

The Impact of High-Performance Work Practices and Job Involvement on the Project success Moderating Role of Islamic work Ethics

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Abstract

The research was conducted to evaluate the impact of High-performance work practices and Job Involvement on the Project success. The research was also intended to explore the moderating role of Islamic work ethics between the relationship of the high-performance work practices and job involvement and project success. The data was collected from the organizations which were involved in the projects, situated in Islamabad, Rawalpindi, and Multan. The 150 questioners were distributed and from them, 100 questionnaires were retrieved. The findings of the research suggested project success while the Islamic work ethics significantly moderates the relationship among the high-performance work practices and project success. This study is a significant contribution in the domain of project management and it has multiple implications at managerial level and academic level. The research also suggested the future directions for further research.

Keywords: High-Performance Work Practices, Job Involvement, Project Success, Islamic Work Ethics.

Introduction

Within an organization, the liability regarding guaranteeing that employee state of mind, aptitude, behaviors, information skills are encouraging for successful performance and the accomplishment of an organization's tactical objectives and competitive benefit lies with the human resource (HR) unit. (Sözbilir, 2016). The literature of project management suggested that practices of human resource management grasped by the project-based organization's help to build up the environment of work for projects. (Huemann, Keegan, Turner, & J.R. 2007). In this review the literature of human resource management catalog practices of human resource management like employee involvement and knowledge sharing as high-

performance work practices. (Gollan, 2005) (Gollan P. J., Davis, Hamberger, & J, 2005). High Performance practices mean those activities of human resource that upgrade performance like training, rewards strengthening, business security and encouragement of employees to fill in as a group to effectively meet the needs of the activity. (Cheng-Hua, Shyh-Jer, & Shih-Chien, F, 2009). High-performance work practices are proposed to enhance the job satisfaction and motivation of employees. In response of these positive attitudes, it builds the performance at work. (Way, 2002). The affects of high-performance work practices in project domain is significant because of few reasons. As a matter of first importance of all human resource management is an essential process that influence the employment and organization of human resource for the development and continued existence. (Turner, 2003). High work practices are relevant to the atmosphere of organizations which are project-based for the reason that these practices endorse that jobs should be meant at a comprehensive level with a combination of planning and implementation, the tasks of individuals at jobs changed with the happening of changing in environment, for performance the teams are responsible and lateral communication and control depends on the objectives imparting with slightest status differences. (Gollan P. J., Davis, Hamberger, & J, 2005)

Project success is the ultimate goal of organization. Conventionally the success was considered in terms of conformity with budget, time and performance mean meeting the particular necessities of the project. (Barclay, Osei-Bryson, 2010) These scopes are well-known as “iron triangle.” In spite of the criticism on it, still, it is used as a gold standard to measure the success of the project (Papke-Shields, K.E., Beise, C., & Quan, 2010). Furthermore, the three criteria which are called iron triangle gets criticized a lot because of their insufficiency since a few analyst think that they are excessive while others are of the view that they are fragmented to measure the success. (Yu, Flett, & Bowers, 2005). The current study examines that high performance work practices and job involvement enhance the commitment and empowerment of employees with productivity and affectivity of project success under the moderating effect of Islamic work ethics. Work ethics have been seen as one of the most important traits in any modern associations. Islamic work ethics highlight the individuals and team members to focus on commitments, cooperation, avoidance of wealth accumulation and commitment to work, competitiveness and keeping away from exploitation practices at work. (Yousef, 2000). (Kumar & Che Rose, 2010) Recommended that Islamic work ethics are absolutely related with worker's advancement capacities.

(Khan, 2013) Suggested that the future direction for the research is that the research needs to be conducted in public and private sector with the focus on human resource practices, Islamic work ethics, and project success .Empirically found that the principles of Islamic work ethics enhance the workers job involvement which furthers the organizational desired project success. Thus, job involvement provides another way to Islamic work ethics in enhancing project success. However, in the neglected literature of project management, to my

knowledge scarce attention was found on how High performances work practices and job involvement enhance project success via moderating mechanism of Islamic work ethics .

Work ethics have been seen as one of the most important traits in any modern associations. Islamic work ethics highlight the individuals and team members to focus on commitments, cooperation, avoidance of wealth accumulation and commitment to work, competitiveness and keeping away from exploitation practices at work. (Yousef, 2000) Found, Islamic work ethics draw attention on intention rather than on consequences. The current study has multiple objectives to enhance the project success. The current study will explore the relation of high performance work practices on project success, the relationship of job involvement on project success , the moderating role of Islamic work ethics between high performance work practices and project success, the moderating role of Islamic work ethics between job involvement and project success.

Islamic work ethics, High performance work practices, job involvement and project success are interrelated with each other. (Kumar & Che Rose, 2010) Recommended that Islamic work ethics are absolutely related with worker's advancement capacities. At the point when employees are very inventive they encourage the associations to accomplish their business results. Islamic work ethics are the wants of the relations between the general population themselves and their lead at work in the light of Islamic tents and qualities. Islamic work ethics is likewise a piece of a person's conviction framework, in this manner we contend that the people, who are high on Islamic work ethics, will have the capacity to cradle against the useless work that implies this individual factor urges representatives to high engaged with their jobs. (Rahman, Muhamad, & Othman, 2006). The human resource practices have a positive impact on the organizational success. (Wickramasinghe & Liyanage, Effects of High Performance Work Practices on Job Performance in Project Based Organizations, 2013) The investigation concluded that the specific practices of the human resource have a positive impact on the organizational success. It was additionally investigated that the organizations accomplish a competitive advantage by the execution of human resource practices. All these variables are interrelated with each other and can enhance the project success.

This study will be helpful for scholars and practitioners to reduce the chances of project failures and increase the hope to achieve the project success, and also create the work environment where employees involve themselves and help to achieve the project success .In Pakistan disappointments in projects are normal. Explanation for this is the projects were go through various hypotheses and practices which depend on and tried in western social orders. Pakistan is an Islamic country with a multicultural society; appropriately it's a fair setting for performing and detailing such a fair report. (Ali & AL-Owaihnan, 2008) Proposed, religion gives the base of monetary, good and social ethical dimensions. Islamic work ethics may shift crosswise over socioeconomics however it has beneficial outcomes on organizational performance and innovative abilities. Islamic work ethics covers a more wide range of ethics since it envelops all parts of life which depend on the Holy Quran and Sunnah. However job

involvement and high performance work practices are the integral part of employees self definition. Remarkably, human resource practices and roles in developing the economy of Pakistan go to the early sixties while regime focused on the institutional progress. Lots of glitches have been confronted by the nation state in the course of this development and consequently the pace of development as regards the progress of successful organizations has been certainly slow. There can be numerous ascribing reasons for this sluggish pace, however, one factor can be a lack of emphasis on giving unpaid significance to Islamic work ethics in Muslim nation state like Pakistan. Academics have brought into being that religious simulation on human practices are very substantial but are an abandoned field in research.

Problem Statement

Project success is the vital preferred aim of any project base organization around the globe. Over the last few years research studies in the framework of project, investigated and found numerous positive significant success factors which productively achieve the project success. Among other individuals' level factors, one is the function of Islamic work ethics which persuades workers to contribute by their best capability to the accomplishment of a project. The Islamic work ethics positively process the project success through different ways like job involvement and High Performance work Practices. Therefore, current investigation stresses on the process view of Islamic work ethics, provide an opportunity to find out the relation of High Performance work practices and job involvement on project success by testing the direct effect of Islamic work ethics on project success via job involvement and high performance work practices There is incomplete consideration given to this taken theme and a large portion of the examination ponders related to this point are led in developed countries, so there is no such examination directed in Pakistani environment which is under develop country.

Research Question

On the basis of the acknowledged problems, the present study is indented to uncover answers for a few questions, brief outline of the questions are as follows.

Question 1: Does High Performance Work Practices positively impact on project success?

Question 2: Does job involvement positively impact on project success?

Question: 3 Does Islamic work ethics act as a moderator between high-performance works Practices and project success?

Question: 4 Does Islamic work ethics act as a moderator between Job involvement and project success?

Research Objectives

The overall objective of the study is to examine the impact of high-performance work practices and job involvement through Islamic work ethics on project success.

The specific objectives of the study are stated below;

1. To investigate the relationship between high-performance work practices and project success.
2. To investigate the relationship between job involvement and project success.
3. To examine the moderating effect of Islamic work ethics on the relationship between High-performance work practices and project success.
4. To examine the moderating effect of Islamic work ethics on the relationship between Job involvement and project success.

Significance of the study

This study will be helpful for scholars and practitioners to reduce the chances of project failures and increase the hope to achieve the project success, and also create the work environment where employees involve themselves and help to achieve the project success. In Pakistan disappointments in projects are normal. Explanation for this is the projects were go through various hypotheses and practices which depend on and tried in western social orders. Pakistan is an Islamic country with a multicultural society; appropriately it's a fair setting for performing and detailing such a fair report. (Ali & AL-Owaihah, 2008) Proposed, religion gives the base of monetary, good and social ethical dimensions. Islamic work ethics may shift crosswise over socioeconomics however it has beneficial outcomes on organizational performance and innovative abilities. Islamic work ethics covers a more wide range of ethics since it envelops all parts of life which depend on the Holy Quran and Sunnah. However job involvement and high performance work practices are the integral part of employees self definition. Remarkably, human resource practices and roles in developing the economy of Pakistan go to the early sixties while regime focused on the institutional progress. Lots of glitches have been confronted by the nation state in the course of this development and consequently the pace of development as regards the progress of successful organizations has been certainly slow. There can be numerous ascribing reasons for this sluggish pace, however, one factor can be a lack of emphasis on giving unpaid significance to Islamic work ethics in Muslim nation state like Pakistan. Academics have brought into being that religious simulation on human practices are very substantial but are an abandoned field in research.

Supporting Theories

Broaden and build theory

According Broaden and Build theory, employees feel positive, cheerful and blissful at work place. The Broaden-and-build theory assemble the form and significance of a subset of

positive emotions, including love, happiness, interest, and satisfaction. According broaden and build theory by (Fredrickson, 1998) positive emotions begin a cycle of progressively positive emotion, which persuade the development of skill, aptitude, system and resource.

In broaden and build theory researchers emphasized on employee's positive feelings which lead to execution (e.g. Project success). Positive feelings encourage directness to learning, information advice and feedback, for example when workers encounter positive emotions; their decisions are mainly prone to incorporate subtle signs and sources of information (Estrada, Isen, & Young, 1997)

(Khan, Nawaz, Aleem, & Hamed, 2012) At the point when representatives feel positive at work put then they begin making the most of their work and include their self in work place. Broaden and Build theory is best to help the connection of job involvement between Islamic work ethics and project success. Islamic work ethics discussing interest, bliss, and inspiration and they lead to performance increase of people (Ali A. 1988). The point of the present examination is to discover the essentialness of Islamic work ethics practices to urge employees to include there self in employment and elevate their commitments to work.

Job Characteristic Theory

The idea of job characteristics theory was given by (Hackman & Oldham, (1980)) which consists of five job characteristics model (task significance, skill variety, task identity, feedback and autonomy) and viewing how these particular characteristics affect the organization performances (project success). This study also aims to find out the importance of high performance work practices which helps to increase their competence and efficiency and endorse their dedications to work.

Literature Review

The following review of the literature has been indicated within the general field of project success. Several studies have been studied to ascertain a considerable gap in the literature. Furthermore, this contributes to an understanding of the suggested theoretical framework, alongside with the hypothesis development for the present study.

High-performance work practices and Project Success

The high-performance work practices are the soft practices of human resource management. These practices instill the interactive authority, accountability and recognition at the work.

These practices are applicable to the workplace of the project since they permit designing the jobs at a expansive dimensions from the scheduling phase to the execution. And the shared responsibilities are increased to it. It additionally teaches the idea of shared responsibility of performance and fulfillment of mutual goals with minimal difference. (Gollan P. J., Davis, Hamberger, & J, 2005). These practices are extremely significant for the performance and

success. These are the necessary process because they have an impact on the employee employment and its determination. (Turner, 2003)

(Pfeffer, 1994) Prescribed that by getting some specific practices the associations can alter the current procedure and by doing this the association's execution will be enhanced and which at last leads towards the achievement. (Becker, Huselid, Pickus, & Spratt, 1995) led the examination which turns out to be exceptionally prominent. The examination was led on the 740 organizations. The examination investigated the arrangement of human resources built up in the organization that which association have embraced superior high-performance work practices and concentrated that the who were on the high index had more noteworthy execution as far as financial matters and statics. In the same line, the study was conducted by the (Fey & Björkman, 2001) that practices of human resource are valuable for every type of employees and the practices have an influence on the consequential outcomes of the organizations.

H 1: High-performance work practices has a positive impact on project success.

Job involvement and Project success

Job involvement is clarified as the degree of employee association in his occupation and how much he contributes to decision-making. Employment job involvement inclusion heightens if employees have self-sufficiency and power at work (Bass, 1965). Research point to connection between organizational commitment, job involvement and peer connection. Results of job involvement recommend that it encourage commitment that will upturn work effort of individuals (leading to success of project). People who are concerned are open to learning and connections, with fellow colleagues and society to give their entire identities to work. Kahn called involvement as phenomena to forecast performance of the employees whether he is putting personal, physical and emotional energies at work (Kahn & Byosiere, 1992). If the workers put in sensible work for understanding of personal and organizational goals, this will prompt greater efficiency and the employee at last hold with the organization (Pfeffer, 1994)

(Aleinein, 2016) Conducted a research on 353 employees who are working in diverse organization at administrative level and founded that individuals who are extremely engaged in their jobs are vastly performed at their working environment which eventually encourages the organizations to accomplish organizational outcomes (e.g. project success).

In addition, a study of (Chughtai, 2008) founded that job involvement was absolutely linked with in role job performance Job involvement as an essential of major source of an organizational motivation, job satisfaction and commitment which persuade individual's job performance. A study of (Christen, Iyer, & Soberman, 2006) recommended that when individual workers carry out well at work it help the organizations to accomplish its objectives in several different ways such organization performance (project success). Job

performance also indicates employee behavior that contributes to achieve organizational goals and objectives. As above discussion and its importance, it is important to discover how job involvement is associated with project success.

H 2: Job involvement has a positive impact on project success.

Islamic Work Ethics as a moderator

The ethics have become the prominent topic from last decade. The researchers are trying to determine methods to include ethics in training of employees at work. The people who are involved in business and the organizations have consent that the ethical capability of employees is the central factor through which organizations can stay away from the crises and outrages in the future.

Research Methodology

The research was based on the deductive method and an adopted questioner was used to gather the data and the relationship of dependent, independent variable, mediator and moderator were examined. For better understanding, the data was examined through quantitative method.

The respondents were contacted at their workplaces to fill the questionnaires in the regular settings of their working environment. The findings of the research are not affected by the research interferences because the research interference did not exist. The unit of analysis was individual working on the different projects in the public sector from capital city Islamabad and two metropolitan cities Rawalpindi and Multan. As the present study focused on the governmental projects in Pakistan, the population of the study comprised of the managers and subordinates working in the different projects, which are implemented by governmental institutes

During the collection of the data, no major event happened in the organizations of respondents. Almost 150 questioners were distributed and 100 questioners were retrieved out of 150 questioners, the retrieval percentage is 60%. Out of these 100 questioners, the 35% were from NADRA, 10% were from SNGPL, 30% were from DHA and 25% from WAPDA.

Scales

The data was collected through adopted questionnaires from different sources. The nature of the items included in the questionnaire is such that all of them i.e. High-performance work practices, Project Success, Job Involvement, and Islamic work Ethics have to be filled by managers and subordinates. All the items in the questionnaire were responded to using a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree). Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification, and Experience.

High-Performance Work Practices

To measure the High-Performance Work Practices the scale is adopted of Vikram Singh and Liyanage (2013) The responses will be obtained through 5 points Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are “Your organization provides specified examples of expected performance during performance review discussions, Performance feedback helps you to improve your performance.

Project Success

A four-item scale will be used to assess project success, developed Aga (2016) scales. The rating scale ranged from 1 (Strongly disagree) to 5 (Strongly Agree). The items are “The project was completed on time, the project was completed according to the budget allocated, given the problem for which it was developed, and the project seems to do the best job of solving that problem, project specifications were met by the time of handover to the target beneficiaries”.

Job Involvement

The original scale was developed by Kanungo's, (1982) contains 10 items. Sample items for the Job Involvement include “Most of my interests are centered on my job”. The Alpha reliability of this scale was .86

Islamic Work Ethics

To measure the Islamic Work Ethics, the scale is adopted of Abbas (2012). The responses will be obtained through 5 points Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are “Laziness is a vice, Dedication to work is a virtue, Good work benefits both one's self and others, Justice, and generosity in the workplace are necessary conditions for society welfare.

Regression Analysis

The regression analysis was used to measure the link between the independent and dependent variable. For the regression analysis, the ordinary least square method was used. For this method, the index for each variable was developed by summing up different questions for each variable. And then the average was calculated from the index. The values of the beta coefficient, R-squared, and change in R-squared are presented in Table 1.

Table 1. Regression Analysis Results

Predictors	Project Success			
	β	t	R ²	ΔR^2
Step 1				
Control Variables			0.024	
Gender	-0.219			
Age	0.070			
Education	0.013			
Experience	-0.070			
Step 2				
Constant	2.466***			
Gender	-0.200			
Age	-0.046			
Education	0.011			
Experience	-0.032			
HPW AND Job Involvement	0.371***	4.122	0.077	0.553***

Table values are standardized beta weights.

n = 300

*** correlation is significant at the 0.000 level

Moderation Analysis

The moderation was used to determine that whether the relationship between high-performance work practices and project success depends on Islamic work ethics. The moderation analysis is basically multiple regression equations with an interaction term.

Table 2. Moderation Analysis Results

Predictors	Project Success		
	β	R ²	ΔR^2
Step 1			
High-Performance work practice	0.335***	0.24	
Islamic Work Ethics	0.032		
Step 2			
High-Performance Work Practices	0.262***		
Islamic Work Ethics	0.058		
Interaction Term (HPWP*IWE)	0.367***	0.357***	0.067***

Table values are standardized beta weights.

*** correlation is significant at the 0.000 level

n = 100;

* $p < .05$; ** $p < .01$; *** $p < .001$;

Moderation Analysis

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Table 3. Moderation Analysis Results

Predictors	Project Success		
	β	R ²	ΔR^2
Step 1			
Job Involvement	0.334***	0.26	
Islamic Work Ethics	0.031		
Step 2			
Job Involvement	0.262***		
Islamic Work Ethics	0.055		
Interaction Term (JI*IWE)	0.364***	0.352***	0.064***

Table values are standardized beta weights.

*** correlation is significant at the 0.000 level

n = 100;

* $p < .05$; ** $p < .01$; *** $p < .001$;

The bivariate correlation was analyzed, the results were accepted as significant at $p \leq 0.01$. As can be seen in Table 1, the high-performance work practices and Job Involvement were significantly positively related to project success ($r = 0.24$, $p \leq 0.01$), The moderator Islamic work ethics is significantly positive correlated with high-performance work practices ($r = 0.21$, $p \leq 0.01$), significantly positive correlated with project success ($r = 0.30$, $p \leq 0.01$) and significantly positive correlated with Job Involvement ($r = 0.69$, $p \leq 0.01$).

Table 2 provides the hypotheses relations between the variables. The overall model for predicting project success from high-performance work practices was significant ($F = 4.918$, $p \leq 0.000$). The value of F showed that the model under study in this dissertation is supported by the data and variables which are fit in. The analysis controlled for the effect of the demographic variable (i.e. age, gender, education, and experience). The results of regression analysis showed that high-performance work practices were a significant predictor of project success ($\beta = 0.371$, $p < 0.000$). Thus found support for hypothesis 1 that high-performance work practices would lead to project success. The regression equation which is mentioned above showed that the if the value of high-performance work practices increases by unit 1 then the value of project success will increase by 0.371. The above table 2 showed that value of R-square is 7.7%, it means that the independent variable is explaining the 7.7% variations in the dependent variable.

To test for the interaction effects of Islamic work ethics on high-performance work practices and project success, moderated multiple regression analysis was used, as suggested by Cohen, Cohen, West, and Aiken (2003). The value of variables has been converted into centralized standardized and the interaction term was computed by multiplying the value of the independent variable with the moderating variable. The multiplication of high-performance work practices and Islamic work ethics is known as interaction. In step 1, both independent and moderator variables were jointly entered. In step 2, the interaction terms of independent and moderator variable were entered, which if significant, confirms moderation. For the moderated regression analyses, the variables were centered by subtracting the overall mean from the individual values.

In table 3 results in the interaction effects high-performance work practices and moderator Islamic work ethics on the project, success is presented. The results show that controlling for the effects of all independent and moderator variables, the interaction term “High-performance work practices * Islamic work ethics” was significant for project success ($\beta = 0.367, p < 0.000$). This result confirmed moderation for hypothesis 3.

Discussion

The results of the hypothesis, which were tested, are summarized in the result section of the dissertation. Altogether the present study has spawned significant answers to the research question, namely, whether the high-performance work practices and Job involvement has impact on project success, whether the Islamic work ethics act as a moderator between the high-performance work practices , Job involvement and the project success.

The present study shows that the main effects of the hypothesis are supported. The results clearly showed that the high-performance work practices have a significant impact on the project success. As it is widely accepted that the human resource practices have the strong influence on the achievement of the desired results. The results are consistent with the existing study by Belout and Gauvreau (2004), in which the advocated the significance high-performance practices in the domain of the project success and it is contradicting with the results of the Pinto and Prescott (1988) in which they advocated that the importance of personal factors in the domain of the project success as compared to the human resource practices. The results of the study also in line with other studies like Khan and Rasheed (2014), Geoghegen and Dulewicz (2008), Keegan and Den Hartog (2004), Mazur, Pasasski, Chang and Astikanasy (2014), Muller and Turner (2010).

The results reveal that the practices of human resource management support on developing the environment which leads towards the success (Huemann, Keegan & Turner, 2007; Zupan & Kase, 2007). The acceptance of the hypothesis due to the reason. That basically it's the complete process from the recruitment to deployment for the survival (Turner, 2008). The results are consistent with the study which as conducted by the Guest et al., (2000).

Taking forward the discussion, Islamic Work Ethics is a significant moderator between the high-performance work practices and project success. The description of the analysis of data under the social exchange theory (Homans, 1958), advocated that the cost-benefit relation matters a lot.

This is also in line with the Protestant work ethics, the concept was given by the Weber (1958), that the financial benefits are of great importance.

The reason of the significant moderation of the Islamic work Ethics is consistent with the study of Marri et al., (2012) in which like the moderation of Islamic Work Ethics tested on the different variables of the organizations. Rice (1999), found that the Islamic Work Ethics has impact on the failure and success, but is non-presence of the moderating role of Islamic Work Ethics, especially in the Islamic culture in which the project-based organization, established, it is highlighted that the employees take religion as their private matter it is the matter between the God and with them, it demonstrates the consistency with the western culture (Rice, 1999).

The study has proved that the ethical consideration is essential because Islamic Work Ethics is a moderator and it has a significant impact on the project success. The study results are in line with the previous recommendations (Tsalturyan & Muller, 2011; Muller et al., 2013; Aubry et al., 2011, 2012).