

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF HIGH PERFORMANCE WORK SYSTEM,
HR OUTCOME AND ORGANIZATIONAL
PERFORMANCE OF AUNG TAW WIN FOODSTUFF
MANUFACTURING FIRM**

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“A thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)”

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ACCEPTANCE

This is to certify that the thesis entitled “**Effect of High Performance Work System, HR Outcome and Organizational Performance of Aung Taw Win Foodstuff Manufacturing Firm**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to To analyze the effect of high performance work system on the human resource (HR) outcome and to analyze the effect of HR outcome on organizational performance of Aung Taw Win Food Manufacturing Firm. For primary data, one hundred and twenty employees of Aung Taw Win Foodstuff manufacturing firm are interviewed with structured questionnaire with five-point Likert scale. Primary data are collected using census data collection method. Secondary data are collected from previous studies, articles, magazine and text books. Descriptive statistics, multiple linear regression model are used in this study. The result indicates that training, and flexible job assignment have significant positively effect on HR Outcome. The result also shows that HR outcome has positive and significant effect on organizational performance of Aung Taw Win Foodstuff Manufacturing Firm. Based on the results, the study recommends that Aung Taw Win Foodstuff Manufacturing Firm has to focus on high performance work systems practices to improve potential of employee which will result in greater HR Outcome and organizational performance.

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LIST OF ABBREVIATIONS

AMO	Ability Motivation Opportunity
CEO	Chief Executive Officer
COVID	Coronavirus disease
CSR	cooperate social responsibilities
FDA	Food and Drug Administration
HPWS	High Performance Work Systems
HRD	Human Resource Development
HRM	Human Resource Management
OD	Organizational Development
SMEs	Small and medium-sized enterprises
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

High Performance Work Systems (HPWS) have become highly important as a source of competitive advantage in today's competitive business environment (Gaye Özçelika et al.,(2016). Research on strategic human resource management (SHRM) has suggested that high-performance work systems (HPWS) enable firms to become more effective and gain core competitive advantage (Bowen and Ostroff, 2004; Takeuchi et al., 2007; Liao et al., 2009). The term HPWS is defined as a group of internally coherent and consistent HR practices that are designed to promote employee engagement as well as employee wellbeing (Datta et al., 2005). The content approach of HPWS posits that HPWS are associated with enhanced subjective and objective performance (Guthrie, 2001; Sun et al., 2007; Aryee et al., 2012) as HPWS encompass related HR practices that can improve employee knowledge, skills, and motivations (Piening et al., 2014; Sanders et al., 2014).

Many empirical studies have also found that HPWS are linked to various desirable outcomes, such as better job performance, creativity, and innovation (Jiang et al., 2013; Chang et al., (2014), more organizational citizenship behavior (Kehoe and Wright, (2013), greater organizational commitment and job satisfaction (Messersmith et al., 2011; Korff et al., (2017), higher organizational performance, and lower employee turnover rates. Combs et al. (2006) conducted that a high-performance work system (HPWS) can make a dramatic contribution to the attainment of organizational goals, effectiveness, and success. The relationship between HPWS and organizational performance has been widely elucidated in the domain of human resources management (HRM) (Takeuchi et al., (2007);Messersmith et al., (2011); Kehoe & Collins, (2017). HPWS is comprised of interrelated human resources outcome, HR Outcome, such as employee engagement and employee wellbeing.

HPWS can have a significant impact on organizational performance through employees' performance such as employee engagement and employee wellbeing. However, less attention has been paid to exploring the role of HPWS and the ways in which it can determine employee performance. Especially, the previous studies were mainly addressed in the context of large business. In this research, it is highlight Aung Taw Win Food Manufacturing, which produces healthy, herbal products production and distribution

in Bagan, Myanmar. To clarify these inconclusive arguments and findings, scholars have advocated the process perspective of HPWS. This view argues that excellent HR systems designed by organizations may not suffice to positively affect employee performance if such systems can not be perceived, understood, and accepted by employees (Katou et al., 2014; Sanders et al., 2014). A crucial reason why employees lack accurate perceptions and understanding of HPWS is that their line managers fail to effectively implement HR practices. Therefore, it is imperative to explore whether HPWS that firms design is consistent with employee perceived HPWS and how to reduce this difference.

The foodstuff manufacturing industry refers to companies that are primarily engaged in processing, packaging, and distributing products made from raw food materials. It is the largest and most rapidly growing industry in Myanmar and it is confronted with considerable challenges imposed by turbulent and rapidly changing external environment. There are many food manufacturing companies in Nay Pyi Taw that provide better quality and higher service. Aung Taw Win Foodstuff Manufacturing Firm is one of these manufacturing firm which produces healthy, herbal foodstuffs production and distribution, located in Dekkhina Thiri Township, Naypyitaw.

1.1 Rationale of the Study

The practices of high performance work system are significant and have a beneficial impact on both HR outcome and organizational performance. In a competitive environment, the organization's activities can be performed effectively and efficiently if its employees have organizational commitment and high performance. For most companies, performing of high performance work system into strategic business planning can help to increase sales, boost production and maintain the quality of products. It can also improve customer satisfaction, loyalty and retention thereby increasing profitability, reducing cost, and bettercost management.

Many practitioners advocated that the successful production of goods and services require an understanding of the importance to invest in human resource development (Ramos et al., 2004). The difference in the level of high performance work system among organizations depends on the utilization value of human resources and way of thinking and innovation. And organizations are trying to find out how their human resource potential can be utilized in order to have a competitive advantage (Dyer & Reeves, 1995). Human

resource development provides opportunities for employees to improve their skills and it aims for an efficient utilization of human resources in order to meet organizational objectives. Organizations with reliable and strong HRD are profitable, productivity innovation, it outperforms in terms of customer satisfaction and employee retention. Therefore, it is important for organizations to develop effective human resource development programs that must respond to changes and are integrated with the organization's long-term plans and strategies to ensure the efficient and effective use of the organization's resources.

In foodstuff manufacturing industry, human capital and employee performance play critical roles in shaping customer perceptions of service quality which intend to get virtuous organizational performance. By including human resource development practices in the organization, employees the valuable assets of organization can be equipped with better qualifications and skills and greater job performance can be achieved at individuals and organizational levels. Moreover, functions of high performance work system can explore and allow employees' potential to be fulfilled and it can also increase their commitment to the organization's success. Technology is changing day by day and organizations need to update their employees' skills based on the changes in technology to meet current and future demands. The job requirements are continuously changing and the employees in any organization should be continuously developed to stay relevant to today business environment. High Performance Work System deals with training, compensation, flexible job assignment and open communication with the aim of improving their performance levels across the organization.

Today, many herbal food manufacturing companies are entering to the market. Therefore, Aung Taw Win Manufacturing Firm emphasizes human resource development practices to maintain the quality of the product and to advance the inspiration of the employees. to achieve higher performance. Efficient, hardworking and qualified personnel are the support of the manufacturing firm to stand out of the competitors by sustaining customer satisfaction and maintaining company effectiveness. This is due to the desire to identify positive outcomes in employee well-being through employee engagement. This study is expected to provide vital information on the development practices of high performance work system to the Aung Taw Win Foodstuff Manufacturing Firm's founder and decision makers, allowing them to determine the organization's future success through organizational performance.

1.2 Objectives of the Study

The aspiration of the proposed research is to develop a conceptual framework that addresses the application of high performance work system in the herbal foodstuff manufacturing industry in Myanmar. The objectives of this study are as follows:

- 1) To analyze the effect of high performance work system on the human resource (HR) outcome of Aung Taw Win Food Manufacturing Firm;
- 2) To analyze the effect of HR outcome on organizational performance of Aung Taw Win Food Manufacturing Firm

1.3 Scope and Method of the Study

The focus of this study is to explore the effect of high performance work systems on HR outcome and organizational performance of Aung Taw Win Foodstuff Manufacturing Firm. There are about 120 employees in Aung Taw Win Foodstuff Manufacturing Firm. For primary data, one hundred and twenty employees of Aung Taw Win Foodstuff manufacturing firm are interviewed with structured questionnaire with five-point Likert scale. For data analysis, Census data collection method was used. Both descriptive and multiple regression method are applied for data analysis. Data collection starts from August 2023. Data collection period takes for one-week long. Secondary data are collected from text books, websites, international research papers, previous studies, journals and articles.

1.4 Organization of the Study

In this study, there are five main chapters. Chapter one is the introduction of the study and it is composed of rationale of the study, objectives of the study, scope and method of the study. In chapter two, it consists of theoretical background of high performance work system and conceptual framework of the study. And then, chapter three describes the profile of Aung Taw Win Foodstuff Manufacturing Firm and its high performance work systems. Chapter four presents profile of respondents, perception on HR outcome such as employee engagement, employee wellbeing and organizational performance and the analysis on the effect of high performance work system on organizational performance of

Aung Taw Win Foodstuff Manufacturing Firm. Finally, chapter five concludes this study with findings and discussions, suggestions, recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter presents the theoretical background of high performance work system (HPWS), HR Outcome and Organizational Performance. Primary functions of high performance work systems and general discussion of HR Outcome and organizational performance are described. And it also discusses the relevant literature and theories for the purpose of the study. Finally, the conceptual framework is presented for this study.

2.1 High Performance Work Systems

The last couple of decades or so have witnessed an increasing popularity of creativity and innovation as key contributors towards organization performance according to Shalley et al., (2000), Shalley et al., (2004) and Zhang & Bartol, (2010). As such, it is important for organizations to utilize a high-performing system which can potentially foster the best management and development of workers, and their competitiveness as stated in Tsai, (2006). In essence, HPWS is viewed as a key factor that contributes to firm innovation and performance outcomes (Fu et al., 2015). It is for this reason that HPWS is considered as an important creation of contemporary management, and is believed to positively impact both organizational and individual performance (Wood & de Menezes, 2011). That is, the more organizations implement HPWS, the higher levels of product, process and firm innovation they are likely to obtain (Messersmith & Guthrie, (2010).

Intriguingly, scholars have recently drawn their attention to the implementation and influence of HPWS on unique outcomes such as creativity and innovation (Fu et al.,). It is for this reason that utilizing HPWS will enable a firm's employees to be intrinsically motivated to produce fresh ideas and new ways of working which are conducive for firm innovation via innovative HR practices such as teamwork, job design and employee participation (Fu et al., 2015). Evidently, Jiang et al. (2012) found that HR practices positively influence firm innovation through the mediating role of employee creativity. Likewise, Jiménez-Jiménez and Sanz-Valle (2008) demonstrated that the implementation of HRM practices relate to organizational performance, which in turn lead to business outcomes. Most recently, Fu et al. (2015) indicated that the positive linkage between

HPWS and firm innovation is mediated by employees' innovative work behaviors.

Despite its theoretical and empirical establishment, Fu et al. (2015) pointed out that how HPWS implementation relates to firm innovation in the service context is not fully known. At the broader performance, scholars also advocate that there is little consensus among the reported studies (Bowen & Ostroff, 2004; Guest & Conway, 2011; Sun et al., 2007; Takeuchi et al., 2007; Wood & de Menezes, 2011). Also of note is that researchers have pointed to a number of issues pertaining to HPWS research, such as lack of conceptual lens inconsistent dimensions of HPWS (Shih et al., 2013); some sub-dimensions of HPWS are more critical than others (Selden et al., 2013; Werner, 2011); a single source of data (Shih et al., 2013); and imbalanced HPWS research. The literature review indicates that the majority of HPWS research has been conducted.

Furthermore, it is widely accepted that the majority of HPWS studies have been undertaken using the quantitative approach, leaving much unknown about the real results of quantitative research because there is no qualitative research for commentators to compare with. Other scholars suggest that further examination is needed to provide a more in-depth understanding of the HPWS and innovation linkage (Fu et al., 2015, Jiang et al., 2012). By deploying a mixed methods approach, this study is expected to respond to the aforementioned suggestions and to yield a deeper understanding of the underlying mechanisms through which HPWS influences firm performance. Specifically, the qualitative study aims to explore managers' perceptions of HPWS in Myanmar Foodstuff Manufacturing service organizations, based on face-to-face semi-structured interviews with managers and HR managers. The quantitative study, utilizing the self-determination theory, AMO theory and componential theory of creativity, develops a multilevel model of how HPWS practices influence both individual and firm level performance.

High performance work systems is a set of systematic and planned activities (of training, compensation, flexible job assignment and open communication) designed by an organization to provide employees with the opportunities to learn and improve necessary skills and knowledge to meet current and future job demands, to improve individuals, group and organizational performance (Werner & DeSimone, 2012). High performance work systems is a framework for managing, developing, and optimizing employee knowledge, skills and competencies and this strategic framework enhance and improve organizational performance by improving HR outcome such as employee engagement and employee wellbeing.

2.2 The Importance of High Performance Work Systems

High performance work systems have become highly important as a source of reasonable advantage in today's competitive business environment. The elements of high performance work system such as training, compensation, flexible job assignment and open communication in this study are important for attracting, selecting, retaining, motivating and developing the workforce in an organization. It identifies the literature on multi-industry HPWS research studies (e.g., services sector; manufacturing sector), multi-business size HPWS research (e.g., small-sized firms; small and medium-sized firms; and large-sized firms), and multi-context/culture HPWS research (e.g., Western context; North American context; and Asian context). Meanwhile that factors, considered as a result of employee engagement and employee wellbeing may also be a driver for sustained organizational performance. HR outcome, as the reflection of organization performance are asserted to influence the strategic issues such as strategic change, management decision making and also shape employee commitment and organization's interaction with external stakeholders. These firm-specific resources may complement each other and further leveraging organizational performance. In consideration with the resource-based view, this paper seeks to identify whether high performance human resource practices are articulated and publicly espoused via organizational performance.

The implementation effect of HPWS is not universal (Liang and Cui, 2012) and can be affected by other factors in society (Miao et al., 2013), especially in the "Guanxi"(a word for describing general relationship) society in China. The idea that "Guanxi is productivity" or that "Guanxi is a resource" can be applied to not only individuals but also enterprises. The High-Performance Work System approach emerged in response to the changing dynamics of the business environment, where organizations sought ways to optimize human capital to achieve competitive advantages. HPWS Improve Business Productivity and Efficiency. It aligns with the belief that a motivated, skilled, and engaged workforce is a critical asset for achieving organizational success and sustainability. Employees are seen as valued partners of the business which makes it possible to create and maintain competitive advantage because of the commitment of the employees to help the business succeed.

A key benefit of adopting a high-performance work system is an increase in business productivity and efficiency. At its core, HPWS maximizes workplace specialization and takes advantage of the unique expertise each employee has gained from consistent performance in their role. Primarily, the purpose of HPWS is to create a sustainable competitive advantage in the marketplace. A happy consequence of the high-performance work system is that it improves productivity and efficiency. Previously, a large body of research had found that HPWS are positively related to organizational performance, including decreasing employee happy, well trained and motivated staff want to work as hard and productively as possible for the benefit of their company, this improves business execution. All of the aspects of a high-performance work system promote increased productivity.

The improved efficiency in systems, procedures and ways of working come from the ability employees have to voice concerns and be a part of improving and overhauling any outdated practices. Higher quality of organizational performance requires higher level of skills and capabilities of each and every employee in manufacturing firm. Continuous development of employees' competencies is vital for an organization to achieve its goals and competent and motivated employees are essential for quality products manufacturing and organizational growth. High performance work system is the process of improving skills, knowledge, behavior and attitude of employees in order to enhance their performance by providing trainings and development interventions. Various training and development opportunities.

2.3 High Performance Work System Factors

There are seven factors in high performance work system such as staffing, training, compensation, flexible job assignment, open communication, self-managed teams and Decentralized decision making. (W. Randy Evans & Walter D. Davis (2015)).

2.3.1 Training

Continuous effective employee training is a cornerstone of high-performance work systems. Employees who fully understand the job that they do, from the reasons for their role to the technical skills needed to be effective, tend to be engaged and motivated. Training is one of the important functions of High Performance Work System, in which

individuals in the organization have the opportunities to develop their competency. Human Resource Development (HRD) requires a strong investment in the function of training and development (Marsick & Watkins, 1990). Jacobs and Washington (2003) described training and development as an integrated set of planned programs designed by an organization provided over a specific period of time, to help ensure that all individuals have the necessary competencies to perform their fullest potential in support of organization's goals. Training and development focuses on changing or improving the knowledge, skills, and attitudes of individuals (Werner & DeSimone, 2012). It is intended to improve the performance of employees through a learning process that involves acquiring knowledge, improving skills, concepts, rules, or changing of attitudes and behaviors in organizational settings (Ahmad & Din, 2009). Training and development aims to enhance the competence and performance of employees by providing individuals and teams with necessary skills, knowledge, and abilities needed to increase an organization's productivity, efficiency, and reduce waste, accidents, and employees' absenteeism.

Training involved providing the employees the knowledge and skills needed to perform a particular task or job. Training is referred to as a systematic approach to learning, typically designed for a short term and a particular job-related purpose to improve the team and organizational effectiveness (Aguinis & Kraiger, 2009). Development is an ongoing process and that progress is made over time and emphasis on long life learning. Development involved preparing for future work responsibilities while increasing capacities of employees to perform their current jobs. Training and development activities begin when a new employee enters the organization and it is usually in the form of employee orientation or induction in which employee learns important organizational values, norms and tasks, establishes relationships and learns how to function within their jobs. Training can be in the form of employee orientation, counseling, skills and technical training programs, or management training and development programs. Development activities concentrate on exploiting and developing new skills and abilities aiming for future job opportunities. Various activities such as job training, mentoring, coaching, counseling are included in training and development actions. According to Werner and DeSimone (2012), coaching refers to activities where employees are treated as partners in achieving both personal and organizational goals and counseling supports employees to deal with personal problems that may interfere to achieve these goals. Training is important for solving the current problem while development is needed to improve the situation in

order to avoid future problems due to future changes.

Training and development is a process that aims at the development and improvement of human resources through continuing education to equip them with core qualifications to perform their functions effectively and ongoing training and development aimed at strengthening human resources capabilities to compete current and future jobs (Alhalboosi, 2018). The performance of employee depends on different factors but training and development is the most important as it enhances capabilities, skills and competencies of the employees. The performance of the organization depends on the performance of the employees and to improve it, effective training and development is a key factor.

2.3.2 Compensation

Developing a compensation system that rewards employees at all levels when the organization succeeds promotes commitment to shared goals and increases employee awareness of their roles in contributing to profitability. Compensating employees' contingent upon organization performance is most effectively adopted as part of a high-performance culture that incorporates profit sharing throughout an organization. Abernethy & W. B., (2011). The logic of contingent compensation is implicitly equitable and fair and confirms to employees that they will share in the fruits of their work. Group-based profit sharing or gainsharing also creates a social system of accountability to the organization and to other team members (Rhoades & A., 2011).

Attracting and retaining talent is a function of opportunities within the company and the opportunity that employees have to be rewarded for the efforts. While compensation plays an independent role in a HPWS, it is important to note that attracting both old serviced and new employees are also affected. The degree to which employees can receive bonuses as a result of their efforts in manufacturing the herbal products and the progress outlined in the performance evaluation will determine the overall attractiveness of the firm to outside hires. Retaining talent, while also impacted by the compensation system, is also a function of promotion opportunities from within the firm. Compensation must be contextualized within the metrics of the industry. Myanmar employees are entitled to compensation benefits under the Workmen's Compensation Act (1923) (Sneha Mahawar et al) . The Workmen's Compensation Act of 1923 mandates that employers provide benefits to workers who become permanently or temporarily disabled due to job accidents. An

organization must decide in what range of total compensation they want to be in relative to competitors in terms of cash bonuses, deferred incentive compensation, and total pay at risk as opposed to guaranteed salary monies.

2.3.3 Flexible Job Assignment

Flexible working has had a major impact on workplace culture in the last decade. It has reshaped the workforce and remains a top benefit for many of today's employees. In one survey it was found that 81 % of 16000 employees, taken from 88 countries, were able to enjoy the benefits of a flexible work arrangement (Regus.com, 2012). According to a report by Equality Human Rights, 8.7 million full-time workers say they want to work flexibly. In 2014 a memorandum by the White house was issued to improve work life programmes and flexibility at work thus encouraging businesses to do the same (Whitehouse. gov, 2014). In countries that belong to the European Union, it is common practice to balance employees working hours and personal life (Jones & Jones, 2011). This practice helps individuals to balance work and family responsibilities.

Flexible work arrangements can also help employees who have demanding family responsibilities such as taking care of children or an elderly parent whilst working from home and are designed to assist employees to efficiently balance work and non-work activities (Chen, 2015). In 2012, Matos and Galinsky conducted a national study on employees, their findings were that most employers have allowed for flexible work arrangements in the workplace thus providing for employees to be able to better manage their location of work and hours of work in a way that creates a well-rounded work life balance.

To achieve an excellent employee experience and high-performance culture, businesses must create a work environment where staff feel motivated with a sense of ownership over their work. Having flexible start times or working from home provides a greater level of autonomy that can pave the way for huge benefits in the workplace, regardless of the market. Flexible working can bring a range of benefits to an employee and employer. For example, there's growing evidence that flexible working improves productivity and work-life balance, and as a result increases individual performance. According to research, a third of employees found working from home during the pandemic made them more productive, compared to 28 per cent the previous year. This suggests the

opportunity to work from home on a flexible basis has a positive impact on employee engagement.

A company that has a high-performance work system needs to have confident employees who have strong work ethics, particularly in roles that require a high level of innovation, like in architecture or civil engineering. Flexible working can be a way to empower employees who want control over their schedules. With the ability for businesses to operate virtually on a global basis, it's more important than ever to have a high-performing, flexible culture that stands out among the competition because the best professionals want to work for the best companies. By adopting flexible work schedules, companies can foster a highly engaged and efficient workforce that are invested in the business goals and the journey they need to take to reach them. There's no doubt that engagement increases when employees can fit their work schedules around home life, as well as other commitments. With that said, there's a level of trust in workplace flexibility – and cultures, where there's a lack of trust, are unlikely to perform at their best. When employers support flexibility and provide a framework that helps staff remain engaged, it can pave the way for a thriving work environment.

2.3.4 Open Communication

With a rising remote and frontline workforce all over the globe, open communication is more important than ever. Open communication refers to the ability of individuals to freely convey their thoughts and ideas to each other. Within a corporate environment, an organization can foster open communication by actively promoting all employees to share their feedback and opinions. To communicate effectively means not only putting the thoughts in order and presenting them in an accessible way, but also expressing them in a way that would capture the attention of the receiver (Beattie & Ellis, 2014). Open communication also encourages employees to communicate their feelings, challenges, and feedback confidently. This behavior is a better alternative to the passive, aggressive, passive-aggressive, or non-verbal cues that people resort to when they want to express a disagreement or avoid confrontation. Recent studies have also demonstrated the importance of communication in enhancing work engagement (Men & Vercic, 2023; Vercic & Vokic, 2017; Jiang & Men, 2015). Indeed, internal communication is a component of the organizational environment that determines whether employees are

engaged or disengaged (Bakker et al., 2011) due to its capacity to effectively communicate the organization's values to all employees and involve them in achieving organizational goals (Welch, 2011). Furthermore, effective open communication organizations see reduced employee turnover and resistance, higher shareholder returns, more outstanding dedication and engagement, and positive financial returns (Atouba, 2018; Meng & Berger, 2012; Ruck, 2015; Jacobs et al., 2016).

Open communication is a crucial skill leaders need to ensure business success. Communication is more a matter of trust and acceptance of others, their feelings and ideas that are different and that, from their point of view, have the same intellect (Ruck & Welch, 2012). Without clear and consistent communication, employees lack direction, productivity suffers, employee engagement levels decrease, and conflict arises. Without open communication in the workplace, the internal systems that allow businesses to run smoothly begin faltering. As a result, it affects how well the company operates. A culture of open communication is established through employee engagement with the organization's beliefs and objectives, which fosters mutual understanding, respect, and the development of solid relationships. Given the emphasis on balancing the organisation and its employees' interests, improved communication raises trust and business unit performance (Quirke, 2012). The point is, open communication is an approach that values every workers' unique perspective, helps them see things differently, and improves collaboration. Employee happiness is one of the top goals for any organization. It should be, since happy employees are 20% more productive than their unhappy counterparts. If the workers happily operate, open communication is a must-have. In a survey of more than 1000 employees, Atlassian found that with honest feedback, personal openness, and mutual respect, workers are 80% more likely to report high emotional well-being.

2.3.5 Employee Engagement

Employee engagement is so important to all organizations because having effective strategies in-place helps create a better work culture, reduce staff turnover, increase productivity, build better work and customer relationships, and impact company profits. When an employee builds an emotional commitment to their organization and draws a link between their work and a higher purpose, we call this goal an engaged purpose. It's critical to employee engagement that we require every client to define one and share it with their

employees. Engaged employees believe in what they're doing and who they work for, so they always act in ways that advance their organizations' interests. Employee engagement is chiefly about removing the barriers that prevent employees from doing their best and most personally satisfying their work and enhance the organizational performance.

2.3.6 Employee Wellbeing

Employee wellbeing encompasses mental, physical, emotional, and economic health, influenced by workplace relationships, resources, and decisions. It's enhanced by a positive culture prioritizing wellbeing, clear tasks, motivation, and benefits like financial support, health aids, and work-life balance measures. When employees feel well, they tend to perform better. This increases productivity and helps employees develop better habits. In Aung Taw Win Foodstuff Manufacturing Firm practices supporting training program, flexible job assignment, compensation, open communication and it increasingly rely on benefits like these to boost employee wellbeing. While it will vary from person to person, employee wellbeing should average out to a level that allows for a productive and healthy workplace. Outside factors contribute to employee wellbeing too.

2.3.7 Organizational Performance

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995; Wholey J., 1996). At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all spheres of human activity. Organizations perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize processes for the organization to be successful in order to ascertain the level of performance and management to make informed decisions on where, if needed, within the processes to actions to improve performance (Georgopoulos, 1957; Robbins, 1987).

Therefore, it is possible to claim that there is a close relationship between the organizational objective and the concept of organizational performance. Nevertheless, organizational performance is one of the most argued concepts about which there has never been an agreement among various researchers and theorists (Selden, S.C., and Sowa,

2004). Also, Cameron (1986) mentioned an absence of adequate understanding or explanation in the definition of the concept of performance. Organizational performance refers to the process by which an organization can meet its goals efficiently and how successfully organizations achieve their missions. Organizational performance is a concept that measures how thoroughly and efficiently an organization achieves its designated goals and objectives. Many scholars and researchers have defined organization performance from various perspectives. Federman (2006) stated that organizational performance is concerned with issues such as an organization's ability to access and optimal utilization of resources and consequently achieve its aims. According to Yatchman and Seashore (1967), organizational performance is the firm's ability to take advantage of environmental opportunities and to acquire and allocate scarce resources. And according to Daft (1992), organizational performance is the ability of the organization to invest its environment in acquiring or gaining scarce and valuable resources for its functioning. Organizational performance is the net satisfaction of all constituents in the process of gathering and transferring inputs into outputs in an efficient manner (Roy & Dugal, 2005). According to Tabeel (2013), organizational performance is defined as the ability of the organization to achieve its objectives under the specified resources available through achieving job satisfaction and making sure the survival and development of the organization.

Several studies and literature have assessed various indicators of organizational effectiveness. Shah (2016) proposed six indicators to measure organizational effectiveness: motivation, organizational commitment, organizational attachment, organizational innovation, consensus and job involvement. Kaur (2013) stated four indicators of organizational effectiveness: production, efficiency, satisfaction, and organizational development. According to Gold et al. (2001), innovation, coordination, and rapid commercialization of new products are stated as dimensions of the organizational effectiveness. An effective organization runs like a well-designed and well-oiled machine and it functions smoothly to produce the results the organization set out to achieve, with the minimum of wasted resources or time, without reducing the quality of the products and services. An effective organization has a higher likelihood of survival and will be setting goals that are relevant to the times and striving to achieve.

2.4 Previous Studies

Many researchers have investigated high performance work system, HR outcome and organizational performance. It provides the relationship between high performance work system, HR outcome and organizational performance. Based on the previous research, the purpose of the research is to investigate the relationship between HPWS and HR outcome and to measure the effect of HR outcome on organizational performance.

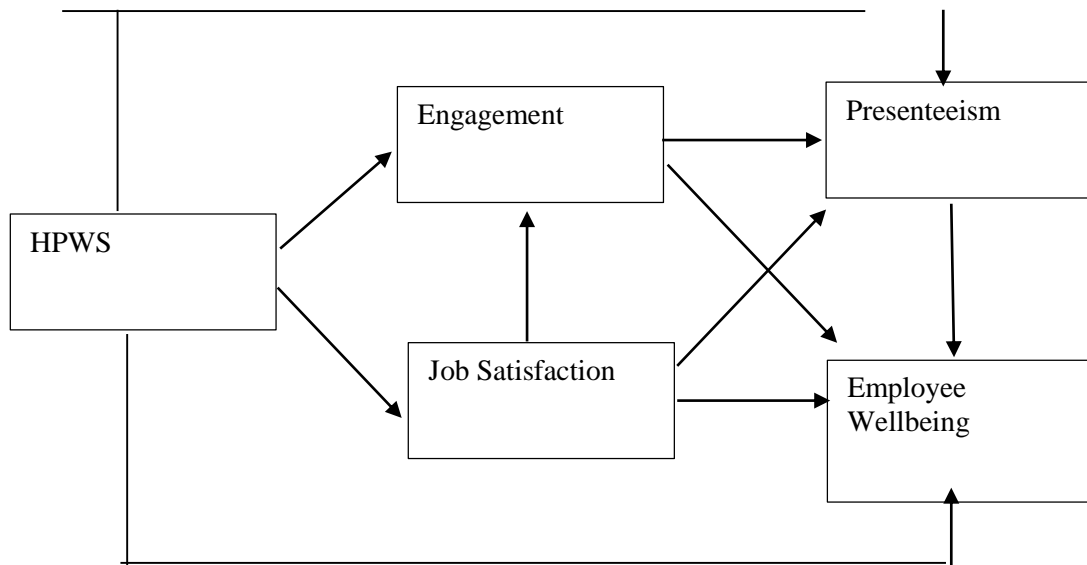
2.4.1 Relationship between Human Resource Development and Employee Performance

HPWS practices are a basic factor for employees to acquire competencies that significantly improve organizational functions (Kehoe & Wright, 2013). Clardy (2008) proposed that organizations use human resource development practices as an important strategic mechanism to stimulate positive behavior in individuals and impact their knowledge, skills and attitudes which can increase productivity and performance.

Arubayi et al. (2002) investigated the role of HPWS in employee performance using individual absorptive capacity as a moderator for selected firms in the Nigerian oil sector. The sample size of the study is 274 employees of the selected firms. Data are collected by using structured questionnaire with five-point Likert's scale. The results of the study showed that HRD has a positive significant relationship with employee performance. It also revealed that individual adsorptive capacity has a significant relationship with HRD and employee performance. According to the study, it is found that HPWS play a significant role in employee performance. The study recommended that management should emphasize on improving their HPWS practices such as training and development, career development and organizational development in order to increase individual absorptive capacity and enhance employee performance.

Ananthram et al., M. & Teo, S. & Connell, J. (2018) conducted a study to examine the impact of HPWS practices on employee performance of small and medium scale enterprises in Ghana and emphasized the relevance of human resource development practices in enhancing employee performance in SMEs. The study examined the relationship between human resource development practices (career development, training and development, performance appraisal and compensation) and employee performance. The conceptual framework of Ananthram & Connell (2018) is presented in Figure (2.1).

Figure (2.1) Conceptual Framework of Ananthram & Connell



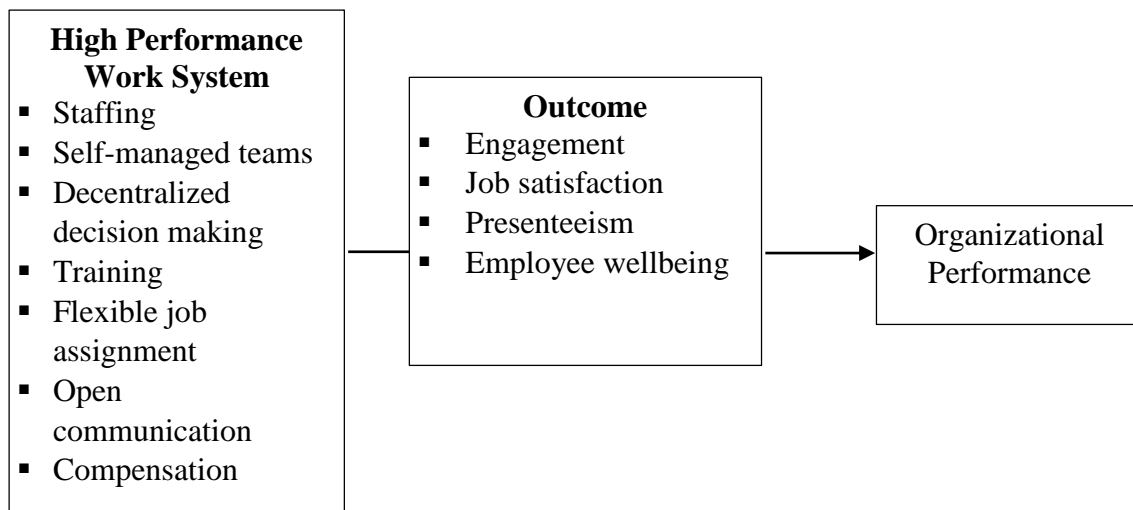
Source: Ananthram & Connell

The sample size used for the study was 500 employees from the selected SME's. Structured questionnaires were used for the collection of primary data. The results of the study indicated that human resources development practices such as career development, training and development and compensation have significant impact on employee performance.

2.4.2 Relationship between HR Outcome and Organizational Effectiveness

Kareem and Hussein (2019) studied the impact of human resource outcome on organizational performance and organizational effectiveness of public universities in Malaysia. The study examined the relationship between human resource development practices (training and development, organizational development and career development) and employee performance and then organizational effectiveness. For the study, primary data are collected by using questionnaires with five-point Likert's scale. The conceptual framework of the study of previous conceptual framework of Jiang et al., C.-W, (2014) is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Jiang et al., C.-W, (2014)



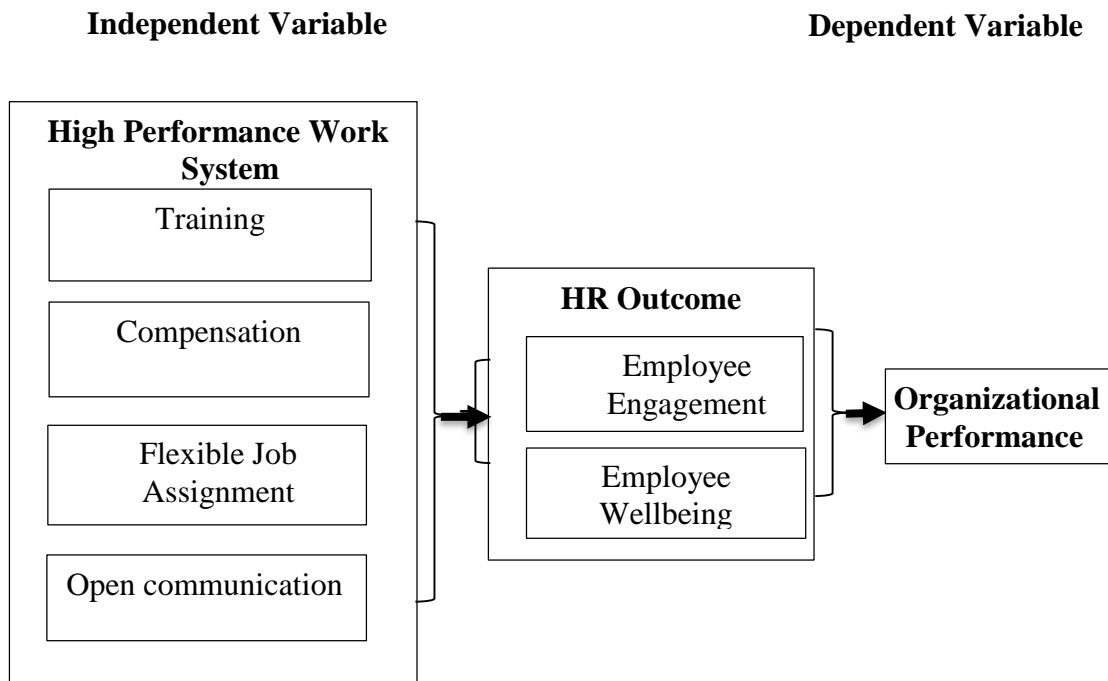
Source: Jiang et al., C.-W, (2014)

The result indicated that factors of HPWS are significantly related to HR outcome in the enhancement of organizational performance and it also showed that there is a significant and positive relationship between HR outcome and organizational performance. In the study, Kareem and Hussein (2019) explored the relationship between high work performance work system with organizational outcomes and employee outcomes. recommended that the decision makers of universities should strive to develop human resource development strategies that will enable them to improve the capabilities of employees to achieve designated goals and objectives of the organization. According to the concept of Jiang et al., C.-W, (2014), high performance work system was conducted to predict the effect of commitment, trust and group dynamic as social capital dimensions on organizational performance.

2.5 Conceptual Framework of the Study

This study focuses on the effect of human resource development on employee performance and organizational effectiveness of Aung Taw Win Foodstuff Manufacturing Firm. The conceptual framework of the study is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of the Study



Source: Own Compilation adapted by Ananthram & Connell (2023)

The framework has developed to conceptualize the relation between dependent variable and independent variables. Independent variable is HPWS (training, compensation, flexible job assignment and open communication) which is correlated to dependent variables, employee engagement and employee wellbeing.

The conceptual framework of the study is mainly based on the previous model presented by Jiang et al., C.-W, (2014). The major assumptions to develop this conceptual framework are that HPWS practices can be grouped into four variables such as training, compensation, flexible job assignment and open communication, these HPWS practices effect on HR outcome and influence on the organizational performance.

CHAPTER 3

PROFILE AND HIGH PERFORMANCE WORK SYSTEM OF AUNG TAW WIN FOODSTUFF MANUFACTURING FIRM

This chapter aims to describe the background study of Aung Taw Win Foodstuff Manufacturing Firm. In the first section, the profile of the firm is explained. It is then followed by organization structure of this firm and the last section describes high performance work system of Aung Taw Win Foodstuff Manufacturing Firm.

3.1 Profile of Aung Taw Win Foodstuff Manufacturing Firm

Aung Taw Win Foodstuff Manufacturing Firm is proudly an 100% Myanmar owned Healthy and Herbal Food Production in Myanmar, which is operated family business that was established in 2001 as a specialist manufacturer of medicinal foodstuff products. It is an ISO 9001:2015 certified Company, and that is a promising prospect in front of the food technology area for development of medicinal food products, and if is effective, would be more preferable to the consumers' points of view in comparison with medicines. From humble beginnings, the firm have grown to become one of the largest local owned manufacturer of Aloe Vera juice, Aloe Vera Jam, Aung Taw Win Aloe Vera Jam 600g, Aloe Vera Gel, Aloe Vera Jelly, Aloe Vera Natures' Superfood. It also providing consulting services for dietary food supplements, herbal, nutritional & cosmetic products, internationally. Although these products comprise an intrinsic added-value, the price must be reasonable as 'food'. Supporting this is a supply chain that distributes significant volumes of shelf stable, ambient and frozen products nation-wide to all major customers including Aye Kabar, Shwe Ohh Pharmacy, Dr. Chaw Pharmacy, Beauty Diaries and City Care Health& Beauty Store, Life Plus, One Stop Mart and Ocean Super Center, Super One Super Market and online selling.

In late 2011, the firm purchased a major production facility in Le Way Township, Nay Pyi Taw Region. The 27 acres' site has 3 acres under roof, and has facilitated enormous growth in our workforce and production capabilities. Through segregated herbal plants such as Aloe Vera, Rose Mary, Ginger, Lime and Lemon plantation spaces, that are able to produce specialist Gluten Free and Organic Wraps along with our high volume

flatbread lines. With sustainability being a core value of our business, that is “Ordinary Foods to Medicine” the firm made the move in 2025 to communicate our solar initiative on our Aung Taw Win Foodstuff Manufacturing Firm products through our new '100% powered by Organic logo.

Innovation is a driving force of Organic Foods, and we are proud of the many successful products that Aung Taw Win foodstuff Manufacturing Firm have developed and continue to produce for a broad range of customers across retail, foodservice and medicinal food networks both domestically and internationally. With a healthy appetite for growth, the firm continue to invest in new capabilities and capacity to bring innovative new products to market for our customers and consumers. In 2020 we launched our new premium Honey Lime Marmalade 454 g, which is available nationwide in the major retailers. This new range of premium healthy jam provide healthier and better options to our loyal consumers, with our new High Protein Low Carb and Lite Low Carb Super Food combining to now be the Herbal Foodstuff in Myanmar.

In Aung Taw Win Foodstuff, there are 120 employees both in manufacturing, marketing, administrating and distributing. All staffs are well trained both soft skill and hard skill. Company provide employee rewards include increased vacation time, gift cards, bonuses, retreat trips and even small tokens of appreciation such as a free lunch with CEO family. The wisest approach for employers is to encourage staff to be vaccinated while Global Pandemic COVID 19 duration and boosted and publicize the benefits to improve take up of the vaccine and boosters. Working hours are set according to the Myanmar Labor Law, and employees are sent to their respective locations in advance.

Under the Payment of Wages Act (2016), employers are required to pay daily workers and part-time employees by cash, cheques or bank transfer according to a fixed wage period which must not exceed one month. Employees are more likely to be engaged and productive at work because they care about employee health and well-being. It won the Myanmar SME Standard Manufacturing Award 2010 and Best for creating a more positive workplace culture and improved organizational results.

Aung Taw Win Foodstuff manufacturing firm, has motivated skillful staffs to provide superior services to the customers by providing open- communication with managers, giving recognition to hard working employees, providing trainings and creating involvement activities for employees. Aung Taw Win Foodstuff Manufacturing Firm

possess the award for CSR Excellence Awards for contributing the cooperate social responsibilities activities in Le Way Township development program with local people. The program recognizes member companies that create long-term economic and social benefits in Myanmar communities.

3.2 Organization Structure of Aung Taw Win Foodstuff Manufacturing Firm

The organization structure of Aung Taw Win Foodstuff Manufacturing Firm in Naypyitaw is shown in Table (3.1). Aung Taw Win Foodstuff Manufacturing Firm is organized with six departments.

Table (3.1) Number of Employees in Aung Taw Win Foodstuff Manufacturing Frim

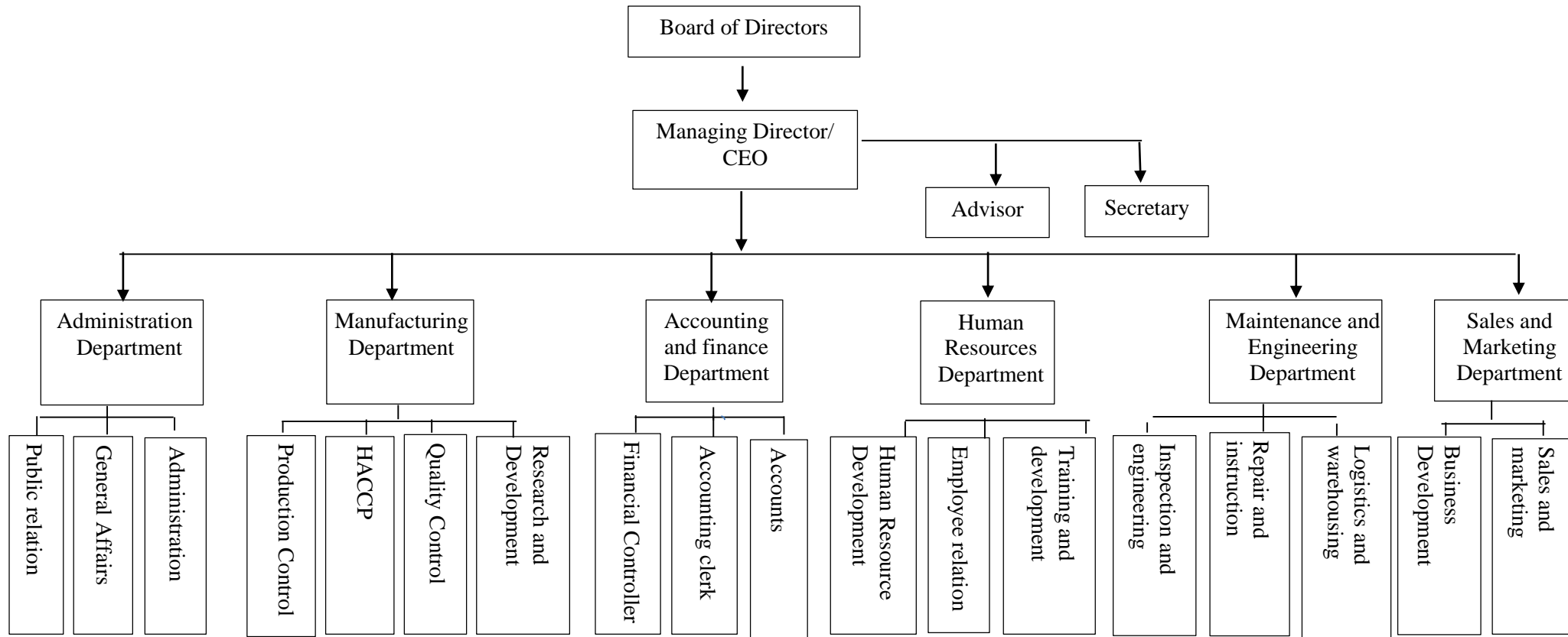
Sr. No.	Department	Number of Employees	Percentage
1	Administrating Department	10	7.69
2	Manufacturing Department	74	64.62
3	Accounting and Finance Department	5	3.85
4	Human Resources Department	6	4.61
5	Maintenance and Engineering Department	5	3.85
6	Sales and Marketing Department	20	15.38
	Total	120	100%

Source: Aung Taw Win Foodstuff Manufacturing Firm (2023)

As indicated it in Table (3.1), the number of employees at Aung Taw Win Foodstuff Manufacturing Firm stands for 120 including management level. The employees in respective departments of Aung Taw Win Foodstuff Manufacturing Firm include 4 employees who are in executive level, 10 in administration department, 74 in manufacturing department, 5 in accounting and finance department, 6 in human resources department, 5 in maintenance and engineering department 20 in sales and marketing department.

Board of Director assigns respective responsibilities to the entire organization by providing a clear organizational structure, providing their employees with the appropriate authority to perform their responsibilities and providing clear guidelines. The organization structure of Aung Taw Win Foodstuff Manufacturing Firm in Naypyitaw is shown in Figure (3.1)

Figure (3.1) Organization Structure of Aung Taw Win Manufacturing Firm



Source: Aung Taw Win Foodstuff Manufacturing Firm (2023)

As illustrate in the Figure (3.1), there are six departments in Aung Taw Win Foodstuff Manufacturing Firm, which is situated in Dekkhina Thiri Township, Nay Pyi Taw. These are, administrating department, manufacturing department, accounting and finance department, human resources department, maintenance and engineering department and sales and marketing department. The employees in respective departments of Aung Taw Win Foodstuff Manufacturing Firm include 4 employees who are in executive management, 10 in Administrating Dpartment, 74 in Manufacturing Department, 5 in Accounting and Finance Department, 6 in Human Resources Department, 5 in Maintenance and Engineering Department 20 in Sales and Marketing Department.

3.2.1 Administration Department

At Aung Taw Win Foodstuff Manufacturing Firm, there are three sub sections in administration department. This includes the administration section, general affairs section and public relation section. An administrative department is a unit in an organization that oversees all its daily operations. This can include overseeing the organization's financial management, managing its strategic planning, directing its budgeting operations, managing its legal affairs and satisfying its human resource (HR) needs. A general affair is a supporting unit that businesses require to meet the various needs of their agencies, both private and government. General affairs are in charge of providing services to all work units in the company, both administratively and in terms of managing routine company services. The main role of public relations in Aung Taw Win Foodstuff Manufacturing Firm is to promote the brand by using editorial content appearing in magazines, newspapers, news channels, websites, Facebook, blogs, and TV programs. Using earned or free media for promotion has its own benefits as information on these mediums aren't bought. Public relation staffs are friendly, courteous, confident and cheerful people, who sincerely enjoy interacting with customers, public for resolving problems. Sometimes, they have to solve the customer complaint.

3.2.2 Manufacturing Department

Depending on the nature of the product, Aung Taw Win herbal products manufacturing procedures comprise extraction, fractionation, purification, concentration, mixing, and blending, as well as, bottle filling, packaging, and wrapping. The herbal

products manufacturing industry has many unique challenges that necessitate a solid reliability plan. Most herbal products industries need to make sure their products are safe to use, and foodstuff industry, product safety is an even higher priority. In manufacturing department, staffs need to wear laboratory coat including hair cap and gloves and they all have to comply with standards, such as those set forth by the Occupational Safety & Health Administration and the Food and Drug Administration, Myanmar (FDA). However, they also have a number of other regulations to keep up with, including standards from the FDA. Inspections can happen at any time, so the facility needs to always be kept in strict compliance. In addition, these standards can change from time to time, with the level of scrutiny and strictness generally increasing as time progresses.

3.2.3 Accounting and Finance Department

Financial management refers to the efficient and effective management of income and expenses in such a manner as to accomplish the objectives of the organization. Accounting and finance department is responsible for day-to-day transactions and the management of any government reporting. It is the essential department of the Aung Taw Win Foodstuff manufacturing firm. The department provides the managers of other departments with timely reports of operating results with accurate and relevant financial data and also implements the year end closing processes and procedures for the assigned accounting records.

This department prepares budget for distribution at the beginning of the budget process and prepares fund summaries. Manager at the accounting and finance department is also responsible to exercise the audit function in Aung Taw Win Foodstuff manufacturing firm and financial profitability. Top management makes decisions by reviewing the results of the finance department. The accounting and finance department works with managers to prepare the organization's budgets and forecasts and to report back based on the progress made throughout the years. The information from accounting and finance department is used to plan for expansion, asset purchases and staffing, and cash requirements. The accounting and finance department is responsible for payroll preparation, and also maintains files of all contracts, insurance policies, tax reports, and expenses. No business enterprise can utilize its complete potential for growth and expansion without proper administration and effective utilization of finance.

3.2.4 Human Resource Department

The role of human resource department is really important for the Aung Taw Win Foodstuff manufacturing firm's success. The Aung Taw Win Foodstuff manufacturing firm is service-oriented organization and has about one hundred and twenty employees. To manage over hundred employees, it requires a systematic human resource management. The HR department handles many necessary functions of the Aung Taw Win Foodstuff manufacturing firm such as providing labor law compliance, record keeping, recruiting, hiring and training, compensation, security, employee relations and assessing performance by solving specific performance issues.

This department is also responsible for replacing and recruiting the staffs in the vacant positions from many sources such as employment agencies, online, job vacancy journal, referrals, etc. and tries to be the right people in the right place. When the new employee is employed in the Aung Taw Win Foodstuff manufacturing firm, the department provides orientation and induction training to new employee. This department also takes the responsibility of identifying training needs and providing necessary trainings for employees based on the performance appraisal. In the Aung Taw Win Foodstuff manufacturing firm, the HR manager has to address problems such as absenteeism, poor morale and high turnover rates and handles employee issues. HR department and head of the department make performance appraisal of employees. After appraising employee performance, HR manager makes to take necessary actions and gives appropriate recognition plan based on performance results. As Aung Taw Win Foodstuff Manufacturing Firm is one of the accredited centers of skill assessment, this department is also responsible for the assessment of individual skill level and gives the certificate of skill assessment.

3.2.5 Maintenance and Engineering Department

There are three subdivisions in Maintenance and Engineering Department such as inspection and engineering, repaired and instruction, logistics and warehousing. The end goal of maintenance and engineering department is to ensure that industrial machinery and equipment in Aung Taw Win Firm runs smoothly and reliably. The purpose of inspection engineering section is to assess the failure risks of various working equipment within an industrial facility to improve inspection and maintenance strategies.

The staffs are responsible for the repair and maintenance of pressurize boiler machine, herbal cutting equipment, including herbal juice extractor plant, instruments and diagnostic devices, can be compared to the maintenance of a motor vehicle, something many of us understand well. The logistics section begin with the processing of the order which may be the business department's job in an organisation. The team that puts orders for the commercial customers works hand-in-hand with the warehousing crew. Transportation is an essential part of any supply chain, whether it's moving raw materials to a warehouse or distributing finished goods to the consumer. Warehousing is the process of storing inventory that is packaged and sold or distributed to customers. It also happens to be fundamental to the success of any company selling physical goods.

For this instance of the chain to run smoothly, there is a lot of maintenance work that needs to be done behind the scenes. Maintenance and engineering department of the Aung Taw Win Foodstuff Manufacturing Firm operates such services as electricity, boiler, hot water, air-conditioning and refrigeration, maintain engineering and services of various food production equipment. The broad sectors of foodstuff manufacturing engineering and maintenance work include mechanical, safety and security, fire protection etc. The electrician usually installs repairs and maintains motors, transformers, generators, lights, appliances, circuits, wiring and other electrical system equipment and components in the Aung Taw Win Foodstuff manufacturing firm. Any maintenance engineer conducts regular maintenance inspections of equipment, tools and machinery in the workplace. The engineer looks for worn-out damaged or faulty parts and helps to operate the functions of the Aung Taw Win Foodstuff manufacturing firm smoothly.

3.2.6 Sales and Marketing Department

Sales and marketing department of Aung Taw Win Foodstuff Manufacturing Firm takes a responsibility to develop and foster business through pro-active direct sales, marketing, telemarketing, direct mail, messenger reply and preorder calls. In Aung Taw Win Foodstuff Manufacturing Firm, sales and marketing department identifies areas of opportunity in performance and recommend tools and sales training to optimize performance of sales team. The sales and marketing department makes the promotion and advertising of the Aung Taw Win Foodstuff manufacturing firm through different channels such as pop up store at Myanmar local food fare, Organic Promotion carnival, Medicare

Product festival, social networking, FM and online sale. Sales and marketing manager of the Aung Taw Win Foodstuff Manufacturing Firm is responsible for maximizing a company's revenues by developing programs to increase occupancy. The sales and marketing manager maintains awareness of the factors that influence the Aung Taw Win Foodstuff manufacturing firm and gain a deep understanding of the needs and attitude of the customers.

Moreover, the sales and marketing department is responsible for coordinating marketing and promotional activities to meet customer needs, makes to ensure that customers are satisfied with the products quality and freshness. The department is also responsible for running special events such as Thingyan Festival, Thadingyut Festival or offering incentives such as buy five get one or give cash back and special festive discount to attract more customers.

3.3 Practices of High Performance Work Systems in Aung Taw Win Foodstuff Manufacturing Firm

Implementation of HPWS practices in Aung Taw Win foodstuffs manufacturing firm improved productivity. It can help create a high performance work system that improves HR outcome and overall organizational performance. It can be said that HPWS is an approach aimed at optimizing employee performance and organizational effectiveness through a variety of HR practices and strategies in the firm.

3.3.1 Training Practice in Aung Taw Win Foodstuff Manufacturing Firm

Aung Taw Win Foodstuff Manufacturing Firm believes that people are its precious assets and everyone in the organization have the opportunities to develop their potential and career. It makes ensure that all employees have the appropriate skills and knowledge to fulfil the organization's strategies and operational objectives. Aung Taw Win Foodstuff Manufacturing Firm has strong human resources policies which are established in line with Government Labor Law and other related rules and regulations. As a herbal food production company, being service-oriented industry, employees have indirect contacts with customers and employee performance plays a major role in order to get good reputation and to operate the organization effectively. Aung Taw Win Foodstuff Manufacturing Firm usually encourages employees to upgrade their skills and abilities. In

order to improve employee's personal goals and development, the company often provides trainings for all employees and outstanding employees are rewarded. The trainings that it provides are administration and HR training, sales and marketing trainings, IT training, machine-driven work training and personal development training. Sometimes, CEO himself trained human resources development course for their employee's development.

3.3.2 Flexible Job Assignment Practice in Aung Taw Win Foodstuff Manufacturing Firm

While employees of Aung Taw Win Foodstuff Manufacturing Firm often have a traditional 9 a.m. to 5 p.m. workday with a 40-hour workweek, it's becoming more common in workplaces for employers to offer flexible working arrangements. Whether you work remotely or share job duties with a coworker, having a flexible working arrangement provides many benefits for both you and your employer. It can be helpful to learn about these arrangements to determine which might work best for you. Aung Taw Win foodstuff manufacturing firm has policy about flexible work assignment that is compatible with the nature of the workplace and is implementing. Flexible work schedules make not only reducing stress levels and unpunctuality but also improve productivity and to raise morale. It can decrease employee turnover and help employees achieve a better work-life balance.

3.3.3 Compensation practice in Aung Taw Win Foodstuff Manufacturing Firm

Compensation for employees at Aung Taw Win Foodstuff Manufacturing Firm is the combination of wages and benefits provided to each employee in exchange for their work. Salary in compensation package such as benefits and things like commissions can be included, but the right mix of compensation for each employee depends on many factors. Fair and competitive employee compensation is critical to attracting and retaining top talent. Therefore, it is necessary for the employees themselves to understand the various types of compensation packages available to the employees of Aung Taw Win Foodstuff Manufacturing Firm. Although compensation is important to stay within the company budget. Providing employee compensation is used to recruit and attract employees. It's the best incentive to encourage company loyalty and reduce employee turnover. In Aung Taw Win foodstuff manufacturing firm, employees are given bonuses twice a year on the full moon day of Thadingyut and Myanmar new year day.

3.3.4 Open Communication practice in Aung Taw Win Foodstuff Manufacturing Firm

Among the employees in Aung Tae Win foodstuff manufacturing firm, the practice of open communication between employees and senior officers has come a long way. Open communication is readily sharing information between people in a transparent, honest, consistent, and dependable way. Senior managers and other workers share their ideas, problems solving and creativity can accessible. They express themselves to each other in a reliable and open minded. During the COVID-19 global pandemic, open communication practice has been a strength between employees. When employees openly communicate each other, they express their thoughts, feelings, emotions, and plans clearly and assertively. By eliminating aggressive, passive, or passive-aggressive words and nonverbal cues like body language, team members can work together more effectively. This way, teams can avoid disclosures, resolve conflicts, and collaborate better. There are no special difficulties in employee relations because of the practice of dealing with open communication in Aung Taw Win foodstuff manufacturing firm, which has 120 employees and still has no challenge. There is no discrimination between senior employee and junior employees. It's lovely that they are open communication to each other.

CHAPTER 4

ANALYSIS ON HIGH PERFORMANCE WORK SYSTEM, HR OUTCOME ON ORGANIZATIONAL PERFORMANCE OF AUNG TAW WIN FOODSTUFF MANUFACTURING FIRM

This chapter presents the profile of respondents and analysis on high performance work systems, HR outcome and organizational performance of Aung Taw Win foodstuff manufacturing firm based on survey data. To conduct analysis, the required data were obtained through survey from Aung Taw Win foodstuff manufacturing firm. In the first section, the demographic profile of the respondents of Aung Taw Win foodstuff manufacturing firm is presented. In the second section, the findings of high performance work systems practices, HR outcome and organizational performance of Aung Taw Win foodstuff manufacturing firm are presented. In the third section, the effect of high performance work system on HR outcome is examined. And finally, the effect of HR outcome on organizational performance of Aung Taw Win foodstuff manufacturing firm is analyzed for the purpose the study.

4.1 Profile of Respondents

At this study, demographic profile of respondents is collected from 120 employees of Aung Taw Win Foodstuff manufacturing firm. The profile is composed of gender, age, education, monthly income, and working experience with current organization. The frequency and percentage of the profile of the respondents are presented in the study based on the findings and the demographic profile of respondents is shown in Table (4.1).

Table (4.1) Demographic Profile of Respondents

No.	Demographic Factor	N0. of Respondents	Percentage
	Total	120	100.00
1	Gender		
	Male	50	41.60
	Female	70	58.40
2	Age (Year)		
	20 years and below	28	23.33
	21- 30 years	56	46.67
	31-40 years	22	18.34
	41-50 years	10	8.33
	51 years and above	4	3.33
3	Education Level		
	High School	13	10.83
	Undergraduate	46	38.33
	Bachelor Degree	29	24.17
	Master Degree	32	26.67
4	Monthly income (MMK)		
	200,000 Ks and below	30	25.00
	200,001 - 400,000 Ks	44	36.67
	400,001 - 600,000 Ks	38	31.67
	Above 600,000 Ks	8	6.66
5	Working Experience		
	Less than 1 years	26	21.67
	1 - 2 years	65	54.16
	3 - 4 years	23	19.10
	5 years and above	6	5.00

Source: Survey Data (2023)

The result shows that out of 120 samples, 50% of male responded as participants while 50% of female answered as participants. Therefore, respondents are equal. According to education level, 38.3% of participants are undergraduate level, which is most and second most education level is master degree holder (26.7%), followed by bachelor degree holder (24.2%) and high school level (10.8%). Regarding with age group, age 21-30 are most (46.7%) and second most is 20 and below (23.3%), followed by participants with age 31-40 (18.3%) and age group 41-50 (8.3%) and age group 51 and above (3.3%). The result shows that participants who got 200,000 to 400,000 are most (36.7%) and second most participants who got 400,000 kyats to 600,000 are 31.7%, followed by participants with 200,000 and below (25.0%) and participants with income level 600,000 and above (6.7%). According to result of working experience of participants, it is found that most of participants have 1-3 years of working experience (54.2%), working experience with less than 1 year group are second most (21.7%), followed by participants with 4-6 working experience (19.2%) and participants with 7-9 working experience (3.3%) and those with 10 years and above working experience (1.7%).

The education level is analyzed in four groups: high school, undergraduate, bachelor degree and master degree. It is found that 13 respondents (10.8%) are high school level, 46 respondents (38.3%) are undergraduate level, 29 respondents (24.20%) are bachelor degree holders and 32 respondents (26.7%) are master degree holders. It is indicated that the majority of the respondents in this Aung Taw Win Foodstuff manufacturing firm are educated and Master degree holders.

For monthly income, it is divided into four groups: 200,000 Kyats and below, 200,001-400,000 Kyats, 400,001-600,000 Kyats and above 600,000 Kyats. It is found that 30 respondents (25.00%) have monthly income of 200,000 Kyats and below, 44 respondents (36.7%) receive 200,001-400,000 Kyats and 38 respondents (31.7%) receive 400,001- 600,000 Kyats and 8 respondents (6.7%) receive above 600,000 Kyats. Therefore, most of the respondents get the monthly income of 200,001- 400,000 Kyats in Aung Taw Win Foodstuff manufacturing firm.

Regarding about working experience, years of employment with the current organization are divided into five categories; less than 1 year, 1-3 years, 4-6 years, 7-9 years and 10 years and above. It is found that employees who have less than 1 year of work experience are 26 respondents (21.7%), those who have 1-2 years of work experience are 65 respondents (54.2%), those who have 3-4 years of work experience are 23 respondents

(19.2%), and those who have 5 years and above work experience are 2 respondents (1.7%) respectively. Therefore, the majority of respondents have been working in Aung Taw Win Foodstuff manufacturing firm for 1 to 2 years.

4.2 Reliability Test

Reliability means the extent to which a test or a measuring procedure yields the same results on repeated trials. And it is carried out by calculating Cronbach's Alpha values in order to determine the internal consistency of the variables in the questionnaire.

Table (4.2) Reliability of Variables

Factors	No. of Items	Cronbach's alpha level
Training & development	5	0.60
Compensation	6	0.63
Flexible job assignment	5	0.84
Open communication	5	0.67
Employee engagement	5	0.76
Employee wellbeing	6	0.89
Organizational performance	7	0.85

Source: Survey data (2023)

Table (4.2) describes that the Cronbach's Alpha value of variables found in the study. According to the result, Cronbach's Alpha values for all the variables are greater than 0.6, and it indicates that all the questions are reliable and suitable to apply as the research instrument for this study. According to Sekaran (2000), all questions of each variable are needed to measure the reliability which may apply Cronbach's coefficient alpha scale. The value of Cronbach's alpha ranges from 0 to 1. The closer Cronbach's alpha coefficient to 1.0, the greater the internal consistency of the items in the scale according to Sekaran (2000). Malhotra (1996) and Nunnally (1967) stated that Cronbach's Alpha value

of 0.6 is considered acceptable. In Taherdoost et al., (2017) and Hinton et al., (2004) stated Cronbach's Alpha value of 0.6 acceptable and however, it will be better if Cronbach's Alpha value should be greater than 0.60. In said (2018), Wim et al., (2008) explained that value of reliability value of between 0.6 and 0.8 should be considered acceptable. The instrument has 88 questions which are distributed as 5 questions for training and development, 6 questions for compensation, 3 questions for flexible job assignment, 3 questions for open communication, 4 questions for employee engagement and 6 questions for employee wellbeing and 7 questions for organizational performance.

4.3 Perception on High Performance Work System, HR outcome and Organizational Performance of Aung Taw Win Foodstuff Manufacturing Firm

This section analyzes the effect of high performance work system on HR Outcome of Aung Taw Win Foodstuff manufacturing firm. Respondents' perception on high performance work system is analyzed with four variables which are training, compensation, flexible job assignment and open communication. Data are collected from 120 employees of Aung Taw Win Foodstuff manufacturing firm by using structured questionnaire with five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is used in the structured questionnaire. Data are displayed by analyzing mean value and standard deviation for each dimension.

The four variables (training, compensation, flexible job assignment and open communication) are regarded as the independent variables and HR Outcome and organizational performance are the dependent variable of this study. According to Best (1977), the mean value values of five-point Likert scale items are interpreted as follows:

The score among 1.00-1.80 means strongly disagree.

The score among 1.81-2.60 means disagree.

The score among 2.61-3.40 means neither agree nor disagree.

The score among 3.41-4.20 means agree.

The score among 4.21-5.00 means strongly agree.

4.3.1 Training

In the present study, five survey questions are used to explore the perception of training and development of Aung Taw Win Foodstuff Manufacturing Firm. The result of the survey on training and development is shown in Table 4.3.

Table (4.3) Employee Perception on Training

Sr. No.	Description	Mean	Standard Deviation
1	Investing in training and education in the firm is much appreciated.	4.43	0.51
2	Accomplishing with the job related training offered by the organization.	4.18	0.38
3	Satisfying with the career advancement opportunities available.	4.44	0.49
4	Having acquired a deeper understanding of the training course subject by participating therein	4.25	0.47
5	Increasing job performance level as a result of training courses.	4.43	0.51
	Overall mean	4.34	0.48

Source: Survey Data (2023)

According to the results shown in Table (4.3), the highest mean value is 4.44 which indicates that the activities of training programs can make participants pleased with job because the training the organization give can create the career advancement opportunities available to them. The second highest mean value is 4.43 which indicates that the activities of training programs provided by the Aung Taw Win Foodstuff manufacturing firm meet the needs of the employees and help employees rise their level. The lowest mean value of 4.18 is concerned with providing coaching to employee.

The overall mean value of 4.34 for training and development shows the agree level. Employees can develop their skills, knowledge through trainings and can perform their job better. According to the result, it can be interpreted that employees are satisfied with the training of Aung Taw Win Foodstuff manufacturing firm.

4.3.2 Compensation

The following Table (4.4) describes the perception of respondents on compensation of Aung Taw Win Foodstuff manufacturing firm. In this study, 6 survey questionnaire were used to explore perception toward compensation of Aung Taw Win Foodstuff Manufacturing Firm.

Table (4.4) Employee Perception on Compensation

Sr. No.	Description	Mean	Standard Deviation
1	Understanding the Employment Contracts and Compensation agreement of my organization.	4.18	0.39
2	Having a good understanding of compensation policies and practices that affected.	4.45	0.50
3	Motivating to work hard in the business and improving performance without any worries by following the compensation policy of the organization.	4.25	0.47
4	Offering current incentive programs by the firm was satisfied.	4.44	0.51
5	Having a direct impact on employee productivity by practicing the compensation policy.	4.45	0.50
6	Entitling for a reward for the whole organization achieves its set target.	4.25	0.47
	Overall mean	4.33	0.568

Source: Survey Data (2023)

Table (4.4) describes the mean values of compensation. Among the items, the maximum mean value is 4.45. which shows that employees have a good understanding of compensation policies and practices and it have a direct impact on them. Second maximum mean value is 4.44 which reveals that their satisfaction with current incentive programs offered by organization. On the other hand, the minimum mean value is 4.44 Which shows that understanding the employment contracts and compensation agreement of my organization. Overall mean value of compensation is 4.33 which shows the agree level. According to the result, it can be interpreted that employees are satisfied with the compensation policy of Aung Taw Win foodstuff manufacturing firm.

4.3.3 Flexible Job Assignment

The following Table (4.5) describes the perception of respondents on flexible job assignment of Aung Taw Win Foodstuff manufacturing firm. In this study, 5 survey questionnaires were used to explore perception toward flexible job assignment of Aung Taw Win Foodstuff Manufacturing Firm. It describes the mean values of Flexible job assignment.

Table (4.5) Employee Perception on Flexible Job Assignment

Sr. No	Description	Mean	Standard Deviation
1	Admitting to the terms of a flexible work arrangement before accepting the position or during employment.	4.43	0.514
2	Having never missed personal things because of work.	4.25	0.472
3	Working from home opportunities during the period of COVID-19 global pandemic consequence to employees comfort.	4.43	0.513
4	Knowing that flexible work scheduling does not refer to the number of working hours.	4.09	0.676
5	Thinking flexible job assignment is a requirement in working environment.	4.09	0.666
	Overall mean	4.16	0.568

Source: Survey Data (2023)

According to the result as shown in Table (4.5), the highest mean value is 4.43 which indicates that participants agreed to the terms of a flexible work arrangement of organization and it develops the employee's skills, and it may allow employees to choose start and end times and work locations that are convenient for them. experiences and knowledge of the employees enable them to cope with changes and technological developments related to their field of specialization. It can see that employment options involving giving employee's significant flexibility in fulfilling their responsibilities of each and every employees' assignment. Moreover, employees assume they have the opportunities to learn new skills and the Aung Taw Win Foodstuff manufacturing firm provides development opportunities to grow in their careers and respective works based on the changing business environment. The lowest mean is 4.09 which shows that they have never missed personal things because of the flexible job the organization assign. The overall mean value of flexible job assignment is 4.16 that shows the agree level. Respondents positively perceive about the flexible job assignment of the firm. It can be interpreted that employees receive flexible job assignment from the Aung Taw Win Foodstuff manufacturing firm and positively effect on the HR outcome of Aung Taw Win Foodstuff manufacturing firm.

4.3.4 Open Communication

To measure the consequence of open communication of Aung Taw Win Foodstuff Manufacturing Firm, 5 survey questionnaire of open communication are applied in this survey. The following Table (4.6) describes the perception of respondents on open communication of Aung Taw Win Foodstuff manufacturing firm. As a result, the highest mean value is 4.35 which indicates that the activities of open communication can make participants pleased with job because the training the organization give can create the career advancement opportunities available to them. The second highest mean value is 4.18 which indicates that the activities of open communication system provided by the Aung Taw Win Foodstuff manufacturing firm meet the needs of the employees and help employees rise their level. The lowest mean value of 3.68 is concerned with providing interactive to employee.

Table (4.6) Employee Perception on Open Communication

Sr. No.	Description	Mean	Standard Deviation
1	Being open communication happen between employees and management in my organization	4.18	0.38
2	Growing the transparency in explaining the reasons behind decisions for work.	3.68	0.918
3	Believing open communication that improves collaboration and teamwork within the organization.	4.18	0.380
4	Discussing about product ideas and suggest marketing ideas is informal.	4.35	0.370
5	Having opportunities to communicate one-on-one with related job superiors and with managers.	3.83	0.730
	Overall mean	4.00	0.555

Source: Survey Data (2023)

Table (4.6) describes the mean values of open communication which indicates that employees perform their tasks as expected and execute to accomplish their assigned jobs and responsibilities. It shows that the highest mean value is 4.35 which open communication between employees and management in my organization and it shows that senior managers and other workers in an organization express their ideas, issues, and thoughts with one another in a steady, honest to between employees and also high level team. The lowest mean value is 3.68 which is concerned with the transparency in explaining the reasons behind decisions for work. The overall mean value of open communication is 4.0 that shows the agree level and respondents positively perceive about the open communication of the firm.

4.3.5 Employee Engagement

In this study, 5 survey questionnaires were used to explore perception toward employee engagement of Aung Taw Win Foodstuff Manufacturing Firm. It describes the mean values of employee engagement. It describes the mean values of employee engagement.

Table (4.7) Employee Perception on Employee Engagement

Sr. No.	Description	Mean	Standard Deviation
1	Getting appreciation for better Performance.	4.45	0.500
2	Accepting job flexibility to meet the needs of employee personal life	4.25	0.472
3	Satisfying with work responsibilities.	4.45	0.500
4	Feeling gratified with work achievements in the job.	4.25	0.472
5.	Interacting with other employees in which using digital communication at work.	4.25	0.472
	Overall mean	4.35	0.480

Source: Survey Data (2023)

Table (4.7) describes the mean values of open communication which indicates that employees perform their tasks as expected and execute to accomplish their assigned jobs and responsibilities. It shows that the highest mean value is 4.45 which indicates that participants have appreciation for better Performance. The lowest mean value is 4.25 which is concerning with satisfaction. The overall mean value of employee engagement is 4.35 that shows the agree level. Respondents positively perceive about the employee engagement of Aung Taw Win Foodstuff Manufacturing Firm. These findings suggest that the employee engagement of the firm highly regarded expert may effect on the overall program ratings of a standardized HPWS.

4.3.6 Employee Wellbeing

In this study, 6 survey questionnaire were used to explore perception toward employee wellbeing of Aung Taw Win Foodstuff Manufacturing Firm. Survey results from the analysis of employee wellbeing in Aung Taw Win Foodstuff Manufacturing Firm is shown in Table (4.8).

Table (4.8) Employee Perception on Employee Wellbeing

Sr. No.	Description	Mean	Standard Deviation
1	Having a public recognition, which works using a performance appraisal	4.18	0.382
2	Having a supportive website that is well-maintained by the organization.	4.40	0.492
3	Satisfying working environment that support overall mental, physical, emotional health.	4.18	0.382
4	Performing tasks that are expected of them.	4.40	0.492
5	The organization's development programs helping to enhance high quality of service.	4.37	0.484
6	Having flexible communication with family and friends and improving understand each other.	4.40	0.492
	Overall mean	4.31	0.545

Source: Survey Data (2023)

The result shown in Table (4.8) presents that the highest mean value is 4.40 which indicate they have grown as a person and also having deep conversations with family and friends so that it can better understand each other. The result refers to the overall mental, physical, emotional, and economic health of employees. It's influenced by various factors such as their relationships with co-workers, their decisions, and the tools and resources they have access to. When employees are healthy and happy, they are more likely to be engaged

and productive in their work. This can lead to a more positive workplace culture and improved organizational outcomes. Second highest mean is 4.37 which is related with being good at making flexible timetables for my work. And overall mean is 4.31 which mean that there is an improvement in the overall mental, physical, emotional, and economic health of employees and have positive on employee wellbeing.

4.3.7 Organizational Performance

Organizational performance is the ability of an organization to reach its goals and optimize results. It is also the degree to which an organization achieves the goals it set out to achieve and these goals can be a certain output (productivity or service quality), efficiency, alignment of internal processes, and the degree of the effective utilization of resources to create a competitive advantage. In this study, 7 survey questionnaire were used to explore perception toward organizational performance of Aung Taw Win Foodstuff Manufacturing Firm. The following Table (4.7) describes the perception of respondents on organizational effectiveness of Aung Taw Win Foodstuff manufacturing firm. There are seven statements for organizational development in this survey. To measure the organizational effectiveness, seven statements are used in this survey.

Table (4.9) Employee Perception on Organizational Performance

Sr. No.	Description	Mean	Standard Deviation
1	Having the ability to adapt to the changing business environment.	4.43	0.560
2	Having some useful strategies for expanding market in my organization.	4.49	0.580
3	Doing accurately predict market demand, the products we sell are fresher and more medicinal.	4.43	0.560
4	Having quality products with better reputation in the market and are in high demand due to the hard working employees.	4.51	0.565
5	Setting goals for future by the participation of employee in organization.	4.43	0.560
6	Being the organization that was committed to employee's professional development.	4.51	0.565
7	An improvement in employee work attitude and loyalty because of development programs provided by the firm.	4.43	0.560
	Overall mean	4.46	0.564

Source: Survey Data (2023)

Table (4.7) describes the mean values of organizational performance. Based on the result, the highest mean value is 4.51, indicating that due to the hard work of each employee, our products have gained a reputation in the market and are in high demand and organization's commitment to professional development. The second highest mean value of organizational effectiveness is Second highest mean is 4.51, which is concerning with having some useful strategies for expanding market. It also has the ability to maintain its stability among challenges and difficult situations.

Among the items, the lowest mean shows that organization can set goals for future by the participation of employee. Overall mean is 4.46 which shows the agree level. It can be seen that the Aung Taw Win Foodstuff manufacturing firm has the ability to achieve its objectives under the specified resources available through achieving customer satisfaction, job satisfaction, ensuring the survival of the organization performance and development of its employees.

4.4 Analysis on the Effect of High Performance Work System on HR Outcome of Aung Taw Win Foodstuff Manufacturing Firm

This section analyses the effect of High Performance Work system on HR Outcome of Aung Taw Win Foodstuff manufacturing firm. Multiple regression analysis is used to test the impact of independent variable (training, compensation, flexible job assignment and open communication) on dependent variable (HR outcome). The results of multiple regression analysis are shown in the Table (4.10).

Table (4.10) Effect of High Performance Work System on HR Outcome

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.932	.132	.434	7.055	.000	5.443
Training	.468***	.073	.521	6.423	.000	4.919
Compensation	-0.016	.074	-.018	-.215	.830	5.382
Flexible job assignment	.344***	.075	.425	4.565	.000	6.481
Open communication	.178	.089	.206	1.988	0.51	4.455
R Square	.812					
Adjusted R Square	.808					
F Value	202.359***					
Durbin-Watson	1.443					

Source: Survey Data (2023)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.10), R square and adjusted R square are 0.812 and 0.808 which means that this model can explain 81.2% about the variation of dependent variable (HR outcome) with independent variable (High Performance Work System). Therefore, the power of the model used to explain is considered as strong. This specified model can be said valid. According to the result, Durbin- Watson value is 1.443

(acceptable level is between 1.5 and 2.5). All the VIFs (Variance Inflation Factor) of independent variables are less than 10. And there is no problem of multi-collinearity among independent variables.

According to the result, training and flexible job assignment has a positive, significantly effect on HR outcome at 99 percent confidence interval and it has a positive relationship with the HR outcome. It means that the amount of employee performance will be increased by every unit change in training when all other variables are constant. Therefore, the Aung Taw Win Foodstuff manufacturing firm needs to provide training opportunities for employees to improve their job performance.

According to the result, flexible job assignment has a significant effect on HR outcome at 99 percent confidence interval and it has a positive relationship with the HR outcome. It means that the amount of HR outcome will be increased by every unit change in career development when all other variables are constant. Therefore, the firm needs to provide opportunities to develop the potential of employees and to grow their career.

According to the result, training and flexible job assignment have positive and significant effects on HR outcome of Aung Taw Win Foodstuff manufacturing firm. Therefore, among four factors of HPWS, training and flexible job assignment are the key determinants of affective HR outcome. The training and flexible job assignment has the greatest contribution to the effect on HR outcome. The Aung Taw Win Foodstuff manufacturing firms get better HR outcome because of training, flexible job assignment and open communication opportunities are provided.

The result shows the significant effect of training and development of Aung Taw Win Foodstuff manufacturing firm on employee performance of training and flexible job assignment activities provided by the Aung Taw Win Foodstuff manufacturing firm creates the positive attitude and greater organizational performance. Thus, the higher the employees receive the training and flexible job assignment opportunities, the higher HR outcome can be achieved by the Aung Taw Win Foodstuff manufacturing firm.

In summary, the results show that only training and flexible job assignment are significant at 1 percent level and the main determination of organizational performance is found to be training. According to the survey findings, training and flexible job assignment could significantly raise the organizational performance of the Aung Taw Win foodstuff manufacturing firm.

4.5 Analysis on the Effect of HR Outcome on Organizational Performance of Aung Taw Win Foodstuff Manufacturing Firm

This section analyses the effect of HR Outcome on organizational performance of Aung Taw Win Foodstuff manufacturing firm. Simple linear regression analysis is conducted to test the proposed objectives of the effects of employee performance on organizational effectiveness. The result of regression analysis is shown in Table (4.11).

Table (4.11) Effect of HR Outcome on Organizational Performance

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	.109	.126		.864	.389	
Employee Engagement	.952***	.031	.932	30.694	.000	1.000
Employee Wellbeing	.734***	.099	.642	7.390	.000	0.967
R Square	.868					
Adjusted R Square	.867					
F Value	942.111***					
Durbin-Watson	1.466					

Source: Survey Data (2023)

Notes: *** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

According to the results shown in Table (4.11), R square and adjusted R square are 0.868 and 0.867 which means that this model can explain 86.8% about the variation of dependent variable (organizational performance) with independent variable (employee engagement and employee wellbeing). It revealed that 86.8 % of organizational performance changed due to the effect of employee engagement and employee wellbeing. Therefore, the power of the model used to explain is considered as strong. The value of F test, the overall significance of the model, is highly significant at 1 percent level. This specified model can be said valid. According to the result, Durbin-Watson value is 1.466 (acceptable level is between 1.5 and 2.5). All the VIFs (Variance Inflation Factor) of independent variables are less than 10. And there is no problem of multi-collinearity among independent variables.

Base on the result, the Standardized Coefficient (Beta) is 0.952 and the significant coefficient is 0.000 which indicates HR outcome has a significant effect on organizational performance at 99 percent confidence interval and it effect on the organizational performance. If one additional unit of employee engagement increases, it will increase organizational effectiveness by 0.952. It means that the amount of organizational performance will be increased by every unit change in employee engagement. Employee engagement has the expected positive sign and significant at 1 percent level. Therefore, it can be concluded that the employee engagement has positive effect on organizational performance of Aung Taw Win Foodstuff manufacturing firm and the higher the HR outcome of employees can be created by the Aung Taw Win Foodstuff manufacturing firm; the higher the performance of the organization can be achieved.

CHAPTER 5

CONCLUSION

This chapter consists of three parts; findings and discussion, suggestions and recommendations, and the needs for further researches. This study explores the effect of high performance work system (training, compensation, flexible job assignment and open communication) on organizational performance

5.1 Findings and Discussions

The study aims to analyze the effect of high performance work system (training, compensation, flexible job assignment and open communication) on HR outcome, and to analyze the effect of HR outcome on organizational performance of Aung Taw Win Foodstuff Manufacturing Firm. In this study, the data were collected from 120 employees working in Aung Taw Win Foodstuff Manufacturing Firm by using structured questionnaire with five- point Likert-scale apart from demographic factors.

In this study, the profile of respondents includes gender, age, education level, monthly income and working experience in current organization. The findings of the study indicate that most of the respondents are female employees. Regarding the age, the age range of respondents is mostly between 21 – 30 years and most of the young people have been working in this Aung Taw Win Foodstuff Manufacturing Firm. In terms of education, the majority of the respondents working in this Aung Taw Win Foodstuff Manufacturing Firm are educated and bachelor degree holders and get the monthly income of 200,001-400,000 Kyats. Most of the respondents have working experience between 1 to 3 years in Aung Taw Win Foodstuff Manufacturing Firm.

According to the survey data, overall mean values of training, flexible job assignment and open communication are in proper condition. It can be assumed that employee perception on high performance work system practices of Aung Taw Win Foodstuff Manufacturing Firm is pretty good.

The overall mean value of training points out that employees agree with training provided by the Aung Taw Win Foodstuff Manufacturing Firm. It shows that the activities

of training programs provided by the Aung Taw Win Foodstuff Manufacturing Firm help to increase job satisfaction and work efficiency. Employees are also satisfied with training programs that meets their needs and improve skills, knowledge, attitude and capabilities of employees. The mean value of flexible job assignment shows that the Firm recognizes its employees as an important and valuable resource for the success of the organization and employees feel valued and respected working in this job. Employees feel that the firm's flexible job assignment policy is fair for them and they can fully utilize and develop their skill and knowledge through given job responsibility. The manufacturing firm makes performance appraisal of employees and makes efforts to develop their job performance by identifying their needs. The mean value of open communication shows that the Aung Taw Win Foodstuff Manufacturing Firm tries to develop employees' wellbeing. The benefits documented for interconnecting include greater productivity, the perception of improved morale, and better work-family balance.

Regarding HR outcome of the Aung Taw Win Foodstuff Manufacturing Firm, employees perform their tasks as expected and their skills, knowledge and work efficiency has improved through the development practices of the Aung Taw Win Foodstuff manufacturing firm. It also indicates that employees assume that their performance has improved and able to handle potential challenges through the trainings provided by the Aung Taw Win Foodstuff Manufacturing Firm. Regarding organizational performance, employees assume that customers are satisfied with the herbal products manufactured by the Aung Taw Win Foodstuff Manufacturing Firm, which are additives free, cruelty-free, sulfate-free, silicone-free, and also paraben-free Herbal Products. So, does Aung Taw Win Foodstuff Manufacturing Firm reach the ability of an organization to reach its goals and optimize results.

The findings of the study point out that among four components of high performance work system such as training and flexible job assignment effect on employee engagement and employee wellbeing of Aung Taw Win Foodstuff Manufacturing Firm. Training and flexible job assignment are the most significant in explaining employee engagement and the key determinants of affective employee engagement and employee wellbeing. Among these two components, training is mostly influence on employee engagement. Training plays a big role in the final outcome of employee engagement and employee wellbeing by boosting the abilities of employee thereby increasing performance. Therefore, the higher the employees receive the training opportunities, the higher employee

engagement and employee wellbeing can be achieved by the Aung Taw Win Foodstuff Manufacturing Firm. This study contends that human resource development improves employees' engagement and employee wellbeing through the practices of training and flexible job assignment components of High Performance Work System(HPWS).

The findings of the study also point out that there is a positively significant effect of HR outcome on organizational performance. It also shows that HR outcome is an important factor for the performance of organization. As Aung Taw Win Foodstuff Manufacturing Firm, herbal products quality is important and the HR outcome of employee has an impact on the performance of the production firm. The Aung Taw Win Foodstuff Manufacturing Firm develops trainings programs based on the employees' needs and organizational needs to enhance HR outcome. To summarize this study, high performance work system has significant effect on HR outcome and organizational performance. Therefore, by enhancing the high performance work system practices through providing training, compensation, flexible job assignment and open communication with the employees, the level of employee engagement and employee wellbeing will be increased which in turn will lead to organizational performance.

5.2 Suggestions and Recommendations

The study examines the effects of high performance work system on employee engagement and employee wellbeing and organizational performance. According to the results, HR outcome and organizational performance can be increased by practicing high performance work system in Aung Taw Win Foodstuff Manufacturing Firm.

The results revealed that training, compensation, flexible job assignment and open communication of Aung Taw Win Foodstuff Manufacturing Firm can enhance HR outcome and improve organizational effectiveness. The manufacturing firm should develop and focus HPWS practices that enable improve the skills, knowledge, work attitude and capabilities to generate greater employees' engagement and employee wellbeing, in turn, enhance organizational performance. Customer service and employee quality have a direct impact on a service company, so maintain talented employees for the long term is critically imperative. The firm needs to invest in their employee by providing training, compensation, flexible job assignment and open communication because they are the key to achieve organizational objectives.

In terms of training, Aung Taw Win Foodstuff Manufacturing Firm should identify the needs of employee skills, knowledge and organizational objectives and then develop training programs to meet these needs. In terms of compensation, the Aung Taw Win Foodstuff manufacturing firm should continually improve its employees based on the social welfare and hence recommends that the organization should constantly enhance their compensation schemes that fair rewarding system does enhance then in order to consistently improve the performance of their employees and create opportunities for career growth of employee.

This study provides the important insight for management team to emphasize HPWS that is essential to improve HR outcome and organizational performance. Frontline employees in the herbal goods manufacturing sector are important for the creation and provision of excellent service quality and critical for customer satisfaction. The result of the study shows that the organizational performances of the employees of Aung Taw Win Foodstuff Manufacturing Firm are improved with the high performance work system practiced by the herbal products manufacturing firm. It is important for the production firm to adopt certain practices that focus on enhancing employee abilities and skills that would lead to better organizational performance and competitive advantages.

5.3 Needs for Further Research

This study has some limitations. One of the limitations of this study is that the survey is done only Aung Taw Win Foodstuff Manufacturing Firm and it does not represent the results of other herbal foodstuff production company. The result may not be generalized to other herbal foodstuff manufacturing company or another sector because they come from a sample of specific context. Therefore, further studies can be conducted in other sectors. Furthermore, this study focuses on the effect of high performance work system on HR outcome and organizational performance. In further studies, it can focus on the effect of high performance work system on other factors such as staffing self-managed team and decentralized decision making, so on. This study only focuses on four dimensions of high performance work system and further studies can be focused on other dimensions and practices. In this study, data are collected by using quantitative approach. In order to represent more comprehensiveness, qualitative approach or the adoption of both qualitative and quantitative approach shall be considered in further research.

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APPENDIX

QUESTIONNAIRE

EFFECT OF HIGH PERFORMANCE WORK SYSTEM, HR OUTCOME AND ORGANIZATIONAL PERFORMANCE OF AUNG TAW WIN FOODSTUFF MANUFACTURING FIRM

Dear Sir/ Madam

I am a MBA student of Yangon University of Economics and conducting a study on “Effect of High Performance Work System, HR Outcome and Organizational Performance of Aung Taw Win Foodstuff Manufacturing Firm”. The information provided in the questionnaire will remain strictly confidential and anonymous and it will be used for the requirements of a degree of Master of Business Administration.

Your participation is highly appreciated.

Part A: General Information

Instructions: Please check on your selected answers.

A1.What is your gender?

- Male
- Female

A2.What is your highest level of education?

- High School
- Undergraduate
- Graduate
- Diploma/Certificates

A3.What is your age group?

- Under 18 years
- 18-25 years
- 26-35 years
- 36-45 years
- Over 45 years

A4.How much is your monthly income?

- Under 200,000
- Ks 200,000 to Ks 300,000
- Ks 300,000 to Ks 400,000
- Ks 300,000 to Ks 500,000
- More than Ks 500,000

A5.What is your working experience?

- Less than one year
- Less than two years
- Less than three years
- Less than four years

Part B: Survey questionnaires for High Performance Work System

Instructions: Please check on your selected answers.

(1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

No.	Statements	1	2	3	4	5
Training						
1.	I am satisfied that my firm is investing in training and education.					
2.	I am fulfilled with the job related training my organization offers.					
3.	I am pleased with the career advancement opportunities available to me.					
4.	I have acquired a deeper understanding of the Training course subject by participating therein					
5.	My job performance level will rise as a result of my attendance to this training course.					
Compensation						
1	I understanding the Employment Contracts and Compensation agreement of my organization.					
2	I have a good understanding of compensation policies and practices that affect me.					
3	The compensation policy in my organization will motivate me to work hard in the business and improve my performance without any worries.					
4	I am satisfied with the current incentive programs offered by my organization.					

5	Compensation have a direct impact on employee productivity.					
6	I am entitled for a reward if the whole organization achieves its set target.					
Flexible Job assignment						
1	I agreed to the terms of a flexible work arrangement before accepting the position or during my employment.					
2	I have never missed personal things because of work					
3	During the period of COVID-19 global pandemic, our employees have to work from home. or had opportunities to work within flexible time frames.					
4	I know that flexible work scheduling does not refer to the number of working hours.					
5	I think flexible job assignment is a requirement in my working environment.					
Open Communication						
1	I feel that there is open communication between employees and management in my organization.					
2	I appreciate the transparency in explaining the reasons behind decisions for work.					
3	I believe that open communication improves collaboration and teamwork within the organization.					
4	It's easy to discuss product ideas and suggest marketing ideas.					
5	I have opportunities to communicate one-on-one with					

	related job superiors and with managers.					
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Part C: Survey Questions for HR Outcome

No.	Statement	1	2	3	4	5
Employee engagement						
1	I get appreciation for my better Performance.					
2	I receive job flexibility to meet the needs of my personal life					
3	I am satisfied with my work responsibilities.					
4	I feel gratified with my work achievements in my job.					
5	I like to communicate with other employees using digital communication at work.					
Employee wellbeing						
1	We have a public recognition, which works using a performance appraisal					
2	Our organization has an Interactive Website that is well-maintained.					
3	I satisfy overall mental, physical, emotional, and economic health.					
4	I feel I have grown as a person.					
5	I am good at making flexible timetables for my work.					

6	I love having deep conversations with family and friends so that we can better understand each other					
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Part D: Survey Questions for Organizational Performance

No.	Statement	1	2	3	4	5
1	My organization always evaluate the changes of market in environment.					
2	There have some useful strategies for expanding market in my organization.					
3	As we can accurately predict market demand, the products we sell are fresher and more medicinal.					
4	Due to the hard work of each employee, our products have gained a reputation in the market and are in high					
5	My organization can set goals for future by the participation of employee.					
6	My organization is committed to my professional development.					
7	I am happy and productive at work because I have a career that I enjoy and work in a good organizational					

(Thanks for your kind cooperation!)

Appendix – B SPSS Output

Regression Analysis of High Performance Work System, HR Outcome and Organizational Performance

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.901 ^a	.812	.808	.22796	1.443

a. Predictors: (Constant), meanCD, meanTD, meanOD

b. Dependent Variable: meanEP

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	31.546	3	10.515	202.359	.000 ^b
Residual	7.327	141	.052		
Total	38.873	144			

a. Dependent Variable: meanEP

b. Predictors: (Constant), meanCD, meanTD, meanOD

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.932	.132		7.055	.000		
meanTD	.468	.073	.521	6.423	.000	.203	4.919
meanOD	-.016	.074	-.018	-.215	.830	.186	5.382
meanCD	.344	.075	.425	4.565	.000	.154	6.481

a. Dependent Variable: meanEP

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.932 ^a	.868	.867	.19344	1.466

a. Predictors: (Constant), meanEP

b. Dependent Variable: meanOE

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.254	1	35.254	942.111	.000 ^b
1 Residual	5.351	143	.037		
Total	40.605	144			

a. Dependent Variable: meanOE

b. Predictors: (Constant), meanEP

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.109	.126		.864	.389		
meanEP	.952	.031	.932	30.694	.000	1.000	1.000

a. Dependent Variable: meanOE