

When Silent Isn't Golden: Measurement Validation Amo Enhancing HRM Practices In Construction Firms

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Abstract: *The evaluation of AMO improving HRM practices in the context of Pakistani construction companies is confirmed by the current study. The study design is cross-sectional. To identify the key components of AMO improving HRM procedures and the relevant items, a literature review was conducted first. Academic experts then checked these items for content validity. These questionnaires were given out to building companies in order to gather data. Since AMO enhancing HRM practices were conceptualization as a reflective-formative second-order construct, partial least square-structural equation modelling (PLS-SEM) was used. Reliability and validity tests were then used to evaluate AMO enhancing HRM practices. The findings showed that there are three components to HRM practices that improve AMO: ability, motivation, and opportunity. These three characteristics of AMO enhancing HRM practices, which include several facets of AMO improving HRM procedures. Practices for improving AMO enhancing HRM may change if any components are left out. The conceptualization of AMO-enhancing HRM practices as a multidimensional entity with three dimensions—a topic not previously explored in research—makes this study distinctive. Because various research employ different methodologies to analyse AMO-enhancing HRM activities, the literature on AMO-enhancing HRM practices is inconsistent. For instance, Nor et al.2021 examined the AMO-enhancing HRM practices' aspects holistically and Tensay and Singh (2020) conducted independent analyses of three dimensions. Consequently, there will inevitably be an influence on how the results are interpreted.*

Keywords: *HRM practices, AMO enhancing, Ability, motivation, opportunity.*

Introduction

In a highly competitive market, require all valuable elements of a business, consider human resources, to demonstrate their commitment to achieving and securing personnel to meet the objectives of the organization (Zaumane & Lescevic, 2021). Consequently, employing staff to foster competitive performance anticipates. Keep a tight eye out for any procedures, such as Human Resource Management (HRM) practices, that take advantage of these workers (Cooke, Schuler & Varma, 2020). HRM practices pertain to the internal regulations and guidelines that are in place to guarantee that workers achieve the objectives of the organization. HRM procedures are frequently carried out by an organization's HR division in order to attract, develop, and retain personnel (Tay, Tan & Yahya, 2017a).

Respective marque for HRM practices have been delineated in the literary study (Al-Tit, 2020). As an illustration, "Human Resource (HR) "high-performance HR practices," "high-commitment HR practices," "socially responsible HR practices," "change-oriented HR practices," and "high-involvement HR practices." When investigating the connection between employee commitment and HR practices, a number of academics formerly held the view that an intermediary mechanism connected the HR-performance relationship. HR experts like Guest (1997, 2011) have proposed that the AMO model (ability, motivation, opportunity) is one of the intervening mechanisms in the link between HR practices and performance. Understanding the AMO model thoroughly can help the business identify issues with HR procedures, which in turn will help SMEs better manage their workforce and boost employee commitment. In fact, AMO may serve as a mediating variable between affective commitment of workers and HRM systems, as proposed by Almutawa et al. (2016). The aggregation indicate that affective dedication and HRM are somewhat mediated by the AMO model, and that HR policies have a significant and direct impact on employees' AMO. The reciprocal act, which symbolizes the essence of SET, is portrayed by employees as implying that workers must respond with positive attitudes and behaviour. Similarly, workers are constantly examining what the company has to offer in terms of HR practices, and the theory of social exchange specifically highlights the connection among occupation and internalization dealings (Latorre et al., 2016). Furthermore, social exchange theorists have proposed that workers are likely to trade their loyalty to employers for employer support, such as sensible HR procedures like fair pay, suitable training to advance skills and abilities, and chances for participation as suggested by this study.

Background of study

The measurement of validating AMO enhancing HRM methods has not been thoroughly covered in the literature, despite the active voice. There has been a lot of debate on the benefits of AMO enhancing HRM practices (Ruiz-Palomino, Gutierrez-Broncano & Jimenez-Estevez, 2021) but not as much on the legitimate and dependable measurement of HRM practices that improve AMO, particularly in the Asian environment. While AMO enhancing HRM practices assessment has been utilized in the Asian setting by Al Shawani (2020), these studies have limitations. For instance, these measures only take into account how insurance companies and technology respond to AMO enhancing HRM practices, which means that the ideas of AMO enhancing HRM practices in the construction industry were not fully supported. Therefore, it is debatable if their measures can reliably confirm the AMO enhancing HRM procedures used by the construction sector.

Furthermore, AMO enhancing HRM practices' meaning and pattern may be incompatible with certain cultural norms or, more precisely, countries. Different approaches are used to create AMO enhancing HRM practices, measuring in Western linguistic, socioeconomic, and political systems. Because of this, we are unsure if AMO enhancing HRM practices assessment that is approved in Western nations can be applied in Asian workplaces. In a similar vein, Dahiya and Rangnekar (2020) assert that in order to thoroughly examine the universal application, a measurement made with distinct samples such as those from Western countries—should be checked with samples from other regions. Therefore, a new research programme focused on AMO enhancing measurement validation of HRM practices required.

Based on earlier research issues, this study intends to examine how HR policies might boost employee engagement in Pakistani SMEs utilising the AMO model as a mediator. Research on the AMO model as a modulator in the HR-performance relationship is still lacking, especially when it comes to Pakistan. Although meta-analyses have shown positive associations, the relationship between HRM and performance remains unclear after decades of research in this field (Combs et al., 2006; Jiang et al., 2012). Our comprehension of how HRM practices affect performance at both personal and organizational stages is the "hard problem" in HRM (Townsend et al., 2020). According to work

performance theorists, performance is the result of each organizational member fulfilling their specific function requirements. Researchers are using the so-called AMO framework more and more. Particularly in the HRM field, this framework has emerged as one of the most often used theoretical viewpoints to comprehend HRM-performance linkages (Paauwe, 2009).

Problem statement

Although there is a significant amount of research of on AMO-enhancing HRM practices, little of it has examined their usefulness and applicability in the construction industry, primarily in non-Western contexts like Pakistan. The implementation and outcomes of AMO practices may be impacted by this area's formidable obstacles, which include hierarchical control structures, high staff turnover, and useful resource constraints. There are significant knowledge gaps regarding how creation companies can use AMO-based strategies to improve organizational performance and employee engagement because previous studies mostly focused on industries like insurance and era.

Furthermore, Pakistani production organizations' institutional and cultural contexts may not be adequately suited to Western-style HRM frameworks. AMO-enhancing HRM measures are being modified and validated in order to guarantee their applicability and efficacy in this particular setting.

Rational of study

Pakistan's GDP, employment, and infrastructure development are all greatly influenced by the construction sector (Pakistan Economic Survey, 2022). Because of its strategic significance, national development is a crucial area for enhancing HRM practices.

The construction industry is characterized by high employee activity, dispersed work structures, and informal employment conditions, in contrast to sectors like technology and insurance (Amah and Daniel, 2017). HRM strategies aimed at increasing employee involvement are necessary to address these issues.

Prior research has concentrated on HR procedures in industries like production, insurance, and finance (al-Sawani, 2020). Nonetheless, a reference-specific analysis of AMO-growing HRM practices is necessary due to the distinct operating mobility of construction companies (Kundu and Gehlawat, 2018).

In the expanding but resource-based environment, modernising the practices of the construction sector may foster innovation, enhance employee retention, boost efficiency, and provide businesses a competitive edge (Amah, 2016).

Research Questions

R1 What are the specific AMO (Ability, Motivation, and Opportunity) factors influencing employee commitment inside the construction industry?

R2. How does AMO factors individually and collectively effect compensation structures and incentives models of Pakistani construction industry?

R3. To What extent does employee involvement mediate the impact of AMO-enhancing HRM practices on employee performance and organizational outcomes?

Significance of study:

The pursuit of HR practices in the construction industry, particularly in the context of Pakistan, greatly benefits from this research. The workforce in the construction sector faces particular difficulties, such as high employee turnover, few opportunities for professional advancement, and a dearth of organized staff engagement initiatives. The study tackles the issue by embracing HRM practices that enhance the AMO of HRM in this area. This research identifies HRM practices that correspond to the unique dynamics of construction companies, in contrast to advanced studies that primarily focus on industries

like insurance and technology. Verification of AMO frameworks as multidimensional constructions in the construction industry fills in gaps in previously fragmented analysis and enhances theoretical understanding.

Literature review

AMO

Appelbaum et al. (2000) introduced the AMO framework, which consisted of three parts: opportunity to engage (O), motivation (M), and individual ability (A). It has been demonstrated that these elements improve worker performance. According to this theory, people perform at their best when they are driven to complete the task, possess the required abilities, and have access to the appropriate outlets for their expression (opportunity). It was noted by Boxall and Purcell (2011). The notion states that when individuals are competent, properly motivated, and given the opportunity to engage in their job, they perform at their best (Boselie, 2010; Boxall & Purcell, 2003; Choi, 2014).

Accordingly, the model is made up of basic psychological concepts (Kroon et al., 2013) that are linked to three systems that shape individual characteristics: ensuring that employees have the skills they need, motivating employees to enhance their discretionary behavior, and giving them the power to affect organizational outcomes (Harney & Jordan, 2008). Similarly, this approach has three systems that delineate personal attributes for validating that workers possess the necessary abilities, encouraging workers to cultivate optional behaviour, and enabling workers towards organization goals (Tabiu et al., 2016). The AMO model served as the foundation for high-performance work practices' (HPWP) interpretation of the link between job embedded and organizational performance as a mediator in the recent study by Nor and Abdullah (2020). The AMO framework is derived from the theoretical integration of contributions from industrial psychologists, who saw performance as a result of selection and training that improves workers' performance.

Lawshe (1945) and Wyatt (1934), social psychologists, who focused on motivation. Afterwards, opportunity was included in this paradigm to characterize outside variables that impede workers from doing their best job (Peters & O'Connor, 1980; Blumberg & Pierce, 1982). It has been demonstrated that opportunity, motivation, and ability are connected (Blumberg & Pingle, 1982).

HRM practices

Academics and industry professionals have recognized HRM's contribution to a company's ability to maintain its competitiveness. HRM is a concept, policy, system, and practice of employee behaviour, attitudes, and performance, according to Noe et al. (2010). The company had previously disregarded HRM's objective of assisting in organizational success until it became apparent to them lately that HRM may have a role in improving organizational performance (Zakaria et al., 2011). While many of the earlier HRM researchers recognized that there is no consensus on what HRM practices should contain, there are several practices that do serve as the foundation for the different practices put out by these experts. Specifically, the quantity of procedures must be upheld for as long as the organization is cognizant of the demands and specifications made on staff members in order to support the accomplishment of the designated organizational goal. Out of the seven principles recommended by (Guest, 1997), remuneration, training, and employee participation were selected for this study. The first interviews with SMEs on relevant HR practices and their recurrence in the studied literature served as the basis for selecting the practices for this study. Pay was selected because it was thought to be a source of incentive to boost output, and training may help employees become more skilled and capable. Conversely, the ownership and accountability of employee engagement will lead to more commitment and better autonomous space. Furthermore, it is a good idea to start looking at the importance of pay,

training, and employee involvement, particularly in the modern workplace that the cohort of new generations occupies. High-performance HR practices, often known as HPHRPs, assist staff members in becoming deeply engaged with the company and putting out great effort to achieve its objectives. The following are covered by HPHRPs, according to Bamberger and Meshoulam (2000): wide job design, participation, results-oriented assessment, internal mobility, comprehensive training, and employment security.

According to Mostafa (2017), research has also been done recently to examine the relationship between HPHRPs and potential employee outcomes including work satisfaction, organisational commitment, and citizenship behaviour. The research that has been provided has demonstrated that HPHRPs are linked to positive employee outcomes. More specifically, Boon et al. (2011) show how perceived HR practices and employee outcomes are related, as well as how person-job (PJ) and person-organization (PO) play mediating and regulating roles in this relationship. Furthermore, the adoption of HPHRPs is linked to higher levels of psychological empowerment, organisational commitment, and work satisfaction, according to research published by Messersmith et al. (2011). Better organisational citizenship conduct was also found to be positively correlated with these attitudinal factors.

Cultural and institutional differences in AMO measure

Cultural criteria: Pakistani organizations tend to be hierarchical, with a strong emphasis on top-down management and little employee autonomy. Typically, this differs from the egalitarian and participatory governance found in Western references (al-tit, 2020).

Institutional factor: It is difficult to implement AMO-based strategies in the construction industry due to the lack of formal structure for employee development and the lack of regulatory support for HRM practices (Dahiya and Rangnekar, 2020).

Social exchange dynamics: Unlike Western HR models, which place more emphasis on employee engagement and inspiration, loyalty and personal matters are significant factors in Pakistani organizations (Lateorra et al., 2016).

Lack of resources: Pakistani construction companies frequently struggle with infrastructure and budget constraints, which hinders their capacity to adopt structured HR practices (Li et al., 2021).

AMO and HRM practices

In contrast to the traditional perception of human resource management as a closed system, researchers have shifted their focus in recent years to consider HRM practices as an open system with interconnected functions (Kundu & Gahlawat, 2018). The high-performance work system (HPWS) is one of these systems that was developed to explain how HRM procedures indirectly influence workers' attitudes and behaviours in order to achieve high work performance based on developing employees' skills, inspiring them, and giving them chances to collaborate on accomplishing the objectives of the company (Li et al., 2019; Zhang & Morris, 2014). The AMO model focuses primarily on human resource management techniques that encourage staff discretionary behaviour, effectively addressing the strategic significance of HPWS (Appelbaum, 2000). Additionally, the foundation of this model rests on psychological ideas connected to the mechanisms that define individual traits (Kroon et al., 2013; Rajiani et al., 2016), with a focus on staff empowerment, encouraging staff to increase discretionary behaviour, and owning the necessary skills in the direction of organizational objectives. According to Marin-Garcia and Tomas (2016), the AMO model, which improves HRM practices in relation to achieving an organization's strategic goals, is a very complex matter. In contrast, this approach relies on employees' individual comprehensions of the practices in addition to an actual set of practices (Ehnrooth & Björkman, 2012). Accordingly, it is important to distinguish between real and expected HRM practices (Vermeeren et al., 2014). According to some writers, adopting the AMO model as an employee-focused viewpoint is a more effective way to explain the reasons behind employees'

behaviour changes than utilizing the administrative perspective (Bos-Nehles et al., 2013). Thus, this perspective explained that the ideal human design resource practices emphasis managers' ability to carry out these practices, support them in implementing tasks, and provide organisational support to effect the necessary change in addition to guaranteeing an effective executive (Bainbridge, 2015; MarinGarcia & Tomas, 2016). To improve human resource management methods, this approach takes into account a three-dimensional model made up of ability, motivation, and opportunity (Kundu & Gahlawat, 2018; Pak et al., 2019; Rajiani et al., 2016). "Ability" refers to enhancing the talents and capacities of the workforce through a variety of initiatives including hiring exceptional people, running comprehensive training and development programs, and pursuing job enrichment (Bainbridge, 2015; Pak et al., 2019). "Motivation" is the process of encouraging workers to do their tasks as effectively as possible through incentives and rewards.

Hypothesis testing

A statistical method known as hypothesis testing is used to extrapolate audience characteristics from sample data. The null hypothesis (H₀), which is the conventional assumption, usually states that there is no difference or influence across groups. It represents things as they are right now.

Hypothesis Alternative (H₁ or H_a): This hypothesis, which usually states that it indicates a link or distinction among variables, is the one you wish to test.

H1 Ability has significantly positive relationship with HRM practices

H2 Motivation has significantly positive relationship with HRM practices

H3 Opportunity has significantly positive relationship with HRM practices.

Research methodology

This study employed a quantitative approach called investigation research. Researchers can efficiently gather data and examine the participating approach with this method (Baugi and Sekaran, 2019).

HRM practices that enhance AMO expansion HRM were developed through a questionnaire survey (2013). The confirmation process specialist panel reviews and pilot tests were confirmed in accordance with the suggestions made by Tai et al. (2021) and Tai, Tan, and Leo (2022).

The study adhered to the recommendations of Hair et al. (2021), which suggest that the minimum sample size for the greatest number of formal indicators in any latent construction be used to guarantee that the sample size was partially adequate for structural equation modeling (PLS-Sem) of minimum classes. This strategy guaranteed adequate statistical power and impact strength.

Measurement validation and Adatption

This study offers measures to improve HRM practices in the context of Pakistani construction organisations. The study evaluated AMO-growing HRM practice measures, as suggested by Gusiri et al. (2013), using a number of procedures. The leading clarity and pertinent relation to changes in the element were initially determined by a panel of experts who then improved and updated their opinions. These modifications were required to guarantee compliance with the particular operational environment in the construction industry and avoid survey misunderstanding. All dimensions were unaffected by extinction, as demonstrated by the excellent reliability coefficient found in the pilot test.

According to Gueri et al. (2013), the classification of objects into three categories—capacity, inspiration, and opportunity—was based on pre-literature and professional opinion. Committee-related components assessed employee skill-development procedures, inspirational components, prize and incentive structure evaluations, and opportunity-related components looked into the method of

participation. Through empirical testing and repeated expert verification, construction validity was validated.

Survey Process

To ensure robust data collection, the study process comprised several steps. The survey had a 72% response rate, and by following up with notable respondents, steps were taken to lessen prejudice that is not a reaction. To enhance data quality in data resorts, data cleaning entails analyzing outbound detection and stability.

Instrument Measurement

Even though PLS-SEM works well with complex models pertaining to reflective-formative second-order constructs, it was chosen as the analytical tool. This approach effectively manages non-regular fact distributions and permits the simultaneous evaluation of several relationships. In the conceptualization of AMO-improving HRM practices, where capacity, motivation, and possibility are interdependent but wonderful dimensions, the reflective-formative structure is in line.

Scale development

A five-point Likert scale was used to record the responses in order to assess how the HRM practice was seen to be improved by AMO (1 being the firm disagreeing and 5 being the company agreeing).

Sampling technique

The study focused on Karachi-based construction companies and employed the targeted test. These businesses were selected based on their performance evaluation and credibility (Brubakk et al., 2015). By selecting businesses from a variety of operating categories, such as small, medium, and large construction projects, the study ensured diversity and helped to mitigate any potential biases brought about by the targeted tests.

Results and Discussion

Demographic analysis

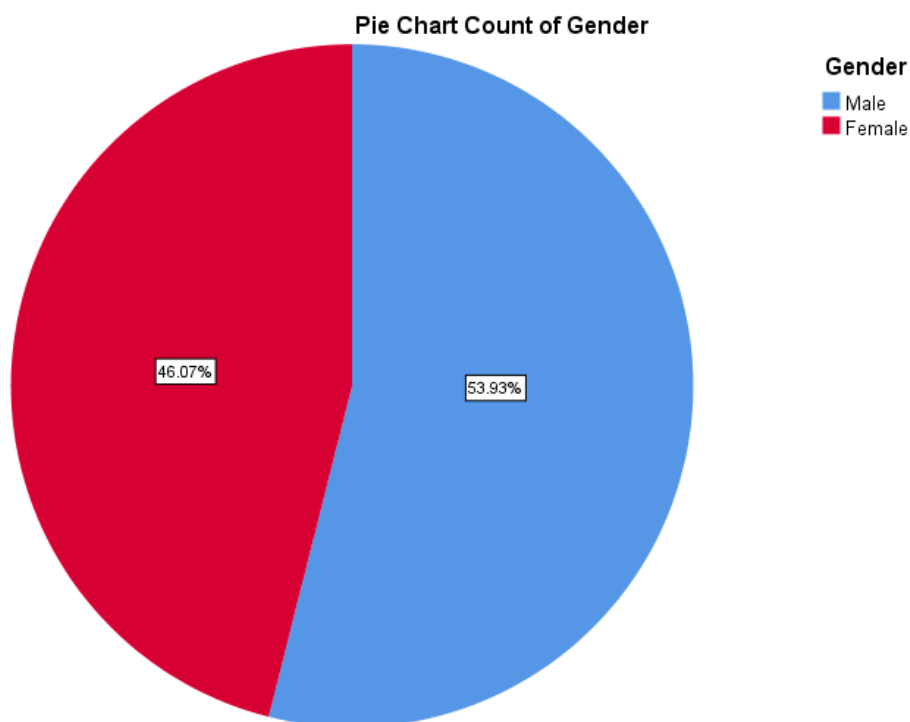


Figure 1 Gender

Above figure 1 shows that majority of participants are Male while on the other hand minority of Participants of the study are female.

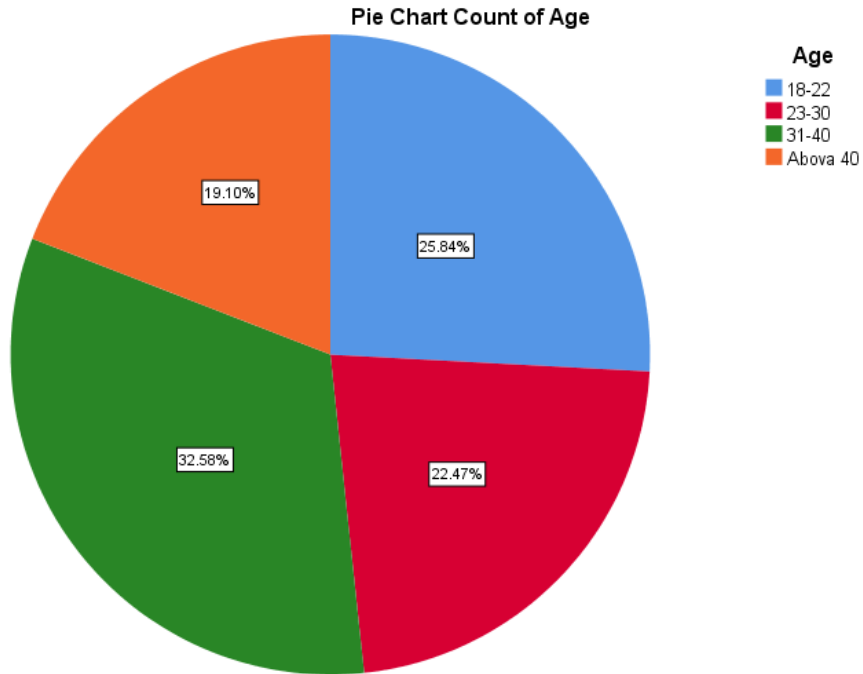


Figure 2 Age

In this study the figure shows that majority of participants age range in between 23 to 40 years old. While the minority of participants age ranges above 40 years old.

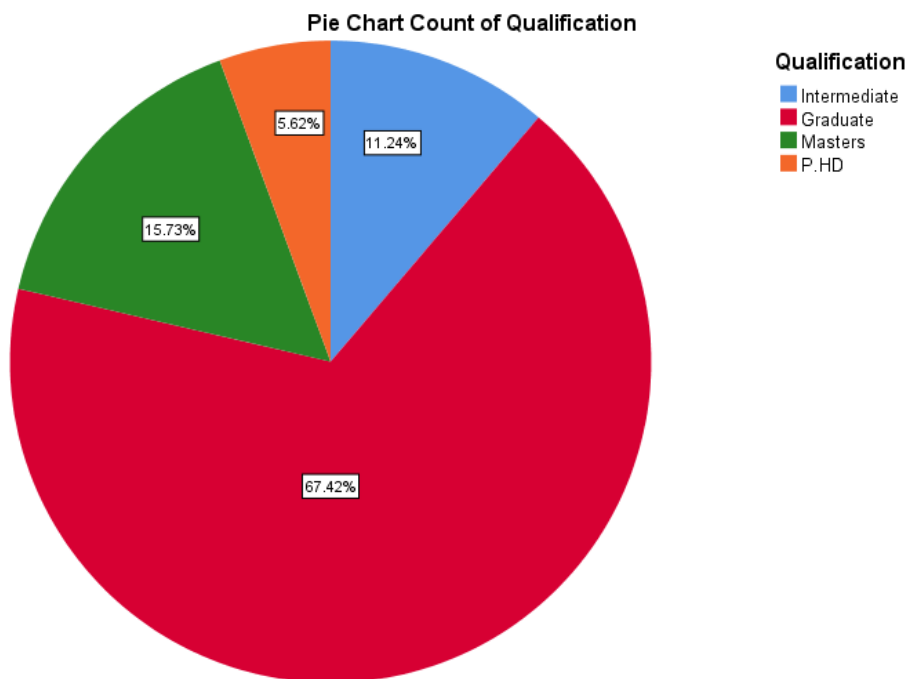


Figure 3 Qualification

The above figure 3 shows that majority of participants are graduate while on the other side minority of participants did PHD.

Table 1 Reliability and Validity Convergent

	Outer loadings
A3 <- Ability	0.737
A4 <- HRM	0.783
A4 <- Ability	0.820
A5 <- Ability	0.820
A5 <- HRM	0.778
A6 <- HRM	0.744
A6 <- Ability	0.757
M1 <- Motivation	0.863
M3 <- Motivation	0.779
O1 <- Opportunity	0.773
O1 <- HRM	0.732
O2 <- Opportunity	0.717
O3 <- HRM	0.770
O3 <- Opportunity	0.779
O4 <- HRM	0.778
O4 <- Opportunity	0.791
O5 <- Opportunity	0.824
O5 <- HRM	0.830
O6 <- Opportunity	0.730
O6 <- HRM	0.733

To verify the item reliability of this study, the outer loading has been tested (Hair et al., 2019). Since values are higher than 0.708, the outer loadings in Table 1 show that every item used in the study is dependable (Hair et al., 2019).

Table 2 Construct reliability and convergent validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
HRM	0.901	0.902	0.920	0.591
Ability	0.791	0.797	0.864	0.615
Motivation	0.524	0.540	0.806	0.676
Opportunity	0.862	0.867	0.897	0.593

The construct's reliability to verify the internal consistency of variables is displayed in Table 2. The constructs' convergent validity has been verified using the average variance that was retrieved. CronbachAlpha values greater than 0.7 indicate that the reliability of all the constructs used in this study has been established (Sarstedt et al., 2019). All of the constructs' convergent validity has also been demonstrated since their values exceed 0.5 (Hair et al., 2011).

Table 3 Discriminant Validity HTMT

	Heterotrait-monotrait ratio (HTMT)
HRP <-> A	0.403
M <-> A	0.978
M <-> HRP	0.377
O <-> A	0.966
O <-> HRP	0.331
O <-> M	1.071

The Heterotrait-Monotrait ratio is used to test discriminant validity (Nawaniret al., 2019). In 2021, Roemer et al. Less than 0.90 is the acceptable threshold for discriminant validity (Hair & Alamer, 2022). The three variables' heterotrait and monotrait ratios were found to be less than 0.85, indicating that all of the constructs have been shown to have discriminant validity (Henseler et al., 2015).

Table 4 R-Square

	R-square	R-square adjusted
HRP	0.139	0.108

R-Square is a measure of the degree of variation in the value of the impacted variable that can be explained by the impacting variable (exogenous). The purpose of this is to forecast the excellent or proportionate level of the model (Zhao et al., 2020). A R square value of more than 0.67 is classified as solid, more than 0.33 as moderate, and more than 0.19 in reverse is classified as feeble.

Table 5 Path Coefficient

	Original sample O	T	P value
HRM	.464	3.073	.003
Ability	.736	0.576	.566
Opportunity	.948	8.136	.000
Motivation	0.217	2.83	0.00

The proportionate magnitude and direction of the effect from a causal variable to an internal or outcome variable in the model are measured by these standardized path coefficients. The standardized path coefficients are partial regression coefficients that measure the impact of one variable on another while accounting for antecedent factors in a scenario where the model contains multiple causal variables.

Table 6 Summary of Hypothesis Testing

Hypothesis	P value	Significance	Results
H1	0.00	Significant	Accepted
H2	0.56	Non significant	Rejected
H3	0.00	Significant	Accepted

Conclusion and Discussion

According to the study, developing novel, valid, and reliable scales requires developing items, building the scale, and assessing its dimensions, validity, and reliability. Each stage of the process is improved by using best practices (Godfred et al., 2018). The prevalent motivating and labour union practices were the supply of suitable/modern working gear and equipment as well as the offering of incentives and bonuses to employees. High workforce turnover was one of the issues that human resource management practices in the Nigerian construction sector had to deal with (Amah,2016)

The purpose of this study was to investigate how construction companies might improve their HRM processes by implementing the AMO model. The findings of Albrecht et al. (2015) and Bulat (2019) are in line with the results, which show that the AMO model improved human resource management practices. The study, which was carried out at Sukkur IBA University, concentrated on knowledge sharing as well as the factors of employee ability, motivation, and opportunity within the Ability-Motivation-Opportunity (AMO) framework. The purpose of the study was to determine how these factors related to one other and how they affected creative work practices and intra-firm value co-creation (Raheel et al.,2021)

Due to significant cultural and institutional differences, this study emphasizes how Western-developed AMO measures are incompatible with Asian contexts. In stark contrast to participatory models in Western contexts, Pakistani creation companies frequently operate within hierarchical management structures that restrict worker autonomy (Al-Tit, 2020). Relationship dynamics and loyalty are important in the workplace, where employees usually prioritize personal relationships over official engagement initiatives (Latorre et al., 2016).

The implementation of Western HRM practice is complicated by institutional issues. According to Dahiya and Rangnekar (2020), Pakistan's construction industry lacks formalised frameworks for staff development and has no legislative backing for sophisticated HRM practices. The implementation of comprehensive HRM practices, including AMO-growing initiatives, is hindered by resource constraints and budget shortfalls (Li et al., 2021). This element highlights how local adaptation is necessary to guarantee that the AMO measures are both practically implementable and culturally appropriate.

Theoretical Implication

In order to fill the gap in the literature, this study validates the AMO structure for a non-Western reference. In the construction industry, where workforce dynamics differ greatly from those in other industries like technology and insurance, this furthers the goal of AMO-growing HRM practices. Research adds to the body of literature on cross-cultural HRM and offers a theoretical foundation for further investigations by validating the framework's adaptability.

Practical implication

Findings have significant implications for organisations, decision-makers, and human resource managers in the construction industry. Permanent staff may encourage high levels of engagement, lower

sales, and increase operational efficiency by using AMO-growing HRM practices. While the policy manufacturer may think about promoting helpful HR development guidelines in the field, HR managers can create tailored training programs and incentive systems to meet the particular demands of the working group.

Limitation of study

There are several limitations to this study. First, bias may be introduced by relying too much on self-reported data. Second, the majority of the research took place in Karachi, which restricts the findings' applicability to other regions or sectors. Furthermore, the cross-sectional design makes it impossible to assess the reason.

Future recommendation

In order to gain a deeper understanding of the causal link between AMO-growing HRM practice and organisational success, future study might identify longitudinal research methods. Generality will be enhanced by expanding samples to encompass various geographic locations. Additionally, researchers might look at how new technology can improve AMO techniques and increase their effect on worker productivity.

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