

# Demystifying the Effect of High-Performance Work Systems on Job Involvement Based on Dual-Path Mediation Model

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## ABSTRACT

This study investigates the links between high-performance work systems (HPWS) and job involvement (JI) via organizational justice (OJ) and employee well-being (EW) as mediators. The proposed social exchange theory-based research framework is used to demystify the role of HPWS on job involvement. The proposed framework is validated with ten five-star hotels in India through structural equation modelling. The model reliability and robustness of constructs are tested with confirmatory factor analysis. The findings indicate that organizations must pay close attention to the perceptions of organizational justice and employee wellbeing to foster greater job involvement in their workforce. The positive relationship between HPWS and job involvement was found to be partially mediated by organizational justice and employee wellbeing. Further, HPWS showed a positive relationship with job involvement that was both direct and significant. The present research contributes to the existing body of literature by examining organizational justice and employee wellbeing as mediating variables between HPWS and job involvement in the Indian hotel industry.

## KEYWORDS

Employee Well-Being, High-Performance Work Systems, Job Involvement, Organizational Justice, Hotel Industry, Tourism

## INTRODUCTION

Human resource management (HRM) practices play an essential role in enhancing the performance of employee as well as that of an organization (Han et al. 2020). HRM practices, work structures, and organizational processes help in the development of the knowledge, skills, flexibility, and performance of the employees in an organization (Takeuchi et al. 2009). The relationship between HRM practices and firm performance is important for developing workforce management strategies to improve employee value and uniqueness toward organizational performance (Pak & Kim, 2018; Zhang & Morris, 2014). Employee relationships significantly impact how an organization manages its profitability, productivity, and product quality (Jackson et al. 2014; Jiang et al. 2015; Palvalin, 2019). Management and psychology scholars have studied many managerial perspectives regarding how high-performance work systems (HPWS) affect firm performance (Boxall, 2012; Delery & Doty, 1996; Gittel et al. 2010; Jyoti & Rani, 2017; Weller et al. 2020). For example, the *universalistic method* of HPWS maintains that individual job practices are most effective for improving organizational performance (Terpstra & Rozell, 1993). In contrast, the *contingency perspective* argues that HPWS practices could help to improve organizational performance through suitable organizational strategies and procedures

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(Jackson et al. 1989). HPWS may improve organizational effectiveness in several organizational and cultural environments (Ali et al. 2019) and subsequently improve the performance of the employees and organizations (Kloutsiniotis & Mihail, 2018).

HPWS helps in employee development by directly compensating them for their contributions and commitment to the organization (Obeidat et al. 2016; Takeuchi et al. 2007). Usually, direct incentives for certain work behaviors that influence employees' motivation are further shaped by HPWS (Curphey, 2020; Selden et al. 2013). Nevertheless, studies carried out in positive psychology show that happy individuals can transfer have a beneficial impact on others around them (Ryan & Deci, 2001). Many business organizations are attempting to create a joyful environment for their employees (Ali et al., 2019) and to develop a high-performance work culture (Jiang et al., 2015; Weller et al., 2020) as many businesses, especially those in developing countries, require a more satisfied and high-performing workforce (Sahoo, 2019). The importance of employee happiness cannot be denied (Fisher, 2010); however, fairness and justice for employees influence their satisfaction (Cullinane et al. 2014). Previous research has also shown that organizational justice (OJ) is an essential consideration in formulating good HR policies in the organization (Perimenis, 2020a).

However, despite the importance of employee well-being (EW), the evidence is still short to show that organizational justice enhances employee well-being. Given this critical gap in previous research, this study posits an association between HPWS, organizational justice and employee well-being. As employee involvement in their jobs may be essential in stimulating both employee and organizational performances, the present study uses job involvement (JI) as an outcome variable in association with HPWS, organizational justice, and employee well-being. To understand the impact of HPWS on individual and organizational outcomes, the present study utilizes social exchange theory (SET) to explain the underlying mechanism in the literature of the HPWS (Takeuchi et al., 2007).

According to social exchange theory, when employees receive organizational benefits (incentives or professional growth options), they become more inclined for better performance as their contribution to the organization (Blau, 1964). In other words, when organizations provide HPWS, employees respond by displaying positive behaviors and attitudes such as job satisfaction, job involvement, and more job commitment (Korff et al. 2017). Therefore, HPWS has been considered in this study as an organizational benefit that influences employee attitudes and behaviors in an organization. The objective of this study is to model the impact of HPWS on organizational performance and employee attitudes and behaviors such as employee well-being (EW), organizational justice (OJ), and job involvement (JI). In addition, organizational justice and employee wellbeing are also modeled as mediators between HPWS and job involvement.

## **RESEARCH GAP AND CONTRIBUTION**

This study is the first of its kind in which the concept of HPWS has been investigated with the aforementioned variables in the context of hotel industry, particularly in India. The investigation into the relevance of HPWS in various institutional contexts is a recent phenomenon. Muduli et al. (2016) highlighted the role and significance of HPWS studies in developing nations. Organizational high-performance studies are explored (Table 1) in the power sector (Muduli, 2012), oil and gas (Dhiman & Mohanty, 2010), IT sector (Thite, 2012), healthcare (Srinivasan & Chandwani, 2014), manufacturing, finance and service (Huang et al. 2016) and hospital (Gittell et al., 2010).

**Table 1.** Research Gap and Previous Studies' Contextual Relevance

| Author (s)                   | Firm performance context   | Industry application               | Method used                    | Country/s      |
|------------------------------|--|------------------------------------|--------------------------------|----------------|
| Ramsay et al. (2000)         | Employees and high-performance work systems  | A small and large organization     | Factor analysis and regression | USA            |
| Wu & Wang (2008)             | Impact of organizational justice, pay satisfaction, work attitude on firm performance                    | Hotel                              | SEM                            | China          |
| Boxall & Macky (2009)        | Review on high-performance work systems and high-involvement stream                                      | —                                  | Literature review              | —              |
| Gittell et al. (2010)        | HPWS lead to organizational performance with relational coordination                                     | Hospital                           | Factor analysis and regression | USA            |
| Messersmith et al. (2011)    | Influence of high-performance work systems on performance  | Local government authorities       | SEM                            | UK             |
| Jensen et al. (2013)         | Influence of high-performance work systems on job control  | Government authorities             | SEM                            | UK             |
| López-Cabarcos et al. (2015) | Influence of organizational justice, job satisfaction, and organizational commitment on firm performance | Hotel                              | SEM                            | Portugal       |
| Khan et al. (2015)           | Organizational justice and job outcomes through Islamic work ethics                                      | Banking sector                     | Regression analysis            | UAE            |
| Huang et al. (2016)          | HPWS, employee well-being, and involvement   | Manufacturing, finance and service | Hierarchical linear regression | Taiwan         |
| Nazarian et al. (2021)       | Organizational justice and employee motivation of firm performance                                       | Hotel industry                     | SEM                            | Iran and India |
| Arici et al. (2021)          | Effect of favoritism on job embeddedness   | Hotel industry                     | SEM                            | North Cyprus   |
| Present Work                 | HPWS and job involvement   | Hotel industry                     | SEM                            | India          |

It is evident from Table 1 that the association of HPWS with organizational justice, employee well-being and job involvement, particularly in the context of Indian hotel industry, can still benefit from more studies. Therefore, the research framework proposed here is empirically validated in the Indian hotel industry. The Indian hotel industry is one of the primary sectors of the Indian hospitality and tourism industry and hotels are classified based on location, services offered, and themes in India. The profit of the Indian hotel industry is expected to reach INR 1210.87 billion by 2023, with a CAGR of 13% (Market Research, 2019).

The Indian hotel industry has been chosen for the study as it is a fast-growing as well as competitive market for high-performance work standard applications (Cozzio et al. 2018). The performance of

hotel organizations is highly dependent on employee relationships. Additionally, employees working in hotels are in a direct contact with the customers as they are service providers, which requires HPWS and a substantial involvement in their job.

The next section reproduces excerpts from prior studies on the selected constructs. Hypotheses are developed depending on the review and a research model is proposed. The research plan is discussed next. The findings are discussed in the subsequent section which is followed by the section on the limitations of this study and the scope for future research. Finally, the article concludes with a discussion of the study's managerial implications.

## **THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT**

### **HIGH-PERFORMANCE WORK SYSTEMS**

In the last two decades, the study of HPWS has played an essential role in the field of HRM (Bamberger et al. 2014). HPWS is a series of HRM practices that improve an organization's performance by encouraging employee involvement and commitment towards the job (Guthrie, 2001). HR systems are focused on two streams: 1) high performance and 2) managing employee relations as an administrative or controlling function (Guthrie, 2001). HPWS emerged as a more efficient construct than the fundamental and conventional practices of HRM to help organizations upgrade the productivity of individuals and the performance of firms in a variety of contexts (Perimenis, 2020b). In addition, the present research treats HPWS as a complete HR system focused on upgrading the performance of employees (Khoreva & Wechtler, 2018).

### **THE LINK BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND ORGANIZATIONAL JUSTICE**

HR practices has an impact on employee outcomes, though the association is not direct (Ali et al., 2019; Paré & Tremblay, 2007). Organizational justice depicts an essential link that has yet to be investigated (Fuchs & Edwards, 2012). Colquitt and Greenberg (2003) asserted that the concept of organizational justice as "the extent to which people perceive organizational events as being fair" (p. 171). Greenberg (1990) proposed that knowledge of organizational justice is a fundamental prerequisite for achieving organizational success and ensuring individual satisfaction. According to López-Cabarcos et al. (2015), organizational performance is significantly impacted by organizational justice and job satisfaction in the hotel industry who categorize organizational justice into three forms: distributive justice, interactional justice, and procedural justice. However, HPWS and organizational justice are rarely discussed in the context of Indian hotel industry. Arici et al. (2021) developed a conceptual model to highlight the impact of all three forms of organizational justice on job embeddedness of three- and four-star family-run hotels in North Cyprus. On the other hand, Cheng (2014) has studied the relationship between organizational justice with organizational commitment and performance appraisal methods. Thus, in line with the aforementioned discussion, a hypothesis has been advanced as follows:

**H1:** High-performance work systems have a significant influence on organizational justice.

### **THE LINK BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND EMPLOYEE WELL-BEING**

Employee well-being is defined as a positive experience that leaves a person feeling more optimistic about their job and other organizational endeavors (Bandura, 1986). From an organizational standpoint, job satisfaction, life satisfaction, positive feeling, and work-life balance are all connected

through employee well-being (Khoreva & Wechtler, 2018). Employees who are both happy and healthy can significantly increase their productivity and effort and contribute to the organization (Harvey, 2019). Previous studies have also demonstrated that employee wellbeing positively impacts organizational performance due to lower absenteeism, lesser turnover (Spector, 1997), and higher organizational citizenship (Boyd & Nowell, 2017). Verma et al. (2018) used crossover theory to examine the effect of gender-sensitive practices and family support on job satisfaction and commitment, which result in a lower likelihood of turnover. Despite the aforementioned studies, only a few studies have looked into how organizations may improve employee well-being, particularly in the Indian hotel industry. Based on this, we propose the following hypothesis:

**H2:** High-performance work systems has a significant influence on employee well-being.

### **THE LINK BETWEEN HIGH-PERFORMANCE WORK SYSTEMS AND JOB INVOLVEMENT**

Job involvement provides a means for employees to meet their needs with their current job (Huang et al., 2016). Additionally, job is regarded as an integral element of an individual's life if they are positively associated with it (Li et al. 2019), which further helps in demonstrating a strong commitment. Previous research has established a link between an individual's performance and self-esteem (Torlak & Kuzey, 2019). Thus, when an individual contributes to an organization's success, it demonstrates that they are happy and that the organization's HPWS can assist them in feeling happy and satisfied. As a result, having an HPWS for an organization is critical for engaging employees in their work (Torlak & Kuzey, 2019). Based on the above arguments, this study proposes the following hypothesis:

**H3:** High-performance work systems have a significant influence on job involvement.

### **THE LINK BETWEEN ORGANIZATIONAL JUSTICE AND EMPLOYEE WELL-BEING**

The concept of justice or fairness has been a prominent area of research in social sciences (Colquitt et al. 2001). On the other hand, the relationship between organizational justice and employee well-being has only recently been revealed (Huong et al. 2016). Previous research has found several health issues among employees while exploring the relationship between organizational justice and well-being of employees (Huong et al., 2016). Furthermore, organizational justice has also been linked with job stress in employees (Navarro-Abal et al. 2018). As a result, absenteeism and poor sleeping habits increase (Park et al. 2017). Therefore, the role of organizational justice in employee well-being is hypothesized as follows:

**H4:** Organizational justice has a significant influence on employee well-being.

### **THE LINK BETWEEN EMPLOYEE WELL-BEING AND JOB INVOLVEMENT**

Brunetto et al. (2012) have studied the link between employee well-being and job outcomes. Job involvement is an attitude that allow employees understand the fundamental constituents that further motivate them to input more effort into and dedication to their work role (Riipinen, 1997). It has been proposed that employees exhibit a high level of job involvement when they are joyful and satisfied at their workplace. Individuals with a high sense of well-being put in more effort and devote

more time to achieving their goals (Li et al., 2019). Therefore, the role of employee well-being on job involvement is hypothesized as follows:

**H5:** Employee well-being has a significant influence on job involvement.

### **MEDIATING ROLE OF ORGANIZATIONAL JUSTICE**

Organizational justice is composed of three components: distributive justice, procedural justice, and interactional justice. The term ‘distributive justice’ refers to “the perceived fairness of outcomes” (Colquitt et al., 2001, p. 426). HPWS has accumulated several practices that depend on employee performance to establish a link between exchange effort and positive employee outcomes. Employees may be more involved and satisfied with their work when they sense that exchange is not biased (Ambrose & Schminke, 2003). Thibaut and Walker (1975, p/ 25) assessed procedural justice as “the perceived fairness of decision-making procedures.” Employees assess the level of justice in procedural justice by examining the fairness of procedures (Leventhal, 1980).

Consequently, with an enhancement in procedural justice, the positive attitude of employees towards work may go up (Blader & Tyler, 2003). Interactional justice is “the quality of the interpersonal treatment that employees experience from decision-makers” (Colquitt et al., 2001, p. 427). Line managers can affect employees by incorporating HR practices (Purcell & Hutchinson, 2007). Employees' perceived HR fairness and justice can also be affected by prominent roles and types of line management (Kilroy & Dundon, 2015). Additionally, interactional justice affects employee outcomes, such as “job satisfaction” (Masterson, Lewis, Goldman, & Taylor, 2000), “employee commitment and motivation,” and “stress” (Estreder et al. 2020). Given the above arguments, therefore, organizational justice acts as a mediator between HPWS and job involvement.

**H6:** Organizational justice act as a mediator between high-performance work systems and job involvement.

### **MEDIATING ROLE OF EMPLOYEE WELL-BEING**

Wood et al. (2012) modelled the relationship between organizational performance, enriched job design, and high involvement mediated by employee well-being. Enriched job design is concerned with the job involvement, while high involvement entails employees’ participation in decision making (Wood & Menezes, 2008). Furthermore, Wright and Hobfoll (2004) suggested that when employees achieve their goals through HPWS, they expect to be happy and develop themselves to perform well. Positive psychology clearly suggests that happy people inspire others and motivate themselves to perform well (Brunetto et al., 2012). In the light of preceding discussion, we hypothesize that:

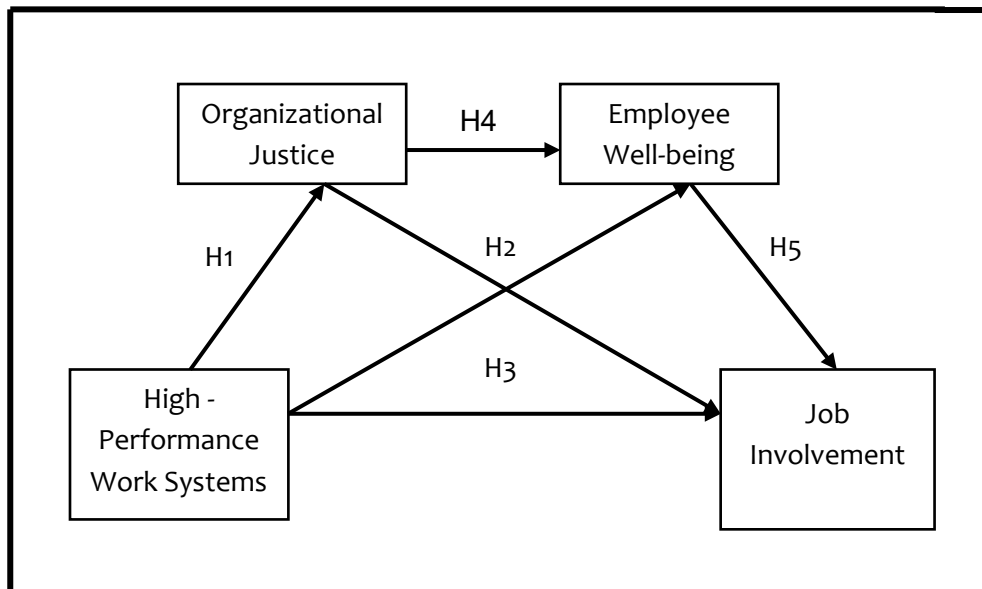
**H7:** Employee well-being act as a mediator between high-performance work systems and job involvement.

## **RESEARCH METHODOLOGY**

### **SAMPLE AND PROCEDURE**

The data for this study were gathered from employees of hotels in Mumbai, India (Table 2). The research plan was emailed to the human resource departments of 20 five-star hotels in Mumbai city, ten of which agreed to participate in the study by completing a survey. A pilot test of 50 hotel

employees was conducted to ensure the reliability of the scales. Based on the feedback, several modifications were made in the survey. The participants were chosen from a convenience sample of ten hotel F&B employees. Each participating hotel received a total of 48 questionnaires, 24 for front-of-house (FOH) and 24 for back-of-house (BOH) employees. The researcher asked employees to respond to the questionnaires online after their human resources managers had approved the survey and the participants' anonymity was assured. Only 347 out of the 480 questionnaires were completed and returned. Finally, out of 347 questionnaires, 253 were considered valid, which shows the response rate of 72.91% after eliminating incomplete surveys.



**Figure 1.** Conceptual Research Framework

### QUESTIONNAIRE MEASURES

The proposed research framework was validated with the adopted constructs and items relevant to HPWS. Detailed description of the constructs and their items are presented in Appendix A1. The data was collected on a five-point Likert scale (1- strongly disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- strongly agree). The definition and relevance of the adopted constructs is presented below.

#### HIGH-PERFORMANCE WORK SYSTEM

Takeuchi et al. (2007) developed a resource-based view that integrates SET and its linkages with HPWS, collective human capital, and firm performance. The scale from Takeuchi et al. (2007) was chosen because of its close relationship to the proposed research problem in the hotel industry. In this research, HPWS are confirmed and validated with the eight items. "Jobs are designed around employees' skills, and capabilities" and "Employees are actively involved in job rotation" are two examples of the sample items. With a Cronbach's alpha of 0.98, this scale has a high level of reliability.

### EMPLOYEE WELL-BEING

Hills and Argyle (2002) developed a scale that is based on Oxford Happiness Inventory (OHI) to measure employee well-being. OHI consists of 29 items that clearly define employee well-being (Hills & Argyle, 2002). Meldrum (2013), in a similar vein, recommended using a similar scale to assess employees' happiness and productivity. Consequently, this research framework adopts five items. "I am very interested in other people" and "I have very warm feelings toward almost everyone" are two examples of the sample items. With a Cronbach's alpha of 0.97, this scale has a high level of reliability.

### JOB INVOLVEMENT

Brett (2003) discovered that some employees are overburdened with their jobs, working 61 or more hours per week. They developed a scale and a hypothesized model for testing the role of job involvement on organizational and employee performance. Ko and Choi (2019) also used a similar scale to identify job involvement on productivity, employee satisfaction, and innovation capability. This study used a scale adapted from Brett (2003) to measure job involvement. Three items make up the scale. "The most important things that happen to me involve my work," and "I am very personally involved in my work" are two examples of the items. With a Cronbach's alpha of 0.97, this scale has a high level of reliability.

### ORGANIZATIONAL JUSTICE

This study used a scale adapted from Hausknecht et al. (2011) to measure organizational justice. This scale (Hausknecht et al., 2011) is based on Gestalt characteristics theory that examine the justice trajectories such as levels and trends of individual fairness. The proposed framework in this study adopted four items from the validated scale. "My supervisor treats me with respect" and "My supervisor communicates details in my organization" are two examples of the sample items. With a Cronbach's alpha of 0.96, this scale has a high level of reliability.

### CONTROL VARIABLES

This study uses control variables, namely respondents' age, gender, educational-, and work experience. Further, the study codes the variables as: age (1=20-30 years, 2=31-40 years, 3=older than 40 years) and gender (1=male, 2=female), education (1=graduate, 2=postgraduate and 3=others), and tenure (1=<5 years, 2=6-10 years, 3=>10 years).

### APPROACH TO DATA ANALYSIS

To examine construct validity and test the proposed hypotheses, a two-step structural equation modelling (SEM) approach is used (Anderson & Gerbing, 1988). SEM combines two powerful statistical techniques: exploratory factor analysis and structural path analysis, which enable simultaneous assessment of the measurement model and the structural model (Lee et al. 2011). Additionally, the CB-SEM method is used in this study because it is a parametric statistical technique that generates statistical significance as the standard output (Hair et al. 2019).



## COMMON METHOD BIAS

The present study developed a conceptual framework for assessing HPWS, organizational, employee well-being, and job involvement. Because these variables are self-reported by employees, the study may have been influenced by a common method bias. Therefore, common latent factor (CLF) method was used to capture the common variance among all observed variables in the model and then compared with the standardized regression weights of all items for models with and without CLF (Podsakoff et al. 2003; Tripathi & Sankaran, 2021; Tripathi et al. 2020). This revealed slight differences (<0.20) in both regression weights which shows that there was no common method bias issue in this study.

**Table 2.** Respondents' Profile

| <b>Gender</b>                   |       |
|---------------------------------|-------|
| <b>Male</b>                     | 51.9% |
| <b>Female</b>                   | 48.1% |
| <b>Age</b>                      |       |
| <b>21-30 Years</b>              | 38.2% |
| <b>31-40 Years</b>              | 42.6% |
| <b>Older than 40 Years</b>      | 19.4% |
| <b>Education</b>                |       |
| <b>Graduate</b>                 | 27.3% |
| <b>Postgraduate</b>             | 41.5% |
| <b>Others</b>                   | 31.2% |
| <b>Tenure</b>                   |       |
| <b>&lt;5 years</b>              | 63.5% |
| <b>6-10 years</b>               | 29.3% |
| <b>&gt;10 years</b>             | 7.2%  |
| <b>Job Position</b>             |       |
| <b>Back of the House (BOH)</b>  | 42.8% |
| <b>Front of the House (FOH)</b> | 57.2% |

## DESCRIPTIVE STATISTICS

Table 3 shows the descriptive statistics such as mean, standard deviations (SD), and Cronbach's alpha. The results show that the measures used are reliable as the value of Cronbach's alpha should be greater than 0.70 for a measure to be reliable (Nunnally, 1978) and Cronbach's alpha for all measures in this study are above 0.90.

## CONSTRUCT VALIDITY

Confirmatory factor analysis (CFA) is the most commonly used method for determining construct validity. Hair et al. (2019, p. 684-685) suggest that while performing CFA, "it is crucial to conduct convergent and discriminant validities as well as reliability testing." The hypothesized model was created using AMOS 23.0, and specific linkages among the variables were examined (Figure 1). Three

critical indicators of convergent validity include *factor loadings (standardized estimates)*, *average variance extracted (AVE)*, and *composite reliability (CR)*. Table 4 summarizes the findings of CFA.

Each construct's standardized estimates varied between 0.85 and 0.98, which exhibited a statistically significant value (p-values). The average percentage of variation explained (variance extracted) by the construct's items is between 0.82 and 0.92. On the other hand, CR, which is calculated by *multiplying the squared sum of factor loadings for each construct by the sum of error variance terms for all constructs*, ranges from 0.93 to 0.98. When a construct exhibits a standardized loading value of significance equal to or greater than 0.5, it indicates an acceptable value (Hair et al., 2019). Similarly, when a construct exhibits the AVE value and reliability estimate equal to or higher than 0.5, it indicates an adequate convergence and satisfactory reliability, respectively (Hair et al., 2019).

The empirical findings of AVE, CR, and standardized estimates are appropriate and thus support the constructs' convergent validity. Additionally, as demonstrated in Table 5, *the AVE square root of all constructs is greater than the correlations between constructs that substantiate the constructs' discriminant validity*. AMOS 23.0 was used to calculate the model fitness indicators. The goodness-of-fit values are  $\chi^2(253) = 263.49$ , GFI = 0.89, IFI = 0.97, TLI = 0.97, NFI = 0.96, CFI = 0.97,  $\chi^2/df = 2.33$ , RMSEA = 0.07,  $p < 0.001$  (Hair et al., 2019; Tripathi et al., 2020), which demonstrates a good fit. The proposed constructs were thus found to be reliable and valid.

**Table 3.** Descriptive and Correlation Coefficients

| Variable | Mean | SD   | Cronbach $\alpha$ | 1      | 2      | 3      | 4    |
|----------|------|------|-------------------|--------|--------|--------|------|
| HPWS     | 3.93 | 0.87 | 0.98              | 1.00   |        |        |      |
| EW       | 3.61 | 1.20 | 0.97              | 0.15*  | 1.00   |        |      |
| OJ       | 3.79 | 1.20 | 0.96              | 0.16** | 0.55** | 1.00   |      |
| JI       | 3.82 | 1.02 | 0.97              | 0.18** | 0.37** | 0.38** | 1.00 |

**Note:** HPWS= High performance work systems; EW= Employee well-being; OJ= Organizational justice; JI= Job involvement; \*  $p < 0.05$ ; \*\* $p < 0.01$

**Table 4.** Measurement Model

| Construct | Item  | Standardized Estimates | AVE   | CR   | p-value |
|-----------|-------|------------------------|-------|------|---------|
| HPWS      | HPWS6 | 0.89                   | 0.88  | 0.98 | 0.000   |
|           | HPWS5 | 0.95                   |       |      | 0.000   |
|           | HPWS4 | 0.96                   |       |      | 0.000   |
|           | HPWS3 | 0.94                   |       |      | 0.000   |
|           | HPWS2 | 0.97                   |       |      | 0.000   |
|           | HPWS1 | 0.98                   |       |      | 0.000   |
|           | HPWS8 | 0.85                   |       |      | 0.000   |
|           | EW    | EW4                    |       |      | 0.98    |
| EW3       |       | 0.97                   | 0.000 |      |         |
| EW2       |       | 0.92                   | 0.000 |      |         |
| OJ        | OJ4   | 0.93                   | 0.90  | 0.97 | 0.000   |
|           | OJ3   | 0.94                   |       |      | 0.000   |
|           | OJ2   | 0.96                   |       |      | 0.000   |
|           | OJ1   | 0.95                   |       |      | 0.000   |
| JI        | Jl3   | 0.86                   | 0.82  | 0.93 | 0.000   |
|           | Jl2   | 0.88                   |       |      | 0.000   |
|           | Jl1   | 0.96                   |       |      | 0.000   |

**Note:** HPWS= High performance work systems; EW= Employee well-being; OJ= Organizational justice; JI= Job involvement; AVE= Average variance extracted; CR= Composite reliability

**Table 5.** Discriminant Validities

|      | OJ     | HPWS   | EW     | JI     |
|------|--------|--------|--------|--------|
| OJ   | (0.95) |        |        |        |
| HPWS | 0.16   | (0.94) |        |        |
| EW   | 0.58   | 0.15   | (0.96) |        |
| JI   | 0.40   | 0.20   | 0.39   | (0.90) |

**Note:** HPWS= High-performance work systems; EW= Employee well-being; OJ= Organizational justice; JI= Job involvement; The diagonal values exhibit AVE's squared root estimate.

## ANALYSIS OF RESULTS

### HYPOTHESIS TESTING

After taking into account the control variables, this study utilized regression analysis to conduct tests in order to validate hypotheses H1–H5 (Table 6). Regression was performed in AMOS between an independent and its corresponding dependent variable. The coefficients and their p-values are shown in Table 4. All hypotheses are supported [H1 ( $\beta = 0.16$ ;  $p < 0.01$ ), H2 ( $\beta = 0.15$ ;  $p < 0.001$ ), H3 ( $\beta = 0.12$ ;  $p < 0.05$ ), H4 ( $\beta = 0.57$ ;  $p < 0.001$ ) and H5 ( $\beta = 0.22$ ;  $p < 0.01$ )]. Furthermore, organizational justice acts as a mediator between HPWS and job involvement according to H6 ( $\beta = 0.12$ ;  $p < 0.05$ ), whereas employee well-being acts as a mediator between HPWS and job involvement, according to H7 ( $\beta = 0.14$ ;  $p < 0.01$ ).

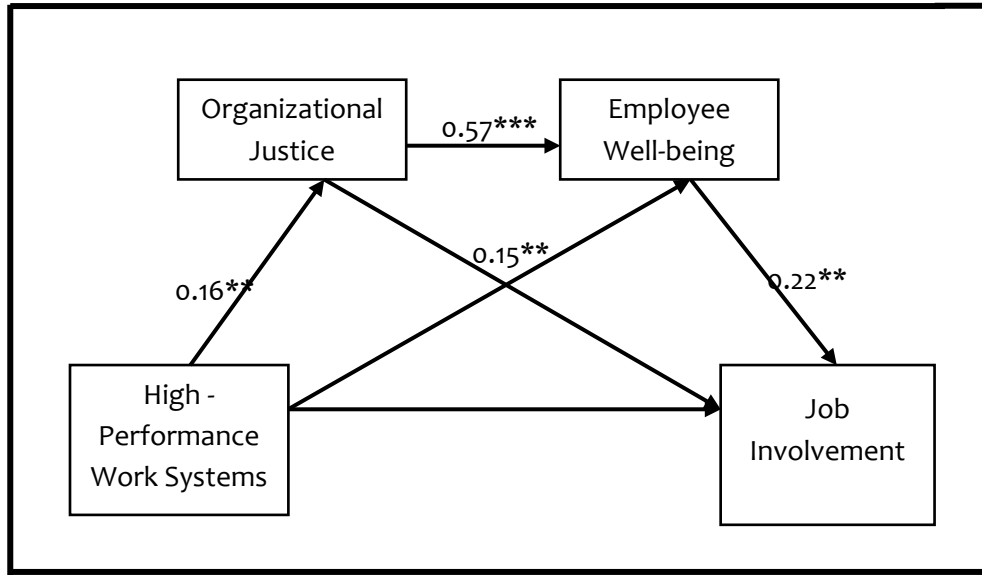
To test the mediation hypotheses, Preacher and Hayes (2004) suggest using bootstrap confidence intervals. To ensure that organizational justice and employee well-being both act as a mediator, a bootstrap sample of 2,000 was used in a bootstrap test. At the level of .05, 0.01, and 0.001, the indirect effect of HPWS on job involvement through organizational justice and employee well-being is significantly different from 0, which is respectively demonstrated as:

standardized indirect effect = 0.06;  $\chi^2 = 264.55$ ; CFI = 0.97; NFI = 0.96; TLI = 0.97;  $\chi^2/df = 2.32$ , RMSEA = 0.07;  $p < 0.001$

and

standardized indirect effect = 0.05;  $\chi^2 = 274.88$ ; CFI = 0.97; NFI = 0.95; TLI = 0.97;  $\chi^2/df = 2.41$ , RMSEA = 0.07;  $p < 0.001$ .

Organizational justice and employee well-being, as shown in Table 7, partially mediate between HPWS and job involvement. Thus, the aforementioned findings support H6 and H7.



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

Figure 2. Proposed Decision Model with Route Co-Efficient

Table 6. Results of Hypothesis Testing

| Hypothesis     | Relationship | β coefficient | p-value | Result   |
|----------------|--------------|---------------|---------|----------|
| H <sub>1</sub> | HPWS → OJ    | 0.16          | **      | Accepted |
| H <sub>2</sub> | HPWS → EW    | 0.15          | ***     | Accepted |
| H <sub>3</sub> | HPWS → JI    | 0.12          | *       | Accepted |
| H <sub>4</sub> | OJ → EW      | 0.57          | ***     | Accepted |
| H <sub>5</sub> | EW → JI      | 0.22          | **      | Accepted |

Note: HPWS= High performance work systems; EW= Employee well-being; OJ= Organizational justice; JI= Job involvement; \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001

Table 7. Mediation Results

| Hypothesis     | Relationship   | Direct β without mediation | Direct β with mediation | Indirect β | Mediation |
|----------------|----------------|----------------------------|-------------------------|------------|-----------|
| H <sub>6</sub> | HPWS → OJ → JI | 0.20**                     | 0.12*                   | 0.06**     | Partial   |
| H <sub>7</sub> | HPWS → EW → JI | 0.20**                     | 0.14**                  | 0.05**     | Partial   |

Notes: HPWS= High performance work systems; EW= Employee well-being; OJ= Organizational justice; JI= Job involvement; \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001

### RESULT, DISCUSSION AND MANAGERIAL IMPLICATIONS

The present study has made some theoretical, empirical, and practical contributions to shed light on HPWS, which impacts employee well-being, organizational justice, and job involvement (Van De Voorde et al. 2012). Theoretically, the current study asserts that HPWS, organizational justice and job involvement have a positive and significant relationship. HPWS demonstrates a positive relationship

between employee well-being and job involvement when job involvement is mediated by organizational justice. The findings indicate that increasing employee motivation enables human resource systems to concentrate their efforts more effectively on employee performance (Khoreva & Wechtler, 2018). This study demonstrates that HPWS is critical for enhancing employee well-being and organizational justice, which results in increased job involvement. HPWS increases employee productivity and creates a healthy work environment, which is an essential working resource. Employees are happier when they believe HPWS is procedurally and distributively fair and also when they are treated with honesty and respect.

In line with prior findings, this study too found a significant relationship between HPWS and employee well-being (Van De Voorde et al., 2012). However, earlier studies have investigated the influence between HPWS, organizational performance (Becker et al. 2001) and individual performance (Wood et al. 2012). Empirical findings have also stressed the relevance of employee well-being and organizational justice in enhancing employee satisfaction and happiness, particularly in the Asian economies (Palvalin, 2019).

This study has important implications for practice. Its findings show that implementing HPWS improves employee performance and builds a friendly workplace culture by providing work-related tools. Organizations should be mindful that policies alone may not be sufficient. The findings in the HPWS-job involvement relationship also indicate that employee well-being has a substantial impact on organizational justice. Furthermore, the results suggest that managers may be the most influential advocates in influencing the mediation processes between policy formation and actual implementation inside the organization.

## CONCLUSION

This study discussed the influence of HPWS on organizational justice, employee well-being, and job involvement. The findings indicated that merging the frameworks of organizational justice and employee well-being could aid in understanding the HPWS-job involvement relationship. Furthermore, the findings demonstrated that by applying HPWS, an organization may develop a harmonious working environment, which would boost employee well-being, organizational justice, and job involvement. This study has also made theoretical, empirical, and methodological contributions to the existing literature by filling a lacuna. In addition, the practical consequences for organizations have also been discussed. It has also been argued that if people are happy with their workplace, they will be more productive and boosting organizational and individual performance requires focusing on employee well-being.

## LIMITATION AND DIRECTIONS FOR FUTURE STUDIES

The present study also has some limitations. First, the data collected was cross-sectional, which exhibits a lack of causation. Hence, future studies may use longitudinal data to investigate the hypotheses. Second, numerous confounding variables (e.g., firm size or quality of managers) may influence the relationship between HPWS and employee well-being. Future studies may ease these challenges by including more samples that can help solve such issues. Third, with such a moderate sample size, the contribution of this study may be limited. Future research may use larger samples to increase the validity of results since this study used employee-level data to measure the constructs. Future studies may also use firm-level data, that could result in more robust and rigorous findings, particularly for the practitioners. Lastly, this research has been conducted on the hotel industry of India and future studies in a different setting may improve generalizability.

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## APPENDIX A1

Table A1

| Measurement Items | Descriptor   | Source                   |
|-------------------|--|--------------------------|
|                   | <i>High-Performance Work System (HPWS)</i>   |                          |
| HPWS1             | "Employees are actively involved in job rotation.  |                          |
| HPWS2             | Jobs are designed around employees' skills and capabilities.                             |                          |
| HPWS3             | Selection procedure emphasizes human capital's ability to collaborate and work in teams. |                          |
| HPWS4             | The training programs are focused on on-the-job experiences.                             | Takeuchi et al. (2007)   |
| HPWS5             | Performance appraisals comprise of developmental feedback.                               |                          |
| HPWS6             | Compensation packages contain an extensive benefits package.                             |                          |
| HPWS7             | The incentive system is linked to skill-based pay.                                       |                          |
| HPWS8             | Our compensation is performance-based.   |                          |
|                   | <i>Organisational Justice (OJ)</i>   |                          |
| OJ1               | My outcomes reflect what I have contributed to the organisation.                         |                          |
| OJ2               | Procedures are based on accurate information in my organisation.                         | Hausknecht et al. (2011) |
| OJ3               | My supervisor communicates details in my organisation.                                   |                          |
| OJ4               | My supervisor treats me in a polite way.   |                          |
|                   | <i>Employee Well-being (EW)</i>  |                          |
| EW1               | I am very much interested in other people.   |                          |
| EW2               | I have very warm feelings towards almost everyone.                                       | Hills & Argyle (2002)    |
| EW3               | I find most things pleasing.   |                          |
| EW4               | I am always committed and involved.  |                          |
| EW5               | I am very happy.   |                          |
|                   | <i>Job Involvement (JI)</i>  |                          |
| JI1               | The most important things that happen to me involve my work                              | Brett (2003)             |
| JI2               | I am very much personally involved in my work.   |                          |
| JI3               | I live, eat, and breathe my job".  |                          |