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The Darker Side of High Performance Work Systems: Examining Employee Psychological Outcomes and Counterproductive Work Behavior

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Abstract

The purpose of this paper is to analyze the impact of the employee perception about high performance work systems (HPWS) on employee psychological outcomes and further their impact on counterproductive work behavior. After reviewing the literature on rhetoric versus reality of HPWS, the potential "dark side" of HPWS authors suggested that HPWS, aimed at creating a competitive advantage for organizations, do so at the expense of workers, thus resulting in negative consequences for individual employees. This paper analyzes these relationships using a total sample of 287 from firms operating in Pakistan. Findings revealed that employee perception about HPWS are positively associated with employee psychological outcomes (anxiety, job burnout, role overload) which further results in a negative behavior of the employees at workplace. One of the main limitations of this paper is the cross-sectional design of the empirical research and the fact that data were collected from managerial staff only. Findings may guide managers' efforts in the development of learning programs which foster both individual and organizational performance. Finally, the paper provided empirical evidence of the proposed relationships in Pakistan.

Keywords: high performance work system, psychological outcomes, anxiety, job burnout, role overload, counterproductive work behavior and Pakistan.

1. Introduction

In the past few years there has been an increasing importance on the research on human resource management as organizations focus on ways to enhance organizational performance and efficiency. HPWS have emerged as a special area of interest in the research on strategic on strategic HRM. HPWS are a set of practices that typically comprise comprehensive recruitment, detailed training initiatives, increasing employee involvement and performance management (Huselid, 1995).

While earlier researchers focused on developing heterogeneous assets with resource-based view of the firm (Barney & Wright, 1998), a more flexible approach to organization with the contingent frameworks perspective (Boselie et al., 2005), and the social exchange theory perspective of increasing productivity, an alternative theoretical perspective in recent years has emerged that challenges the "rhetoric versus reality" of the mainstream HPWS that were previously perceived as beneficial for organizational outcomes. This perspective suggests that HPWS aimed at creating a competitive advantage for organizations often tends to neglect the individual employee, that results in an increased role overload, burnout and increasing pressure for individuals (Barney & Wright, 1998). Employee outcomes are either ignored or are used as an intermediate variable to ultimately achieve the goal of enhancing performance (Sparham & Sung 2007). Hence some scholars have emphasized on more employee-centered research focusing on the effects of HRM on employees as a part of HPWS studies (Zhang et. al., 2013; Jensen et al., 2013; Fan et. al., 2014).Counterproductive behaviors are distinct as they are volitional rather than accidental or mandated and they harm or intend to harm organizations and/or organizational stake holders including(but not restricted to) coworkers supervisors, clients and customers and clients(Spector et. al, 2006). These are highly costly and dangerous for the organizations. Sparham and Sung (2007) pointed out the financial costs (such as losses in productivity, reputation, lawsuits and compensations) and social costs (such as job dissatisfaction, physical and/or psychological injuries) related to discretionary behaviors.

This article is intended to add to the body of work on HRM by researching the neglected role of employees as the primary recipients of HPWS. By doing so we also extend the theoretical understanding of why HPWS may affect these employees' psychological outcomes to explain the 'black box' of HPWS and how these employee outcomes may relate to counterproductive work behavior. Specifically we try to argue that fairness perception of HPWS has a strong influence on employee reaction to these enacted policies. Echoing the concerns of Zhang et. al.(2013), our paper sets out to close this gap through examining the employee outcomes of HPWS in the Pakistani context. The results of the study could also provide data necessary for practitioners to feel more comfortable addressing the attitude, behavior of employees and particular dimension of organizational performance through adopting different set of high performance work practices constituting relevant high performance work practices systems.

The objectives of this study included:

- To understand the effect of HPWS on employees psychological outcomes (anxiety, job burnout, role overload)
- To determine the effect of different employee psychological outcomes (anxiety, job burnout, role overload) on employees counterproductive work behavior.

2. Literature Review

While increasing competitive pressures globally have made human resource managers turn to HPWS as a key to maintaining global competitiveness (Kumar, 2000), researchers that advocate a critical perspective of HPWS propose a difference between the soft and hard practices of HRM, which refer to systems that aims at increasing commitment or control respectively (Guest, 2002). This means that if organizations aim to increase employee's commitment they need to explore both positive and negative perspective of HPWS, as this is one of the sources of competitive advantage in present era. HPWS can be defined as an umbrella term for the range of innovative human resource management practices, organizational structure and work processes which when used in certain combinations or bundles, are mutually reinforcing and produce synergistic benefits (Huselid, 1995). These systems draw their strength from the following core HR policy principles: (1) Sophisticated selection and training; (2) Behavior-based appraisal and advancement criteria; (3) Contingent pay systems; (4) Job security; and (5) Employee involvement initiatives (Guest, 2002).Firm data used in HRM studies is often biased at the management level as it gives insufficient attention to the employees, who are at the receiving end of the HR policy (Thompson, 2011). This is one of many reasons why literature on links between HRM and performance using firm data often fails to provide findings that could be consistent or conclusive. A key problem with HPWS research is that workers are taken as abstract "objects: against which researchers measure certain responses to a given set of assumptions. As workers are themselves active agents and "subjects" who have an impact and that they shape the world around them(Grant & Shields, 2002; Dundon & Ryan, 2010) therefore there is a need to investigate the effectiveness of HPWS form the perspective of employees who are active agents of HRM activities of any organizations. It is therefore important to explore beyond the firm based data to focus on the relevance and the role of employees in shaping the outlook of HPWS. This is further supported by research that organizational–level performance improvements can be due to work intensification (Ramsey et al, 2000) rather that greater discretionary effort Boxall &Macky (2009), improved trust management (Thompson, 2011), or higher job satisfaction (Guest, 2002). A gap in employee perceptions of HPWS practices is related to the behavioral outcomes in terms of injustice and unfairness (Jensen, et. al, 2013). This raises a need to investigate the behaviourial outcomes of employees in presence of HPWS. Further, Grant and Shields (2002) pointed at the distinction that can be made in HRM practices at various levels. In the holistic review of the literature (Fan et al., 2014) we can conclude that the employee psychological outcome can serve as a potential mediating link that has been neglected in HPWS research when examining negative employee behavior at workplace.

For the recent years specific HR practices have picked up criticalness in Pakistan, the administrators are worried about gathering legitimate, administrative and confirmation prerequisites instead of execution impacts that may gather as a consequence of the usage of a superior practice (Bashir et al., 2012). Although there is increasing research on HPWS and its effects on performance, many unanswered questions remain in this field (Chaudhuri 2009). HPWS research has received considerable management goals over employee well-being (Boxall & Macky, 2009) were as employee's goals are neglected which need to be explores. As HPWS are designed to increase employee well-being at workplace their goals need to be aligned with the need of the employees along with

management. Therefore, a future study can attempt a definite investigation of HPWS from representative point of view as suggested by number of authors including (Kashif, & Rafi, 2011; Mahmood et al., 2014). This standpoint is evident in its narrow economic perspective of HPWS research, focusing on improving the efficiency and effectiveness of HR practices (Jensen et al., 2013), while the effects of HPWS on employees received less research attention (Sparham & Sung 2007; Chaudhuri 2009). For this reason, there is a need for more employee-centred research, aiming to restore the effects of HRM on employees to a central position of HPWS studies. If we are to continue to develop useful knowledge of the impact of HPWS on employees, we need to move beyond simple 'good vs bad' debates and explore how and why particular employee outcomes emerge in presence of HPWS which is the aim of this study.

3. Theoretical Framework

The theoretical framework for this study is drawn from four bodies of knowledge—High performance work system, counterproductive work behavior, employee psychological outcomes (anxiety, job burnout, role overload).

3.1 Counterproductive Work Behavior (CWB)

CWB is a bundle of behaviors that are intentionally shown and cause problem for organization and its members (O'Boyle Jr., 2010). Spector et al. (2006) said that counterproductive work behaviors are shown deliberately which works against organizational interests. Fox, Miles and Spector (2001) described CWB as unacceptable behavior. Spector et al. (2006) said that CWB is dangerous for social characteristics. Counterproductive behavior spreads throughout organization and increase organizational expensive as well as decreases employees wellbeing. (O'Boyle Jr., 2010). After reviewing CWB Fox, Miles and Spector (2001) concluded that CWB can be determined through two types of factors those are situational and individual. CWB can be determined by level of job satisfaction, job related stressors, negative thoughts and inconsistency towards positive thinking (Spector et al., 2006). Conflicts between members of an organization cause debates and unfair treatment (Fox et al., 2001; Jex & Spector, 1998). This means that CWB includes the group of unaccepted employee behaviors which work against the interest of any organizations as a result of unfairness and injustice at workplace.

3.2 High Performance Work Systems (Employee Perception)

HPWS refers to approaches to labor management characterized by participative forms of work, skills enhancement and mechanisms to motivate employees (Huselid, 1995), although there remains considerable debate about what the specific practices are which constitute HPWS (Thompson, 2011). Advocates have argued that these elements of HPWS are mutually reinforcing and work as systems in which employees have the latitude to make decisions, and the skills and motivation to do so effectively, as a result of which their effectiveness is enhanced (Guest, 2002). While early research on HPWS tended to test associations between HPWS practices and organizational performance (Jensen et al., 2013), more recently there has been a growth in research which has focused explicitly on the implications of HPWS for employees (Handel & Levine, 2004). HPWS generally give rise to positive impacts on employees by increasing their commitments in workplaces (Huselid, 1995). While some argued this actually have

considerable negative impacts on employees with increasing possibilities of imposing strains caused by stress and intensity of such work places (Chaudhuri, 2009).

3.3 Anxiety

Anxiety and depression has increased sharply in recent years (Spector et al., 2010), and prescriptions for medication have also increased. Anxiety disorders, these days, are frequent phenomenon and these disorders result in not only the suffering of the patient but also cost to the society (Fox & Spector, 1999). Anxiety disorders as is evident from the literature are a group of disorders heterogeneous in nature; these include disorders like agoraphobia and panic disorders, some specific phobias, social phobia and generalized anxiety (Spector et al., 2010). CWB according to literature is a manifestation of behavioral tension. Jex and Beehr (1991) Fox and Spector (1999), through their study, found evidence that emotions play a mediating role in the relation between organizational constraints, which can be considered as stressors, and CBW. The role of justice, within an organization, in causing job stress has specifically been demonstrated by Fox and Spector (1999) as the elicitation of consequent strain responses and negative emotion, hence linking stress to counterproductive behavior. If specialized and stressful workplace is not controlled properly and lacks, in some way, the factor of organizational justice then it can result in anxiety at the workplace which can consequently result in a counterproductive work behavior (Jex & Beehr, 1991).

3.4 Job Burnout

Maslach (1984) defines “Burnout” as a psychological disorder having characteristics of emotional fatigue, detachment and minimized individual achievement. It has been shown by pragmatic conclusions that elevated level of fatigue and stumpy level of commitment to work comprise the contrary range of work-related exhaustion (Demeroutiet al., 2010). Burnout Inventory in measuring burnout, embraces two fundamental aspects: exhaustion and commitment to work (Fan et al., 2014). The worker is more expected to face exhaustion that has to work in a traumatic atmosphere of work (Maslach 1984). In respect of HPWS, feelings of unfairness and executive restrictions cause amplified exhaustion levels and this burnout leads to both inactive and active CWB against the association and its associates (Demeroutiet al., 2010). Thus it is proposed that burnout has a significant cause in the calculation of unrestricted behaviors and provides a procedure by which personal, professional and institutional characteristics lead to CWB.

3.5 Role Overload

If a person feels the stress as a result of institutional and work-oriented aspects in the shape of expectations and limitations that have been put upon him he is experiencing ‘role overload (Lee & Schular, 1980). Role overload perception says that institutional features create role expectations among role setters, who then pass on these as role pressures to the person (Fox et al., 2001).Then there is also the counting of potential costs linked with the roles when persons are not able to execute the expected roles. Role overload is concerned with conditions in which workers believe that there are too many duties or activities demanded of them against the time on hand, their capabilities, and other restrictions (Jensen et al., 2013). When the criteria to judge expectations and limitations are indefinite, recruits may perceive it to be a menace to their wellbeing. Consequently, it will lead to the feeling of strain (Ramsay et al., 2000). Workers have been reported as facing problems in accomplishment of their allotted work appropriately

because of the overburden of work (Fox, Spector, & Miles, 2001). Researchers have agreed upon the fact that role overwork, role uncertainty and inconsistency have stronger associations with various responses of the workers, such as job contentment, managerial dedication, emotional collapse, and anxiety and apprehension and abnormal manners at office (Ramsay et al., 2000). A lot of stressors in job have been associated to the functioning of CWB, including role uncertainty, role divergence, overwork, institutional restraints, and interpersonal discrepancies (Fox et al., 2001).

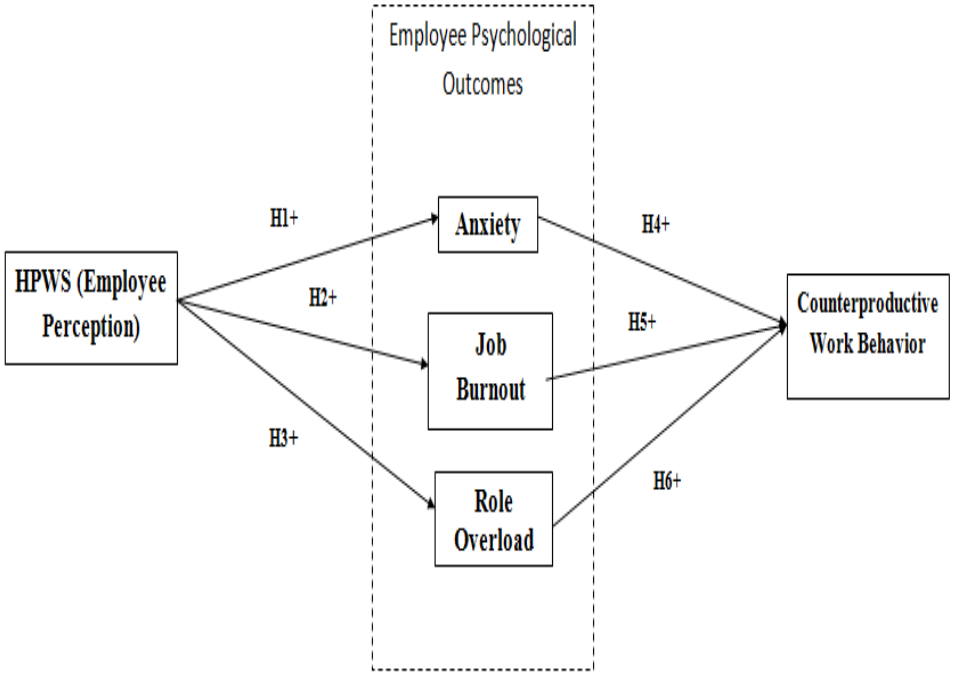

Figure1: Theoretical Model

- **H_1:** High performance work system (employee perception) positively contributes towards Anxiety
- **H_2:** High performance work system (employee perception) positively contributes towards Job Burnout.
- **H_3:** High performance work system (employee perception) positively contributes towards Role Overload.
- **H_4:** Anxiety positively contributes towards counterproductive work behavior.
- **H_5:** Job Burnout positively contributes towards counterproductive work behavior.
- **H_6:** Role Overload positively contributes towards counterproductive work behavior.

4. Methodology

4.1 Sample

Sample of this study were 287 employees working in different organizations of Islamabad which have adopted HPWS as in this study we aimed to investigate the employee perspective of HPWS and its impact on employee psychological outcomes and further its impact on employee counterproductive behavior in the organizations which have adopted HPWS.

4.2 Design of survey instrument

Relevant literature was reviewed for the measure of each construct. The employee perception about high performance work systems was measured using 6 items that were adapted from (Becker &Huselid, 1998), growing number of studies were reviewed to assess effects, recognition and perception, of HPWS on employees. Therefore we build our work to examine the employee perceptions of e in the context of HPWS. The counterproductive work behavior was adapted from (Gruys & Sackett, 2003), in order to measure employee behavior that goes against the rightful interests of an organization. Scale of anxiety was adapted from (Spector et al., 2006), in which employees were asked about their felling over the past month in term in term of pace of work, deadlines, workload and a perceived lack of personal control. The job burnout was measured using items adapted from (Maslach & Jackson, 1981), to measure the degree of depersonalization, reduced personal accomplishment and emotional exhaustion can occur among employees. Role overload was adapted from Cousins et. al. (2004), to measure the extent to which a person feels overwhelmed by his/her total responsibilities.

The items adapted from the above mentioned studies were repharased in the context of Pakistani cultural setting. To check if operationalization of variables correctly reflects the constructs developed the content validity was carried out in order to make sure that item are constructed in a way that all participants of the survey can read and understand them, any inconsistencies in the questionnaire was checked as it was developed in English. A pilot study was conducted before the questionnaire send to respondents for any adjustments. For pilot study, survey instrument was sent to 50 operating managers in different organizations to verify if construct for each variable have been defined in right direction. Few changes were asked, which were done after careful consultation of literature and discussion with professionals.

4.3 Data Analysis

AMOS 22 has been used for the data analysis of reliability and structural equation modeling analysis. For the demographic analysis frequency distribution was used. For descriptive analysis mean and standard deviation of all variables were formulated. Finally SEM analysis was employed to test the hypothesis of the study. About350 questionnaires were sent to the organizations which have adopted HPWS

4.4 Data collection

Positivism was an underlying philosophy of this research and for the research an inductive approach was used. For the research strategy quantitative approach was employed. The questionnaire method was used to conduct the survey. The survey reported here was conducted in April 2014 and restricted to organizations located in and around Islamabad Pakistan. Islamabad is federal capital of Pakistan having the head

offices of most of the multinational and national organizations operating in Pakistan. Islamabad has employees working here from all over Pakistan and from every ethnicity of Pakistan providing us with a suitable pool of employees.

4.5 Reliability

In this study Cronbach's alpha coefficient is calculated for the analyzing reliability, which shows the degree to which items within a factor are linked with one another. Table 1 demonstrated the results of reliability. In this table value of Cronbach's alpha ranged from 0.799 to 0.865, this showed that all variables demonstrated in the survey instrument are reliable.

Table 1: Reliability Analysis

Variables	**No of Items**	**Cronbach's alpha α**
High performance work systems	6	0.835
Counterproductive Work	5	0.837
Behavior	5	0.799
Anxiety	5	0.865
Job Burnout	4	0.858
Role Overload		

5. Results

For analysis of data various methods were employed, like demographic, descriptive, correlation was conducted in SPSS whereas CFA and path analysis is conducted in AMOS.

5.1 Demographic Analysis

In order to have a quick look on the characteristics of the respondents demographic analysis is performed. The demographic results are shown in Table 2.

Table 2: Demographic Analysis

		Frequency	Percentage
Gender	Male	198	69%
	Female	89	31%
Management Level	Top manager	29	10%
	Middle level manager	155	54%
	Operational manager	103	36%
Functional area	IT	136	45.7%
	Human Resource	74	25.9%
	Marketing	31	10.8%
	Training & Development	21	7.2%
	Finance	29	10.2%
Experience	>1 year	158	55.1%
	>5 years	109	37.9%
	>10 years	20	7%

5.2 Descriptive Analysis

Descriptive statistics help us to express large amount of data in a sensible and compact way. The mean value for HPWS is 1.891 which shows the census among respondents that they have a negative perception about High performance work system in their organization. Table 3 below shows all the variables with their respective mean and standard deviations.

Table 3: Descriptive Analysis

Construct	Mean	Std. Deviation	Skewness	Kurtosis
HPWS	1.891	0.593	-0.955	0.462
Anxiety	2.317	0.831	0.812	0.144
Job Burnout	1.991	0.948	1.203	0.046
Role Overload	2.182	0.818	0.705	0.673
CWB	3.177	0.565	-0.792	0.437

5.3 Correlation

The Pearson product-moment correlation is used to determine the relationship between the variables. The results obtained shows that job burnout have a low positive correlation with HPWS and CWB i.e. 0.0238 and 0.256 respectively as shown in table 4.

Table 4: Correlation Statistics (N=287)

Constructs	HPWS	ANX	BUN	ROL	CWB
High Performance work system (HPWS)	1				
Anxiety (ANX)	0.50**	1			
Job Burnout (BUN)	0.23**	-0.01**	1		
Role Overload (ROL)	0.42**	0.46**	-0.01**	1	
Counterproductive Work Behavior(CWB)	0.71**	0.57**	0.25**	0.32**	1

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

5.4 Structural Equation Modeling (SEM)

In this section we developed and analyzed measurement and structural model. Firstly we will discuss the model of measurement through (CFA) further in the next section structural model will be discussed.

5.5 Measurement Model

In this study we will draw a measurement model to conduct Confirmatory Factor Analysis (CFA) with maximum likelihood method. Although an established measurement scale is adapted from the literature but still we have applied Confirmatory Factor in order to check the validity of instrument (Hameed, 2013) as we tested this model in new industry, new environment and with a new sample. CFA describes how well the items of the model calculated the five constructs (Jahanzeb, Fatima, & Butt, 2013).

In this study we have applied four model fit indices to access the measurement model i.e. chi-square (χ^2), normal fit index (NFI), goodness of fit index (GFI) and rootmean square error of approximation (RMSEA). Results of five-factor (HPWS, anxiety, burnout, overload as well as CWB) measurement model point out that data fits well with hypothesized model.

The statistics of chi-square (1.906) is significant in sample as $p<0.01$ as it is highly sensitive and susceptible to sample size. The estimates of Goodness of Fit (GFI) were 0.90; estimates of Comparative Fit Index (CFI) were 0.922 that provides an evidence of a good fit to data. Another way to inspect the quality of a measurement model apart from Cronbach's α, is done by loading individual items on their respective latent variables.

Factor loadings were found significant as they were above the minimum criteria i.e. 0.50 (Shammout et al., 2007). To measure convergent validity of measurement model, Fornell and Larcker's (1981), criteria of AVE was adopted. According to the rule, a convergent validity is indicated as AVE > 0.50. Discernment validity of construct is indicated as correlation between factors is 0.85 (Shammout et al., 2007) as shown in table 4. Table 5 presents the loading of items; Cronbach's α, AVE and composite reliability of the scales. The results of multiple fit index like AGFI (0.842), GFI (0.90), RMSEA (0. 056) and CFI (0.922) were above or pretty close to cut off criteria representing the fitness of model (Fornell & Larcker, 1981).

Table 5: Results of Confirmatory Factor Analysis (CFA) model

Latent Construct / Factors	Items	Factor Loading/Estimates	α	AVE	CR
HPWS	HPWS1	0.707	0.835	0.829	0.500
	HPWS2	0.646			
	HPWS3	0.704			
	HPWS4	0.675			
	HPWS5	0.622			
	HPWS6	0.658			
ANX	ANX1	0.613	0.837	0.785	0.524
	ANX2	0.709			
	ANX3	0.708			
	ANX4	0.599			
	ANX5	0.620			
BUN	BUN1	0.753	0.799	0.872	0.631
	BUN2	0.805			
	BUN3	0.805			
	BUN4	0.814			
ROL	ROL1	0.757	0.799	0.843	0.519
	ROL2	0.737			
	ROL3	0.772			
	ROL4	0.691			
	ROL5	0.638			
CWB	CWB1	0.713	0.858	0.835	0.504
	CWB2	0.737			
	CWB3	0.687			
	CWB4	0.721			
	CWB5	0.692			

5.6 Testing of the Structural Model

After analyzing the measurement model, we moved towards testing of structural model. Structural model was developed to test the assumed relationships among variable crafted in the theoretical model. In this study we have tested all variables simultaneously as

anticipated in initial research model (Figure 1) in order to establish whether employee perception about high performance work systems contribute towards employee psychological outcomes which further results in counterproductive work behavior (Shook et al., 2004).

Multiple fit measures were used to assess the hypothesized model including: GFI; chi-square (χ^2); the RMSEA and CFI. Results of the structural model showed a significant chi-square (1.902), but, due to sensitive nature of this test, model fit is assessed through other fit by different researchers (Shook et al., 2004). Results of multiple fit indices including GFI (0.900), CMIN/df (1.906), CFI (0.922), RMSEA (0.056) and AGFI (0.842), indicated that model fitted the data well (Fornell & Larcker, 1981).

5.7 Hypothesis Testing

The results of the overall model fit permitted us to proceed further with the testing of individual hypotheses through standardized path coefficients and their respective t-values. A medium effect is reflects when a standardized path coefficient is 0.30 while a large effect is reflected when the value is 0.50 or above (Jahanzeb, et al., 2013). Furthermore, in order to generate a meaningful discussion of results the value of standardized estimate should be 0.30 (Chin, 1998). From the results as shown in table 6 we can say that all the standardized path coefficients except for role overload and counterproductive work behavior showed significant results and were in the range of medium effect - large effect size.

Results of the path analysis shows that, high performance work system has a positive and significant impact on anxiety ($\gamma = 0.274$; p 0.05), job burnout ($\gamma = 0.690$; p 0.05) and role overload ($\gamma = 0.622$; p 0.05) thus, supporting H_1, H_2 and H_3. Similarly, anxiety has a significant and positive impact on counterproductive work behavior ($\gamma = 0.107$; p 0.05), supporting H_4. Job burnout also shows a positive significant impact on counterproductive work behavior ($\gamma = 0.641$; p 0.05), supporting H_5. Whereas role overload does not show any significant path with counterproductive work behavior, which means that role overload shows a negative and insignificant impact on counterproductive work behavior ($\gamma = -0.051$; p 0.05), rejecting H_6. Table 6 presents standardized path coefficients and their respective significant values for model.

Table 6: Results of Hypothesis

	Structural Path	Std. Regression Weights (γ)	Significance Level (p)	Decision
H_1	ZANX<--- ZHPSW	.27	0.05	ACCEPTED
H_2	ZBUN<--- ZHPSW	.69	0.05	ACCEPTED
H_3	ZROL<--- ZHPSW	.62	0.05	ACCEPTED
H_4	ZCWB<--- ZANX	.10	0.05	ACCEPTED
H_5	ZCWB<--- ZBUN	.64	0.05	ACCEPTED
H_6	ZCWB<--- ZROL	-.05	.299	REJECTED

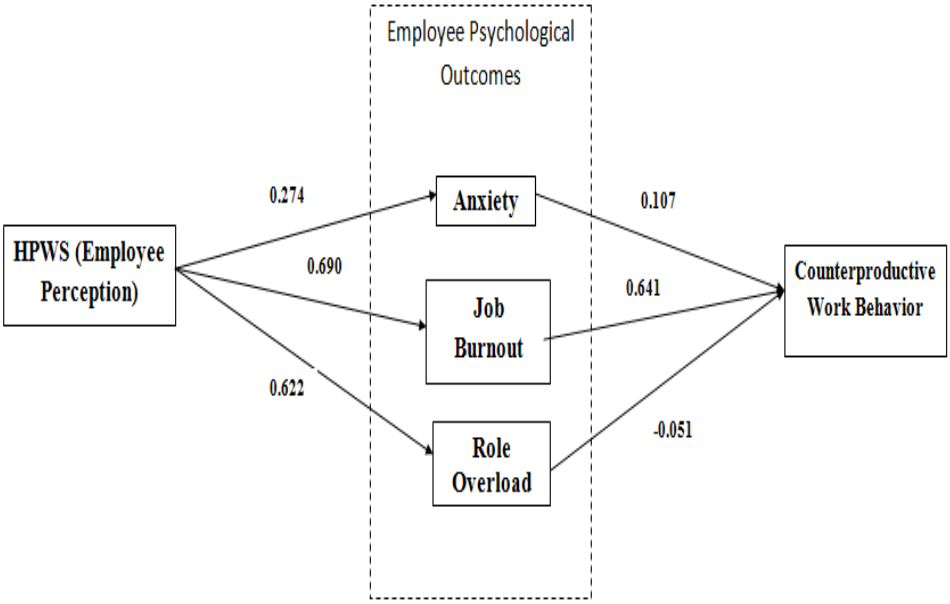

Figure 3: Structural Model with Regression Weights

6. Discussion

Statistical analysis showed that the hypothesis H_1-H_3 indicated that employee perception about high performance work system plays a significant role in employee psychological

outcome including: anxiety (ANX), job burnout (BUN) and role overload (ROL). This is also consistent with findings of previous studies (Spectoret al., 2010; Fox et al, 2001; Jensen et al, 2013). This concludes that if the employee of the organizations believes that HPWS has an increased possibility of imposing strains , anxiety, frustration, burnout, overload caused by intensity and stress of such workplaces (Chaudhuri, 2009).. This means that if implementation of HPWS practices is not joined with a suitable increase in autonomy and control of employees, these set of integrated human resource (HR) practices may have negative effects on employee perceptions about the workplace where they are working and can result in anxiety, role overload and burnout. The stress level of employees is increased if they feel that a more sophisticate human resource practice can increase pressure and anxiety if it is not properly communicated and fairly treated. And it can result in negative psychological outcomes. Further the statistical analysis conducted for the hypothesis H_4-H_5 also shows significant results which indicates that employee psychological outcome including: anxiety (ANX), job burnout (BUN), plays a significant role towards CWB. This match with the findings of previous studies (Spector et al., 2010; Jensen et al, 2013; Fan et al., 2014). This concludes that if the employee are working under work system where there is a great deal of work pressure, that can be physical (including: headache, long-term pathology and increased blood pressure), behavioral (withdrawal from work or smoking) or psychological (turnover intention or job dissatisfaction). This means that elicitation of both consequent strain responses and negative emotion, and linked stress to counterproductive behavior Fox et al., (2001) also found that psychological strain under stressful work results in a negative behavior at workplace. Also high levels of fatigue and low level of engagement at work constitute an opposite poles of a continuum of work-related burnout (Demerouti et al., 2010). This study confirms that those employees are more likely to experience anxiety, burnout role who are working in a stressful nature of work conditions and they have a significant costs in terms of organizational counterproductive behavior.

The value of standardized estimates and their p-values indicated that role overload plays a insignificant role towards CWB. This results of the non-significant path from role overload to CWB is consistent will the findings of previous studies (Jensen et al, 2013) which stated that role overload or role ambiguity can lead towards turnover but not towards the negative/ counterproductive behavior at work place. These results are not surprising and they match with the findings of previous research. In fact these results provide reasons, why numbers of researchers in the past were not able to establish a direct relation-ship between role overload and counterproductive work behavior.

7. Implication

Previously researchers have drawn on the resource-based view of the firm (Barney & Wright, 1998), a contingent frameworks perspective (Boselie et al., 2005), and social exchange theory (Takeuchi et. al., 2007) to explain the positive effects of HPWS on organizational outcomes. The findings of this study have highlighted the darker side of HPWS from the perspective of job-demand theory. It will help academicians to have a more comparative view of HPWS in respect to these factors. Results obtained from this research have ample implications for the professionals working at management level, the educationalists, and HRM professionals. For both public and private organizations in Pakistan, especially where employee well-being and citizenship behavior is a vital issue; as it is believed that satisfied, under stressed and employee will citizenship behavior will

ultimately improve organizational performance. This study provides a framework for HPWS appropriate for standardizing everyday practices. This research raises consciousness and provides primary guidelines to both public and private organizations to put together strategies on how to suitably deal with the different HPWS and employee psychological outcome (anxiety, job burnout, role overload) for the accomplishment of organizational goals and effectiveness.

8. Research Limitation and Future Recommendations

This study has few limitations that can be treated as an opportunity for future research. The results of this study need further empirical testing in order to reveal a more holistic framework for employee behavior at workplace through employee perception regarding high performance work system. Some other factors like psychological contract, organizational injustice, organizational support, job satisfaction, employee wellbeing, personality traits, and organizational and national cultural which are not part of this research can also be include as variables or constrains for the current model used, seeing bigger picture. Future research can observe the moderating role of psychological contract and organizational injustice between HPWS, psychological outcome and counterproductive work behavior. However, this study very much involves self-assessment of individual knowledge. It might be presumed that maybe some individuals gave higher or lower estimates of HPWS, psychological outcomes and CWB. Methods other than self-report, like interviews etc. can be employed in future for more reliable results.

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