and commitment. The implementation o f a control strategy in HRM practices uses rewards and punishments to ensure employees' performance aligns with specific job goals and requirements (Lepak et al., 2006). The commitment strategy in HR aims to foster employee commitment by providing opportunities for long-term growth, treating employees fairly, and involving them actively in the value creation process (van Rossenberg et al., 2022). HCWS became famous back in 1980s when organizations in the west realized that control-orientated HRM is less effective than the commitment-oriented HRM of their Japanese counterparts. Inspired from human relations school in the U.S, HCWS refers to the collection of the Human Resource activities that make employee stay within organization (McCune Stein & Ai Min, 2019) by enhancing employees' commitment, employee loyalty and employee satisfaction. Organizations can only achieve sustainable competitive advantage by investing in their employees and implementing effective measures in areas such as recruitment and selection, training and development, compensation and recognition, and career growth and motivation. This will ultimately foster employees' commitment and enhance their self-worth (Ling & Amponstira, 2021). HCWS effects countless pro-organizational outcomes (Lin & Liu, 2019). A study by Park et al. (2019) in Chinese SMEs found that high commitment HR significantly enhances HR capability and ambidextrous technological innovation. Increased opportunities of skill development and competency building, flexible work environment employees become more loyal to their workplace and reduces turnover (Mariyum et al., 2020). It produces a feeling of psychological obligation in members of workforce who will reciprocate through putting extra efforts with an improved sense of adherence towards organization and a high level of productivity (Kwon et al., 2010). The study by Shi & Cao (2022) highlights the importance of creating a supportive HCWS that encourages proactive behavior among employees, which in turn, positively impacts their self-efficacy and career development prospects.

On the contrary, Cynicism, which is an attitude composed of beliefs, affect and behavioral tendencies towards an organization, characterized by negative emotions such as contempt, distrust, and hopelessness is developed as a result of breach of psychological contract between employees and employers. First coined by Dean et al., (1998) is defined as a negative attitude (e-g organization lacks integrity) and negative affect that result in disparaging behaviors towards organizations consistent with their belief and affect. Organizational cynics believe that actions and policies of their employers are based upon selfish interest, they suspect fairness and honesty are often sacrificed and that people are unreliable and inconsistent in their behavior. This belief can trigger various negative emotions among employees like anger and contempt towards the organization (Steinmuller, 2014). Resultantly, employees indulge in direct criticism of the organization's actions and decisions, or express cynicism through humor, sarcasm, and body language such as smirks and sneers. Cynicism can be explained through psychological contract theory and affective events theory. Organizational cynicism has various disastrous consequences for the organizations. It lowers down organizational commitment, job satisfaction and motivation (Ozdem & Sezer, 2019). It increases distrust and contempt for the organization (Thompson et al., 2000). It may decrease employees' self-esteem and organizational pride (Fleming, 2005; Durrah et al., 2019).

Likewise, Stress, previously known as work pressure, is described as perceived inadequacy of what an individual is capable of and the over exceeding demands of the work and workplace which creates a physical and psychological disequilibrium and produces a sense of lack of control and capability to cope (Fortes et al., 2020). Rosenthal & Alter (2012) stated that occupational stress is the result of disparity between job control and job demands. It also effects quality of one's social and personal life (Rehman et al., 2021). Etherton et al. (2022) pointed out that a person is inevitably exposed to stressful events. When such situations reoccur frequently it causes stress and in turn their performance declines and quality of life reduces (Yu et al., 2021). Singh et al. (2022) discovered various factors like role ambiguity, poor work environment, limited career advancement, and non-participative management causing occupational stress and reduce job performance. Kang & Kang (2016) studied the impact of HCWS on job stress and found that high commitment work system significantly reduces job stress. (Fortes et al., 2020) explored the effects of occupational stress on positive mental health, and found a significant negative correlation between stress and positive mental health. Al Nisar & Rasheed (2020) examined the influence of work stress in police officers in role performance and career satisfaction and found out that occupational stress reduces both satisfaction and performance.

Therefore, based upon above discussion, current study hypothesizes that if organizations employ HCWS which involves support and resourceful environment throughout an organization (Xiao & Björkman, 2006), ensures availability of job resources for dealing with the routine job chaos, creates necessary conditions for resilience to flourish. These investment into employees make them feel valued which allows them to be confident and ready to meet with challenges on the job, develop affective commitment towards their

organization as a result of positive approach adopted by their organization to manage human resource, positive psychological theory substantiates the use of HR intervention in enhancing psychological capacities like resilience (King et al., 2016) , employees will be better able to cope with psychological negativities like work stress and organizational cynicism. And if there is inadequate or poor environmental lack of these resources, it may diminish resilience and cause further loss in the form of psychological negativities like work stress and cynicism. Therefore, in the light of preceding discussion following hypotheses are developed:

- Ha1: HCWS has a positive relationship with employee resilience
- Ha2: HCWS reduces organizational cynicism
- Ha3: HCWS reduces work stress

2.2 Employee Resilience

The disruptive and adversarial nature of today's workplace environment has increased organizational practitioners' interest towards workplace resilience (Kim, 2020). Defined as a positive adaptation in the times of adversity, it has become one of the burgeoning constructs in positive organizational behavior. Anasori et al. (2020) discuss two perspectives on resilience: trait-based, which views resilience as a stable characteristic of one's personality, and ability-based, which sees resilience as something that can be developed through interactions between individuals and their environment (Fletcher & Sarkar, 2013). The word itself originates from the Latin word Resilire meaning "to leap back". At individual level resilience is defined as an employee's personal resource (skill or a capability) that helps to bounce back from stressful situations and stay optimistic and hopeful (Hartmann et al., 2020).

A study by Richard (2020) established significant role of resilience in protecting employees from emotional exhaustion and negatively predicts undesirable outcomes (Mayordomo et al., 2016). It reduces the probability of developing symptoms of negative psychological states of being (Agarwal et al., 2020). Employees exhibit resilience to preserve resources and mitigate effects of negative life events, which results in increased optimism, positive self-evaluations (self-efficacy), and a greater sense of control over their environment. Building resilience helps employees remain positive, committed, and capable of performing well even during uncertain and changing times (Kim, 2020). It empowers employees to tolerate, regulate and deal with workplace challenges and adversities (Gao et al., 2021). It plays an important role in influencing important workplace attitudes and behaviors e-g it has been found to have significantly predict job satisfaction and reduce turnover and negatively predicts stress and burnout (Smith et al., 2020). Resilience positively predicts psychological wellbeing (Mayordomo et al., 2016), life satisfaction (Prayag et al., 2020), decreases negative impact of gossiping and perceived leader arrogance (De Clercq et al., 2021). Furthermore, it is an employee's personal resource that works as a protective sheath against adversity, difficult times and multiple stress inducing

aspects of job and workplace (Alola & Alola, 2018). It has been found to reduce the effects of interpersonal stressors and emotional exhaustion on service performance and customer satisfaction (Al-Hawari et al., 2020). Keeping in view these findings from literature following hypotheses are formulated:

- Ha4: Employee resilience mediates the relationship between HCWS and organizational cynicism
- Ha5: Employee resilience mediates the relationship between HCWS and work stress

2.3 Occupational Self-Efficacy:

Based upon Bandura & Adams (1977) perceived self-efficacy and behavior change are said to be interconnected. According to the theory self-efficacy is powerful determinant of a person's level of effort, time and energy used to accomplish something. To understand this relationship, it is important to understand Efficacy expectations and outcome expectations. Only if people have belief that they could bring desirable outcomes by the course of their actions, they will act and persevere in the face of difficulties. Self-efficacy is embedded in the core belief that one has the power to produce changes by one's actions (Social Cognitive Theory: An Agentic Albert Bandura, 1999). High self-efficacy individuals perform better, have greater job satisfaction, organizational commitment, and job involvement compared to low self-efficacy individuals. (Wahab et al., 2020). Self-efficacy can be general or specific. General self-efficacy is a stable belief in one's ability to perform well across various situations, while task-specific self-efficacy is an employee's belief in their capability to perform a particular task. Task-specific self-efficacy can be improved with increased knowledge, practice, and experience. (Etherton et al., 2022).

Researchers have linked self-efficacy with various positive and negative outcomes. A study (Y. Ling et al., 2021) on educationists found that self-efficacy beliefs regarding professional practices and their ability to deal with challenges at work is highly correlated to the extent they are self-assured in terms of their capabilities to attain new accomplishments. Self-efficacy has a negative correlation with burnout and increases job performance (Lim et al., 2022). Self-efficacy enhances an employees' sense of confidence in one's skills and abilities to initiate tasks (proactivity), proactive behaviors refer to a goal driven approach consisting of proactive goal generation and proactive goal attainment, which is essential for innovation and creativity at workplace, can be promoted through cultivating employee self-efficacy (Huang, 2017). Considering all these findings from extant literature following hypotheses are suggested.

- Ha6: Occupational self-efficacy moderates the indirect effects of HCWS on organizational cynicism through employee resilience
- Ha7: Occupational self-efficacy moderates the indirect effects of HCWS on work stress through employee resilience

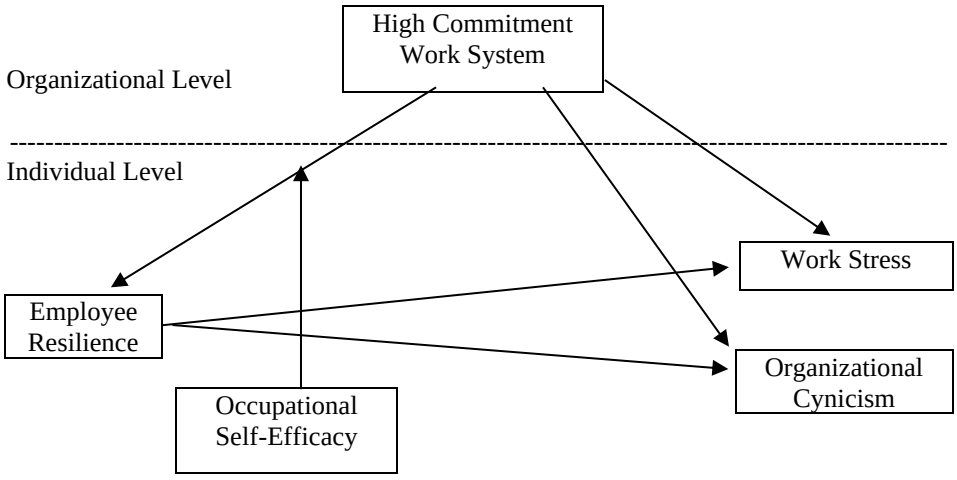

Figure 1: Research Framework

3. Methodology

3.1 Sampling and Data Collection

This research was conducted using a quantitative, cross-sectional, mono-method survey design, based on positivist research philosophy. A structured questionnaire, adapted from various sources, was utilized for hypothesis testing. Data collection was carried out in different metropolitan cities of Sindh, Pakistan, chosen due to their higher proportion of public and private hospitals, which made it easier to access potential respondents. These cities also provided a diverse range of populations, ensuring greater representation in the obtained data. Responses were collected from medical doctors who had completed bachelor's degree and had at least one year of experience with their current employer. These individuals possessed a minimum level of proficiency in the language used in the structured questionnaire to ensure their ability to understand and respond to the questions effectively.

Following the recommended rule of thumb by Hair et al. (2019), the sample size was calculated as the number of indicators multiplied by 10 (41*10=410). Data was collected during June and July of 2022, with respondents receiving the survey link through their friends, acquaintances, and colleagues. Due to a slow response rate online, multiple reminders and follow-ups were carried out. Out of the 364 forms collected, 48 were disqualified for not meeting the criteria and 10 forms were discarded due to missing data and response errors. Ultimately, 306 forms were retained for further analysis.

3.2 Measurement Scaling for Constructs and Items:

Instrument to measure HCWS was adapted from Xiao and Björkman (2006) 15 item scale. The responses were taken on 5-point Likert scale ranging from 1 strongly disagree to 5

strongly agree. The instrument was slightly changed using simple words that our audience could easily understand while not compromising on the original intended meaning of the sentences. To ensure the face validity we involved one English language expert in doing so. The goal was to obtain employees' perception on the existence of high commitment work practices in their organizations (Xiao & Björkman, 2006). Resilience was measured using Luthans et al. (2006) resilience scale, a subscale of PsyCap. There are multiple studies quoted by Hartmann et al. (2020) that have used the same scale to study resilience at the workplace. Originally it comprises of 6 items, but later Monico (2014) validated 5 items scale and used it in Portuguese context. We have used same 5 items scale in Pakistani context. Organizational Cynicism was measured by using Dean et al. (1998) 12 items scale. The responses were taken on a 5-point Likert scale ranging from 1 strongly disagree to 5 strongly agree. Perceived Stress Scale (PSS) was adapted from 4 items scale by Cohen (1994). Responses were taken on a 5-point Likert scale ranging from 1 never to 5 always. Question 2 and 3 were reverse coded and were scored accordingly. Using PSS respondents were asked about their feelings and thoughts experienced during the last month regarding their job and working life instead of life in general as in original scale. Finally, Occupational Self-efficacy was measured using. Rigotti et al. (2014) scale. The scale contains 6 items measured on a 5-point Likert scale ranging from 1 strongly disagree to 5 strongly agree.

3.3 Data Analysis Technique

In order to accomplish the objectives of this study, Smart PLS 4.0 was utilized for multivariate analysis, which incorporated the use of structural equation modeling (SEM). Considering the theoretical framework of the current study, this approach is favored due to its utilization of a causal-predictive methodology. Moreover, it provides latent variable scores and enables the use of smaller sample sizes. In addition, it poses lesser restriction on the assumptions of normality (Hair et al., 2019). In such circumstances, the employment of partial least square-structural equation modeling offers the utmost rigor and robustness.

To ensure the reliability and validity, the study obtained outer loadings, Cronbach alpha, composite reliability, average variance extracted (AVE) and HTMT ratio for the constructs. The study then applied bootstrapping procedure to evaluate statistical significance of the hypothesized causal relationships.

4. Data Analysis and Results

4.1 Respondents' Profile

Table 1 presents the distribution of demographic variables of our respondents. The demographic variables include gender, age, education, organization, and experience with current employer. The more than half of the respondents were females (51.96%), while males accounted for 48.37% of the sample. The most prevalent age group was 31-35 years (24.84%), and the least represented age group was above 50 years (3.92%). Most individuals had post-graduation education (73.20%) compared to graduation education

(26.80%). In terms of organization, 52.61% of individuals worked in a public organization, while 47.71% worked in a private organization. The experience of individuals varied, with the most common experience group being 01-05 years (25.82%), while less than 1 year experience with current employer was not taken in the sample.

Table 1: Profile of the Respondents

Demographic	**Frequency**	**Percentage**
Gender		
Male	148	48.37%
Female	158	51.96%
Age		
Less than 25 years	52	16.99%
25-30 years	48	15.69%
31-35 years	76	24.84%
36-40 years	74	24.18%
41-50 years	44	14.38%
Above 50 years	12	3.92%
Education		
Under-graduation	-	-
Graduation	82	26.80%
Post-graduation	224	73.20%
Organization		0.00%
Public	160	52.61%
Private	146	47.71%
Experience (with current employer)		
Less than 01 year	-	-
01-05 years	79	25.82%
05-10years	81	26.47%
10-15 years	76	24.84%
15-20 years	28	9.15%
More than 20 years	42	13.73%

4.2. Measurement Model

4.2.1 Construct Reliability

To assess the construct reliability Indicators' Reliability and Internal Consistency Reliability is checked. Indicators' reliability is assessed through outer loadings. Outer loadings of 0.708 are desirable as they indicate that the construct explains more than 50 per cent of the indicator's variance, thus providing acceptable item reliability. If the items' outer loadings are less than 0.708 but greater than 0.40, the items should only be deleted if they lead to increase inter consistency reliability or convergent validity beyond threshold value. (Hair Jr et al., 2021). Table 2 shows the outer loadings of indicators of the respective constructs. Note that few items have reliability of less than 0.708 but still are retained as deleting them was not fruitful as discussed earlier. The next internal consistency reliability which shows the extent to which the indicators of the construct are interlinked with each other, is examined. Most important measure presented in PLS-SEM is the composite reliability with Threshold value 0.7 to 0.9 which is considered satisfactory. Values above 0.9, more specifically above 0.95 are problematic, as it can decrease construct validity and show that the indicators are redundant. Alternative measures are Cronbach Alpha and reliability coefficient rhoA. In our case the results show high internal consistency reliability for our constructs. Composite reliability is very good for the three constructs i.e. Employee Resilience, Occupational Self-efficacy and Work Stress. Same case is with Cronbach's Alpha. But if we look at rhoA our remaining two constructs are at the maximum threshold (0.95) and therefore are not problematic.

Table 2: Outer Loadings, Composite Reliability, and Average Variance Extracted

Constructs	Item Code	Indicator Loadings	Composite Reliability	Cronbach's alpha	rho A	Average Variance Extracted
Employee Resilience	ER1	0.833	0.864	0.804	0.813	0.561
	ER2	0.815				
	ER3	0.854				
	ER4	0.764				
	ER5	0.791				
High Commitment Work System	HCWS1	0.599	0.937	0.926	0.934	0.501
	HCWS10	0.783				
	HCWS11	0.846				
	HCWS12	0.809				
	HCWS13	0.799				
	HCWS14	0.799				
	HCWS15	0.77				

High Commitment Work System	HCWS2	0.751				
	HCWS3	0.809				
	HCWS4	0.791				
	HCWS5	0.654				
	HCWS6	0.778				
	HCWS7	0.779				
	HCWS8	0.82				
	HCWS9	0.528				
Organizational Cynicism	OC1	0.834	0.949	0.941	0.95	0.608
	OC10	0.844				
	OC11	0.665				
	OC12	0.851				
	OC2	0.858				
	OC3	0.883				
	OC4	0.868				
	OC5	0.833				
	OC6	0.87				
	OC7	0.839				
	OC8	0.851				
	OC9	0.892				
Occupational Self-Efficacy	OSE1	0.808	0.9	0.865	0.879	0.605
	OSE2	0.847				
	OSE3	0.871				
	OSE4	0.825				
	OSE5	0.74				
	OSE6	0.816				
Work Stress	WS1	0.77	0.809	0.695	0.732	0.52
	WS2	0.628				
	WS3	0.834				
	WS4	0.703				

4.2.2 Construct Validity

Average Variance Extracted (AVE) and Discriminant Validity were used to measure construct validity. AVE represents the convergence of the construct to explain the variance of its indicators. Minimum threshold acceptable is 0.50 and above, which indicates that the

indicators' variance of 50% and more is explained through its construct (Hair et al., 2021). Table 2 shows AVE for all constructs in our model and it is more than 0.5 for all of our constructs. Discriminant Validity measures the extent to which a construct is different from others in the model. There are three ways to calculate this metric, and the most dominant is to examine HTMT ratio. The threshold for which is less than 0.85 or 0.9 maximum. If values are above the threshold alternatively, Fornell Larcker Criterion and cross loading can be assessed. Table 3 shows well established discriminant validity for all constructs using HTMT ratio.

Table 3: Discriminant Validity - HTMT Ratio

	ER	**HCWS**	**OC**	**OSE**
ER	-			
HCWS	0.638			
OC	0.649	0.693		
OSE	0.777	0.756	0.726	
WS	0.7	0.705	0.886	0.797

Note: HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

4.3 Structural Model

In this section firstly assessment of structural model is done as proposed by Hair et al. (2021) through assessing collinearity, significance and relevance of structural model relationships, assessing model's explanatory power and predictive power. This will be followed by hypotheses testing.

4.3.1 Collinearity Statistics

To check collinearity issues, it is suggested to look for VIF values below the threshold value of 3.3. Study table 4 shows that all Inner VIF values are less than 3.3. Which shows that there are no collinearity issues.

Table 4: Inner VIF

	OC	WS	ER
ER	1.528	1.528	
HCWS	1.528	1.528	1
OSE			1.941

Note: HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

4.3.2 Path Coefficients

Table 5: Beta Coefficients

	B	Standard Deviation	T-statistics (|O/STDEV|)	P values
ER -> OC	-0.324	0.054	5.975	0.000*
ER -> WS	-0.335	0.055	6.071	0.000*
HCWS -> ER	0.588	0.039	15.251	0.000*
HCWS -> OC	-0.479	0.057	8.368	0.000*
HCWS -> WS	-0.395	0.054	7.277	0.000*

Note: B=Beta coefficients, SE=Standard Error, T= t statistics, P= P values, *Relationships are significant at p<.001, HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

The beta coefficients indicate the rate of change in outcome variable due to one unit change in predictor variable. The sign of the beta coefficients shows whether the relationship between predictor and outcome variable is positive or negative. And the value shows the degree of impact as the beta coefficients range between -1/+1 the higher the value greater will be the impact of Independent Variable over Dependent Variable. In our study, HCWS shows the positive relation with ER and negative relation with OC and WS. Similarly, ER also has a negative impact on OC and WS. Note that all beta coefficients of our outcome variables are significant as all p values are lesser than 0.05 and t values are greater than 1.645.

4.3.3 Assessment of Explanatory power

Table 6: Explanatory Power

Predictor(s)	Outcome(s)	R square	f square
HCWS	ER	0.346	0.528
	OC	0.516	0.31
	WS	0.423	0.177

Note: HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

The table presented above provides insights into the explanatory power of a model, as indicated by the R square or coefficient of determination. This metric represents the in-sample predictive power of the model and explains the variance in the endogenous construct(s) due to the predictor construct(s). A higher R square value indicates a greater explanatory power, with values of 0.75, 0.5, and 0.25 representing substantial, moderate,

and weak explanatory power, respectively. In our study, the results indicate that the quality of the high-commitment work system (HCWS) has a significant influence on employee resilience, organizational cynicism, and work stress. Specifically, the R square values reveal that HCWS explains 34.6% of the variance in resilience, 51.6% of the variance in organizational cynicism, and 42.3% of the variance in work stress. Furthermore, the f square value, which measures the effect size of each predictor construct, provides additional insight into the model's explanatory power. Threshold values of 0.02, 0.15, and 0.35 are used to classify effect sizes as small, medium, and large, respectively. When combined with the R square value, the f square value provides a more comprehensive understanding of the model's explanatory power. Overall, the results of the PLS path model indicate that the HCWS has a significant and substantial impact on employee resilience, organizational cynicism, and work stress. The combination of the R square and f square values demonstrates the model's robust explanatory power and highlights the importance of the HCWS in promoting positive outcomes for employees.

4.3.4 Predictive relevance through Q square

Table 7: Predictive Relevance

	Q^2 - Predictive Relevant
ER	0.339
OC	0.443
WS	0.343

Note: ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

4.4 Hypotheses Testing

Our model has hypothesized three direct relationships i.e. HCWS significantly and positively effects employee resilience and significantly and negatively effects organizational cynicism and work stress. Moreover, the next two hypotheses are related with the significant indirect negative effects of HCWS on work stress and organizational cynicism through employee resilience. The results reveal that both of the hypotheses are significant at 0.001 level of significance.

Table 8: Hypotheses Testing

Relationships	B Coefficient	Standard Error	t Statistics	P Values	Decision
Direct Relationships					
H1: HCWS -> ER	0.588	0.039	15.251	0.000*	Accepted
H2: HCWS -> OC	-0.479	0.057	8.368	0.000*	Accepted
H3: HCWS -> WS	-0.395	0.054	7.277	0.000*	Accepted
Indirect Relationships					
HCWS -> ER -> WS	-0.197	0.035	5.589	0.000*	Accepted
HCWS -> ER -> OC	-0.19	0.034	5.526	0.000*	Accepted

Note: B=Beta coefficients, SE=Standard Error, T= t statistics, P= P values, *Relationships are significant at p<.001, HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress.

4.4.1 Moderated Mediation Analysis:

The last two hypotheses are related to moderated mediation. That is, occupational self-efficacy moderates the mediated relationship of HCWS and employee resilience and significantly effects their impact upon outcome variables. Moderated mediation analysis is done through Process command in PLS4.

Table 9: Moderated Mediation Analysis

	B	SE	T	P	Results
Moderated Indirect Relationship					
OSE x HCWS -> ER -> OC	-0.09	0.028	3.239	0.001*	Significant
OSE x HCWS -> ER -> WS	-0.069	0.019	3.55	0.000*	Significant
Probing Moderated Indirect Effects					
High level of OSE on WS	-0.093	0.024	3.877	0.000*	Significant
High level of OSE on OC	-0.121	0.035	3.438	0.000*	Significant
Low level of OSE on WS	0.012	0.023	0.533	0.297	Insignificant
Low level of OSE on OC	0.016	0.03	0.532	0.297	Insignificant
Mean level of OSE on WS	-0.04	0.018	2.214	0.013**	Significant
Mean level of OSE on OC	-0.052	0.025	2.1	0.018**	Significant

Note: B=Beta coefficients, SE=Standard Error, T= t statistics, P= P values, *Relationships are significant at p<.001, ** Relationships are significant at p<.05, HCWS: High Commitment Work System, ER: Employee Resilience, OC: Organizational Cynicism and WS: Work Stress

The present study investigated the potential moderating effect of occupational self-efficacy on the indirect relationship between High Commitment Work System (HCWS) and work stress and organizational cynicism, mediated by employee resilience. Results presented in Table 9 indicate that p values are <0.05 highlighting that occupational self-efficacy plays a significant role in strengthening the indirect relationship between HCWS and the outcome variables. Moreover, the impact on mediated relationships in the model were further scrutinized through conditional indirect effects by maintaining the occupational self-efficacy at different levels. The findings reveal that higher levels of occupational self-efficacy enhance the indirect effect of HCWS and employee resilience in reducing work stress (β = -.0934) and organizational cynicism (β = -0.122), whereas lower levels of occupational self-efficacy result in weaker mediated relationships (work stress, β = 0.009; organizational cynicism, β = 0.012). Moreover, even at average levels of occupational self-efficacy, the HCWS-employee resilience relationship significantly mitigates the outcome variables. Thus, the study findings indicate that occupational self-efficacy moderates the relationship between HCWS and employee resilience, thereby strengthening the impact of the latter on reducing work stress and organizational cynicism. Therefore, the moderated mediation model proposed in the study is supported.

5. Discussion and Conclusion

The current research study contributes to the existing literature on High Commitment Work Systems (HCWS) by examining its emotional and attitudinal consequences for organizations. Specifically, the study investigates the role of personal resources as a cross-level mechanism in mitigating negative employee attitudes, such as cynicism about work and job stress, through the development of resilient employees. Drawing on Bandura's (2002) concept of personal resources as a linking channel between contextual factors and outcomes, the study suggests that individual-level resources, such as employee resilience and occupational self-efficacy, act as imperative cross-level mechanisms. These mechanisms enable organizational-level resources to impact employees' emotional, cognitive, and behavioral outcomes (Kardaş & Yalçin, 2021). Expanding upon prior research, the present study investigated the impact of HCWS on organizational cynicism and work stress within the healthcare sector. Moreover, the study also investigated HCWS as an antecedent of employee resilience and examined interactional effects of occupational self-efficacy. The results of this study hold paramount importance, particularly in high intensive care sector where the effects of these variables may be more pronounced.

To meet the objectives of the study, the first assumption of the study that HCWS leading to employee resilience, has been found positive and significant. This provides further support for the validity of the COR theory and reinforces the importance of protecting and building resources for individuals in the workplace. Resilient employees are better equipped to handle pressure and difficult situations, which can improve their performance. They are more likely to be productive, motivated, and engaged in their work, which can lead to better outcomes for the organization. Resilient employees are less likely to take

time off work due to stress, burnout, or other mental health issues. This can reduce absenteeism and improve the overall productivity of the organization (Ling & Amponstira, 2021). Studies by Hartmann et al. (2020) and Rurkkhum (2023) has similar findings containing that a pack of HR practices can benefit both employees and organizations. And that the organizational success is hooked on employees exhibiting resilient behaviors, which are often enhanced by the supply of necessary resources, particularly in uncertain environments. Organizations need to prioritize their members' psychological resources to enhance their capacity to adjust to and manage stressors and to make a positive contribution to productivity and overall better organizational outcomes.

Our subsequent two hypotheses were examined to verify whether HCWS (High Commitment Work Systems) would aid in mitigating psychological adversities such as work-related stress and organizational cynicism. Our study yielded positive results for both hypotheses, which can be comprehended through the lenses of the Conservation of Resources theory (Hobfoll, 1989) and Job Demands-Resources theory (Bakker & Demerouti, 2007). These theories posit that access to organizational resources empowers employees to effectively fulfill their job responsibilities, alleviate their stress levels, and promote positive emotions such as happiness, satisfaction, and commitment. Particularly, the JD-R theory posits that job resources, such as social support, autonomy, and training opportunities, can help individuals meet job demands and reduce their stress levels. In contrast, job demands, such as high workload and role ambiguity, can contribute to stress and negative emotions. To reduce psychological negativities such as stress and organizational cynicism, employers can focus on providing job resources to their employees. Providing social support and training opportunities can help employees feel supported and equipped to handle their job demands, leading to reduced stress levels. Likewise, promoting autonomy and clear role expectations can reduce ambiguity and uncertainty, contributing to a more positive work environment.

Moreover, the present study proposed that contextual factors imbued with organizational resources can foster the development of resilience among employees, leading to enhanced ability to mitigate work-related stress and organizational cynicism. The findings demonstrate that the provision of a positive work culture, such as HCWS, can reinforce and enhance employees' mental capabilities, particularly resilience, to deal with unhealthy work-related factors. HCWS, characterized by a supportive and inclusive environment that values employee well-being, encourages open communication, and fosters a sense of belonging and purpose, provides employees with the resources and support they need to manage stress and navigate challenging situations. This finding supports the existing literature which shows that a positive work culture, such as HCWS, can also enhance employees' mental capabilities and resilience, enabling them to better cope with unhealthy work-related factors (Khan et al., 2019; Seville, 2018).

Lastly, study conducted moderated mediation by building up on COR and JD-R theory to hypothesize that the interaction between resources at the organizational level (HCWS) and resources at individual level (occupational self-efficacy) will further promote the resilient behavior, as a result, employees will be better able to cope with workplace hassles and combat negative work attitude, lessen their emotional burdens like distrust in management and reduce skepticism. This study's results align with recent research demonstrating the importance of HR practices in promoting employee well-being like the study by Zhang et al. (2019) found that the positive effect of perceived organizational support on employee resilience was more pronounced when employees had high levels of occupational self-efficacy. Similarly, Lim et al. (2022) found that occupational self-efficacy had a significant positive impact on employee resilience, in mitigating the negative effects of job burnout on employee well-being. But these and similar studies did not consider the broader HR practices to interact with occupational self-efficacy to create cascading effects, our study responded to this gap in the literature, and it supports the idea that certain practices can enhance employees' psychological capacities, skills, and resources, which in turn can improve their well-being in the workplace. This aligns with existing research in positive psychology, which emphasizes the importance of building psychological resources and promoting positive functioning to enhance well-being (Patrick & Kareem, 2022). Furthermore, this finding contributes to the literature on coping and resilience in the workplace by suggesting that specific practices may be effective in improving employees' ability to cope with negative experiences and challenges they may face.

5.1 Implications, Limitations, and Future Research

5.1.1 Implications:

The present study makes significant theoretical contributions to the understanding of the impact of resource-rich environments on employee mental capacities and its relationship with negative workplace experiences. Firstly, the study provides empirical evidence for the significance of having access to resources at both personal and organizational levels in the workplace. Specifically, the study examined the impact of HCWS on work stress and negative attitudes, such as cynicism, highlighting the importance of resources that support personal and professional development, such as training and development programs, mentorship opportunities, and support for work-life balance.

In addition, the study proposed and tested HCWS as an antecedent of Employee Resilience, which is consistent with the Conservation of Resources (COR) theory. According to this theory, access and control to a resource-rich environment is a self-perpetuating process that helps build further resources at an individual level. Thus, organizations can enhance employee resilience by fostering high-quality work relationships and providing access to resources that support personal and professional development.

Furthermore, the study has practical implications for medical institutions in Sindh, highlighting the importance of providing a resource-rich environment for healthcare workers. By supporting the development of personal resources such as resilience and

occupational self-efficacy, medical institutions can promote the mental health and well-being of their employees. This, in turn, can lead to better organizational performance and increased prosperity. Medical institutions can achieve this by providing resources such as training and development programs, mentorship opportunities, employee involvement in decision-making, extensive training and development opportunities, performance feedback, compensation and benefits packages that reward performance, and flexible work arrangements that promote work-life balance. Organizations can use the results of this study to develop strategies that foster high-quality work relationships, such as encouraging participative decision-making and providing regular performance feedback. These strategies can help to promote a supportive work environment that facilitates access to resources and promotes employee well-being and resilience.

Another important implication of this study is that it highlights the importance of addressing the psychological wellness of healthcare workers, who are at increased risk of experiencing work-related stress and burnout. Medical institutions can use the findings of this study to develop targeted interventions that promote the mind-body balance of their employees and help them combat adversarial workplace experiences. For example, healthcare institutions can provide stress management and resilience training programs, as well as access to mental health resources such as counseling services.

Finally, the study highlights the potential benefits of investing in employee well-being and resilience. By doing so, organizations can create a more engaged and productive workforce, leading to better outcomes for both employees and the organization as a whole. This, in turn, can lead to increased competitiveness and long-term success for the organization.

5.1.2 Limitations and Future Directions:

Similar to various cross-sectional studies, our research also possesses few limitations. Our sample was selected from three cities on convenience basis, however, quota sampling could have been better representative of the population of the cities across Sindh, Pakistan. Future studies could expand the sample size to include healthcare workers from other cities or regions in Sindh, Pakistan, in order to increase the generalizability of the findings. This could provide a more diverse sample and allow for comparisons across different healthcare contexts.

Furthermore, the data collected was cross-sectional and mono-method. To increase the generalizability, further researchers can conduct a longitudinal study with qualitative research approach. This would ensure the triangulation and increase the overall robustness and rigor. Future studies could also conduct a comparative analysis between healthcare workers in public and private hospitals to examine the differences in the impact of HCWS on psychological negativities. This could help identify potential contextual factors that may influence the relationship between HCWS and psychological outcomes.

Additionally, present study was limited to the extent of employee resilience and occupational self-efficacy, however, it is suggested that future studies could also investigate other potential contingent variables that may impact the relationship between HCWS, personal resources, and psychological outcomes. For instance, job demands, social support, or coping strategies could be examined as potential variables that may influence the impact of HCWS on healthcare workers' psychological well-being. In addition, to have a comprehensive view of how the relationship works, future studies may also examine other workplace psychological negativities and challenges that healthcare workers may experience, such as emotional exhaustion, burnout, work-life conflict, or compassion fatigue. This would provide a clarity to the psychological well-being of healthcare workers and the potential factors that may contribute to their mental health outcomes.

Research Funding

The authors received no research grant or funds for this research study.

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Acknowledgment

We cannot express our enough appreciation and heartfelt gratitude to all those people who participated in the survey. And we are also thankful to our colleagues, family and friends for their support during the data collection process.