**Table I: Reliability Analysis**

|  |  |  |
| --- | --- | --- |
| **Variables** | **No. of Items** | **Alpha values** |
| HRPE | 11 | 0.805 |
| OC | 12 | 0.806 |
| HPWS | 9 | 0.755 |

**Table 2: Factor Loadings, Convergent Validity and Reliability**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Constructs** | **Items** | **Loadings** | **Cronbach's α** | **CRa** | **AVEb** |
| HR Professionals’ Effectiveness | HRPE1 | 0.837 | 0.884 | 0.907 | 0.523 |
| HRPE2 | 0.660 |  |  |  |
| HRPE4 | 0.747 |  |  |  |
| HRPE5 | 0.655 |  |  |  |
| HRPE6 | 0.633 |  |  |  |
| HRPE8 | 0.764 |  |  |  |
| HRPE9 | 0.829 |  |  |  |
| HRPE10 | 0.586 |  |  |  |
| HRPE11 | 0.756 |  |  |  |
| Organizational Culture | OC2 | 0.694 | 0.899 | 0.916 | 0.500 |
| OC3 | 0.696 |  |  |  |
| OC4 | 0.814 |  |  |  |
| OC5 | 0.720 |  |  |  |
| OC6 | 0.641 |  |  |  |
| OC7 | 0.716 |  |  |  |
| OC8 | 0.783 |  |  |  |
| OC9 | 0.714 |  |  |  |
| OC10 | 0.742 |  |  |  |
| OC11 | 0.592 |  |  |  |
| OC12 | 0.638 |  |  |  |
| High Performance Work System | HPWS1 | 0.518 | 0.848 | 0.887 | 0.537 |
| HPWS2 | 0.663 |  |  |  |
| HPWS3 | 0.576 |  |  |  |
| HPWS4 | 0.812 |  |  |  |
| HPWS5 | 0.800 |  |  |  |
| HPWS7 | 0.843 |  |  |  |
| HPWS8 | 0.839 |  |  |  |

a: CR = (Σ factor loading) 2/{(Σ factor loading) 2) + Σ (variance of error)}

b: AVE = Σ (factor loading) 2/(Σ (factor loading) 2 + Σ (variance of error)}

**Table 3: Significance of the Loadings**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Constructs** | **Items** | **Loadings** | **SE** | **T-values** | **P-values** |
| HR Professionals’ Effectiveness | HRPE1 | 0.837 | 0.069 | 12.201 | 0.000 |
| HRPE2 | 0.660 | 0.120 | 5.49 | 0.000 |
| HRPE4 | 0.747 | 0.061 | 12.284 | 0.000 |
| HRPE5 | 0.655 | 0.078 | 8.439 | 0.000 |
| HRPE6 | 0.633 | 0.084 | 7.553 | 0.000 |
| HRPE8 | 0.764 | 0.083 | 9.178 | 0.000 |
| HRPE9 | 0.829 | 0.050 | 16.661 | 0.000 |
| HRPE10 | 0.586 | 0.139 | 4.232 | 0.000 |
| HRPE11 | 0.756 | 0.074 | 10.231 | 0.000 |
| Organizational Culture | OC2 | 0.694 | 0.106 | 6.558 | 0.000 |
| OC3 | 0.696 | 0.130 | 5.356 | 0.000 |
| OC4 | 0.814 | 0.052 | 15.652 | 0.000 |
| OC5 | 0.720 | 0.050 | 14.304 | 0.000 |
| OC6 | 0.641 | 0.139 | 4.626 | 0.000 |
| OC7 | 0.716 | 0.121 | 5.924 | 0.000 |
| OC8 | 0.783 | 0.079 | 9.961 | 0.000 |
| OC9 | 0.714 | 0.097 | 7.37 | 0.000 |
| OC10 | 0.742 | 0.058 | 12.847 | 0.000 |
| OC11 | 0.592 | 0.097 | 6.13 | 0.000 |
| OC12 | 0.638 | 0.096 | 6.62 | 0.000 |
| High Performance Work System | HPWS1 | 0.518 | 0.200 | 2.592 | 0.010 |
| HPWS2 | 0.663 | 0.141 | 4.705 | 0.000 |
| HPWS3 | 0.576 | 0.158 | 3.652 | 0.000 |
| HPWS4 | 0.812 | 0.054 | 15.004 | 0.000 |
| HPWS5 | 0.800 | 0.081 | 9.92 | 0.000 |
| HPWS7 | 0.843 | 0.062 | 13.552 | 0.000 |
| HPWS8 | 0.839 | 0.054 | 15.458 | 0.000 |

**Table 4: Correlations of Discriminant Validity**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Latent Variables** | **HRPE** | **OC** | **HPWS** | **AVE** |
| 1) HRPE | **0.723** |  |  | **0.523** |
| 2) OC | 0.687 | **0.707** |  | **0.500** |
| 3) HPWS | 0.562 | 0.479 | **0.732** | **0.537** |

Note: The values in the diagonals cells (bold) are the square root of the AVE while the un-bolded values are the correlations

**Table 5: Hypotheses Testing Results**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Hypotheses** | **Path Coefficient** | **SE** | **T-values** | **P-values** | **R2** | **Decision** |
| **H1** | OC -> HRPE | 0.561 | 0.156 | 3.588 | 0.000 | 0.708 | Supported |
| **H2** | OC\*HPWS->HRPE | 0.093 | 0.054 | 1.731 | 0.084 | 0.720 | Supported |

\**p* < 0.05; \*\**p* < 0.01; \*\*\**p* < 0.001