

**Fostering Team Performance: Unraveling the Impact of High
Performance Work System, Knowledge Sharing, and Absorptive
Capacity in the IT Industry of Pakistan**



Tiham Ridda

(Registration No: 00000318953)

Thesis Supervisor: Dr. Syed Muhammad Ali

Department of Engineering Management
College of Electrical and Mechanical Engineering (CEME)

National University of Sciences and Technology (NUST)

Islamabad, Pakistan

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THESIS ACCEPTANCE CERTIFICATE

Certified that final copy of MS/MPhil thesis written by Tiham Ridda Registration No. 00000318953 of MS (Engineering Management) has been vetted by undersigned, found complete in all respects as per NUST Statutes/ Regulations, is free of plagiarism, errors and mistakes and is accepted as partial fulfillment for award of MS/MPhil degree. It is further certified that necessary amendments as pointed out by GEC members of the scholar have also been incorporated in the said thesis.

Signature: _____

Name of Supervisor: Dr. Syed Muhammad Ali

Dated: 25 Aug 2023

Signature: _____

Name of HOD: Dr. Yasir Ahmad

Dated: 25 Aug 2023

Signature (Dean/Principal): _____

Dated: 25 AUG 2023

Annex A to NUST letter No.0972/102/Exam/Thesis-Cert dated: 21 Dec 2016

Dedication

*Dedicated to my exceptional parents, adored siblings and caring husband
whose tremendous support and cooperation led me to this wonderful
achievement.*

Acknowledgment

I am deeply grateful to Almighty Allah for His blessings and for giving me the opportunity to complete my thesis. I would like to extend my sincere appreciation to my supervisory team, especially Mr. Shah Rukh Khan, for their valuable time, patience, and unwavering support.

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Engr. Tiham Ridda

Abstract

Effective team performance is a critical driver of success in the competitive landscape of the IT industry. This thesis investigates the factors influencing team performance in the IT industry of Pakistan, with a specific focus on the interplay between Ability, Motivation, and Opportunity Enhancing (AMO) practices, Knowledge Sharing (KS), Absorptive Capacity (AC), and their combined impact on Team Performance (TP). A deductive methodology was employed, and data were collected from 217 employees of IT companies through a web-based survey. The data underwent rigorous testing, including normality, reliability, and validity assessments.

The findings revealed that AMO practices significantly influenced team performance. Ability Enhancing demonstrated a positive direct effect on team performance, while Motivation Enhancing had a full mediating effect through Absorptive Capacity. Opportunity Enhancing exhibited a full mediating effect through Knowledge Sharing, underscoring the importance of promoting a collaborative knowledge-sharing culture within teams. Moreover, Absorptive Capacity fully mediated the relationship between Motivation and Opportunity Enhancing with Team Performance, partially mediating the link between Ability Enhancing and Team Performance. The study also explored the parallel and sequential mediation effects of Knowledge Sharing and Absorptive Capacity on Team Performance. The results indicated that Knowledge Sharing and Absorptive Capacity play distinct roles in mediating the impact of AMO practices on team effectiveness. Furthermore, a combined model integrating all mediation paths demonstrated the collective impact of AMO, Knowledge Sharing, and Absorptive Capacity on Team Performance.

This research contributes to the body of knowledge by unraveling the intricate relationships among AMO practices, Knowledge Sharing, Absorptive Capacity, and Team Performance in the context of the IT industry in Pakistan. The findings provide practical implications for organizations to optimize team performance by fostering knowledge-sharing behaviors, developing absorptive capacity, and strategically implementing AMO practices.

Keywords: Team Performance, AMO Practices, Knowledge Sharing, Absorptive Capacity, IT Industry

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List of Abbreviations

AMO:	Ability-Motivation-Opportunity
AE:	Ability Enhancing
ME:	Motivation Enhancing
OE:	Opportunity Enhancing
AC:	Absorptive Capacity
AVE:	Average Variance Extracted
CFA:	Confirmatory Factor Analysis
CR:	Composite reliability
HRM:	Human Resource Management
SHRM:	Strategic Human Resource Management
HPWS:	High Performance Work System
KS:	Kolmogorov–Smirnov
SEM	Structural Equation Modelling (SEM)
SRAVE:	Square root of the Average Variance Extracted
SW:	Shapiro-Wilk
TP:	Team Performance

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CHAPTER 1: INTRODUCTION

1.1 Background, Scope, and Motivation

In recent times, globalization has experienced a significant surge, leading to the intertwining of economies worldwide and fostering foreign trade through technological advancements and connectivity. This surge has also triggered intensified competition in both national and international markets, prompting organizations to seek and retain highly skilled employees. Consequently, companies now heavily rely on their workforce to gain a competitive edge in the market, underscoring the paramount importance of effective human resource management (HRM) practices (C. J. Collins, 2021).

Human resource management, or HRM, is a broad field that includes many different tasks and considerations, such as HR planning, human resources management, strategic hiring, training and compensation administration, as well as enhancing productivity, fostering positive employee relations, providing health benefits, and ensuring job security. All of these features are designed to improve productivity in the workplace, boost morale among workers, and enhance output quality (Khan & Abdullah, 2019).

High-Performance Work Networks (HPWS) have risen to prominence in the field of strategic HR research. Organizational success is heavily influenced by HPWS, or a collection of human resource practices meant to boost employee motivation and abilities for long-term competitive advantage (Dickson, n.d.; Li et al., 2011a). According to Jyoti and Rani (2017), high-performance work systems (HPWS) are those in which "work, employees, technology, and information are all integrated in such a way that high performance is achieved in response to client demands and contextual opportunities." According to the literature (Appelbaum et al., 2000), (Hoque et al., 2018), HRM is "a coherent system of HR practices aimed at optimizing employee knowledge, skills, versatility, and commitment, thereby leading to enhanced performance within an organization."

The Human Resource practice paradigm known as Ability-Motivation-Opportunity (AMO) has helped to further develop the idea of High-Performance Work Strategies (HPWS). Human resource practices are broken down into three categories in this model: those that enhance employees' skills (such as personnel selection and training), those

that motivate workers to do their best (such as compensation that is based systems), and those that create opportunities for excellence (such as teamwork and employee input in decision-making) (Appelbaum et al., 2000; Li et al., 2011a).

This research intends to examine the effects of HPWS on team performance in Pakistan's IT sector, given the centrality of HPWS to organizational success. This study aims to optimize team performance and improve project outcomes by shedding light on the connections between high-performance work systems (HPWS) practices, information sharing, absorptive capacity, and team performance. The research will center on IT professionals and managers from a range of firms to provide a multifaceted view of the topic.

These goals can be accomplished through the use of Structural equation modeling, or and the Phantom model technique for in-depth data analysis. By taking into account the mediating impacts of sharing expertise and absorptive capacity, this study seeks to establish both the immediate and subsequent advantages of HPWS procedures on team performance. Knowledge sharing and ability to absorb both contribute to team success, but this research will help us better understand how by focusing on the mediation effects of these two factors. The convergence and discrimination validity of the factors will also be evaluated in this study to guarantee a reliable measurement model.

In a nutshell, this study aims to do the following.

1. With the goal of researching how High-Performance Work Processes (HPWS) affects team output in Pakistan's IT sector. This will provide light on the connection between high-quality human resource practices and improved team performance.

Ultimately, this study aims to provide actionable effects and suggestions to entities in Pakistan's IT sector, assisting them in leveraging HPWS practices, sharing of knowledge, and absorptive capacity to boost team performance, spur innovation, and gain a lasting edge in a dynamic market (Jyoti & Rani, 2017; Hoque et al., 2018).

2. Our goal is to investigate how knowledge-sharing habits affect the connection between HPWS or team efficacy. In this study, we explore how knowledge sharing mediates the impact of high-performance work systems (HPWS) on team performance. Our third objective is to examine how well absorptive capacity mediates the link amongst HPWS and team productivity. We will investigate how absorptive capacity

(an organization's ability to learn, adapt, and use new information) interacts with HPWS procedures to determine team performance results.

3. We plan to analyze how AC and KS interact to moderate the link between HPWS and performance among teams. Our goal is to learn more about how HPWS practices affect team performance by thinking about both mediators simultaneously.

Our study's findings should enrich the project management canon by shedding light on how knowledge transfer and assimilation play a mediating role between the effects of AMO enhancing adheres to on team performance. Our research will be useful for companies who want to optimize their HR procedures and create a culture of the exchange of knowledge and absorbent capacity development to boost their teams' overall performance.

Our study's consequences are discussed after we examine the related literature and theoretical framework, formulate hypotheses, and detail our methodology. In addition, we offer suggestions for future studies that could deepen our knowledge of the interrelationships among HPWS, knowledge sharing, absorbent capacity, and team efficiency in the context of Pakistan's IT sector.

1.2 Research Rationale

The information technology sector in Pakistan has expanded rapidly in recent years, spawning fiercer rivalry and a heightened emphasis on improving team output. Because of their potential to boost both organizational efficiency and individual productivity, High-Performance Workplace Systems (HPWS) have been a hot topic in strategic HRM (human resources management) studies (Dickson, n.d.). In other words, (Li et al., 2011b). Unfortunately, there hasn't been enough research done to far to determine the concrete effects of HPWS policies and procedures on Pakistan's information technology sector.

This research was motivated by a curiosity on how HPWS affects team output in a setting of Pakistan's IT sector. Exploring the link between HPWS and TP allows us to better understand the impact of efficient human resource strategies, like people choosing, educating, and performance-based reward schemes, on team results in this evolving and rapidly changing business.

In addition, Jyoti and Rani (2017) argue that knowledge collaboration is a critical aspect in encouraging creativity, teamwork, and productivity in the workplace. It is unclear, however, how shared knowledge mediates the connection across HPWS and team

efficiency in Pakistan's IT sector. Therefore, the purpose of this research is to investigate how knowledge-sharing habits affect the correlation between HPWS and team performance in order to shed light on how crucial it is to foster a culture of knowledge-sharing within teams.

A company's absorptive capacity determines how well it learns, retains, and uses new information (Hoque et al., 2018). However, its effect on HPWS and team efficiency in the IT sector is understudied. Therefore, the purpose of this research is to investigate the mediating effect of absorptive capacity in the relationship between HPWS practices and the results of a team's performance.

This study intends to shed light on the mechanisms by which HPWS practices affect team performance in Pakistan's IT sector by looking at how absorptive ability and knowledge sharing interact as mediators.

Organisations in the IT sector can use the study's findings to improve their human resource strategies, promote a culture of KS , and increase their capacity to absorb new information. In the end, this study hopes to add new knowledge to the project literature on management by providing useful advice to businesses that want to boost their teams' efficiency and stay ahead in Pakistan's dynamic IT industry.

1.3 Research Objectives

The goals of the research have been classified as either primary or secondary.

1.3.1 Primary Research Objectives

1. In Pakistan's Information Technology sector, we want to learn more about how High-Performance Work Strategies (HPWS) affect team efficiency.
2. The goal of this research is to look at how knowledge-sharing acts as a mediator between high performance work teams and HPWS.
3. The purpose of this study is to assess how well absorptive ability mediates the connection between high performance work team (HPWS) and team performance.

1.3.2 Secondary Research Objectives

1. The purpose of this research is to analyze how AC and KS connection between HPWS and the performance of teams.
2. The purpose of this study is to add to the body of knowledge in project management by providing empirical evidence of the impact of KS and AC as

intermediaries between the individual influences of Ability, Motivation is and Opportunity-enhancing behaviors on team performance.

3. Insights and suggestions for companies in Pakistan's IT sector who want to improve their team performance.

1.4 Research Problem

The IT industry in Pakistan has witnessed remarkable growth and development in recent years, leading to increased competition and a greater emphasis on optimizing team performance. High-Performance Work Systems (HPWS) have emerged as a prominent area of interest in Strategic Human Resource Management (HRM) research, with the potential to enhance organizational effectiveness and employee performance. However, there is a notable gap in empirical research that specifically investigates the implications of HPWS practices within the context of the IT industry in Pakistan.

The lack of empirical evidence and understanding of the association between HPWS and Team Performance in the IT industry of Pakistan raises several research questions:

1. What impact can High-Performance Workplace System (HPWS) have on the productivity of IT teams in Pakistan? The only way to find out the answer to this issue is to look into how effective human resource procedures affect team outcomes in the ever-evolving and fast-paced IT sector.
2. Is there a correlation between high-performing teams and productivity in Pakistan's tech industry, and if so, what role does sharing knowledge play as a mediator? Understanding the significance of shared knowledge as a mediator helps shed light on why it is crucial to foster a culture of sharing of data within groups in order to improve effectiveness and promote innovation.
3. In Pakistan's information technology industry, how does absorbing capacity factor into the relationship between high performance work systems (HPWS) and team performance? Investigating absorptive capacity's role as a mediator in the relationship between HPWS approaches and team performance outcomes is essential.

If these study questions can be answered, we can have a better picture of how HPWS techniques affect team performance in Pakistan's IT sector. Understanding the mechanisms by which HPWS practices affect team performance can be aided by looking at the role that KS and AC play as mediators.

This research attempts to fill these knowledge gaps and provide useful ideas and insights for IT companies who want to boost team performance and acquire a competitive edge. Project managers and human resource management practitioners alike will benefit from this study's findings, which should be used to refine HR processes and encourage a growth mindset among staff.

1.4.1 Research statement

The IT industry in Pakistan has witnessed remarkable growth in recent years, propelled by technological advancements and the availability of a skilled workforce. To sustain their competitive edge, organizations in this sector are increasingly turning to High-Performance Work Systems (HPWS) as a means to enhance organizational performance and productivity. HPWS is believed to align HR practices with strategic goals, empower employees, and foster a culture of high performance. Despite its potential benefits, there remains a notable gap in the literature concerning the specific mechanisms through which HPWS influences performance outcomes within the Pakistani IT industry.

Few people is known about HPWS in the IT sector of Pakistan, and much less is known about the elements that mediate the connection between HPWS as well as performance outcomes. Companies are struggling to improve their human resources strategies and HPWS practices due to a lack of information.

Therefore, the fundamental goal of this study is to investigate the function of knowledge transmission and absorptive capacity in determining the effect of High-Performance Work Processes in the Pakistani IT sector. Organizations can make better decisions when planning and executing human resource practices that support strategic goals and a high-performance culture if they have a thorough understanding of the ways in which HPWS affects performance.

This research was conducted to address a knowledge vacuum in the IT sector of Pakistan and offer new insights into the efficacy of HPWS practices there. The research aims to provide a thorough understanding of the processes that cause performance increases by examining the mediating function of information transmission and

absorptive ability. This research will add to the existing reservoir of information in personnel administration and project management, helping businesses in Pakistan's IT sector improve team performance, reach long-term growth goals, and differentiate themselves in a highly competitive market.

1.5 Definitions of Key Terms

- High-Performance Work System (HPWS) is an umbrella term for a group of HR procedures that include hiring, training, and keeping employees (Wood and Wall, 2002).
- The level to which a team "produces results that intersect the minimum requirements set by the organisation" (Aube & Rousseau, 2005) is a measure of its effectiveness.
- When employees engage with one another, they are able to pool their knowledge, expertise, and experience (Y. Lee et al., 2021).
- The term "Adaptive Capability," also known as "Corporate Capability" (AC) (Cohen & Levinthal, n.y.), describes an organization's skill at "recognising the value of new outer knowledge," "integrating that knowledge with existing knowledge," and "effectively using that knowledge" to achieve business objectives.
- In order to investigate the factor structure below a collection of observable data, a numerical method called Confirmatory Factor Analysis, also is employed. The researcher can use CFA to examine the possibility of a connection between the variables observed and their characteristics.
- One way to evaluate a number of interconnected components is using structural equation modelling (SEM).
- Methodical and quantifiable, persuasion works. Fornell and Larcker (1981) state that SEM is a thorough statistical tool for testing hypotheses about the connection between observable and latent variables.
- Implications for Individual Workers (Previous Model): To get over the restrictions of SEM software and enable researchers to anticipate a few unintended from the conventional model using bootstrapping techniques, Macho & Ledermann (2011) suggested the past model method. By using this strategy, we may examine targeted mediation hypotheses and conduct a thorough

evaluation of the covariance structure.

1.6 Thesis Structure

The thesis is divided into five chapters, each of which contributes to a thorough examination of the study's findings topic as a whole.

The introductory chapter serves as the book's framework. It starts with some history and context for the study, with an emphasis on the development and importance of Pakistan's IT sector. The goals and inspiration for the study are laid forth, demonstrating why it's crucial to look at High-Performance Work Strategies (HPWS) in this fast-paced industry. The problem statement identifies a knowledge deficit in the IT sector of Pakistan, namely around the methods via which HPWS affects performance results. The study's major aims and questions are outlined, as are the possibilities that will be examined in the course of the investigation. Importance to the fields of human resource management and the management of projects is emphasised as is the study's contribution to the literature in both areas. In the interest of full disclosure, the chapter also discusses the caveats of the study. Finally, the thesis's structure is described, giving readers an idea of what to expect in the following sections.

In Chapter 2, we examine the literature and provide a thorough overview of the theoretical and empirical foundations of the central variables. The theoretical underpinnings of the theoretical framework used in the study are established by an examination of the interrelationships between the study variables. In order to guide the ensuing research design and analysis, this chapter provides a critical synthesis of the existing body of information.

The study's methodology is discussed in Chapter 3. The research methodology is described in depth, including justification for the methods used. Validity and generalizability of the results are ensured by the appropriateness of the study population, sample size, and methods used. Instruments used to collect the data are detailed, as is the methodology utilised to collect the data. The plan for data analysis is outlined, providing further context for the statistical methods used to examine the data. The results of the analysis, as well as a discussion and summary, are presented in Chapter 4. Careful documentation of the analysis procedure and a focus on the most important results and insights are provided. The results are then reviewed in light of the study's aims and hypotheses. A brief review of the findings finishes this chapter and prepares the reader for the conclusion and future suggestions.

In the final chapter of the thesis, the author provides an extensive summary of the study's findings. Organisations in the IT field might gain useful insights from the study's findings and recommendations for improving team effectiveness. The study's limitations are discussed, and suggestions for subsequent studies possibilities are offered to stimulate additional investigation into the topic.

The thesis's overarching goal is to advance scholarship on HPWS in Pakistan's IT sector by providing useful implications and lessons learned for businesses and filling a gap in the academic literature on the HR department and project management.

CHAPTER 2: LITERATURE REVIEW

This chapter discusses the background and the critical studies related to the observed variables of this study. All these studies emphasize the importance of EI and its associated factors. This chapter highlighted the research gap in studies and discussed the theoretical framework and the dependency theories based on which the relationships among the variables are formed. Finally, this chapter covers the research questions and hypotheses.

2.1 High-Performance Work System

The concept of High-Performance Work System (HPWS) has emerged from Strategic Human Resource Management (SHRM) to meet the requirements of a competitive work system in the global market. As a result, HPWS has been developed as an integrated approach to improve organizational performance by aligning employees with the organizational strategy (Huselid, n.d.), (Bekker & Huselid, n.d.).

Early literature focused on establishing the relationship between human resource management and employee organizational performance, particularly on employee behavior with high commitment to aligning with the organizational strategy (Guhman, 1987). The integration of HR practices in organizations is referred to as high commitment or high involvement practices. However, Haselid's 1995 study presents a framework that considers HPWS as an integrated approach to HRWS that is consistent with the internal and business strategy (Evans & Davis, 2015).

HPWS includes HR-related processes aimed at improving employees' skills and efforts (Úbeda-Garcia et al., 2018). The system helps employees perform their duties more efficiently and increases the efficiency of repair and maintenance efforts. The HPWS plan has three main components: ways to improve performance (learning and development, performance feedback, and career development), ways to motivate (including job security and pay), and skills (e.g., participation in decision-making, promoting freedom, and independence) (Edgar, Blaker et al., 2020), (Messer Smith et al., 2011).

The synergy created by integrating and coordinating these processes improves organizational effectiveness and employee performance. For example, creating an

ongoing communication process may involve sharing the organization's mission, vision, culture, and strategy in a highly engaging way. Selecting the right candidates, evaluating performance against organizational goals, and aligning compensation with performance results closely align HR processes with strategy. Additionally, providing comprehensive training to address skills gaps and equip employees with the knowledge and skills they need to fulfill their responsibilities (Evans & Davis, 2015).

Extensive research has shown that HPWS has a positive impact on employee skills, motivation, and competence, which, in turn, increases organizational performance (Edgar, Blaker et al., 2020), (Messersmith et al., 2011), (Appelbaum et al., 2001). The integrated nature of HPWS enables organizations to develop a culture of continuous improvement, leading to improved employee performance and overall organizational performance.

In general, the literature on high performance emphasizes the importance of employees as an integrated group in organizational strategies. HPWS focuses on skills, motivation, and capacity-building techniques to improve employee skills and efforts, resulting in increased organizational performance. It offers valuable ideas to improve employee performance and gain competitiveness in the business world.

2.1.1 Ability, Motivation, and Opportunity Enhancing

The Ability, Motivation, and Opportunity (AMO) model, which has its origins in strategic the handling of human resources (SHRM), provides a thorough framework for comprehending the various facets of organisational success. Historically, the focus of industrial psychologists has been on performance as a result of classroom instruction and choosing (ability), while the focus of social psychologists has been on the role of motivation in influencing achievement (Edgar, Zhang, et al., 2020). Scientific Research Publishing, n.d. References Vroom, V. (1964). *Work and Motivation*. Wiley & Sons, New York. theory established the need for both ability and motivation in order to achieve a goal ($P = f(A M)$), but it lacked considering external factors. Blumberg, the and Pringle (1982) proposed the AMO model to overcome this shortcoming by incorporating the previously absent factor of opportunity into the framework of motivation and ability. According to the AMO model (Marin-Garcia & Martinez Tomas, 2016), an individual's performance is a result of their ability (A), motivation (M), as well as possibilities to perform (O). Workers are at their most productive when

they have the knowledge and skills to do their jobs well (ability), are motivated to take the actions necessary to succeed (motivation), and are provided with the structure and environment they need to do so (opportunity) (Armstrong & Brown, n.d.). The model is represented by the equation $P = f(A M O)$, where A, M, and O are the three elements that work together to improve worker performance. The importance of the AMO model in High-Performance Work Organisations (HPWS) cannot be overstated. Human resource (HR) practises that are part of a high-performance work system (HPWS) are consistent with the organization's goal and aim to improve workers' abilities and output (Beda-Garca et al., 2018). Employees' abilities and skills are the focus of the "Ability" dimension of the AMO framework, while their motivations to put those skills to use are the subject of the "Motivation" dimension (H. Liao et al., 2009).

More so, the AMO model's "Opportunity" component depicts how workers can convert their skills and efforts into results (Jiang et al., 2012). This aspect includes things like input into decision-making, sharing of information, and dialogue. Providing employees with both vertical and horizontal growth possibilities is crucial if you want to get the most out of them (Schimansky, 2014).

Using the AMO model in HPWS can improve organisational performance as a result of the model's emphasis on the interplay amongst ability, motivation, and opportunity. Organisations can create a culture where employees are encouraged to grow professionally and make meaningful contributions to the company's success by understanding the significance of each component and ensuring being consistent with HR practises. The AMO model is discussed in the larger setting of High-Performance Work Systems that use, providing important insights into the ways in which these factors interact to generate organisational performance in today's fast-paced, highly competitive corporate environment.

2.2 Absorptive Capacity

Cohen and Levinthal first established the concept of absorptive capacity (ACAP) to describe a company's ability to detect, absorb, and apply external sources of information. The purpose of research and development, or R&D, in order is to improve an organisation by expanding its knowledge base and implementing novel ideas. ACAP has developed over time; in 1990, Cohen and Levinthal described it as "a firm's aptitude to recognise, assimilate, and exploit the value of new information from outside for

commercial purposes." By highlighting the significance of past knowledge in shaping employees' potential to innovate, the AMO model provided by Bos-Nehles et al. (2013) provides a theoretical framework for comprehending ACAP. It draws on findings from learning as well as cognitive theory to demonstrate that the human memory strengthens itself through time and that fresh information is better grasped and used when related to previously acquired concepts and knowledge.

The company's ACAP is more than the sum of its employees' ACAPs. Instead, it is impacted by the interplay between the organization's external environment and its own internal capabilities (Cohen & Levinthal, n.d.).

The effects of ACAP on several dimensions of corporate success and creativity have been the subject of numerous research. In the biopharmaceutical industry, for example, S. Zahra and John (2000) discovered that ACAP positively correlates with innovation performance, while J. Liao et al. (2003) showed that ACAP improves responsiveness. Several organisational processes were identified by Jansen et al. (2005) as having an impact on and being used in ACAP, and ACAP was shown to affect development direction and performance by Grey (2006).

As a mediator between external data exchanges and innovation performance, ACAP has a substantial impact on the company's general success (Kostopoulos et al., 2011). The effects of communication, technology acquisition, and international achievement were all found to be moderated by ACAP, according to studies by HUANG & Rice (2009) and K.-F. Huang et al. (2015). When looking at the elements that contribute to a company's competitive advantage, S.-H. Liao et al. (2007) found that ACAP mediated the connection between information collaborating expertise and creativity.

Social capital, or social capital, and relational integration's impact on a company's ACAP has been the subject of scant research as of yet (Hughes et al., 2014; Ebers & Maurer, 2013). The use of IT has also been characterised as a learning mechanism that impacts ACAP and business performance (Iyengar et al., 2015).

The examined literature highlights the significance of ACAP in fostering innovation, maximising performance, and establishing a sustainable competitive edge for businesses. By honing ACAP, businesses may make better use of external data, adjust to shifting market conditions, and capture emerging opportunities. To stay competitive in today's fast-paced business world, it is essential for organisations to comprehend the mechanisms and dynamics of ACAP.

2.3 Team Performance

Project managers must pay close attention to team performance since it has a direct bearing on the final outcome of their projects across many different sectors. Project managers employ a variety of performance indicators to analyse and comprehend team performance, each of which sheds light on a unique facet of the team's efficacy.

Planning performance, which covers things like timetable adherence and development cost, is an important metric for gauging a team's overall effectiveness. Completing projects on time and within budget is crucial for effective resource management and project management, as shown by research (Unterhitzenberger & Bryde, 2019) and (Hansen, 1999).

Both (Scott-Young & Samson, 2008) and (Rai et al., 2009) analyse the performance of projects in terms of their costs. By comparing actual to planned expenditures, this metric helps project managers maintain a healthy bottom line.

According to research by Stephens and Carmeli (2016) and Zwikael and Unger-Aviram (2010), measuring stakeholder satisfaction provides insight into the degree to which stakeholders from the inside out are satisfied with the team's efforts to engage and communicate with them.

According to both Popaitoon and Siengthai (2014) and Araujo et al. (2022), assessing the influence on the consumer is an important performance measure. Client satisfaction and a successful project are directly impacted by the team's ability to effectively manage relationships with and meet the needs of their clients, so this metric takes that into account.

According to research by Sanchez et al. (2017) and Weiss (n.d.), project work efficiency examines the team's conformity to timelines and budgets to reveal information about the quality of their project planning and execution.

Project quality and product's achievement are two examples of delivery performance measures that have been the focus of research (Haas, 2006; Maruping et al., 2019). The team's efficacy in delivering quality results can be gauged by these metrics, which evaluate whether or not project requirements are completed and whether or not goods exceed management, profit, and technical objectives.

Investment success metrics are crucial for assessing the value created by a project's investments, which in turn affects the project's overall success and ROI (Naz et al., 2020).

(Suprpto et al., 2015) found that a project's emphasis on safety is a crucial performance indicator since it protects the interests of everyone involved.

In conclusion, using a wide variety of performance indicators is essential for conducting a thorough review of a team's efforts in the field of project management. Success as well as effectiveness in the successful completion of the project can be improved if managers use these metrics in their evaluations of team performance and project outcomes.

2.4 Knowledge Sharing

Exchange Information management systems in businesses rely heavily on knowledge sharing to facilitate the free flow of information, ideas, competence, and proposals amongst employees. However, as sharing of knowledge has not been examined thoroughly, the literature presents a wide range of definitions and perspectives on the topic. Since there hasn't been a lot of study done on the topic, its definition is murky, as pointed out by (Arntzen & Bommen, 2006).

Knowledge sharing occurs in organisations when employees actively seek out the expertise of others to address challenges (Davenport & Prusak, 1998). When discussing the concept of "standard knowledge," (Dixon, 2000) emphasised the need of employees acquiring it through organisational activities and exchanging insights among members of the team after recognising correlations between actions and the results. Dixon (2000) added that there are distinct methods for disseminating tacit versus explicit information. Explicit knowledge is information that can be expressed in numbers and letters, such as facts, standardised methods, or general ideas. Transferring information in this way is best accomplished through cold channels of communication, such as the dissemination of technology (Rebentisch & Ferretti, 1995). Tacit knowledge, on the other hand, is deeply individual, stemming from one's own unique accumulation of experience, insights, senses, and skill (Nonaka & Takeuchi, 1995). For tacit information to be transferred from teacher to student, it is necessary for them to spend significant time working together (Nonaka et al., n.d.).

Knowledge sharing differs from information sharing since it takes more work on the side of the person giving their knowledge and because of the element of reciprocity it entails. Knowledge sharing, on the other hand, involves two-way interaction and cooperation, as opposed to the one-way flow of information.

Knowledge management platforms (Bartol & Srivastava, 2002) identify four channels for the exchange of information: company databases, informal as well as formal discussions within collaborates or workgroups, voluntary populations, and information exchange.

Similarities can be drawn between information sharing and citizenship behaviour or prosaic behaviour, which are social behaviours that attempt to promote the selflessness and truthfulness of others. The framework of knowledge sharing, however, is unique. While everyday actions are taken on a whim, information sharing is frequently prompted by the promise of a reward or bonus (Barling et al., 2000).

Knowledge sharing, as we have seen, is a multidimensional term that is crucial in KMSs. Collaboration, in its many forms, is essential to encouraging innovation and organisational learning because it allows for the sharing of both explicit and tacit information through mutually beneficial interactions. Efforts to encourage the exchange of information among employees can improve teamwork, problem solving, and productivity.

2.5 Research Gap

There has been a lot of study done on The high-performance Work Processes (HPWS) and its impact on individual performance, but much less at the group or cohort level. There has not been a comprehensive analysis of the aspects that affect the research process as a whole on a team level.

There is a clear dearth of comprehensive study into the implications of HPWS on organisations and teams, despite the fact that several studies have looked at the topic. Since teams play such a pivotal part in many organisational processes, especially in fast-moving fields like information technology, it's important to have a firm grasp on how HPWS may improve team output.

In addition, the "black box" issue affecting the literature on HPWS performance stems from the lack of understanding of the mechanisms at play between HPWS as well as performance results. It is possible to get insight into the link between HPWS and enhanced team performance by identifying relevant mediating elements.

Existing research gaps necessitate an in-depth examination of the effect of quality assurance on worker productivity in Pakistan's IT industry. The purpose of this research is to better understand how The high-performance Work Systems (HPWS) affect team performance and what part specific knowledge and skills play in that connection.

Knowledge transfer and integration within teams are positively impacted by the level of sharing of data and retention that exists within those teams.

Insights into the precise processes that affect team performance in a setting of the Pakistani IT sector are the goal of this study, and it aims to do so by examining these mediating mechanisms. The results of this study may have far-reaching implications for human resource management effectiveness and team dynamics in businesses, ultimately leading to enhanced productivity.

Further, a knowledge-sharing and retention-friendly environment can be fostered through the application of cutting-edge business procedures and information management methods, which in turn can boost team performance and organisational success.

2.6 High-Performance Work System and Team Performance

Due of its potential influence on business outcomes, the notion of a High-Performance Workplace Systems (HPWS) has received extensive attention in the field of human resource management. According to the AMO model proposed by Jiang et al. (2012), an HPWS is a collection of human resource practises that work together to increase productivity. While it is clear that HPWS has a good effect on organisational performance as a whole, more research is needed to determine the precise impact of HPWS on the performance of teams, particularly in IT service projects.

The importance of HPWS in boosting team performance becomes especially clear in the framework of IT service assignments, where communication and cooperation between company and technology teams is important. Unfortunately, not much study has focused on HPWS and how it affects collaboration in IT service settings. Therefore, there is a need for research on the unique impact of HPWS on relationships among teammates and productivity in the IT services sector, as this topic is under-represented in the existing literature.

Organisations may foster the growth of a highly knowledgeable and driven workforce through the use of HPWS, which is crucial for peak team performance. Numerous studies across many different sectors have shown that companies with well-designed HPWS enjoy greater levels of employee dedication, lower turnover rates, and better financial results (Delaney & Huselid, 1996). These results show that HPWS has a good

effect on organisational performance as a whole, but more study is needed to determine how it influences outcomes at the team level in the IT service industry.

The research and practise communities would benefit greatly from a deeper understanding of how HPWS affects the success of IT service project teams. To effectively address the issues faced by the IT service business, it is important to have a firm grasp on how specific HPWS practises contribute to improved team relations, cooperation, and task performance.

The AMO model, which stands for Ability-Motivation-Opportunity, is an essential component of High-Performance Work systems. These systems incorporate HR practices that are specifically designed to align with the overall goals of the organization and enhance the skills and performance of workers. By providing employees with the necessary tools and resources, these systems aim to optimize their output and productivity, ultimately leading to improved business outcomes. Ability, Motivation, Opportunity and their associated factors have positive impact on team performance.(Schafeld_MA_BMS (1).Pdf, n.d.)

2.7 High Performance Work System Link with Knowledge Sharing and Absorptive Capacity

Scholars have focused not only on the direct correlation between HPWS and team performance, but also on the mediating function of information management in this connection (C. Collins & Smith, 2006;(J.-W. Huang & Li, 2009). Improved team performance is a direct result of the adoption of knowledge management practises that facilitate the development, sharing, and application of organisational knowledge.

Knowledge management facilitates the use of external as well as internal sources of knowledge, resulting in increased creativity and productivity. An organization's absorptive capacity is its propensity to recognise, absorb, and use newly acquired information or expertise (Cohen & Levinthal, n.d.). The importance of absorptive capacity increases in the fast-paced or ever-changing IT service sector, where keeping up with the most recent developments in technology is crucial.

Increased learning capacity can result from adopting HPWS practises that improve workers' expertise. Employees who have been given greater responsibility and autonomy are more probable to see the value in new material, incorporate it into their existing knowledge base, and come up with novel approaches. The team's intelligence

and ability to solve problems improves as members share their knowledge with one another.

There is a dearth of studies that investigate the function of knowledge management as a mediator between HPWS and team efficiency in IT service projects. However, for businesses that want to improve their team's cooperation, adaptability, and performance as a whole in the fast-paced IT service sector, knowing how HPWS practises affect knowledge sharing and capacity to absorb within teams could offer useful insights.

Finally, knowledge management can be a useful tool for elucidating the systems that drive TP in IT customer service initiatives by serving as a mediator in the connection between HPWS and the results achieved by the team. Organisations gain an edge through increased innovation and flexibility when they adopt HPWS practises that boost capacity to absorb and promote the transfer of knowledge.

2.8 Knowledge sharing and Team Performance

Companies can benefit greatly from increased learning and productivity through increased knowledge sharing (Woerkom & Sanders, 2010). Sharing of information (KS) and TP have been linked in numerous research, all of which have established a favourable association between each other (Jamshed & Majeed, 2018). For instance, Ming X investigated how to increase learning and knowledge exchange in a Chinese IT company (Ming, 2018), providing insight into problems caused by a deficiency in these areas.

In another research project, Lee J. used a socio-technical methodology and social assets theory to examine how information sharing affects creativity among individuals in higher education. The findings of this study reveal the connection between information sharing and individual imagination, with an emphasis on the mediating influence of sharing information on one's own imagination inside an institution of higher learning (Lee J., 2018).

In addition, Ayesha Tahirim-MPM153014.Pdf (n.d.) investigated the impact of knowledge sharing on the success of a project and found a positive correlation between the two. Individuals aggressively share knowledge to enhance collaboration across peers and teams, as was highlighted by Alashwal et al. (2011), although this relationship is moderated by innovation self-efficacy.

Knowledge sharing and organisational performance are also influenced by leadership and trust. P. Lee et al. (2010) discovered that leaders who participated in sharing knowledge and establish confidence activities significantly impacted the success of their organisations. When employees share what they've learned with one another, it improves efficiency and productivity, which in turn helps the company reach its objectives.

2.9 Knowledge Sharing and Absorptive Capacity

Since KS is concerned with an organization's potential to collect, integrate, and apply external information for operational objectives, the idea of capacity to absorb (AC) is related to it in a number of ways (Cohen & Leventhal, n.d.). Knowledge sharing (KS) is a key component of knowledge management (KM), since it encourages the sharing of existing knowledge and the generation of original insights (Naim & Lanka, 2016; Song et al., 2014). This approach uses a number of methods to enhance workers' social relationships (Ahmed and Dugfus, 2015; Naeem and Lenka, 2016), including one-on-one conversation, information systems, and networks.

Organisational capability in areas like as skill development, knowledge acquisition, and the establishment of efficient processes and procedures are cited as critical AC factors by Cohen and Levinthal (n.d.). On the other hand, S. Zahra & George (2000) view AC as a multi-faceted construct that encompasses learning new information, processing that information, and applying what one has learned. Taking in information from outside sources is called absorption, whereas processing information from within one's own experiences is called assimilation (Flatten et al., 2011). Knowledge utilisation refers to the application of learned information for practical goals inside an organisation.

Absorption capacity (AC) is measured in two ways: potential (PACAP) and actual (RACAP). The ability to absorb and incorporate external knowledge is made possible by PACAP, but this does not ensure financial success (Lane & Lubitkin, 1998; S. Zahra & George, 2000). The purpose of RACAP is to incentivize change and integration of existing approaches to filling skill shortages within an organisation (S.A. Zahra & George, 2002; Flatten et al., 2011).

Understanding how KS influences PACAP and RACAP in organisations is important for studying the connection between KS and absorptive capacity. How AC aids in organisational learning and innovation can be better understood by delving into the

processes through which information is disseminated and assimilated. So, it's important to look at how information sharing and absorption capacity affect organisational success in various contexts.

In a nutshell, the success of an IT service delivery team depends heavily on its members' ability to effectively share and integrate knowledge. Team members have the ability to improve team performance by encouraging individuals to share and apply their knowledge. These three factors demonstrate the interconnectedness and significance of a culture that promotes the exchange of knowledge in organisational learning in order to achieve top-notch teamwork throughout IT deployment.

2.11 Theoretical Framework

The conceptual model used in this study is depicted in Figure 2.2. This thesis's theoretical framework is built on the idea of giving readers a thorough comprehension of the elements affecting team efficiency in the environment of the IT sector. Several important theoretical concepts are incorporated into the framework as a whole. These include the AMO model, Intellectual Sharing, Absorptive The capacity, the the High-Performance Work Environment (HPWS). All of these ideas fit together to provide a coherent framework that shows how the myriad ways in which different factors influence one another add up to a team's overall performance.

The AMO model created by (Appelbaum et al., 2000) is important to the overall structure. Capacity-, motivation-, and opportunity-building strategies are the focal points of this framework. By participating in training and development programmes, staff members' abilities can be improved. Employees' inner drive, job fulfilment, and engagement are targeted by Motivation Enhancing programmes, which use a variety of rewards and incentives to motivate and retain workers. Providing workers with chances for promotion and development as well as stimulating tasks is an example of enhancing their opportunities.

In the theoretical framework, Knowledge Sharing is a key player because of the role it performs as a mediator amongst OE and TP. The members of a team "share" their knowledge through talking to one another and passing on both their implicit and explicit expertise.

As a result, teams are better able to work together and share knowledge in order to solve problems and make sound decisions.

Just as Motivation Enhancing mediates the connection between Absorptive Capacity and Team Performance, so too does Absorptive Capacity act as a crucial mediator within the framework. To improve its operations, an organization's Absorptive Capacity depends on its capacity to recognise, absorb, and use external knowledge. This term, as used in the thesis, relates to the group's ability to take in and make good use of the information presented during Motivation Enhancing activities.

The theoretical framework incorporates these ideas to investigate the interplay between AMO practises, Understanding Sharing, & Absorptive Capacity in the HPWS's effect on IT teams' productivity. Based on the framework's assumptions, teams are better able to share their knowledge and absorb new information when AMO practises are strategically incorporated into the HPWS. Because of this, team performance improves as members are able to contribute their own strengths while also drawing on those of the group as a whole.

Last but not least, this thesis' theoretical framework offers a comprehensive view of the variables that affect IT team success. The High-Performance Work System can improve team performance and lead to the organization's success as a whole by including AMO practises, Knowledge Sharing, & Absorptive Capacity. Using this structure, researchers may analyse the impact of many factors on IT teams in Pakistan and draw conclusions on how to improve performance.

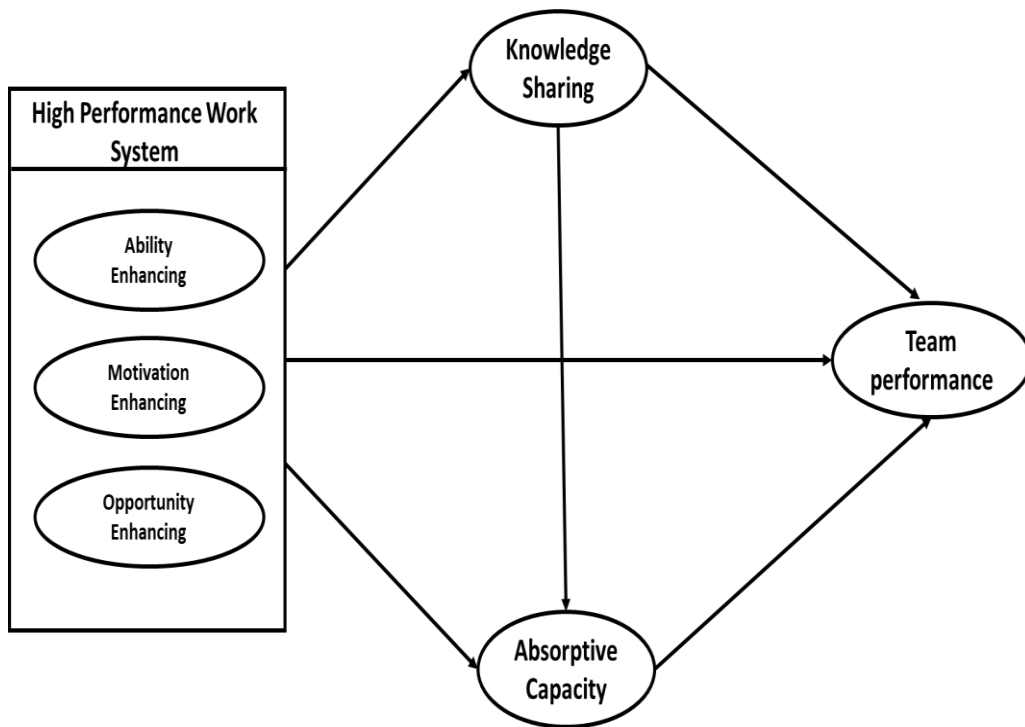


Figure 2-1: Theoretical Framework

2.12 Research Questions

Research questions have been divided into two categories considering their nature, i.e., Primary and Secondary.

2.12.1 Primary Research Questions:

1. How does the implementation of a High-Performance Work System (HPWS) influence knowledge sharing among team members in IT service projects?
2. What is the mediating role of absorptive capacity and knowledge sharing in the relationship between High performance work system and team performance in IT service projects?
3. How do knowledge sharing and absorptive capacity jointly contribute to team performance in IT service projects, and what are the underlying mechanisms that explain this relationship?

2.12.2 Secondary Research Questions:

1. What are the key components and practices of the High-Performance Work System (HPWS) implemented in IT service projects, and how do they impact the team's willingness to share knowledge?
2. How does the level of absorptive capacity within an IT service project team influence the team's ability to assimilate and apply new knowledge in the context of a High-Performance Work System (HPWS)?
3. What are the factors that influence the motivation of team members to engage in knowledge sharing and build absorptive capacity in IT service projects when operating under a High-Performance Work System (HPWS)?

2.13 Research Hypotheses

The following are the research hypotheses derived from the literature review:

- H1 Ability enhancement positively influences team performance.
- H2 Motivation enhancement positively influences team performance.
- H3 Opportunity enhancement positively influences team performance.
- H4 Ability enhancement has a positive effect on absorptive capacity.
- H5 Motivation enhancement has a positive effect on absorptive capacity.
- H6 Opportunity enhancement has a positive effect on absorptive capacity.

- H7 Ability enhancement positively influences knowledge sharing among team members.
- H8 Motivation enhancement positively influences knowledge sharing among team members.
- H9 Opportunity enhancement positively influences knowledge sharing among team members.
- H10 Greater knowledge within a team positively influences overall team performance.
- H11 An increased absorptive capacity leads to enhance team performance.
- H12 Knowledge sharing positively influences the absorptive capacity within a team.
- H13 Absorptive capacity mediates the relationship between ability enhancement, motivation enhancement, opportunity enhancement, and team performance.
- H14 Knowledge sharing mediates the relationship between ability enhancement, motivation enhancement, opportunity enhancement, and team performance.
- H15 Ability enhancement, motivation enhancement, and opportunity enhancement have an indirect effect on team performance through the sequential mediation of absorptive capacity and knowledge sharing.

CHAPTER 3: RESEARCH METHODOLOGY

This chapter starts with the importance of the research paradigm and then highlights the approaches, design, and instruments used for this study's analysis. The method and analysis procedure are discussed in detail, and the chapter concludes with the limitations of this research.

3.1 Research paradigm

The research paradigm is the set of principles and framework that forms the research's philosophical basis. The research paradigm is crucial because an appropriate research methodology can be chosen once the research paradigm is determined. This research follows the positivist research paradigm to provide an explanation. Like other positivist studies, we have looked “into” research as an outsider without having any influence or relationship with the area of the investigation. The research is objective with no personal biases that can impact the study results. The data collected for this study is numerical (Quantitative data). The analysis is performed to follow the positivist paradigm approach to understand and describe the results (phenomenon) and share them with the outside world. Based on the theoretical framework, we have proposed the hypotheses and tested them with statistical data analysis by investigating the relationships among the variables, which are discussed in the next chapter.

3.2 Research Settings

Our research is based on quantitative design. The reason for choosing the quantitative research method is because of the exploratory nature of our study. For general and high precision level results, we conducted a statistical analysis involving participants from Pakistan's construction sector. The quantitative research methodology helps in establishing the connections among variables.

We followed the cross-sectional survey approach by collecting the data from respondents at one point. In this study, we distributed the questionnaires among the samples related to the construction sector of Pakistan.

3.2.1 The population of the Study

The population is the pool of cases from which the samples are extracted. The targeted population for our study is the technical and managerial members of IT companies across Pakistan.

3.3 Research design

Sampling is extracting the individual samples or subjects from the broader pool, representing the whole population. Sampling is performed in that research where it is impossible to study the entire population due to multiple constraints such as time, budget, etc. Due to limited resources and time, it was impossible to study the samples from all the organizations across the country. The data is gathered from all the provinces, including Gilgit Baltistan and Azad Kashmir projects.

3.3.1 Design Technique

Our study employed a snowball sampling approach. We gathered the data by requesting our participants' samples to link us with the respondents with similar experiences through snowball sampling.

3.3.2 Sources of Data

Like most business research, we collected data from multiple sources. The sources of data collection comprised both primary and secondary sources. Our study includes latent variables that cannot be measured directly. The observed variables in questionnaire items were required to measure the investigated constructs. A questionnaire from previous studies was used as an instrument to observe the latent constructs of our research. The questionnaire also helped us cover a broader range of respondents across the country. The data collected from these respondents directly via a structured questionnaire was our primary data source. We also collected information from secondary sources from journals, books, articles, and blogs.

3.3.3 Instrumentation

3.3.3.1 AMO:

To measure the High-Performance Work System, we used the most widely used (C. Liao et al., 2009) scale with 22 items covering the ability, motivation, and opportunity-enhancing HR practices framework. The first seven items cover the ability enhancing HR practices. The following six items are focused on motivation-enhancing HR practices, followed by Nine items that measure opportunity-enhancing HR practices.

3.3.3.2 Knowledge Sharing:

We used three (Curado et al., 2015) scale items to measure knowledge sharing among the team members. The scale is extensively used in studies to measure knowledge-sharing behavior among team members (Bhatti et al., 2020).

3.3.3.3 Absorptive Capacity:

We measured the absorptive capacity of the respondents with eight items of the (Pavlou & Sawy, 2006) scale also used previously in many studies, including (Roberts, 2015).

3.3.3.4 Team Performance:

We measured the Team Performance by 04 items of (Jehn et al., 1999). The reason for selecting this scale is consistent with previous studies, and the scale items give us an insight into the respondent's team performance level perception and understanding.

3.4 Method of Data Analysis/Statistical Procedure

Our strategy was based on a two-stage process,

3.4.1 Pre-Analysis

In the initial phase of our inquiry, we cleaned and filtered our sample data to remove excessive outliers and redundant samples as well as irrelevant and inappropriate responses. The number of responses we initially gathered was 228; after the first process stage, the number of responses left for the second stage analysis was 217.

3.4.2 Analysis Stage

In the second stage, we performed the analysis in two phases. In the first phase under Confirmatory Factor Analysis (CFA), we analyzed and confirmed our measurement model based on regression weights of the items on its latent variable and model fit indices. Furthermore, we performed the descriptive and normality test and measured the measurement models' scale reliability, convergent, and discriminant validity.

In the final phase, we tested the overall structure of our framework using Structural Equation Modelling (SEM). We measured AMO's direct and indirect impact on knowledge sharing, absorptive capacity, and team performance.

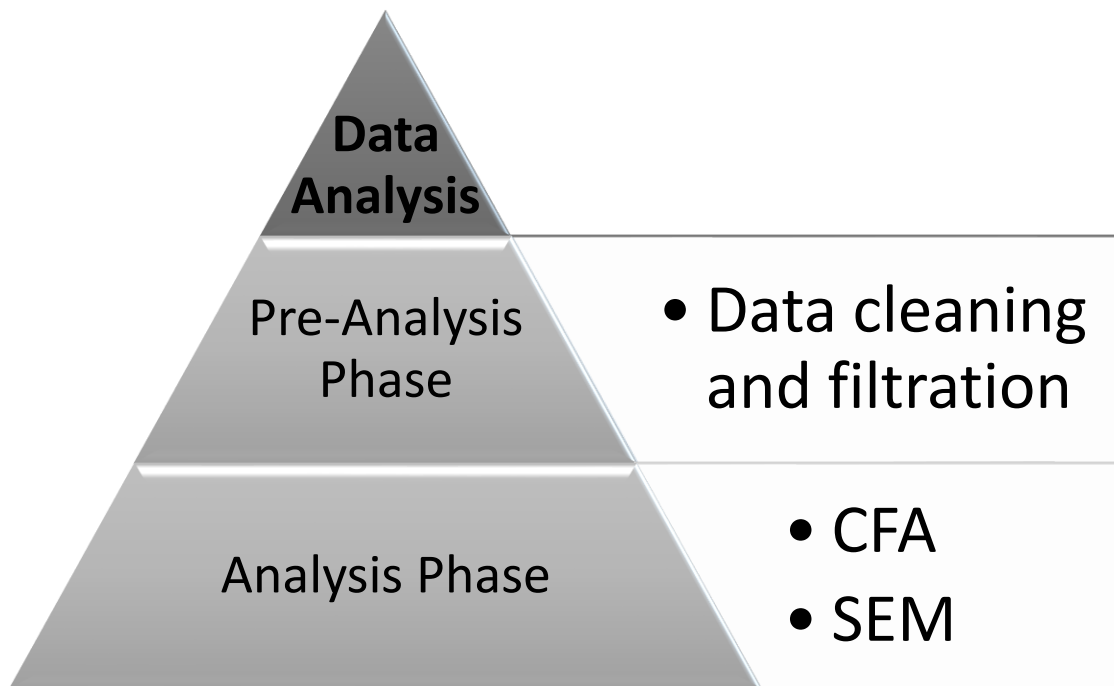


Figure 3-2 Data Analysis Phases

3.4.3 SEM:

The structure of the theoretical framework is tested using the SEM approach, and SEM is the combination of both factor analysis and multiple regression. The SEM approach suits theory testing and development because it allows both confirmatory and exploratory modeling. The SEM extends the possibility of a relationship among the latent variables and encompasses measurement and structural models (Kline, 2011) Family Tree of SEM:

Generally, there are two types of research questions depending on the researcher's objective

- Is there any difference among the samples/variables?
- Is there any association/relationship among the sample/variables?

The Figure shows two different paths; the first path starts with a T-Test and the second with Bivariate correlation and concludes with Latent growth curve analysis. The paths shown in the model are the analysis approaches or techniques used to answer the research questions depending on the research objectives. T-test and ANOVA are performed for primary samples, and from Multiway ANOVA to the Latent growth curve analysis are used for multiple samples, and variables over time analysis are used

for multiple samples and variables over time. The latent growth curve models are used in SEM frameworks to find the growth trajectories in longitudinal studies, which is not the scope of this research. This research followed the second path, from bivariate correlation to structural equation modeling. The reason for choosing this path is that our research objective is to test the association/relationship among the variables under observation.

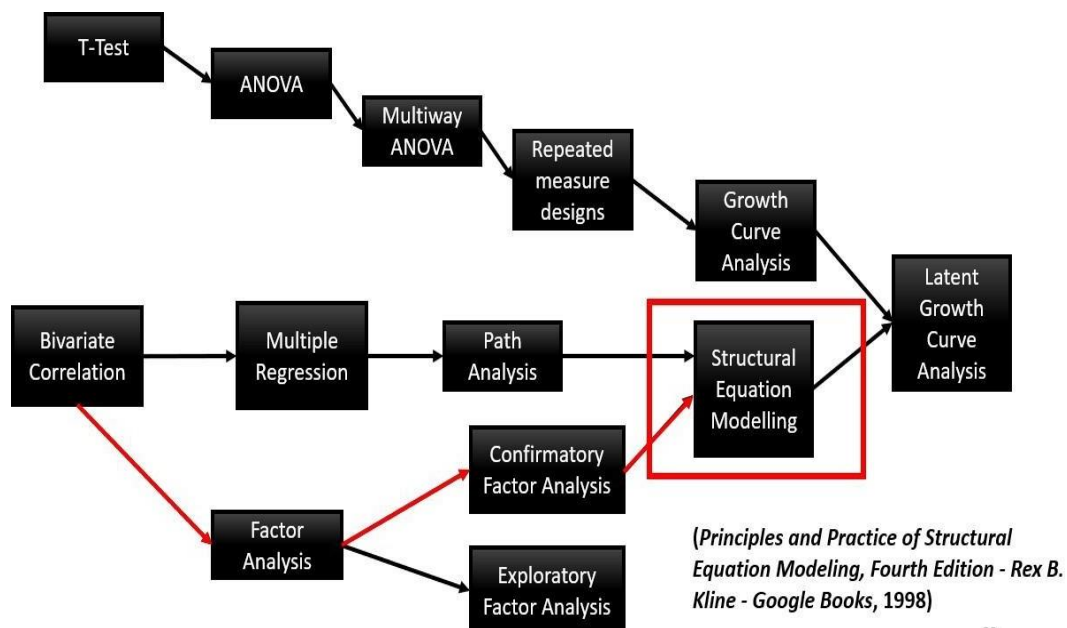


Figure 3-3 Family Tree of SEM

3.4 Research Limitations

Like other research works, our study is also subject to some limitations. Four such limitations and suggested future research directions are

First, we studied the impact of two mediators, knowledge sharing and absorptive capacity. Future research may integrate more variables as mediators and moderators on the relationship between the AMO framework and team performance. For example (Leadership style, organizational culture, and job satisfaction).

Second, in our study, the response rate of female respondents was low. Future research should identify the reason behind this in the IT sector of Pakistan.

Third, we have used the quantitative approach to measure and study the impact of HPWS on Team performance. Future studies can use the mixed model approach by incorporating the quantitative and qualitative combine for better insights.

Fourth, due to time constraints we were unable to perform the longitudinal studies, future studies can add to the longitudinal studies.

CHAPTER 4: RESULTS AND DISCUSSIONS

In this chapter, we discuss the demographic results and other results of different tests which include normality, reliability, and validity tests. The following phase begins with the measurement model; this part discusses the models and the changes that happened in the models throughout the analysis phase. Lastly, this chapter ends with SEM and Phantom model approach and highlights the observed variables' direct, indirect, and specific effects.

4.1 Demographics

We have conducted the exploratory analysis using a deductive methodology for our quantitative study. The population frame consists of the IT industry of Pakistan, and the sample consists of all levels of individuals including junior level, middle level, and senior level. We conducted a cross-sectional study using convenient sampling and snowball sampling methods. Through the web-based survey and via the world's largest professional community network LinkedIn, we contacted employees of IT companies and software houses in Pakistan. After obtaining their consent and confirming their desire to participate, we provided them a link to the surveys (a Google form). The questionnaire consists of a total of 37 items which includes demographics and scale items.

Along with the questionnaire, a letter explaining the purpose and scope of the study was delivered. We placed a strong emphasis on protecting the participants' identities and confidentiality. 380 employees of several IT companies working on various projects across Pakistan were asked to fill out the survey form. There were 228 replies in all, with a response rate of 60%. After filtering and investigating the improper and missing values, the final sample included 217 responses. Of the 217 participants, 94.9% (n= 206) were males, and 5.1% (n= 11) were females working in technical and managerial positions. The demographics of the respondents are given in Table 4-1.

Table 4-1 Demographics

Respondents Category	Technical Level	Managerial Level	Total
	203 (35.36%)	371 (64.63%)	574
Job Tenure	Junior Level (0-1)	Middle Level (1-9)	Senior Level (>10)
	103 (17.94%)	326 (56.79%)	145 (25.26%)
	Male (N= 545)		Female (N=29)
	Mean SD.		Total (N=574)
	Mean SD.		Mean SD.
Age	29.63	6.883	26.45 5.275
Experience	6.852	6.402	3.932 5.027
Frequency			Frequency (%)
	Male	Female	Total (N= 574)
Education			
Matric	01	00	01 (0.2%)
Intermediate	04	00	04 (0.7%)
Diploma	22	00	22 (3.8%)
Graduate	356	18	374 (65.2%)
Post-graduate	162	11	173 (30.1%)

4.2 Testing the normality of the data

For checking the normality of the data, we preferred skewness and kurtosis of the variables over the Kolmogorov–Smirnov (KS) test AND Shapiro-Wilk(SW) test because, for large samples ($n > 200$), the skewness and kurtosis values are more appropriate ((Kim, 2013);(Mishra et al., 2019)). Our data is normally distributed because the values of skewness and kurtosis of all the variables lie between the range of $-3 < \text{skewness} < 3$ and $-7 < \text{kurtosis} < +7$ for univariate normality and $\text{kurtosis} < 5$ for multivariate normality (Curran & West, n.d.);(Kim, 2013)). The values of skewness and kurtosis of the models are shown in Table 4-2.

Table 4-2 Skewness and Kurtosis

Variable	No of items	Skewness	Kurtosis
AE	07	-1.006	.807
ME	06	-.425	.025
OE	09	-.972	2.133
KS	03	-1.409	4.086
AC	08	-1.252	2.842
TP	04	-2.735	3.486

4.3 Reliability Test of the Scale (Cronbach Alpha)

We measured the individual and overall scale reliability of our constructs. We used Cronbach's alpha (Cronbach, 1951), the most widely followed method, as an indicator for measuring scale quality (Taber, 2018). The alpha values within specific ranges give us insight into the internal consistency of our scale items. Based on (Hinton et al., 2004) criteria, all the measurement models under study are reliable. The Cronbach alpha, which shows the internal consistency of the items of the variables is between 0.70-0.90, which offers high reliability. We measured the individual, and the overall reliability of our variables with IBM SPSS version 22, the values of reliability coefficient alpha values are shown in Table 4-3.

Table 4-3 Reliability and Convergent Validity

Variable	Alpha	CR	AVE
AE	0.867	0.877	0.547
ME	0.726	0.654	0.277
OE	0.815	0.870	0.458
KS	0.736	0.750	0.504
AC	0.922	0.919	0.587
TP	0.904	0.904	0.704

4.4 Convergent and Discriminant Validity

As shown in Table 4-3, for motivation and opportunity enhancing, the variables' Average Variance Extracted (AVE) is under 0.5. According to (Fornell & Larcker, 1981)), the convergent validity isadequate if the AVE is less than 0.5, but the composite reliability (CR) is above 0.6. Our models achieved convergent validity because the values of CR of the variables of our model are above the threshold of 0.6. Discriminant validity of the model was established because the square root of the constructs' Average Variance Extracted (SRAVE) was more than the correlation value with other variables (Table 4-4).

Table 4-4 Discriminant Validity

	AE	ME	OE	KS	AC	TP
AE						
ME	0.782					
OE	0.716	0.883				
KS	0.438	0.507	0.543			
AC	0.606	0.727	0.519	0.570		
TP	0.480	0.429	0.458	0.458	0.451	

4.5 Measurement Model: CFA

As previously mentioned, we used well-known, established scales to measure our latent constructs. CFA is performed to check the validity and reliability of these scales. We started our analysis with the base model (Model 1). The model comprised six variables: Ability enhancing, Motivation Enhancing, Opportunity Enhancing, Absorptive capacity, Knowledge sharing, and Team Performance. We tested and respecified the models until we achieved the model fit indices. The details of the models are discussed as follows.

4.5.1 Model 1

Under CFA, we measured the factor loadings of the items, convergent and discriminant validity. Our Hypothesized model (Model-1) was not meeting the acceptance criteria due to low factor loadings ($FL < 0.4$) of three items AE1, ME6, and OE9. The model fit indices such as IFI, TLI, and CFI were also below the threshold value of 0.9 hence resulting in a non-fit model and required respecification before moving to the next step of testing the convergent and discriminant validity.

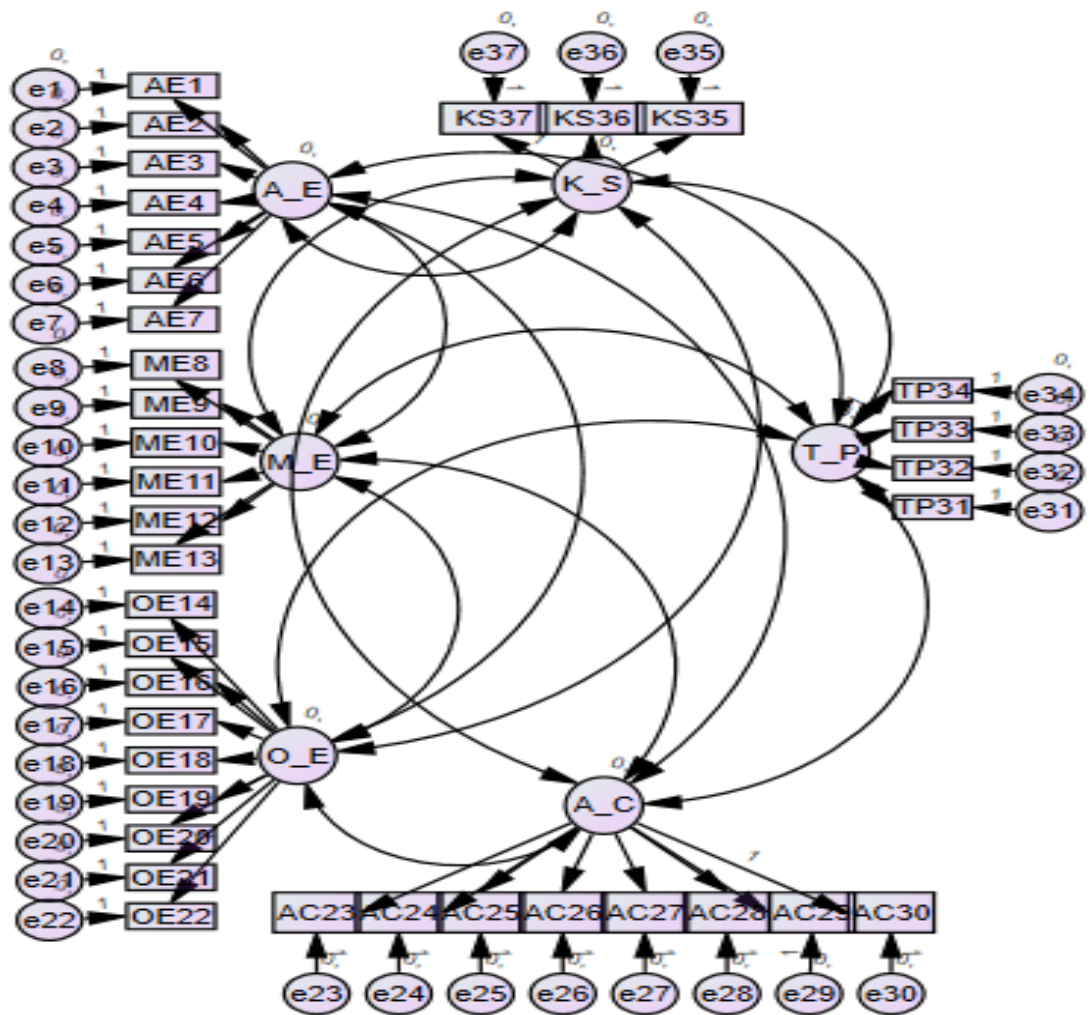


Figure 4-4 CFA Model 1

4.5.2 Model 2

In the previous model, we haven't reached our objective of achieving the overall model fit. We persisted with the modification process steps and progressed well in model 2. We retained the items of the scales with a factor loading of 0.4, as (Stevens, 1992) suggested. After the respecification of the model, we finally achieved the model fit using Maximum Likelihood with better-fit indices by covariation of the error terms of the variables as shown in Fig.4.3. The Chi-square value improved significantly compared to the initial base model, and all the indices were now in the acceptable range of model fit. The model fit indices of the measurement models are shown in Table 4-5.

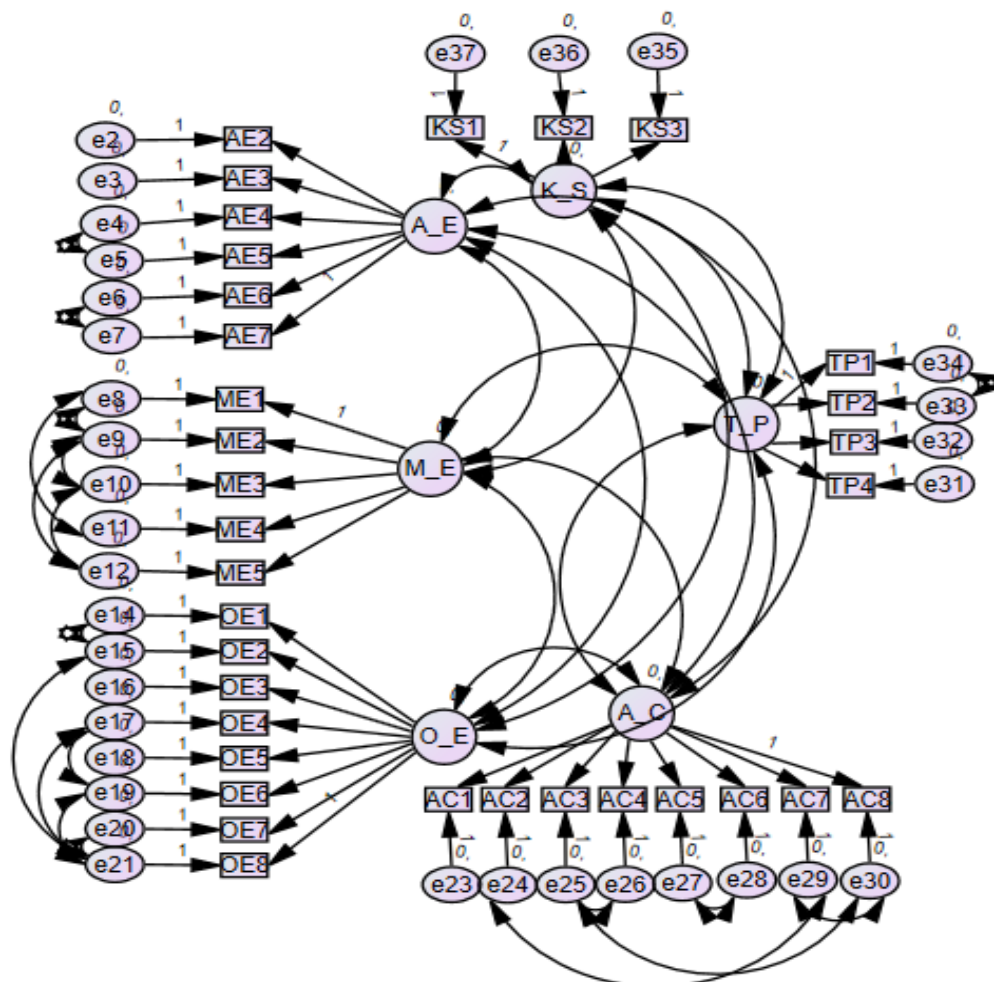


Figure 4-5 CFA Model 2

Table 4-5 Model Fit Indices of CFA Models

Model	Description of Model	CMIN	df	CMIN/df	IFI	TLI	CFI	RMSEA	SRMR
Model 1	Base model (Model Fit not achieved)	1379.605	614	2.247	.837	.821	.835	.076	.072
Model 2	Respecified Model (Model Fit Achieved)	879.321	.493	1.784	.916	.902	.914	.060	.0581

4.6 Research Hypotheses and hypotheses testing

4.6.1 Research Hypotheses

The following table shows our research hypotheses derived from the literature review followed by the testing, and it has been shown whether our research supports the hypotheses or not.

Table 4-6 Hypotheses Results

SR. #	Hypotheses	Result
H1	Ability enhancement positively influences team performance.	Supported
H2	Motivation enhancement positively influences team performance.	Not Supported
H3	Opportunity enhancement positively influences team performance.	Not Supported
H4	Ability enhancement has a positive effect on absorptive capacity.	Supported
H5	Motivation enhancement has a positive effect on absorptive capacity.	Supported

H6	Opportunity enhancement has a positive effect on absorptive capacity.	Supported
H7	Ability enhancement positively influences knowledge sharing among team members.	Not Supported
H8	Motivation enhancement positively influences knowledge sharing among team members.	Not Supported
H9	Opportunity enhancement positively influences knowledge sharing among team members.	Supported
H10	Greater knowledge within a team positively influences overall team performance.	Supported
H11	An increased absorptive capacity leads to enhance team performance.	Supported
H12	Knowledge sharing positively influences the absorptive capacity within a team.	Supported
H13	Absorptive capacity mediates the relationship between ability enhancement, motivation enhancement, opportunity enhancement, and team performance.	Supported
H14	Knowledge sharing mediates the relationship between ability enhancement, motivation enhancement, opportunity enhancement, and team performance.	Supported
H15	Ability enhancement, motivation enhancement, and opportunity enhancement have an indirect effect on team performance through the sequential mediation of absorptive capacity and knowledge sharing.	Supported

4.6.2 Hypotheses Testing: (Structural Equation Modelling)

There was a problem with the model fit, and the baseline measurement model wasn't cutting it. We eliminated low factor loads of items in the variables with fit indices below 0.4 because their numbers were too little to matter. In the end, we

covariates the variance of the variables themselves and continued with the model respecification until a satisfactory fit was found. From assessment model 2 (CFA), the respecified framework for testing hypotheses is constructed (see Figure 4.5). Structural Equation Modelling (SEM) was used to test our hypotheses, as depicted in Figure 4.5, which lays out the framework of our revised hypothetical model. We created two SEM models, with SEM model 1 (see Figure 4.6) demonstrating the direct effect of our three exogenous variables—improved Ability, Motivation, and Opportunity—on Team Performance without the mediating effects of information diffusion and assimilation. In SEM model 2 (see figure 4.7), we evaluated the direct and indirect impact of AMO on team performance by including knowledge sharing as a mediator. The third SEM model examined the mediating role of absorptive ability in the relationship between AMO and team performance. In SEM model 4, we compared the effects of parallel mediators knowledge sharing and absorptive capacity. The influence of information sharing on capacity to absorb and the overall effect on team performance were both examined in SEM model 5. Model 6 of our SEM combines all the other models into a single, cohesive whole, allowing us to assess the overall parallel and series operations influence of our exogenous factors on our endogenous variable. By comparing the AMO's direct effect on Team Performance, sharing of knowledge, and absorptive capacity across these six models, we were able to test the hypotheses underlying our study. The effect of AMO on Performance of Teams was also evaluated using these models (both pre- and post-mediation, C path and C' path). Phantom model methodology proposed by (Macho & Ledermann, 2011) was adopted to assess the specific indirect influence of AMO on Team Performance via the two channels of the mediators. The first SEM model (shown in Figure 4.6) accurately depicts the causal relationship between EI elements and Project Outcomes. Positive correlations were found between Project success and the ability- and opportunity-enhancing variables. Notably, Team Performance was not significantly affected by the "motivation enhancing" variable (see Table 4-7, First column). SEM model 2 (Figure 4.7) examined the impact of AMO on information sharing and performance among teams directly, as well as indirectly, via the mediation of information sharing (Table 4-7). Surprisingly, neither Ability Enhancing nor Motivation Enhancing significantly influenced the amount of information shared. Team performance was significantly improved, though, Ability Enhancing.

performance, but ME was not found to have any appreciable effect on group output. Knowledge sharing was found to be a full mediator between OE and TP, which was an interesting finding. (For a visual, check the figure below). Model 3 of our structural equation modelling analysis looked at the relationship between AMO and Team Performance without any mediators (see Table 4-7). Absorptive Capacity was found to totally mediate the connection between ME and OE and to partially mediate the connection between Ability Boosting and Teamwork Efficiency (see figure for details). In SEM Model 4, we analysed the two parallel mediators' effects on the team's performance to determine the both the direct and indirect impacts of AMO. The results showed that improving either ability or motivation had no substantial effect on knowledge sharing. While ME had no discernible influence on either the KS or TP, Ability Enhancing did show a considerable favourable effect on the TP.

Knowledge sharing was found to act as full mediators between Opportunity Enhancement and Team Performance, which was an interesting finding. Therefore, Opportunity Enhancing's effect on Performance of Teams is fully mediated by the encouragement of Knowledge Sharing.

Additionally, we discovered that Absorptive Capacity fully mediated the connection between Motivational and Opportunity Enhancing and Team Performance. Ability Enhancing, on the other hand, had just a partial mediation of Absorptive Capacity's link to Performance of Teams (see figure).

With SEM Model 5, we looked at how AMO practices affect team performance through the sequential mediator of knowledge sharing and Absorptive Capacity. Knowledge sharing was found to be significantly affected by only one of the AMO factors (Opportunity Enhancing), whereas the other two (Ability Enhancing, Motivation Enhancing) had no effect.

The results, however, showed a strong and favourable connection between KS and AC. There was a considerable and considered statistically significant impact from knowledge sharing on explaining differences in absorptive capacity (see image).

Model 6 of our SEM analysis takes into account the parallel and series mediator effects of AMO on Teamwork Performance, bringing together the information from all the previous models into a single, cohesive whole. Knowledge Sharing was found to fully mediate the relationship between OE and Team Performance, but neither Ability

Enhancing nor Motivation Enhancing had any appreciable impact on Knowledge Sharing.

Ability Enhancing, on the other hand, was found to have a highly substantial beneficial effect on TP, highlighting its central role in determining the overall efficacy of the team. However, Absorptive Capacity fully mediates the relationship between Motivation Enhancing and Opportunity Enhancing, despite Motivation Enhancing's lack of direct influence on Team Performance.

We observed that the connection between Motivated and Opportunity Enhancing and Team Performance was totally mediated by Absorptive Capacity. While Absorptive Capacity did mediate the association between Ability Enhancing and Team Performance, it did so only partially in this situation.

With only 0.204 of the variance in the dependent variables explained by Knowledge Sharing, its effect size is moderate at best. In addition, Absorptive Capacity explained 0.490 of every one variance, while Team Performance accounted for 0.280, demonstrating significant influence on the model.

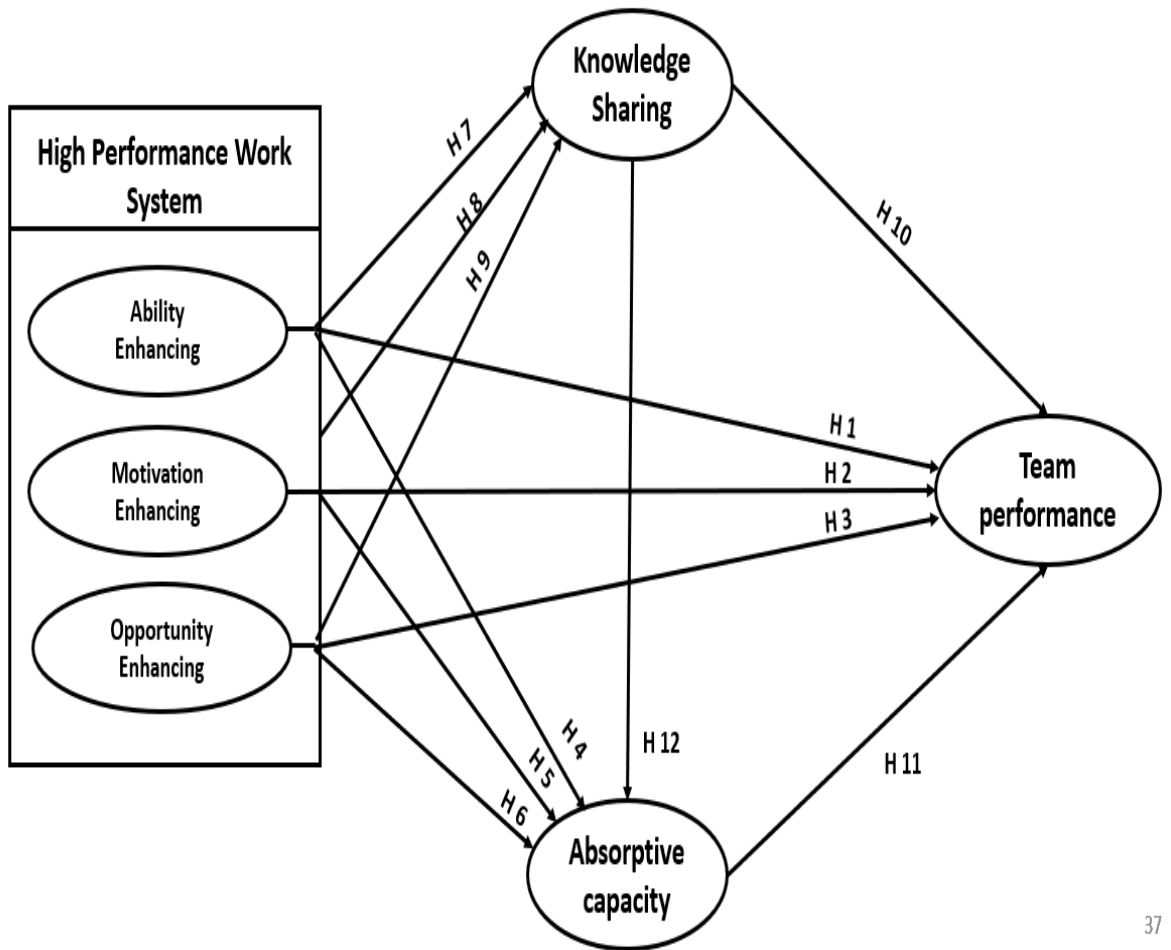


Figure 4-6 Structural Model (Hypothesis Testing)

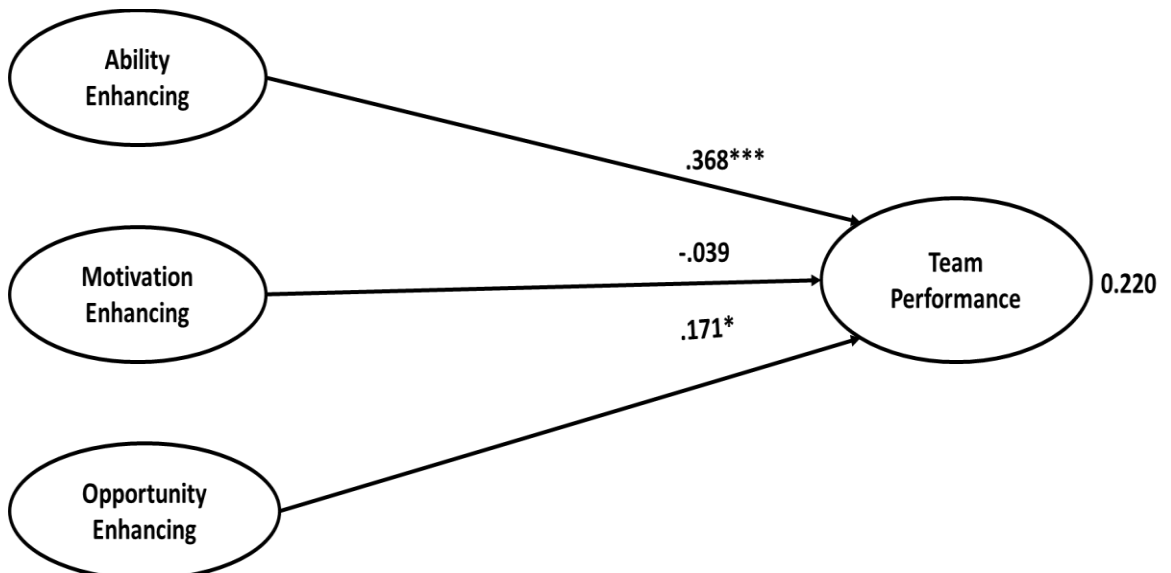


Figure 4-7 Direct Impact of AMO on Team Performance (SEM Model 1)

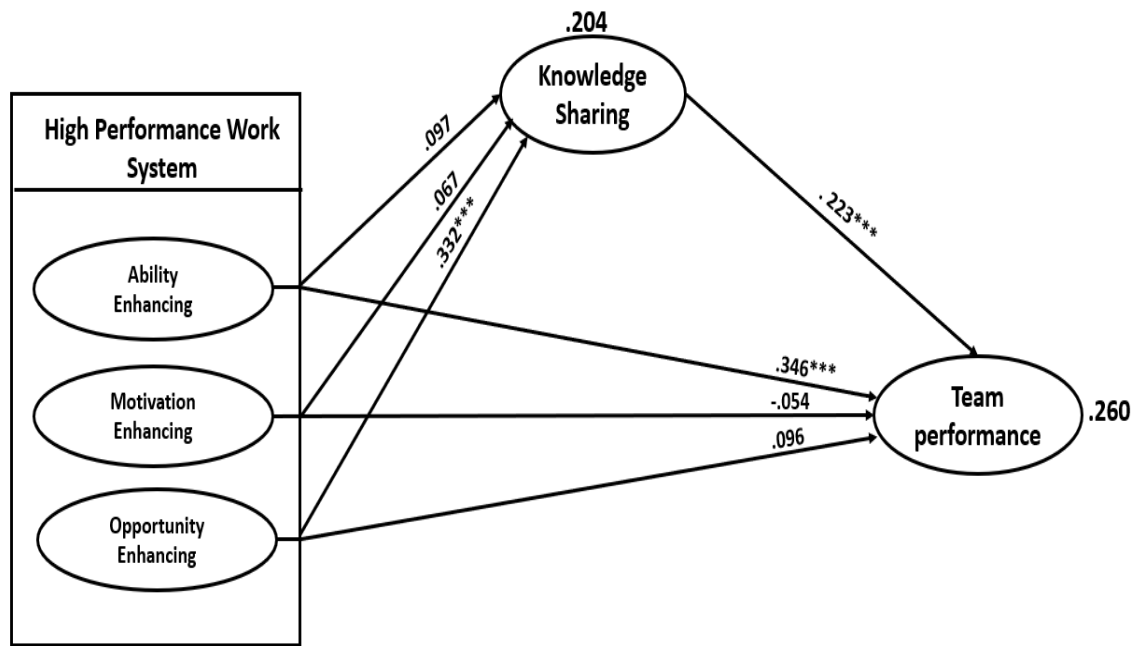


Figure 4-8 Impact of AMO on Team Performance in the Presence of Knowledge sharing mediator (SEM Model 2)

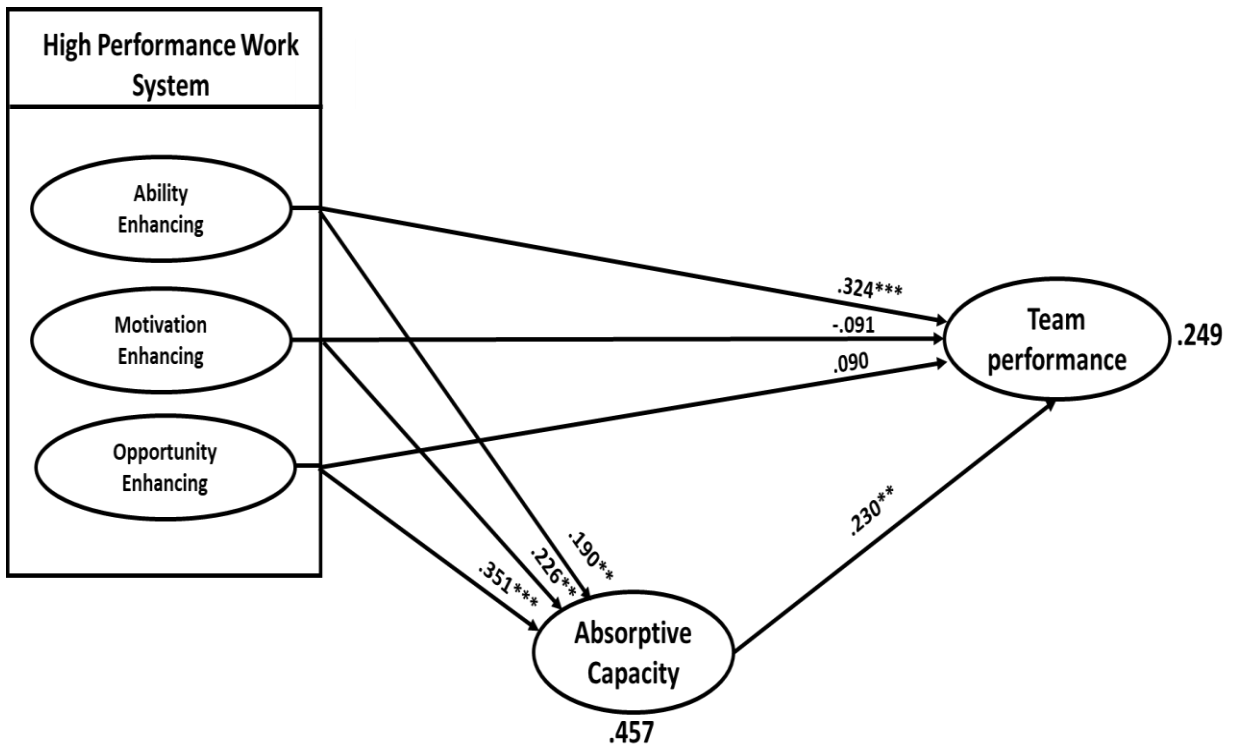


Figure 4-9 Impact of AMO on Team Performance in the Presence of Absorptive Capacity as Mediator (SEM Model 3)

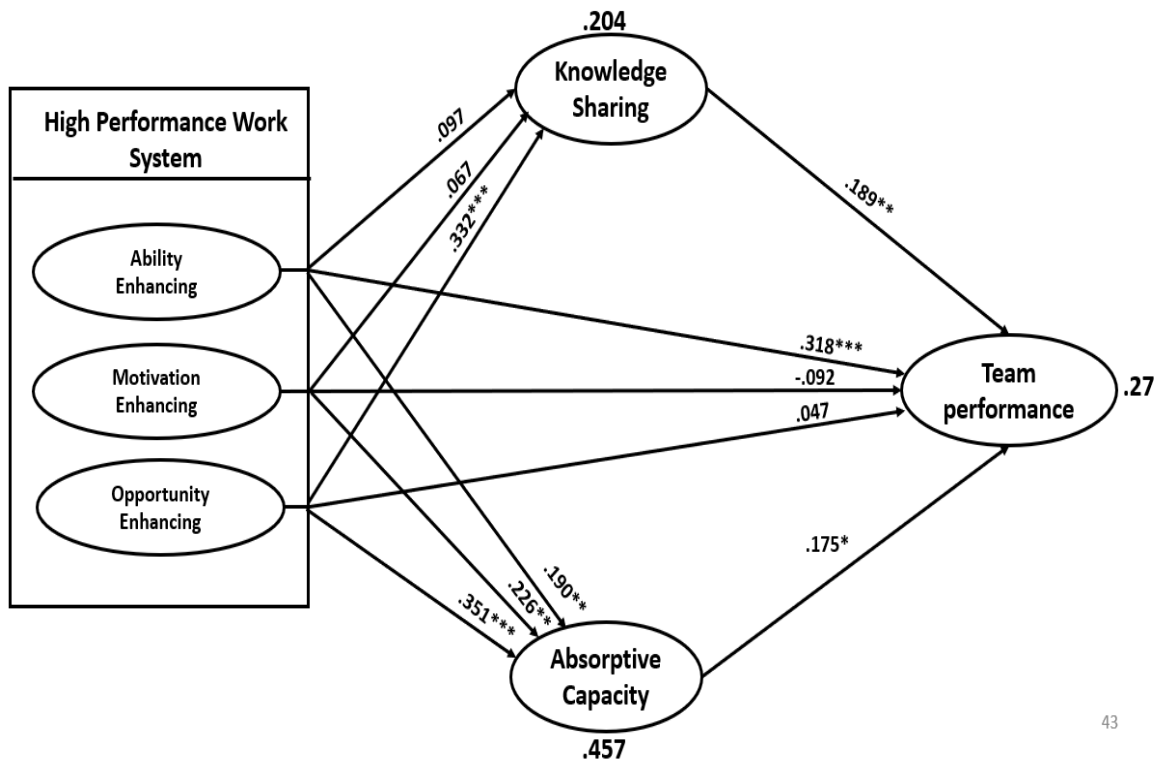


Figure 4-10 Impact of AMO on Team Performance with parallel mediators (SEM Model 4)

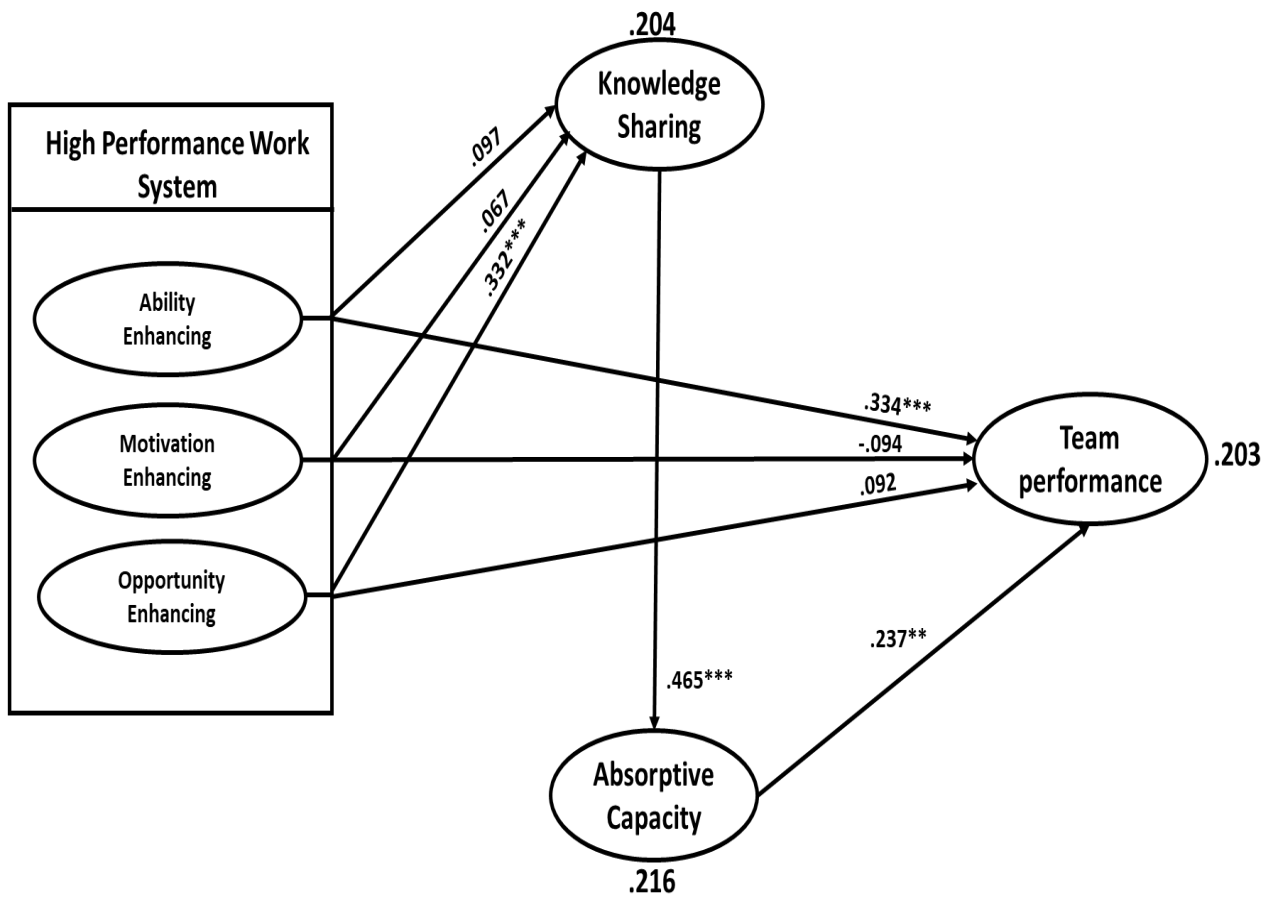


Figure 4-11 Impact of AMO on Team Performance with series mediators (SEM Model 5)

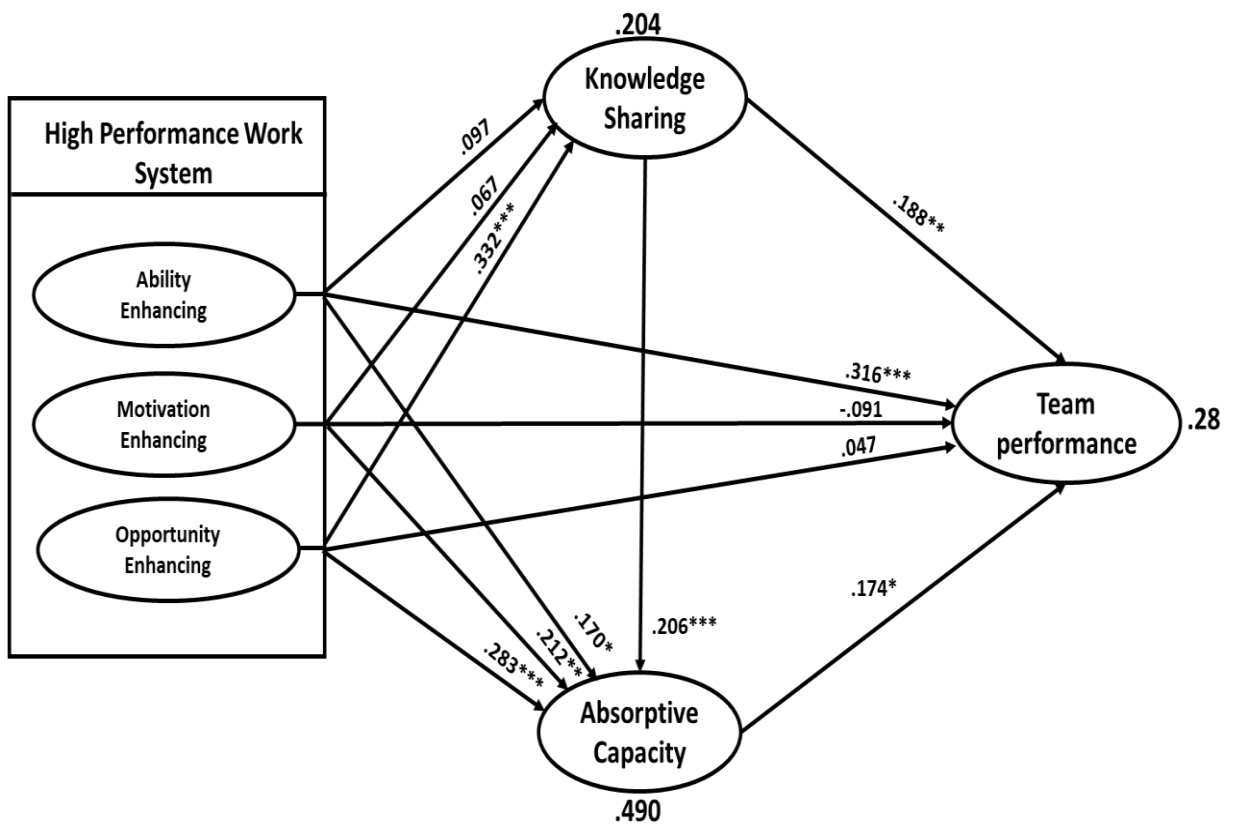


Figure 4-12 Impact of AMO on Team Performance with series and parallel mediators (SEM Model 6)

Table 7 SEM Models Summary

SEM Model	Exogenous Variables	Mediating Variables	Endogenous Variable	Direct Effect	Indirect Effect	Total Effect	Variance Explained
Model 1	Ability Enhancing	-	Team Performance	Ability: Positive	-	Ability: Positive	TP: 0.220
	Motivation Enhancing			Motivation: No Effect	-	Motivation: No Effect	
	Opportunity Enhancing			Opportunity: Positive	-	Opportunity: Positive	
Model 2	Ability Enhancing	Knowledge Sharing	Team Performance	Ability: Positive	-	Ability: Positive direct effect on TP	KS: .204 TP: .260
	Motivation Enhancing			Motivation: No Effect	-	Motivation: No Effect	
	Opportunity Enhancing			Opportunity: Positive	Knowledge sharing Partial Mediation	Opportunity: Partial	
Model 3	Ability Enhancing	Absorptive Capacity	Team Performance	Ability: Positive	Absorptive Capacity: Partial	Ability: Partial	AC: .457 TP: .249
	Motivation Enhancing			Motivation: No Effect	Absorptive Capacity: Full	Motivation: Full	
	Opportunity Enhancing			Opportunity: Full	Absorptive Capacity: Full	Opportunity: Full	
Model 4	Ability Enhancing	Knowledge Sharing, Absorptive Capacity	Team Performance	Ability: Positive	Knowledge Sharing: Full, Absorptive Capacity: Partial	Ability: Partial	KS: .204 AC: .457 TP: .27
	Motivation Enhancing				Model 4	Ability, Motivation, Opportunity Enhancing	
	Opportunity Enhancing				Model 4	Ability, Motivation, Opportunity Enhancing	
Model 5	Ability Enhancing	Knowledge Sharing, Absorptive Capacity	Team Performance	Ability: Positive	Knowledge Sharing: No Effect, Absorptive Capacity: Full	Ability: Partial	KS: .204 AC: .216 TP: .203
	Motivation Enhancing			Motivation: No Effect	Knowledge Sharing: No Effect, Absorptive Capacity: Full	Motivation: No Effect	
	Opportunity Enhancing			Opportunity: Positive	Knowledge Sharing: Positive, Absorptive Capacity: Full	Opportunity: Partial	
Model 6	Ability Enhancing	Knowledge Sharing, Absorptive Capacity	Team Performance	Ability: Positive	Knowledge Sharing: Full, Absorptive Capacity: Full	Ability: Positive	KS: .204 AC: .490 TP: .28

	Motivation Enhancing			Motivation: Full	Knowledge Sharing: Full, Absorptive Capacity: Full	Motivation: Full	
	Opportunity Enhancing			Opportunity: Full	Knowledge Sharing: Full, Absorptive Capacity: Full	Opportunity: Full	

4.6.3 Specific Mediation Effect: (Phantom Model)

The phantom model approach is used by studying the individual impact of each mediator between AMO and Team Performance. Our model has two parallel mediators (Knowledge sharing and Absorptive Capacity) mediating between AMO and Team Performance. We used the Phantom model approach to measure each mediating variable's specific effect and impact (Macho & Ledermann, 2011). In the Phantom model Figure 4.8, we analyzed the absorptive capacity-based path at 0 and calculated the estimates and confidence intervals through knowledge sharing. We then fixed the knowledge-sharing-based path at 0 and calculated absorptive capacity estimates and confidence intervals (see Figure 4.9). The details of specific effect estimates, confidence intervals, and differences are listed in Table 4-8, giving us insight into the estimation for ranking comparison between the two specific mediating effects. Table 4-8 indicates that the knowledge-sharing-based indirect effects are significantly stronger than absorptive capacity-based indirect effects for building Team Performance from AMO variables. The difference between the effects results from the significant difference between the estimates of two mediation effects on Team Performance. The effect of knowledge sharing on team performance is much more potent than absorptive capacity as shown in (Table 4-8).

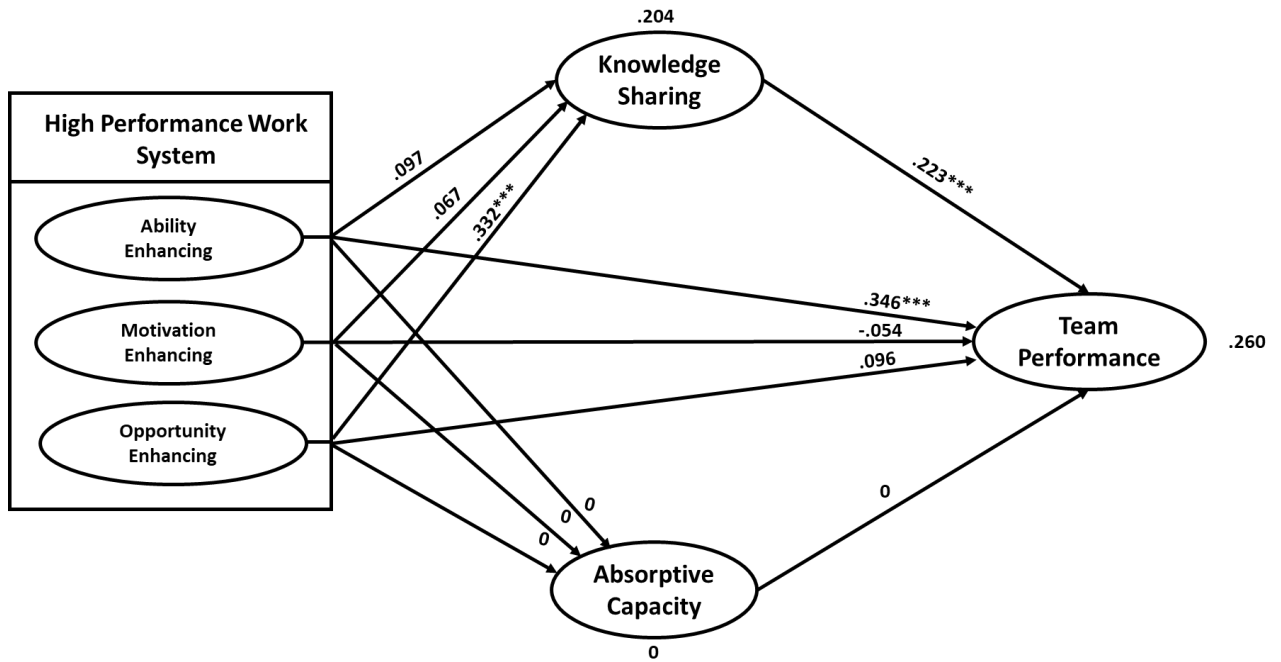


Figure 4-13 Phantom model with the impact of AMO on Team Performance with Knowledge sharing as a mediator

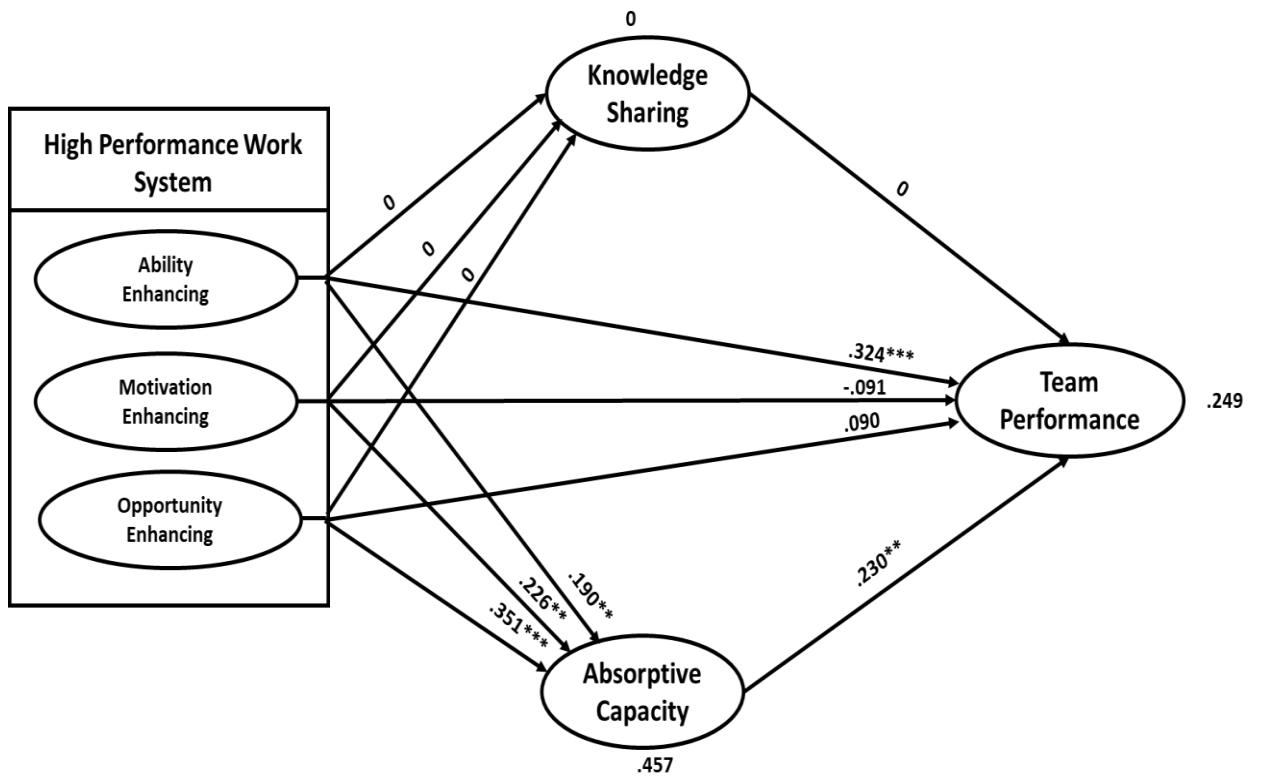


Figure 4-14 Phantom model with the impact of AMO on Team Performance with Absorptive Capacity as a mediator

Table 4-8 Specific Indirect effect with the Phantom modeling approach

HPWS Practices (AMO)	The indirect effect of knowledge sharing			The indirect effect of absorptive capacity			Contrast		
	Estimate	BCCI		Estimate	BCCI		Estimate	BCCI	
		Lower	Upper		Lower	Upper		Lower	Upper
Ability enhancing	.022	-.0004	.076	.044	.011	.092	.011	-.015	.016
Motivation enhancing	.015	-.011	.057	.052	.014	.121	.001	-.025	.449
Opportunity Enhancing	.074	.025	.151	.081	.031	.173	.659	.148	.022
Variance explained in TP (R²)	.260			.249			.011		

BCCI Bias Corrected Confidence Interval

4.7 Discussion:

This research examined how High-Performance Workplace Systems (HPWS) affect team performance in Pakistan's IT sector, accounting for the moderating roles played by the exchange of knowledge and absorptive capacity. The links between HPWS practises, information sharing, capacity to absorb information, and team performance are illuminated by our findings.

According to the study's demographics, the participants were mostly men, with only a small percentage of females making up the technical and managerial employees from various IT organisations. Employees in entry-level, mid-level, and upper-level jobs were included in the sample to provide unique insights into the topic at hand.

The data was found to be regularly distributed after examining its skewness and kurtosis values, validating the use of subsequent statistical tests. The results can be trusted because the internal consistency as well as dependability of the measuring scale were found to be quite high during the reliability examination (Cronbach's alpha).

All of the necessary requirements for valid measurement models were satisfied, and the investigation established the discriminant and convergent reliability of the variables. This proved that the model's variables were successfully measuring the concepts they were meant to represent.

Several iterations of the CFA measurement model were performed until a satisfactory fit was found. In the final method, we looked at how HPWS practises' indirect and direct impacts on team performance were mediated by knowledge sharing and capacity to absorb.

Results from testing the hypothesis were inconsistent. A number of ideas about the connections between HPWS, knowledge sharing, absorbency, and team performance were confirmed. However, several HPWS practises did not have the expected effect on the team's performance or knowledge sharing.

Understanding the unique mediation effects of information transfer and cognitive flexibility was investigated using a phantom model strategy. Indirectly affecting team performance, knowledge sharing was found to be much more influential than absorptive capacity.

Overall, the study sheds light on the IT sector in Pakistan. It was observed that effective HPWS practises improved team performance, with information sharing playing a

pivotal mediating function. These findings can be used by businesses to improve team performance and the final results of their projects.

Nonetheless, there are caveats to this study. The study may have limited applicability outside of the information technology (IT) sector in Pakistan. The use of self-reported questionnaires further raises the possibility of response bias. To further support the results, future research may use more objective measurements or combine data from other sources.

As a result of this research, we have a better grasp of how HPWS influences knowledge transfer, retention, and team output. Facilitating efficient HPWS practises and encouraging a culture of information sharing in organisations are highlighted as key factors in enhancing team performance. The findings have real-world consequences for the IT sector and open the door to deeper investigation into the factors and settings surrounding High-Performance Work Organisations and team dynamics in the future.

CHAPTER 5: CONCLUSION AND FUTURE RESEARCH

The outcomes of the research presented in Chapter 4 are summarized below. In this chapter, we began by discussing the effects, connections and impact of natural, exogenous, and mediation factors on one another and providing a brief summary of our research findings. We emphasized how our research adds to existing understanding as well. Implementing the recommendations made in this chapter's managerial implications section can have a profoundly favorable effect on the outcomes of building projects. We compiled the most important takeaways and discussed the findings of this study. The recommendations and ramifications of these studies were also examined in this chapter. Finally, this chapter discusses the restrictions of this study and offers suggestions for future research for scholars who wish to make contributions to this field.

5.1 Summary of Findings

The goal of this study was to disentangle the mediating role of shared understanding as well as Absorptive Capacity in the connection across AMO (Ability Enhancing, Motivational, and Possibility Enhancing) practices and Team Performance in Pakistan's IT sector. structural equation modeling, or SEM, and the Phantom model technique's results were used to confirm the study's hypotheses. Here are some of the key insights that may be gleaned from this study:

5.1.1 The Effect of AMO on Team Performance

Positive and significant effects of Ability Enhancing and Possibility Enhancing on Team Performance were found. However, there was no discernible correlation between Motivation Boosting and Team Performance. This shows that fostering employee development and giving them room to succeed at work might boost Team Performance. However, it's possible that Team Performance won't improve just as a result of employee motivation.

5.1.2 The Effect of Knowledge Sharing on Team Performance as a Mediator

It was revealed that the connection between Opportunity Expanding and Team Performance was totally mediated by Knowledge Sharing. This suggests that the benefits of giving employees opportunity ultimately boost Team Performance by encouraging Knowledge Sharing among team members. Knowledge Sharing was not considerably impacted by either Ability Enhancing or Motivation Enhancing.

5.1.3 The effect of Absorptive Capacity on Team Performance as a mediator

Knowledge sharing and absorbent capacity were considered as parallel mediators to analyse the both the direct and indirect impact of Improving AMO on Team Performance.

Knowledge Sharing was found to be unaffected by both boosting abilities and motivation. This implies that increasing employees' skills and enthusiasm has a modest effect on Knowledge Sharing among team members.

Ability Enhancing, on the other hand, was found to have a sizeable beneficial immediate consequences on Team Effectiveness, underscoring its centrality to the team's total efficacy. Knowledge sharing and team performance were not significantly affected by motivation enhancement.

Interestingly, the data showed that between OE and Team Performance, Knowledge Sharing played the role of a full mediator. Therefore, encouraging Knowledge Sharing amongst team members is the most effective means of channelling the good effect of giving chances to staff members on Team Performance.

In addition, the results demonstrated that Absorptive Capacity fully mediated the connection between ME and OE and Team Performance. While Absorptive Capacity did mediate the association between Ability Enhancing and Team Performance, it did so only partially in this situation.

Collectively, Model 4 highlights the sharing of knowledge as a significant aspect that determines the influence of Opportunity Enhancement on Team Performance. Absorptive Capacity's multiple responsibilities as a mediator between motivation and opportunity enhancement are also highlighted.

5.1.4 The Parallel Mediation of Knowledge Sharing and Absorptive Capacity

The results demonstrated a strong positive correlation between sharing of knowledge and absorptive capacity. This suggests that promoting an environment where team members feel comfortable sharing their knowledge will enhance the group's capacity to learn and apply new information. However, Ability Boosting and Motivated Enhancing had no effect on People's Willingness to Share What They Know.

5.1.5 The sequential mediation of Knowledge sharing and Absorptive Capacity

To better comprehend the mutual influence of sharing expertise and Absorptive Capacity, and their joint effect on team effectiveness when paired with capacity, drive, and opportunity Optimizing (AMO) activities, we investigated the mediation between these two factors. Knowledge sharing was found to have a substantial, favorable effect on learning absorption. This indicates that fostering a culture of the exchange of knowledge inside the team can improve the team's ability to assimilate and use new information. Knowledge Sharing, on the other hand, was unaffected by both Ability Boosting and Motivation Enhancing.

Our research also showed that the relationship between Possibility Enhancing and team efficiency was moderated in a major way by the sharing of knowledge. This suggests that the beneficial effect of employee opportunity provision on the team's efficiency is mediated, at least in part, by the encouragement of the sharing of knowledge within the team.

The results also showed that there was a partial mediating influence of Absorptive Capacity across Ability Enhancement and Team Efficiency. This suggests that a team's ability to assimilate and use new information is a key factor in explaining the positive influence that training employees has on performance.

When it comes to explaining the effect of AMO activities on Team Performance, SEM Model 5 overall emphasizes the significance of the sharing of knowledge and Absorptive Capacity. It also stresses the interdependence of the two mediating components, highlighting the importance of knowledge sharing in improving the team's ability to assimilate new information.

5.1.6 The combined impact of AMO, Knowledge Sharing, and Absorptive Capacity

To investigate the combined effect of AMO for Team Performance, taking into account both serial and parallel mediated effects, we combined all the existing models into a single, comprehensive mixed model. The research showed that between Opportunity Boosting and Team Performance, Knowledge Sharing acted as a full mediator, while Ability Enhancing and Motivation Enhancing had little to no effect on Knowledge Sharing.

In addition, Ability Enhancing was found to have a sizeable beneficial effect on Team Achievement, highlighting its critical role in propelling the overall efficiency of the team.

However, Absorptive Capacity fully mediates the relationship between Motivation Enhancing and Opportunity Enhancing, despite Motivation Enhancing's lack of direct influence on Team Performance.

In terms of mediation, we discovered that Absorptive Capacity totally mediated the connection between Motivated and Opportunity Enhancing and Team Performance. While Absorptive Capacity did mediate the association between Ability Enhancing and Team Performance, it did so only partially in this situation.

Knowledge sharing had a moderate effect on the dependent variables, with 0.204 of their variance explained. on addition, Absorptive Capacity explained 0.490 of the total deviation, while Team Performance accounted for 0.280, demonstrating significant influence on the model.

In order to fully grasp the interconnected nature of AMO practices, Knowing Sharing, Absorptive The capacity, and Team Performance, the SEM Model 6 is employed. It exemplifies The importance of each factor and their cumulative impact on how well teams perform in Pakistan's IT sector.

5.1.7 The specific indirect effects

Using the heroine of the Phantom model strategy, we investigated the particular indirect effects. The findings revealed that Knowledge Sharing's indirect effect on the team's performance was substantially more powerful than Absorptive Capacity's indirect effect on team performance. This suggests that Knowledge Sharing, rather than Absorptive Capacity, plays a more significant role in constructing Performance of Teams from AMO factors.

5.2 Body of Knowledge Contribution

Several gaps in the literature on HR management and organizational behavior are filled by this study. At the outset, it explains how AMO practices might help improve Team Performance in Pakistan's IT sector. In addition, it emphasizes the role of sharing expertise as a moderator between Possibility Enhancing and Team Effectiveness. It also highlights the importance of AC as a bridge between ME and OE and TP. At last, it shows how AMO techniques affect team performance through the consecutive mediation of the KS and AC.

5.3 Managerial Implications

The results of this research have important significance for IT business leaders and human resource professionals in Pakistan. Managers may raise Team Performance by giving their staff more talents to learn and develop their skills. Team Performance can be improved even further by fostering an environment where information is freely shared. Managers should also take note of the role that absorptive capacity plays in amplifying the results that inspires and opportunity enhancement on team performance. Knowledge sharing and capacity to absorb are two factors that can have a significant indirect impact on team performance, and managers who are aware of these effects can design interventions to boost output.

5.4 Conclusion

In conclusion, this research contributes new understanding of how AMO procedures, knowledge sharing, absorbent capacity, and the team's performance interact in Pakistan's information technology sector. These results stress the significance of encouraging employees to share their knowledge and expertise and providing them with opportunities to expand their skillsets in order to boost Team Performance. In addition, the impact of AMO procedures on Team Performance is moderated by the function that Absorptive Capacity plays. These results provide insight into the elements that drive Performance of Teams in the computing sector and can guide businesses in the development of successful HR strategies.

5.5 Practical Implications and Recommendations

The findings of this study hold several practical implications for managers and HR practitioners in the IT industry of Pakistan. First and foremost, organizations must foster a culture of knowledge sharing within the teams. Encouraging open communication, providing platforms for sharing ideas and expertise, and recognizing and rewarding knowledge-sharing behaviors can enhance the team's overall capacity for knowledge absorption and utilization. By promoting knowledge sharing, organizations can create a learning-oriented environment that contributes to improved team performance.

Furthermore, managers should pay special attention to the different mediation roles played by Absorptive Capacity. It is vital to focus on enhancing employees' abilities and providing growth opportunities while also building their capacity to absorb and utilize knowledge effectively. Investing in training programs and resources that promote absorptive capacity development can lead to improved team performance and innovation.

Additionally, our study highlights the importance of AMO practices in driving team performance. Managers should prioritize and implement practices that enhance employees' abilities, and motivation, and provide growth opportunities. By doing so, organizations can positively influence team performance and overall organizational effectiveness.

Moreover, the sequential mediation of Knowledge Sharing and Absorptive Capacity underscores their interdependence. To optimize their combined impact, organizations should strategically align knowledge-sharing initiatives with efforts to enhance absorptive capacity. This can be achieved through cross-functional collaboration, creating communities of practice, and implementing knowledge management systems that facilitate easy access to relevant information.

Finally, the findings from the parallel mediation of Knowledge Sharing and Absorptive Capacity suggest that organizations should focus on both mediators simultaneously. While knowledge sharing plays a crucial role in channeling the impact of opportunity-enhancing practices, absorptive capacity serves as a mediator for both motivation and opportunity-enhancing practices. By understanding the distinct roles of these mediators, managers can design targeted interventions to leverage their combined effect on team performance.

In conclusion, the practical implications derived from this study provide valuable guidance for organizations seeking to enhance team performance and overall organizational effectiveness in the IT industry of Pakistan. By implementing effective knowledge-sharing strategies, promoting absorptive capacity development, and prioritizing AMO practices, organizations can create a dynamic and high-performing work environment that fosters continuous learning and innovation. These strategic interventions can lead to improved team performance, increased employee engagement, and ultimately, a competitive advantage in the rapidly evolving IT industry.

5.6 Limitations and Future Directions

Several caveats should be taken into account while analyzing the findings of this study. The data may be skewed because it was gathered through a self-reported poll. To get around this problem, researchers can use diverse data sources or objective performance measures in future studies.

Second, the study was conducted in the context of the IT industry in Pakistan, which may reduce the transferability of the results to other settings or cultures. The effects of AMO procedures on Performance of Teams in various sectors and nations can be investigated in future studies.

Third, the research only looked at a subset of AMO behaviors; other practices and factors inside an organization may also have an impact on Team Performance. More research needs to be done to determine the cumulative effect of different HR strategies on Team Performance.

In spite of these caveats, the study's findings on AMO procedures, Expertise Sharing, Absorptive Capacity, or performance of teams in Pakistan's IT sector are insightful. These results add to the literature in the fields of organizational behavior and human resource management, while also providing actionable insights for managers and HR professionals interested in boosting team performance. More study is needed to fully understand the aspects that influence Team Performance and the overall performance of an organization.

In conclusion, this study provides useful insights for scholars as well as practitioners in the fields of HR management and business conduct by illuminating the significance of AMO methods, Understanding Sharing, and AC in improving Team Performance. Organizations may build efficient HR strategies and encourage a culture of lifelong

learning and performance enhancement if they have a firm grasp on how these factors interact with one another. This research adds to the existing body of information and paves the way for additional studies to be conducted in this area.

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APPENDIX A

Questionnaire on AMO

Ability-enhancing HR practices

- (1) Only the best are hired to work in my company
- (2) When new employees are hired, they must go through an extensive hiring process in which they are interviewed a number of times
- (3) The company provides training for me to learn new ways to do my job
- (4) There are formal training programs to teach new hires the skills they need to perform their job
- (5) Training programs in my company are comprehensive
- (6) Performance appraisals provide specific feedback concerning how my performance can be improved
- (7) The results of the performance appraisal are used to determine my training needs

Motivation-enhancing HR practices

- (1) Our pay in this company is higher than what competitors offer
- (2) Our bonuses are closely tied to individual or group performance
- (3) Part of my compensation is based on how well the company is doing financially
- (4) I regularly (at least once a year) receive a formal evaluation of my performance
- (5) Performance appraisals are based on objective quantifiable results
- (6) I have the opportunity to receive extra benefits such as housing benefit provided by the company

Opportunity-enhancing HR practices

- (1) My company places a great deal of importance on working in teams
- (2) The work is organized around teams for a majority of staff
- (3) There is a reasonable and fair complaint process in my company
- (4) Information about how well my company is doing financially is shared with me
- (5) I am given enough information to understand my role in this company
- (6) I am well-informed about how well the company is performing
- (7) I have opportunities to make important work-related decisions such as how the work is done or implement new ideas
- (8) If there is a decision to be made, I have opportunities to participate in the decision-making process
- (9) I do not have a say in the decisions that are made around here

APPENDIX B

Questionnaire on Knowledge Sharing Behaviour

Knowledge Sharing Behavior

- (1) I often participate in knowledge sharing activities in my team
- (2) I usually spend a lot of time conducting knowledge-sharing activities in my team
- (3) I usually share my knowledge with the other members of my team

APPENDIX C

Questionnaire on Team Performance

Team Performance

- (1) Our team's performance is good.
- (2) Our team is effective in getting things done quickly.
- (3) Our team is effective.
- (4) Our team is productive.

APPENDIX D

Questionnaire on Absorptive Capacity

Absorptive capacity |

- (1) We are able to identify and acquire internal and external knowledge.
- (2) We have effective routines to identify, value, and import new information and knowledge.
- (3) We have adequate routines to analyze the information and knowledge obtained.
- (4) We have adequate routines to assimilate new information and knowledge.
- (5) We can successfully integrate my existing knowledge with the new information and knowledge acquired.
- (6) We are effective in transforming existing information into new knowledge.
- (7) We can successfully exploit internal and external information and knowledge into concrete applications.
- (8) We are effective in utilizing knowledge into new products and services