

## DOES PEACE OF MIND STRENGTHEN THE LINK AMONG HIGH-PERFORMANCE HR PRACTICES, WORKPLACE CENTRALITY, AND EMPLOYEE DEDICATION? AN EMPIRICAL EVIDENCE FROM QUETTA'S TELECOMMUNICATION SECTOR

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### Abstract

The primary objective of this study was to examine the impact of high-performance human resource practices (HPHRP) on employees' dedication and work centrality within organizations. Recognizing that organizational success largely depends on effective policies and practices, the study emphasizes the crucial role of employees as valuable assets whose attitudes and behaviors shape overall performance (Pahuja et al ,2024). Focusing on the telecommunication sector in Quetta, Balochistan, and the research investigates how HPHRP influence employee behavior and attitudes, while also considering peace of mind as a moderating variable. The study is empirical in nature, using closed-ended questionnaires distributed to 251 employees through simple random sampling. Data analysis was conducted using regression, correlation, and descriptive techniques, and reliability was assessed through Cronbach's alpha. The findings largely support the proposed hypotheses, showing that HPHRP have a significant positive impact on employees' behavior and attitudes. However, peace of mind did not significantly moderate this relationship. The study suggests that further research is needed to explore the reasons behind the lack of peace of mind among employees in the telecommunication sector of Quetta. Overall, the results provide valuable insights for managers, encouraging them to review and improve their HR policies and practices to enhance employee outcomes.

**Keywords:** Peace of mind, High performance HR practices, Workplace centrality, Employee dedication

## Introduction

In the 21st century, human resource management has become a central focus for organizations. It is evident that organizations which effectively implement HR practices are better positioned to gain a competitive advantage. Consequently, organizations are increasingly striving to apply these practices in order to utilize their workforce more efficiently and enhance overall performance ).To discourse the topical demands in literature for the further exploration of this type, the study by Kehoe & Wright, (2013) work examine the relationship amongst the High-performance Human resource practices and employee behavior reveling. “High-performance human resource practices are the array of policies, strategies, and activities employed by organizations to effectively manage their workforce, aiming to attract, develop, motivate, and retain employees to enhance their performance and organizational outcomes” (Yang & Mostafa, 2024)... High performance HR practices contribute to effective employee behavior at workplace.

These phenomena of employee behavior would be measure through work centrality and Dedication. “Dedication may be defined as a feeling or state of mind and heart typified by an untiring commitment” (Uddin et al, 2025). Kittel et al, (2019) define work centrality as “Work centrality reflects how important work is compared to other life domains (e.g., family, leisure) and influences individuals’ decisions, motivation, and behavior at work.” Work centrality has prime importance on individuals and their related job performance in organizational success. Now the Question to be ask is, how high-performance HR practices helps to enhance the work centrality through its effective dimensions such as, granting’s, promotions, responsibility, autonomy, improvement of working conditions etc. (Ahmad & Allen, 2015). The term “high-performance” refers to a high level of employee involvement and commitment, which is achieved through the effective implementation of HR practices that empower employees in decision-making, encourage the use of discretion, and promote autonomy. A supportive organizational environment fosters employees’ peace of mind, which in turn enhances their commitment to work. In this context, peace of mind plays a moderating role in strengthening the relationship between high-performance HR practices and employee attitudes and behaviors. Higher peace of mind leads to greater dedication, while employee loyalty and motivation reflect work centrality, ultimately contributing to organizational success (Sharabi & Harpaz, 2010). Recent studies on high-performance human resource practices have predominantly concentrated

on employee outcomes such as engagement, well-being, and performance as well as on effect of psychological wellbeing and psychological capital on HRHP, work centrality and dedication. However, comparatively little attention has been directed toward work centrality, dedication and role of peace of mind which highlighting a notable gap in the existing literature.

### **Research Objectives:**

1. To examine the effect of high-performance human resource practices on work centrality and employee dedication.
2. To evaluate the combining effect of peace of mind and high-performance HR practices on work centrality and dedication.

### **Theoretical framework:**

#### **Relationship of High-performance HR practices to Work centrality:**

Research on best practices suggests that certain human resource management (HRM) practices are universally beneficial for organizations and are often referred to as “high-performance” or “elite” HR practices. According to Delaney & Huselid (1996), these practices are designed to enhance employee effectiveness and overall organizational performance by fostering commitment and skill development. Organizational investment in areas such as training and development encourages employees to reciprocate with greater commitment, ultimately creating mutual benefits for both employees and organizations.

Prior studies indicate that high-performance HR practices are positively associated with work centrality and organizational outcomes (Sun et al., 2007). This relationship is often indirect and operates through employee attitudes, particularly affective commitment, as explained by social exchange theory. Commitment helps sustain employee effort even in the absence of immediate rewards (Scholl, 1981), leading employees to align their behavior with organizational goals and contribute more effectively. In this context, organizational citizenship behavior provides a mechanism through which committed employees voluntarily support organizational success (Bachrach et al., 2001). Further evidence by Alfes et al. (2013) highlights that employees’ perceptions of HR practices and managerial behavior are positively linked to their engagement

and dedication. These findings reinforce the idea that supportive HR systems create a reciprocal environment, resulting in positive employee attitudes and behaviors. Similarly, high-performance HR practices have been shown to enhance organizational outcomes by influencing employee attitudes and behaviors, particularly when aligned with managerial practices and reward systems (Wright et al., 2001). Despite these contributions, prior research has largely focused on manufacturing and telecommunications sectors, with limited attention to service industries and behavioral outcomes. The present study addresses these gaps by examining high-performance HR practices in a broader organizational context, emphasizing their role in shaping employee attitudes and behaviors.

### **Relationship between high performance HR practices and Dedication:**

Employee dedication is commonly conceptualized as a psychological state in which individuals feel a strong personal investment in organizational success and strive to perform beyond formal job requirements (Mercer, 2018). Numerous studies suggest that high-performance HR practices positively influence employee dedication by shaping both attitudes and behaviors. Xanthopoulou et al, (2007) explain that job characteristics, whether demanding or supportive, affect both negative and positive organizational outcomes. Drawing on the Job Demands–Resources (JD-R) model, Schaufeli & Bakker (2004) categorize workplace conditions into job demands—requiring effort and often leading to strain—and job resources, which foster learning, development, and motivation. These resources play a critical role in enhancing employee engagement and dedication.

Further, research indicates that employees with strong organizational commitment are more likely to exhibit behaviors aligned with organizational goals. In particular, affective commitment encourages employees to demonstrate greater involvement and contribution to organizational activities. Supporting this, Rinawati, et al, (2024) found that HR practices, especially those related to work–life balance, positively influence employees’ attitudes and behaviors through social exchange mechanisms, where organizational support is reciprocated with higher dedication and performance and enhances their stay intentions. Additionally, Harrison et al, (2006) show that a combination of employee attitudes—such as dedication, work centrality, job satisfaction, and organizational commitment—provides a stronger prediction of overall

performance outcomes, including both task and contextual performance. Overall, the literature highlights that supportive HR practices and organizational resources foster employee dedication, which in turn enhances both individual and organizational performance (Bakker, 2008). Hence, the influence of human resource practices on employees' work engagement depends on their level of proactive personality. In other words, this personal resource positively enhances employees' dedication, Vigor, and absorption in their work. Accordingly, organizations are advised to select individuals with strong proactive traits and encourage proactive behavior within the workplace (Gürbüz et al, 2024).

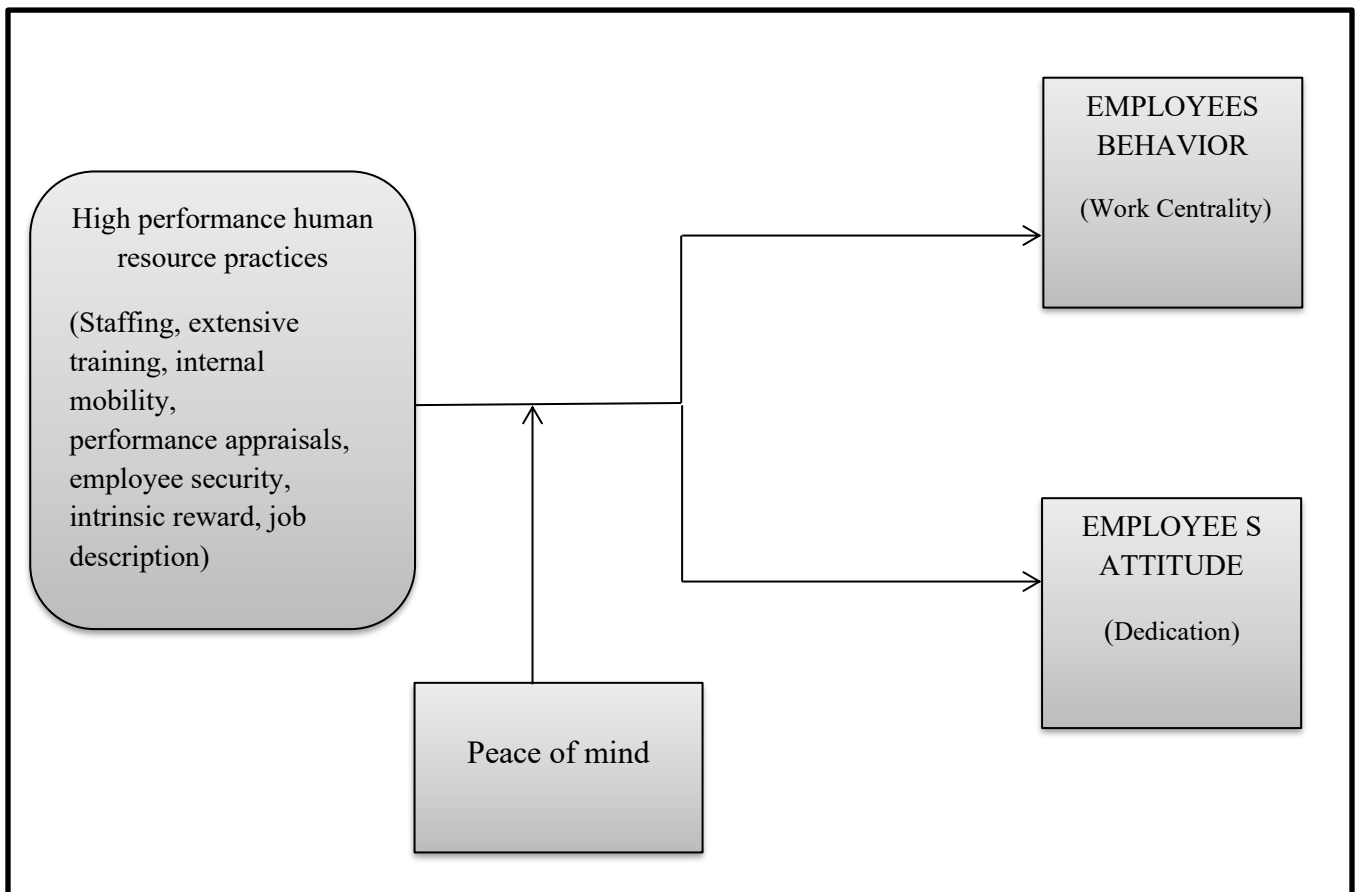
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### **Relationship of peace of mind to high performance HR practices to employee's behavior and attitude.**

Dream et al, (2008) examined two organizations to explore the relationship between employees' perceptions of work–life benefits, peace of mind, and high-performance HR practices (HPHRP). Drawing on social exchange theory, their findings suggest that providing work–life benefits and fostering peace of mind strengthens the employer–employee relationship, enhances perceived organizational support, and increases affective commitment, which in turn leads to improved task performance and positive employee attitudes. This perspective shifts focus from work–life conflict to the benefits of balance in both work and family domains (Greenhaus & Powell, 2006).

Similarly, Luthans et al, (2008) found that peace of mind comprising “hope, resilience, confidence, and efficacy” positively influences employee performance, satisfaction, and commitment, while also mediating the relationship between a supportive organizational climate and employee outcomes. Supporting evidence from Bono & Judge (2003) highlights the importance of psychological resources in shaping workplace behavior. Additionally, Godard, (2001) demonstrated that a positive peace of mind climate and the use of HPHRP enhance employee belongingness, empowerment, job involvement, satisfaction, commitment, and organizational citizenship behavior. Overall, these studies confirm that peace of mind plays a vital role in strengthening the impact of HPHRP on employee attitudes and performance.

### Theoretical framework model:



Following Hypothesis are pursued to test the relationship between variables

H1: High performance HR practices would have positive impact on work centrality.

H2: High performance HR practices would have positive impact on Dedication of employees.

H3: Peace of mind would significantly moderate the relationship of high-performance HR practices and employee's behavior and attitude.

### Research Methodology:

This study will be held on the higher practices of human resources in one of the sectors (telecommunication) of Quetta, Balochistan. The data will be collected from the sample

size constitute of 251 employees. This study emphasizes on how these practices “Staffing, extensive training, internal mobility, performance appraisals, employee security, intrinsic reward, job description” affect the behavior (work centrality) and attitude (dedication) of employees. Due to small population size, census sampling technique will be employed.

The study will adopt the High-Performance Human Resource Practices (HPHRP) questionnaire developed by Sun et al, (2007), which includes 27 items. Work centrality will be measured using the scale by Bal & Kooij, (2011), consisting of 3 items. Dedication by Schaufeli et al, (2006) as another dependent variable, will also be assessed through a 3-item questionnaire. For the moderating variable, peace of mind, the instrument developed by Lee (2013) will be used, comprising 7 items.

### Reliability Analysis:

Table 1 showing reliability Analysis

Variables	NO. of items	Cronbach's Alpha
High performance human resource practices	26	.744
Work Centrality	3	.433
Peace of mind	7	.620
Dedication	3	.698

Reliability analysis assesses the consistency of a construct by examining the association among different scale items; higher association indicates greater reliability (Yarnold et al., 2005). Cronbach's alpha is used to measure the reliability of each variable. The results show that all variables are consistent and reliable, suggesting that the measures are sound and the hypothesized relationships are likely to be supported.

TABLE 2: Showing Correlations among Main Variables

	1	2	3	4
High performance human resource practices	1			
Work Centrality	.721**	1		
Peace of mind	.431**	.493**	1	
Dedication	.398**	.428**	.421**	1
Mean	3.5356	3.5840	3.4354	3.7928
St. Deviation	.68988	.78547	.67874	.80306

\*\* correlation is significant at the 0.01 level (2-tailed).

Table 2 presents the correlation analysis, indicating the strength and direction of relationships among the variables. Overall, all variables are positively correlated, though the strength varies from strong to moderate. High-performance HR practices (HPHRP) show a strong positive relationship with work centrality ( $r = 0.721$ ,  $p < 0.01$ ). HPHRP has a moderate relationship with peace of mind ( $r = 0.43$ ,  $p < 0.01$ ) and dedication ( $r = 0.39$ ,  $p < 0.01$ ). Work centrality is moderately related to peace of mind ( $r = 0.49$ ,  $p < 0.01$ ) and dedication ( $r = 0.42$ ,  $p < 0.01$ ). Peace of mind also shows a moderate positive relationship with dedication ( $r = 0.42$ ,  $p < 0.01$ ). These findings indicate that while all relationships are positive, the strongest association exists between HPHRP and work centrality.

### Linear Regression Analysis.

TABLE 3: showing regression statistics results between HPHRP and Work centrality

Model	Beta	T	Sig.	R <sup>2</sup>	R	Adjusted R <sup>2</sup>	Durbin-Watson
High performance human resource practices	.721	16.404	.000	.520	.721	.518	1.602

Dependent variable : Work centrality

TABLE 4: showing ANOVA results with high performance human resource practices as independent variable and WC as dependent variable.

MODEL	Sum of squares	Df	Mean square	F	Sig.
Regression	79.946	1	79.946	269.096	.000 <sup>b</sup>
Residual	73.697	248	.297		
Total	153.625	249			

The effect of high-performance human resource practices (HPHRP) on work centrality was examined using linear regression in SPSS, with all assumptions satisfactorily met. The results indicate a significant positive impact of HPHRP on work centrality ( $\beta = 0.721$ ,  $t = 16.404$ ,  $p < 0.01$ ). Additionally, the ANOVA results (Table 7.2) confirm the model's significance, showing that HPHRP explains 51% of the variance in work centrality,  $F(1, 248) = 269.09$ ,  $p < 0.01$ . Overall, these findings demonstrate that HPHRP is a strong predictor of work centrality.

TABLE 5 exhibiting regression statistics results between HPHRP and Dedication

Model	Beta	T	Sig.	R <sup>2</sup>	R	Adjusted R <sup>2</sup>	Durbin Watson
High performance human resource practices	.398	6.847	.000	.158	.398	.155	2.198

a. Dependent variable : Dedication

TABLE 6: showing ANOVA results of high-performance human resource and Dedication

MODEL	Sum of squares	Df	Mean square	F	Sig
Regression	25.544	1	25.544	46.878	.000 <sup>b</sup>
Residual	135.683	249	.545		
Total	161.227	250			

The impact of high-performance human resource practices (HPHRP) on employee dedication was analyzed using linear regression in SPSS, with all assumptions met. The results indicate a significant positive relationship between HPHRP and dedication ( $\beta = 0.398$ ,  $t = 6.847$ ,  $p < 0.01$ ). The ANOVA results also confirm model significance, showing that HPHRP explains 15% of the variance in dedication,  $F(1, 249) = 46.878$ ,  $p < 0.01$ . Overall, the findings suggest that while HPHRP positively influences both outcomes, it has a stronger effect on work centrality than on dedication, indicating greater sensitivity toward work centrality.

TABLE 7: showing hierarchical moderated results of peace of mind and High-performance human resource practices on work centrality.

Variables	Step 1			Step 2			Step 3		
	B	T	P	B	T	P	B	T	P
<b>Independent variable</b>									
High performance HRP	.7	16.54	.000	.628	13.036	.000	.625	12.615	.000
<b>Moderating variable</b>									
Peace of mind				.200	4.512	.000	.198	4.031	.000
<b>Interaction of HPHRP variable and moderating variable POM.</b>									
R	.721			.743			.754		
R <sup>2</sup>	.520			.552			.552		
Sign.	.000			.000			.804		

Multiple regression was conducted to examine the moderating effect of peace of mind on work centrality. The first step was confirmed through simple linear regression. In the second step, the results showed a significant effect ( $\beta = 0.628$ ,  $t = 13.036$ ,  $p < 0.01$ ). However, in the third step, the interaction term did not produce any significant change, indicating that peace of mind does not significantly moderate the relationship with work centrality ( $\beta = 0.625$ ,  $t = 12.615$ ,  $p > 0.01$ ). Overall, the model explains 55% of the total variance, suggesting that while the predictors are strong, the moderating role of peace of mind is not supported.

TABLE 8: showing hierarchical moderated results of peace of mind and High-performance human resource practices on Dedication.

Variables	Step 1			Step 2			Step 3		
	B	T	P	B	T	P	$\beta$	T	P
<b>Independent variable</b>									
<b>High performance HRP</b>	4.63	6.847	.000	3.793	4.322	.000	3.88	4.128	.000
<b>Moderating variable</b>									
<b>Peace of mind</b>				.31	4.982	.000	.30	4.778	.000
<b>Interaction of HPHRP variable and moderating variable POM.</b>							-	-	.714
<b>R</b>	.396			.485			.033	.67	
<b>R<sup>2</sup></b>	.158			.235			.487		
<b>Sign.</b>	.000			.000			.236		
							.714		

Multiple regression was conducted to examine the moderating effect of peace of mind on employee dedication. The first step was established through simple linear regression. In the

second step, the results indicated a significant effect ( $\beta = 4.634$ ,  $t = 6.847$ ,  $p < 0.01$ ). However, in the third step, the interaction term did not lead to any significant change, showing that peace of mind does not significantly moderate the relationship with dedication ( $\beta = 3.88$ ,  $t = 4.128$ ,  $p > 0.01$ ). Overall, the model explains 23% of the total variance, indicating that while the predictors are meaningful, the moderating role of peace of mind is not supported.

### **Discussion:**

The findings highlight the significant role of high-performance human resource practices (HPHRP) across various sectors (Bae & Lawler, 2000). These practices are strongly associated with improved employee behaviors and organizational outcomes, demonstrating their effectiveness in enhancing workplace performance (Evans & Davis, 2004). HPHRP contribute to the development of strong employee–organization relationships, which foster greater engagement, productivity, and dedication among employees (Collins & Smith, 2006). Moreover, when employees experience high-quality relationships and job satisfaction, they are more likely to exhibit stronger work centrality and commitment to their roles. In this regard, high-performance HR practices serve as a foundation for building such positive relationships, ultimately promoting enhanced employee attitudes and behaviors (Sun et al, 2006).

The findings of the study affirm the significant impact of high-performance human resource practices (HPHRP) on employee attitudes (dedication) and behavior (work centrality). The study operationalizes HPHRP through eight key dimensions: staffing, extensive training, performance-based appraisal, job security, employee participation, clear job descriptions, internal mobility, and incentive-based rewards. These practices are shown to directly shape employees' workplace attitudes and behaviors, as evidenced in the context of Chinese organizations. Furthermore, the adoption of such HR practices, particularly in the service sector, strengthens employee–organization relationships and enhances overall organizational effectiveness (Datta et al, 2005).

Findings indicate that employees' perceptions of high-performance human resource (HR) practices are positively associated with organizational behavior and organizational citizenship behavior, while being negatively related to absenteeism (Kehoe & Wright, 2013). Evidence suggests that organizational management styles and HR practices strongly influence employee attitudes and behaviors, making the effective implementation of high-performance HR practices essential for achieving optimal outcomes. These practices should be properly applied across job groups and clearly communicated to employees to enhance their impact. Prior research highlights that high-performance HR practices have dual effects, improving both affective commitment and employees' attitudinal and behavioral outcomes (Becker & Gerhart, 1996). Affective commitment reflects employees' loyalty and intention to remain with the organization, while attitudes and behaviors relate to their dedication and work involvement. Drawing on social exchange theory, such practices foster positive employee attitudes, which are reflected in

improved workplace behaviors (Kehoe & Wright, 2013). The findings contribute to the High-Performance Human Resource Practices (HPHRP) literature by highlighting the significance of employment relationship factors in understanding this key organizational phenomenon. Prior research suggests that HPHRP fosters discretionary employee behaviors that positively shape their attitudes and workplace outcomes. Furthermore, examining additional employee behaviors—such as loyalty, commitment, dedication, and work centrality—can help uncover the underlying mechanisms, often referred to as the “black box,” that explain how HPHRP influences organizational outcomes.

Several studies provide strong evidence of a positive relationship between high-performance HR practices (HPHRP) and employee attitudes. Research by Elise et al, (2012) and Marescaux et al. (2012) indicates that effective HR practices create a supportive work environment characterized by autonomy, satisfaction, and self-confidence, leading to higher work centrality, stronger affective commitment, lower absenteeism, and greater intention to remain with the organization. Employees’ attitudes are also shaped by how they interpret the underlying intentions of HR practices (Eagly, 2013). Consistent findings suggest that when organizations invest in HR practices, employees reciprocate with increased effort and positive behavior (McClean & Collins, 2011). Furthermore, studies (Batt, 2002; Bowen & Ostroff, 2004; Liao et al., 2009) highlight that such practices help align employee attitudes and behaviors with organizational goals, improving performance. Employees form perceptions of their work environment through these practices, which guide their responses (Bowen & Ford, 2002), while managers use HPHRP as a tool to demonstrate support, motivate employees, and encourage higher engagement (Chuang & Liao, 2010).

The study produced unfavorable results, indicating no significant moderating effect of peace of mind on the relationship between high-performance human resource practices (HPHRP) and employees work centrality and dedication. This finding contrasts with social exchange theory (Saks, 2006), which suggests a positive link between HR practices and employee attitudes., as well as with the findings of the study conducted by Anjum, et al ,(2014) revealed that both psychological capital and peace of mind significantly predict work centrality and in-role performance; however, peace of mind has a stronger influence. One possible explanation is the data collection approach, where all data is collected from single source.

### **Conclusion:**

This research contributes to filling gaps in HRM literature and offers recommendations that help address its limitations. It highlights the importance of high-performance HR practices in improving employee attitudes and behaviors. However, the moderating variable did not produce the expected results, as it failed to significantly influence the proposed relationships. The findings suggest a need for further exploration into factors that promote peace of mind, as it plays a role in shaping employees’ attitudes within the work environment. This study offers policy-oriented and evidence-based insights for the telecommunication sector to support

improved decision-making. In a rapidly changing and competitive environment, relying on outdated policies can hinder organizational success; therefore, adopting updated approaches is essential for effectiveness. Given the labor-intensive nature of the telecommunication sector and its focus on customer satisfaction, the study highlights how high-performance human resource practices can enhance employees' efficiency and overall organizational performance.

**Limitation and recommendations:**

This study has several limitations. It was confined to the telecommunication sector of Balochistan, limiting the generalizability of the findings to other sectors. Future research could apply this framework to different industries in the region, particularly considering security concerns. Measuring peace of mind also presents challenges, as it was assessed through self-reported data, which may be influenced by individual perceptions and mood fluctuations. Asking employees to recall how they feel at work on a daily basis may not always yield accurate results, and frequent monitoring of their sense of peace in the workplace can be difficult. As noted by Robinson (2002), individuals often struggle to accurately recall and evaluate their daily emotional experiences. For future studies, peace of mind can be examined more effectively using methods such as the experience sampling technique, which captures real-time mood changes and provides a more accurate assessment of employees' psychological states. Additionally, given the prevailing security issues in Balochistan, future research could explore how such challenges affect employees' ability to work effectively and maintain peace of mind.

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