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Employees Commitment among International Organizations: Role of HPWS, Identity, Engagement, and Culture

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Abstract

Key words:

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engagement.

The importance of organizational commitment and employee engagement in public and private organizations has been well-documented by previous researchers. Still, little research has been conducted to determine how these two variables behave in international organizations with a diverse workforce, different human resource practices, a complex organizational culture, and a unique organizational identity. Consequently, this study aims to investigate the function of employee engagement as a mediator between the High-Performance Work System (HPWS), perceived organizational identity, and organizational commitment. In addition, this study aims to investigate the moderating effect of organizational culture on the relationship between high-performance work systems, perceived organizational identity, and employee engagement. Data were obtained from 132 international organization employees and evaluated using structural equation modeling (SEM). This study found that employee engagement fully mediates the association between high-performance work systems (HPWS) and organizational commitment. In contrast, employee engagement partially mediates the relationship between perceived organizational identity and commitment. Lastly, corporate culture moderates the association between HPWS and employee engagement, but no moderating effects were observed between perceived organizational identity and employee engagement. Since HPWS are culturally sensitive, the findings of this study are essential for human resource managers and senior management of foreign firms to reconsider their HPWS to boost employee engagement and organizational commitment. This is the first study to analyze the relationship between the variables researched, as the relationship between these variables has never been studied in the context of international organizations.

Introduction

In the era of globalization, corporations have expanded their global economic activity through several avenues. In this context, multinational organizations implement a variety of internationalization techniques, including export, foreign direct investment, joint ventures, etc. Although their international operations present several opportunities, these international organizations must also face numerous obstacles. Among these various obstacles, managing the performance of a diverse workforce, keeping talented personnel, and maximizing employee engagement and commitment stand out. Moreover, [Johnson et al. \(1999\)](#) noted that the nature of employees' organizational commitment might vary when they have numerous obligations, particularly in the case of multinational joint ventures. Therefore, when a strong dedication is coupled with an emphasis on consistency, stress and low levels of creativity may result. About these arguments, worldwide corporations frequently request joint ventures, putting their employees in a scenario that makes it difficult for them to sustain organizational commitment without compromising employee engagement.

[Snape et al. \(2010\)](#) noted that human resource management experts had recognized the significance of employee engagement and commitment in the setting of a diverse workforce. Moreover, [Vance \(2006\)](#) emphasized that employees who are engaged and devoted to the firm play a crucial role in attaining a competitive advantage, such as increased productivity and low turnover. In addition, Jack Welch, CEO of General Electric, emphasized in 2006 that people who believe in the organization's objective and know how to play a significant part in its success. Therefore, firms should measure employee engagement and commitment continually at least once every year.

Although previous research has identified several elements that influence employee organizational commitment, the significance of high-performance work systems (HPWS), employee engagement, organizational identity, and organizational culture remains restricted. In this regard, [Ghebreorgis et al. \(2007\)](#) noted that few studies had examined the role of HPWS in an international environment. According to the researcher's best knowledge, no study has examined the impact of HPWS and organizational identity on employee engagement and organizational commitment. According to a 2013 report by Blessing White, only 33% of 7,068 employees are engaged in their work. This alarming percentage necessitates an investigation to determine the cause of low employee engagement and, more specifically, the answer to the question, "What is required to increase employee engagement?" Low engagement predicts negative outcomes such as high turnover, poor performance, and dissatisfaction among employees. Although earlier research has shown that HPWS plays a crucial role in increasing employee engagement and commitment, employees cannot comprehend organizational procedures based on HPWS due to the lack of support from line managers ([Zhang et al., 2018](#)).

In addition, no study has investigated the function of organizational culture as a moderator between high-performance work systems, organizational identity, and employee engagement. In this regard, [Huang et al. \(2018\)](#) explained that when international organizations expand their business operations in emerging markets, they need a better understanding of management practices in the international context. However, limited research has been conducted to understand the nature of international management practices. Specifically, it is necessary to determine how a high-performance work system and organizational identity influence employee engagement and organizational commitment and how organizational culture moderates the effect of HPWS and organizational identity on employee work engagement in international organizations ([Kore et al., 2021](#)). Consequently, this study investigates the impact of high-performance work systems and organizational identities on employee engagement and commitment. This study will also examine the moderating effect of organizational culture on the relationship between high-

performance work systems, organizational identity, and employee engagement.

Literature Review

Organizational commitment has received significant attention because researchers feel that dedicated employees exhibit positive workplace behavior that leads to favorable outcomes such as job satisfaction, improved job performance, and reduced turnover. [Mowday \(1982\)](#) define organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization and is characterized by a strong belief in and acceptance of the organization's goals and values, as well as a strong desire to maintain membership in the organization" (Page, 27). Commitment can contain both emotional and logical components. Emotional aspects may result from pleasant emotions, whereas rational elements may result from a well-considered plan. In this regard, [Meyer et al. \(1991\)](#) emphasized that, due to emotional elements, individuals exhibit positive feelings toward entities or individuals with whom they have made a conscious commitment. In contrast, rational elements are involved in a deliberate plan when individuals consciously commit to any entity or individual. Similarly, commitment refers to "both a willingness to persist in the course of action and a reluctance to change plans, often due to a sense of duty to stay the course." In addition, [Cohen \(2003\)](#) highlighted that individuals are committed to several institutions, such as family, country, religion, education, and politics, or persons, such as a spouse, child, peer, or organization ([Vance, 2006](#)).

[Kahn \(1990\)](#) defines employee engagement as "the harnessing of the selves of organization members to their work roles." During role plays, people engage and express themselves physically, cognitively, and emotionally. Similarly, [Vance \(2006\)](#) noted that firms define employee engagement differently based on employee happiness, employee enjoyment of their work, and employee perception that their employer appreciates their efforts. Engaged employees are consequently more likely to forecast a high level of commitment to their firm and to remain for a more extended period. Additionally, [Welch \(2006\)](#) emphasized that engaged and devoted employees bring numerous benefits to the firm.

HPFS, Employees Engagement, and Organizational Commitment

Implementing High-Performance Work System is one strategy for operationalizing human resource management techniques (HPWS). HPWS is defined by [Datta et al. \(2005\)](#) as a "group of internally coherent and consistent HR practices designed to promote employee competence, motivation, and commitment." In this context, [Wu et al. \(2015\)](#) explained that HPWS assists firms in the operationalization and effectiveness of human resource management techniques since HPWS promotes cost-cutting efforts, thereby boosting employee productivity and values ([Peprah, 2020](#)). Moreover, [Regy et al. \(2019\)](#) noted that firms have

struggled to increase employee engagement by adopting effective systems and practices, but HPWS characteristics predict high job engagement. In this context, [Zhang et al. \(2018\)](#) identified the inadequate implementation of human resource practices by line managers as one of the potential causes for organizations failing to reap the benefits of HPWS. Similarly, [Bal et al. \(2013\)](#) imply that engaged employees are more passionate and invested in their firm than disengaged employees.

Additionally, past researchers have documented the function of engaged employees in the business and explained that they are more innovative and devoted to their organization, which aids the firm in achieving a competitive advantage ([Whitman et al., 2010](#)). Previous researchers have investigated the function of HPWS in employee engagement ([Albdour et al., 2014](#); [Huang et al., 2018](#)). Essential components of HPWS include intrinsic and extrinsic rewards, and firms frequently use prizes to motivate personnel. In this context, [Ram et al. \(2011\)](#) found a high association between employee rewards and engagement, job satisfaction, and organizational commitment. The rationale underlying these findings is that when companies use HPWS, people respond with high work engagement and organizational commitment.

[Bal et al. \(2013\)](#) employed social exchange theory to explain the connection between HPWS, employee engagement, and commitment. Since HPWS provides employees with support and encouragement to accomplish personal and job-related tasks, employees in this social exchange relationship anticipate a high level of engagement and commitment to the organization. The organizational culture that supports HPWS moderates this relationship. When international organizations embrace HPWS, their varied workforce demonstrates a high level of involvement and dedication. In this context, [Huang et al. \(2018\)](#) highlighted that firms deploy HPWS with the hope that their employees will demonstrate high levels of engagement and dedication in exchange for their efforts. When organizations provide opportunities for professional growth and encourage employee participation in the decision-making process, employees demonstrate greater engagement and dedication to the organization, according to a report on employee engagement by Blessing White based on 425 companies from around the world. Additionally, [Al-Hawary et al. \(2021\)](#) noted that HPWS encourages employee participation and dedication ([Gürlek, 2021](#)). Based on the preceding discussion, the following hypothesis is proposed:

H1: Employee engagement mediates the relationship between HPWS and Organizational commitment among international organizations.

Perceived Organizational Identity, Employee Engagement, and Organizational Commitment

Organizational identity is one of the components of the corporate image ([Lee et al., 2023](#)). The organizational image comprises two elements:

organizational identity and manufactured external image. The notion of built external image explains organizational employees' perceptions of how external members view their company. In contrast, organizational identity explains employees' perceptions of how internal employees view their organization (Lievens et al., 2007). Moreover, Chang et al. (2021) emphasize that organizational identity refers to the answer to the question, "who are we as an organization?"

M. A. Bhatti et al. (2022) noted that organizational identity is a crucial component of organizational psychology, highlighting how employees view themselves as part of the organization and how they feel about its goals, mission, and performance. Past research has investigated the effect of corporate image on employee engagement. It suggests that organizational identity is one of the most powerful predictors of employee engagement, enhancing organizational commitment. Bankins et al. (2019) noted that prior studies concentrated on the exterior organizational image of public organizations but paid less attention to the internal organizational image, specifically the perception of organizational identity. According to Lee et al. (2023), organizational identity favors employee engagement. Similarly, Rho et al. (2015) investigate the relationship between organizational identity and employee engagement and conclude that organizational identity is one of the most influential factors influencing employee engagement.

In addition, Collen (2019) highlighted that perceived organizational identity evaluates the beliefs of internal members and explains how employees perceive the attractiveness of their organization in terms of goals, mission, and performance. Although prior scholars have well documented the importance of organizational image in public and private organizations, no study has examined the role of organizational image in the context of an international company displaying several cultures. Consequently, it is essential to comprehend how corporate identity influences organizational commitment via employee engagement in multinational organizations. Therefore, based on the preceding debate, the following hypothesis was proposed:

H2: Employee engagement mediates the relationship between Perceived organizational identity and commitment.

Organizational Culture as Moderator

Jiang et al. (2012) noted that HPWS assists firms in retaining competent and talented workers, who play a crucial role in enhancing organizational performance. One of the fascinating findings of previous researchers is that HPWS is culturally sensitive and manifests itself differently in various cultures, such as in Latin America, where the supervisor and peer support predict employee engagement, and in Africa, where the reward, communication, and environment predict employee engagement (Kaur, 2017). In addition, Perrin (2009) conducted a significant study on

employee engagement in 13 countries and found that the United States, Canada, Europe, the Middle East, and Asia have the lowest levels of employee engagement. The varying levels of employee engagement in different nations call for further research into the role of cultural differences in employee engagement (Ram et al., 2011).

Felfe et al. (2008) claimed that organizational commitment might be influenced by culture. Still, researchers need to determine whether the organization's structure or related components are also affected by culture (Kanning et al., 2013). In addition, Lee et al. (2023) highlighted that public organizations frequently receive negative feedback from external members, unlike private organizations. This implies that the primary distinction between public and private companies is their respective cultures, which generate and emphasize both positive and bad features of organizational culture. When employees receive good feedback from internal and external members regarding the organization's mission, goals, and performance, their level of engagement may grow, hence increasing their commitment. Consequently, this study aims to investigate the role of corporate culture as a moderator between HPWS and employee engagement.

H3: Organizational culture moderates the relationship between HPWS and employees' work engagement.

H4: Organizational culture moderates the relationship between organizational identity and employees' work engagement.

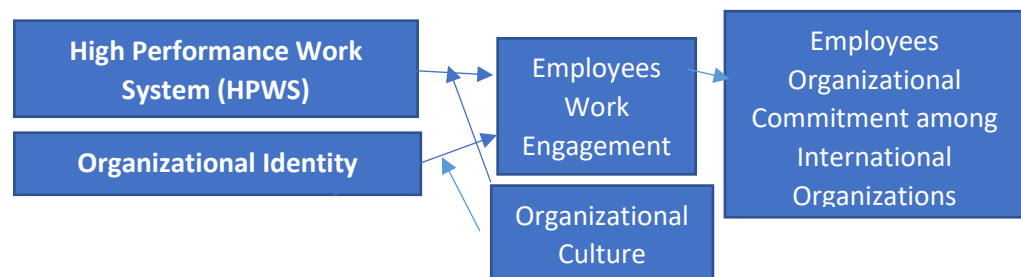


Figure 1: Conceptual Framework

Methodology

This study employed quantitative methodology and deductive reasoning to analyze the correlations between variables. In this context, a survey was administered to 300 employees of international organizations operating in Saudi Arabia. Using a basic random sample strategy, 132 returned surveys were analyzed using Structure Equation Modelling (SEM) and Amos 16 software. In this context, M. Bhatti et al. (2015) argued that SEM is preferable when researchers want to evaluate each path and item of the construct and assess the entire framework instead of focusing on specific relationships. Therefore, a 5-point Likert scale was utilized with 1 = Strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.

Measurements

<i>"Constructs</i>	<i>Measurements</i>	<i>Source</i>
<i>Employees Engagement</i>	My work responsibilities are clear to me.	Employee Engagement Survey (2012) Office of Research, Planning & Effectiveness
	My job makes good use of my skills and abilities.	
	I have the support I need to do my job.	
	At work, I have the opportunity to use my strengths every day.	
	My work is valued at my firm.	
	My supervisor, or someone at work, cares about me.	
	I am encouraged to develop my skills continuously.	
	I am committed to continuous quality improvement in my work.	
	I provide input to my departmental goals.	
	This last year, I have had opportunities at work to learn and grow.	
	The mission of the college makes me feel my job is essential.	
	I feel safe when I am working on campus.	
	I know where to access the College information I need to do my job.	
	I am comfortable taking thoughtful risks in my work.	
	I collaborate with others in performing my role at the college.	
	Based on my experiences in my organization, I would recommend my organization as an employer.	
I am satisfied with my experience working at my organization.		
<i>Organizational Culture</i>	My firm is agile in responding to learner needs.	Employee Engagement Survey (2012) Office of Research, Planning & Effectiveness
	My firm culture encourages me to do things in new ways.	
	College information is communicated in a timely fashion.	
	I understand my role in planning at My firm.	
	Campus-wide input is considered in developing the strategic plan.	
	My supervisor asks for my input in developing departmental goals.	
	I review the measures and targets for our goals to make improvements.	
	I am involved in the decisions that impact my work.	
NMC's performance evaluation process helps me improve my job performance.		

	My supervisor positively motivates my performance at work.	
	My supervisor provides valuable performance feedback.	
	I have career discussions with my supervisor.	
	My supervisor effectively confronts issues before they become significant problems.	
	My supervisor holds me accountable for performance.	
	The shared governance structure (President's Council, Policy Council, and Planning & Budget Council) is an effective way to lead the organization.	
	Communication from my firm's shared governance councils and committees is useful.	
	My firm employees hold themselves to high ethical standards.	
	I believe my firm employees are committed to continuous quality improvement.	
<i>High-Performance Work System (HPWS)</i>	A rigorous selection process is used to select recruits	(Jyoti et al., 2017)
	Your organization gives sufficient opportunities for training and development	
	Need base training is provided to the employees	
	Appraisal is directly related to performance at work	
	I am given meaningful feedback regarding my performance at least once a year	
	The rewards received are related to the performance	
	I feel my job is secure	
	Career management is given a high priority in your organization (d)	
	You have the opportunities you want to be promoted	
	This department keeps me informed about business issues and about how well it's doing (d)	
	There is a clear status difference between management and staff in this department (d)	
	Employees are involved in decision making	
	Team working is strongly encouraged in our organization	
	Communication within this department is good	
	Communication between departments is good	
<i>Organizational Commitment</i>	I am willing to put much effort beyond what is usually expected to help this company succeed.	(Kanning et al., 2013)
	I talk up this organization to my friends as a great company to work for.	
	I feel very little loyalty to this organization.	

	I would accept almost any job assignment to keep working for this company.	
	I find that my values and the company's values are very similar.	
	I am proud to tell others that I am part of this company.	
	I could just as well be working for a different company as long as the type of work was similar.	
	This company inspires the very best in me in the way of job performance.	
	It would take very little change in my present circumstances to cause me to leave this company.	
	I am happy I chose this company to work for over others I was considering when I joined.	
	There's not too much to be gained by sticking with this organization indefinitely.	
	Often, I find it challenging to agree with this company's policies on crucial matters relating to its employees.	
	I care about the fate of this company.	
	This is the best of all possible companies for which to work.	
	Deciding to work for this organization was a definite mistake on my part.	
<i>Organizational Identity</i>	I would continue working for this organization even if I did not need the money.	
	In general, the people employed by this organization work toward the same goals.	
	I am very proud to be an employee of this organization.	
	This organization's image in the community represents me as well.	
	I often describe myself to others by saying, "I work for this organization" or "I am from this organization."	
	I try to make on-the-job decisions by considering the consequences of my actions for this organization.	
	We at this organization are different from others in our field.	
	I am glad I chose to work for this organization rather than another company.	
	I talk up this organization to my friend as a great company to work for.	
	In general, I view the organization's problems as my own.	

	I am willing to put in much effort beyond what is typically expected to help the organization succeed.	
	I become irritated when I hear others outside the organization criticize the company.	
	I have warm feelings toward this organization as a place to work.	
	I would be quite willing to spend the rest of my career with this organization.	
	I feel that this organization cares about me.	
	The record of this organization is an example of what dedicated people can achieve.	
	I have a lot in common with others employed by this organization.	
	I find it challenging to agree with the organization's policies on crucial matters relating to me.	
	My association with this organization is only a small part of my identity.	
	I like to tell others about projects that the organization is working on.	
	I find that my values and the organization's values are very similar.	
	I feel very little loyalty to this organization.	
	I would describe this organization as a large family in which most members feel a sense of belonging.	
	I find it easy to identify with this organization.	
	I care about the fate of this organization."	

Results

Analysis and Results

Table 1. Reliability of the Scale

Constructs	Internal Consistency
High-Performance Work System (HPWS)	0.71
Perceived organizational Identity (POI)	0.76
Employees Engagement (EE)	0.84
Organizational Commitment among International Organizations (OCIO)	0.78
Organizational Culture (OC)	0.70

According to [Hair et al. \(2007\)](#), when a scale's reliability level reaches or exceeds 0.60, this implies that the scale has an adequate level of internal consistency. Therefore, [Table 1](#) demonstrates that the dependability of all scales exceeds 0.6 ([Hair et al., 2007](#)), indicating that all scales have a better level of internal consistency.

Notes for the Model

Table 2. Computation of Degree of Freedom (Default Model)

Number of distinct sample moments	947
The number of the distinct parameter to be estimated	187
Degree of freedom (947-187)	760

Table 3. Measurement Model Fit

Overall Model Measure	Overall Model Score	Acceptable Model Fit	Acceptable Baseline
CFI	0.91	Passed	≥0.90
AGFI	0.82	Passed	≥0.80
RMSEA	0.09	Passed	< 0.10
CMIN/DF	0.155	Passed	< 3
TLI	0.92	Passed	≥ 0.89
IFI	0.94	Passed	≥ 0.90

Table 4. Structural Model Fit

Overall Model Measure	Proposed Model	Acceptable Model Fit	Acceptable Baseline
CFI	0.92	Passed	≥0.90
AGFI	0.84	Passed	≥0.80
RMSEA	0.067	Passed	< 0.10
CMIN/DF	2.24	Passed	< 3
TLI	0.92	Passed	≥ 0.89
IFI	0.95	Passed	≥ 0.90

Table 5. Summary of Effects

Variables	Direct Effects	Indirect Effects	Total Effects
HPWS --> EE	0.137	-----	0.137
POI --> EE	0.301	-----	0.301
HPWS --> OCIO	0.125	-----	0.125
POI --> OCIO	0.211	-----	0.211
EE --> OCIO	0.309	-----	0.309
HPWS --> OCIO	-----	0.318	0.318
POI --> OCIO	-----	0.437	0.437
EE --> OCIO	-----	0.201	0.201

Table 6. Results of Analyses and Hypotheses

Hypotheses		P-value	t-value	Accept or reject
H1	Employee engagement mediates the relationship between HPWS and Organizational commitment among international organizations.	0.021	3.287	Accept
H2	Employee engagement mediates the relationship between Perceived organizational identity and organizational commitment.	0.050	1.99	Accept
H3	Organizational culture moderates the relationship between HPWS and employees' work engagement.	0.017		Accept
H4	Organizational culture moderates the relationship between organizational identity and employees' work engagement.	0.214		Rejected

This research found that employee engagement (EE) mediates the association between high-performance work systems (HPWS) and organizational commitment in international organizations (OCIC). In addition, among multinational firms, employee engagement (EE) mediates the relationship between perceived organizational identity (POI) and organizational commitment (OCIC). In terms of the moderating effects of organizational culture, the results of this study indicated that organizational culture moderates the relationship between high-performance work systems and employee engagement, but no moderating effects were observed between organizational politics and employee engagement. Thus, H1, H2, and H3 are approved, while H4 is refused.

Discussion

Committed and engaged employees are a vital component of human capital that enables firms to enhance performance and acquire a market edge. When a business operates globally, these dimensions of human capital gain importance. International organizations frequently employ various human

resource strategies in consideration of the host country's culture, which eventually influences the organization's culture. Moreover, individuals from diverse cultural backgrounds may view organizational identity differently, affecting their involvement and commitment. Prior research has provided a limited knowledge of these concepts, requiring intensive study to comprehend how these variables act in various contexts, particularly in multinational organizations.

Consequently, the goal of this study is to explore the impact of HPWS, organizational identity, organizational culture, and employee engagement on the organizational commitment of international personnel. This study's objective is to evaluate the function of employee engagement as a mediator between the High-Performance Work System (HPWS), perceived corporate identity, and organizational commitment. In addition, this study aims to investigate the moderating effect of organizational culture on the relationship between high-performance work systems, perceived organizational identity, and employee engagement.

[Albdour et al. \(2014\)](#) highlighted that one of the primary reasons earlier investigations have mostly focused on organizational commitment is that they feel it is a critical component of employees' psychological circumstances. In this regard, earlier researchers have well-documented the results of organizational commitment, but few studies have identified the characteristics that predict or promote organizational commitment among employees. Through employee engagement, this study indicated that high-performance work systems (HPWS) influence international firms' organizational commitment. This study's conclusions are consistent with those of previous studies conducted in the setting of domestic public and commercial organizations.

According to [Schaufeli et al. \(2007\)](#), when employee engagement rises, so does organizational commitment, resulting in improved work performance and high production. [Lina et al. \(2021\)](#) emphasized that when firms can engage their people, they are better positioned to acquire a competitive market advantage. Consistent with previous research ([Al-Ajlouni, 2020](#); [Lina et al., 2021](#)), this study's findings suggested that HPWS favorably affects employee engagement. [Arefin et al. \(2019\)](#) analyzed the impact of HPWS on employee engagement and concluded that HPWS influences employee engagement through psychological empowerment. Past research has indicated that highly engaged employees predict various benefits, including strong organizational commitment, low attrition, and improved organizational performance ([Bal et al., 2013](#)).

Furthermore, highly engaged employees are predicted to be more creative ([Sahoo et al., 2012](#)). This indicates that regardless of the local or international setting, human resource management methods such as pay, training and development, and evaluation system are of the same relevance. One possible explanation for these findings could be the capacity of international organizations to adapt their human resource management

strategies to the host country's culture. Therefore, when foreign firms re-design high-performance work systems based on host country norms, regulations, labor laws, and employee requirements, employees are likely to anticipate a high degree of engagement, leading to a higher level of organizational commitment.

Concerning organizational identity, this study's findings revealed that organizational identity positively influences organizational commitment through mediating employee engagement. Even though employee involvement somewhat mediates the relationship between organizational identity and organizational commitment in multinational organizations, the significance of organizational identity cannot be overlooked. This study's findings partially corroborate previous research findings that organizational culture plays a crucial effect in organizational identity, but not in the case of international organizations, as the current study's findings demonstrate. In this regard, [Lee et al. \(2023\)](#) reported that, compared to a constructed external image, perceived organizational identity substantially impacts employee engagement. This implies that employees place a higher value on the beliefs of internal members because they have a thorough understanding of the organization's internal system, goals, mission, and performance. This suggests that when firms build a positive culture that ensures employee participation in goal formulation, mission, and performance requirements, they are more likely to be successful. These techniques foster a constructive organizational culture and moderate employee involvement.

Implications

This study, like other investigations, has theoretical and practical consequences. This study extends the existing academic literature by analyzing the mediating function of employee engagement between high-performance work systems and organizational commitment in an international environment. Although previous studies have well documented the relationship between private and public organizations operating at the domestic level, this study adds to the existing body of knowledge by examining this relationship in an international context and validating that HPWS and employee engagement are equally important in a global context to increase organizational commitment. In addition, the impact of perceived corporate identity on employee engagement and organizational commitment is poorly understood by previous research. This study theoretically explains and experimentally tests this link, which will assist researchers in understanding the perceived corporate identity to increase employee engagement and organizational commitment in international organizations.

An additional critical theoretical implication of this study is a better understanding of the moderating function of organizational culture between HPWS and employee engagement. Since this study's findings demonstrate that organizational culture moderates the relationship

between high-performance work systems and employee engagement in international businesses, Although the current study's findings do not support the moderating effects of organizational culture on the relationship between perceived organizational identity and employee engagement, the logical arguments presented in this study will enhance understanding of perceived organizational identity and may encourage researchers to examine this variable in other contexts or frameworks. In conclusion, the entire framework examined in this study will enhance comprehension of the variables under study and contribute to the body of knowledge in organizational psychology.

This study provides policymakers and human resource professionals with various proposals and recommendations regarding practical consequences. First, the findings of the present study suggest that human resource managers should re-design the high-performance work system when dealing with international contexts and international organizations because HPWS are culturally sensitive and modifying human resource practices in consideration of cultural norms, values, country rules, and policies, etc. will aid in the creation of powerful HPWS. According to the present study's findings, HPWS increases employee engagement and organizational commitment. In addition, human resource professionals should prioritize developing company identity to increase employee engagement, ultimately affecting organizational commitment. Although organizational culture has no impact, employees' perceptions of organizational identity have an essential role in boosting employee engagement and strengthening organizational commitment, independent of organizational culture.

Limitations and Future Research Directions

There are a few limitations in this study that future researchers will need to solve, and the findings of this study offer up new avenues for future research. As present study findings are based on a low response rate, future studies should collect data from many respondents to validate current findings. Future research should focus on comparative studies to compare the role of researched variables in different cultural contexts. The current study focuses on HPWS, organizational culture, and perceived organizational identity to comprehend employee engagement and organizational commitment in international firms. Future research should investigate additional human and organizational factors affecting employee engagement and organizational commitment.

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