

Role of Wellbeing Oriented HRM Practices towards the Employee Performance: Mediating Role of Employee Resilience and Social Climate

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Article History:

Submitted: 18.12.2019

Revised: 15.02.2020

Accepted: 05.03.2020

ABSTRACT

Organizations are dependent on the employees. If employees are performing well the organizational performance will be greater as well. Bearing in mind the importance of the employee performance; the present study attempted to study the influence of wellbeing oriented HRM practices on employee performance. Further the study also considered the role of employee resilience and social climate as a mediator. The data were collected from the pharmaceuticals employees by using the questionnaires. Non-probability convenience sampling has been used for the study. A total of 300 valid responses were used for data analysis. PLS-SEM has been used to assess the hypothesis. The results of the study reported a positive significant influence of the wellbeing oriented HRM practices on the employee performance. Furthermore, the results also depicted that employee resilience mediates the association between wellbeing oriented HRM practices and

employee performance. Finally, results also signified that social climate is a significant mediator for the relationship between wellbeing oriented HRM practices and employee performance. All the hypotheses of the study are supported by the results and thus accepted. Future directions and limitations are provided as well.

Keywords: Wellbeing, HRM practices, Thai pharmaceuticals, quantitative, resilience.

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DOI: [10.5530/srp.2020.3.13](https://doi.org/10.5530/srp.2020.3.13)

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INTRODUCTION

Human resource management practices are an important aspect of an organization (Kerdpitak & Jermstittiparsert, 2020a, 2020b). They do help an organization to carry on its functions smoothly and further these practices are extensively focused on the individuals which are the key and significant determinant of organizational performance (Jermstittiparsert, Siriattakul, & Wattanapongphasuk, 2019). These practices are designed in a way that they boost up the skills of employees, increase their competence and provide them with value added knowledge which helps them to enhance their job performance and finally organizational performance increases (Boxall & Macky, 2007; Guest, 2017; Paauwe, Wright, & Guest, 2013). However, few studies are available which have explored that how do the HRM practices result in high performance and other positive outcomes. It is worthy to mention the findings of Jackson, Schuler, and Jiang (2014) according to which still there is research gap and future avenues for further research available to comprehend the process through which HRM practices influence in transferred. Additionally, studies have also highlighted that the HRM practices' influence without a mechanism cannot happen; therefore, future researcher should be considered (Kehoe & Wright, 2013). Having considered the call for research by previous studies; the present study is focused on to explore the relationship between HRM practices and performance. The present study is significant as it provides the insights with regard to the process through which the HRM practices benefit an organization. Importantly, the present study is also in line with the recent study (Guest, 2017) which has also called to identify the process or a mechanism which carries the influence of HRM practices towards a significant outcome. In addition

to this the authors also argued that there is a need to consider a new approach the HRM practices with regard to well-being or enhancing their performance. Meanwhile, the HRM mechanism should be identified which can offer the well-being and high performance simultaneously.

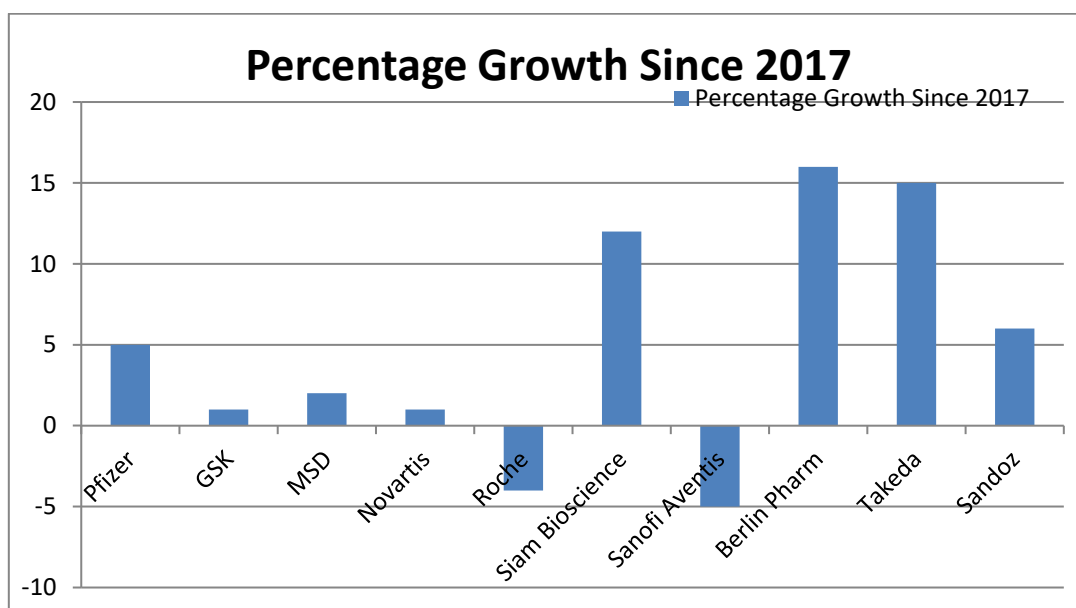
For the past few years organizations have been challenged with various employee related issues such as job stress due to the unsecured employment and highly competitive work environment. All these issues have given rise to the reconsider the HRM practices or ethical HRM practices (Voegtlin & Greenwood, 2016). Notably, researchers are showing greater interests towards the positive psychology which do focuses on the employee welfare, satisfaction and having positive attitude which do enhance the employee performance (Luthans, Avolio, Walumbwa, & Li, 2005(Seligman, 2002 #41)). Therefore, current study has considered the resilience as a mediating variable which carries the impact of HRM practices towards the employee performance (Luthans, Avey, Avolio, & Peterson, 2010). Undeniably, there is greater attention being paid to the identification of process through which the HRM practices do influence the employee performance and how do they contribute towards the employee well-being. However till date there is less evidence available which do consider or address the process as identified by previous study (Guest, 2017).

Besides the employee resilience another approach is used to link the HRM practices with the employee performance is the social climate (Prieto & Pilar Pérez Santana, 2012). It has been identified as a potential predictor which can lead towards the employee performance and employee resilience. It can be termed as the predefined set of rules, regulations and faith which represent the point of view of employee with regard to their interaction with the others

and in duration of their task performance (Collins & Smith, 2006). For the present study it is operationalized as trust, collaboration and mutually shared rules and regulations. Further, the present study conceptualization also covers the already present language which is used by the individuals within a firm. Consistent with the previous studies the present study seeks to explore the relationship between HRM practices and employee resilience (Guest, 2017). The present study is backed by the increasing interest in identification of HRM practices which are focused on well-being and also do provide the enriched performance to an organization. The study adds value to the existing literature as competition is increasing and business work environment has become more dynamic in comparison to years ago.

Employee performance is the ultimate goal of the present study. Specifically, talking about the performance in pharmaceutical companies of Thailand it has been argued that more research should be carried out in the Thai pharmaceuticals regarding HRM practices as it will help to deal with the challenges. Previously, various studies have been conducted in the Thai pharmaceuticals regarding the variables such as satisfaction, learning and information characteristics (Arowomole, 2000; Chimthai, 2009 #36;

Lengnick-Hall, Beck, & Lengnick-Hall, 2011)). Therefore, it warrants more research in the domain of the HRM practices with relation to the employee performance. In addition, the pharmaceuticals industry is also carries high turnover in Thailand which also identifies which has went wrong in this industry. In addition previously significant figures are there which shows that it do carries high turnover of employees. In 2006, turnover rate is pharmaceuticals industry reached 16.9% which is significantly higher than the other industry 11.9% (Urbano, 2006). Moreover in 2010, the pharmaceuticals appeared to be the most affected sector in Thailand which resulted in 35% turnover rate (Dhotre, 2010). It is necessary to conduct research in pharmaceuticals industry of Thailand as it is the fastest growing industry in Thailand and contributing significantly towards the Thai growth. Pharmaceutical companies are growing in Thailand since 2017. Figure 1 is showing the growth percentage since 2017. Some of the companies have shown positive growth and some of them shown negative growth but however majority of the firms shown positive growth which affirms that it is still growing sector in Thailand, therefore it must be paid attention.



Figure

Source: Pharmaboardroom (2019)

The current research study is aimed to explore the relationship between wellbeing oriented HRM practices and employee performance which is further mediated by employee resilience and social climate. The following are the research questions of the present study:

1. What is the relationship between wellbeing oriented HRM practices and employee performance?
2. What is the relationship between wellbeing oriented HRM practices and employee resilience and social climate?

The present research is significant as it will provide evidence regarding the mechanism through which HRM practices do influence the employee performance. In addition, it will provide evidence regarding the HRM practices which do enhance the employee skills and abilities and how do they account for the employee performance. Importantly, it will serve as a guideline for the practitioners who want to enhance the employee skills in such way that will also scale up the employee performance. The study is significant contribution to literature because it is the value addition to the employee skills ultimately.

LITERATURE REVIEW

Wellbeing Oriented HRM Practices

HRM practices have gained much attention over the years and are studied extensively across the cultures. However, the focus of HRM practices was only the major industries regarding the manufacturing. Recently, the trend has shifted towards the service sector and particularly in the pharmaceuticals. Previously, the research was focused on the conventional HRM practices but now these practices are focused on the specific issues such as sustainable HRM practices etc. Therefore, the current study has considered the recent notion of wellbeing oriented HRM practices as an antecedent of the employee performance.

It is worthy to mention that even though HRM is widely studied and accepted area but till now debate is continued regarding what are the basic and right strategies to be carried out. In short the right combination of HRM practices is still debated across the academia domain (Posthuma, Campion, Masimova, & Campion, 2013). Besides the disagreement, it is also widely argued that the components of the HRM practices should be multiple and mutually reinforcing such that they should assist each other for smooth functioning of an organization (Bartram, Karimi, Leggat, & Stanton, 2014). When it comes to have both the ethical and sustainable HRM practices; it is asked that these should be mutually created for both the employees and top management of an organization (Ismail et al., 2015; Valizade, Ogbonnaya, Tregaskis, & Forde, 2016; Van De Voorde, Paauwe, & Van Veldhoven, 2012; Yaoprukchai & Kardkarnklai, 2014). Previously, research has identified various terms which are used for the different aspect oriented HRM practices such as high performance work practices, high involvement work systems and high commitment work systems which are **mainly focused on individual's performance**. However, these also do sacrifice the employee wellbeing.

The recent development in the domain of HRM is the introduction of wellbeing oriented HRM practices which are mainly focused on the enhancement of employee wellbeing. These practices are inclusive of emotional, physiological and social functioning of the wellbeing. More specifically speaking, these practices do include the investment made in the employees in form of training and development. Additionally, these practices are also inclusive of provision of work autonomy to the employees so they can get engaged with the job and also provision of positive social climate (Guest, 2017; Jiang, Lepak, Hu, & Baer, 2012).

Wellbeing oriented HRM practices will enhance the **employee's wellbeing by providing them the new set of skills, enhancing their abilities by providing them appropriate training and also providing them with job security as well**. These practices will be beneficial if they do promote the two way communication between the employees and top management.

Wellbeing Oriented HRM Practices, Employee Resilience and Employee Performance

Employee resilience dates back to 70s in the domain of clinical research. Later on, it gained much attention from

the researchers of the management sciences in late 90s (Cui, Sun, & Bell, 2019). It gained attention as it is focused on the positive psychology. According to Luthans et al. (2005) it is among the four constituents of the psychological capital which can be assessed, developed and can be appropriately managed to improve the performance of employees. Furthermore, it also do ensures that employee is recovered from negative events and advanced learning to confront the challenges in future. It can also be regarded as malleable and open to development (Luthans, Norman, Avolio, & Avey, 2008; Teh, Yep, Choo, Ong, & Teoh, 2019). Previously, it has been defined as undeniable most significant resource which is positive in nature and assists in navigating tempestuous and complex work settings (Avey, Luthans, & Jensen, 2009; Schoon & Duckworth, 2012; Tessema Gerba, 2012). In addition to this employee resilience has emerged to be a need for organizations as a positive approach towards the human resource management by employing the proactive management of psychological capital.

Employee resilience has been studied and adopted as a positive psychological aspect. Previously, studies have been conducted which considered the role of HRM practices in shaping the employee resilience (Bardoel, Pettit, De Cieri, & McMillan, 2014; Kehoe & Wright, 2013; Paauwe et al., 2013). Therefore, bearing in mind the previous studies it is argued that the wellbeing oriented HRM practices do influence the employee performance and such relationship can be elaborated with the help of positive psychology such as employee resilience. The psychologists in favour of positive psychology establish that when the resilience skills are well maintained and created they tend to enhance the employee skills to deal with the problematic scenarios (Luthans et al., 2005; Wang, Cooke, & Huang, 2014).

Employee resilience is related with the employee performance such that the more resilient an employee the greater will be the employee performance. Previously studies have made the arguments in the favor of the relationship between employee resilience and employee performance. In this regard it is worthy to mention the previous study which argues that resilience is a motivational factor which can stimulate the individuals to put extra effort to do their jobs ultimately increasing their performance (Avey, Reichard, Luthans, & Mhatre, 2011). The employees with high resilience have a tendency to respond in a positive manner towards the shocks or adverse situations they go through (McGee, Peterson, Mueller, & Sequeira, 2009; Yaoprukchai & Kardkarnklai, 2014). This argument not only true for the Western world but it also holds true for the eastern countries as well. Recently, a study was conducted in Chinese organizations which revealed that employee resilience and performance are positively associated for the employees who go through some changes in organizations. However, research is limited which do establish a clear link between the employee resilience and performance (Luthans et al., 2010). Previously most of the studies have been conducted on the psychological capital which undermines the importance of the employee resilience and warrants the further research (Avey et al., 2009{Luthans, 2010 #42}).

Accordingly, less evidence is available in the previous studies which studied the employee resilience as a mediator between relationships of wellbeing oriented HRM practices and employee performance. Following are the hypothesis of the present study:

H1: Wellbeing oriented HRM practices and employee resilience are positively associated.

H2: Wellbeing oriented HRM practices and employee performance are positively associated.

H3: Employee resilience mediates the relationship between wellbeing oriented HRM practices and employee performance.

Wellbeing Oriented HRM Practices, Social Climate and Employee Performance

Wellbeing oriented HRM practices do result in social climate which can be explained through the lens of the social information processing theory (Aryee, Walumbwa, Seidu, & Otaye, 2012; Haider, Gill, & Noreen, 2016). The theory claims that the presence of social environment offers the employees with the signs or hints which they can utilize to comprehend and process the events related to desirable attitudes and behaviors with regard to an organization (Salancik & Pfeffer, 1978). The social context offers to comprehend the meaning which assists to boost up the organizational behaviors and attitudes which are socially acceptable. Therefore, the HRM practices which are used by the management offers a hint in particular context for the individuals which later ensures that they can process the environment emotionally (Aryee et al., 2012). Social climate may serve as a key driver which creates and boosts the trust and collaboration among the employees. Therefore, having no uncertainty stimulates the

employees to give their best and performance increases. Having trust and collaboration among the employees finally enhances the knowledge and idea sharing. Which also increases the skills of employees and their performance goes up (Collins & Smith, 2006). Employees who do not have any trust issues with their fellow employees tend to outperform in their jobs.

It is worthy to mention that the HRM practices ensure that the management is focusing on the employees, their important information and also focusing on their desired behaviours. Further it also enables the management to focus on the employee behavioural consequences as well. For instance, wellbeing oriented HRM practices may help to build a social climate of trust and collaboration which do assists the knowledge sharing and development of human capital which in turn improves the employee performance. It is worthy to mention the previous study findings according to which human resource practices do promote the social interaction within an organization which dwells the culture of socially desirable behaviours such as extra role behaviours and it also can boost up their job roles which results in superior performance by an employee. Conclusively, HRM practices which are wellbeing oriented are linked with the social climate which in turn improves the employee performance (Lengnick-Hall et al., 2011).

H4: Wellbeing oriented HRM practices and social climate are positively associated.

H5: Social climate and employee performance are positively associated.

H6: Social climate mediates the relationship between wellbeing oriented HRM practices and employee performance.

Following figure 2 is showing the theoretical framework for the present study.

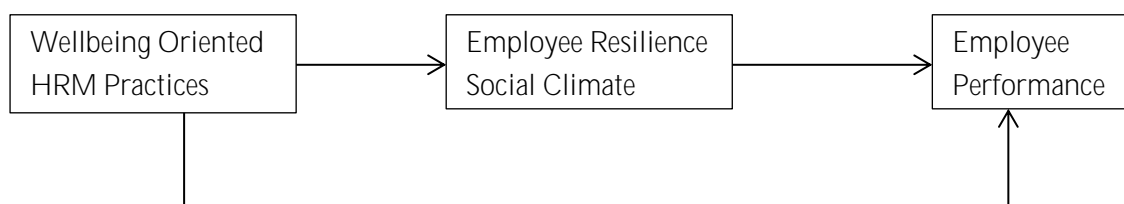


Figure 2: Research Framework

METHODOLOGY

The purpose of current study is to state the mechanism through which wellbeing oriented HRM practices influences the employee performance. Therefore, the study included employee resilience and social climate as a mediator. The study is quantitative and descriptive in nature. Data were collected at one point of time therefore, the study is cross sectional.

The first step was to select appropriate population of the study. As earlier mentioned pharmaceuticals industry is facing various challenges. Thus, the population of study was the employees of pharmaceutical companies located in Bangkok. Next step was to select sample size. Due to

unavailability of sampling frame the study has used the convenience sampling. The data were collected from 350 the respondents in order to maintain the adequate sample size for the analysis.

Data were collected by using the questionnaires and they were distributed among the employees. Total 500 questionnaires were distributed out of which 300 were used for data analysis. All the scale for the present study was adopted from the previous studies and details of which are as follows: Employee resilience was measured by 7 items instrument (Luthans et al., 2005); Employee performance was measured by using 7 items (Williams and Anderson, 1991). An instrument of 10 items was used to measure the

social climate (Prieto & Pilar Pérez Santana, 2012) and finally 15 items measure was used to assess the wellbeing

oriented HRM practices (Zacharatos, Barling, & Iverson, 2005).

RESULTS

Table 1. Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpha	CR	AVE
Employee Performance	EP1	0.786	0.776	0.85	0.554
	EP2	0.827			
	EP3	0.84			
	EP4	0.829			
	EP5	0.269			
Employee Resilience	ER1	0.78	0.845	0.884	0.526
	ER2	0.809			
	ER3	0.734			
	ER4	0.482			
	ER5	0.734			
	ER6	0.784			
	ER7	0.704			
Social Climate	SC1	0.684	0.885	0.901	0.419
	SC2	0.671			
	SC3	0.679			
	SC4	0.499			
	SC5	0.502			
	SC6	0.491			
	SC7	0.5			
	SC8	0.715			
	SC9	0.565			
	SC10	0.722			
	SC11	0.755			
	SC12	0.771			
	SC13	0.747			
Wellbeing Oriented HRM Practices	WOHP1	0.713	0.852	0.878	0.426
	WOHP2	0.782			
	WOHP3	0.754			
	WOHP4	0.621			
	WOHP6	0.512			
	WOHP7	0.647			
	WOHP8	0.456			
	WOHP11	0.479			
	WOHP12	0.742			
	WOHP13	0.718			

Table depicts the values for confirmatory factor analysis which is conducted to assess the measurement model of the present study. It is performed to confirm the convergent and discriminant validity.

Table 1 shows the values for the convergent validity. As per the table all the values for the alpha for the variables namely; employee performance, employee resilience, social climate and wellbeing oriented HRM practices are 0.776, 0.845, 0.885 and 0.852 respectively. This affirms that the scale is reliable. Furthermore, table 1 is showing the values for the factor loadings for the items. As per the criterion the values for the factor loadings should be greater than

0.4. As per the findings the factor loadings of all the items are meeting the criterion therefore, there is no issue with the loadings.

Furthermore, it is also showing the values for composite reliability. As per the standard the value of CR should be greater than 0.8. As per the findings reported in table 1 all the values of CR for the variables namely; employee performance, employee resilience, social climate and wellbeing oriented HRM practices are 0.850, 0.884, 0.901 and 0.878 respectively. However, the findings also reported the values for AVE. The values of the average variance extract for the variables namely; employee performance,

employee resilience, social climate and wellbeing oriented HRM practices are 0.554, 0.526, 0.512 and 0.522

respectively. All the standards are met which affirms the convergent validity.

Discriminant Validity

Table 2. Fornell & Larckers Criterion

	EP	ER	SC	WOHP
EP	0.760			
ER	0.587	0.725		
SC	0.750	0.629	0.647	
WOHP	0.566	0.472	0.622	0.653

Table 2 is showing the values for the discriminant validity. According to the Fornell & Larckers criterion the values for the AVE square root should be greater than its correlation

with the other variables. As per the table 2 all the values of AVE square root are greater than the correlations with other variables. Hence discriminant validity is established.

Table 3. Cross Loadings

	EP	ER	SC	WOHP
EP1	0.786	0.482	0.602	0.438
EP2	0.827	0.461	0.637	0.456
EP3	0.84	0.504	0.635	0.49
EP4	0.829	0.494	0.637	0.473
EP5	0.269	0.1	0.12	0.16
ER1	0.52	0.78	0.57	0.394
ER2	0.373	0.809	0.439	0.341
ER3	0.413	0.734	0.44	0.4
ER4	0.319	0.482	0.255	0.281
ER5	0.481	0.734	0.513	0.325
ER6	0.341	0.784	0.402	0.3
ER7	0.471	0.704	0.494	0.324
SC1	0.502	0.586	0.684	0.481
SC10	0.6	0.537	0.722	0.417
SC11	0.591	0.44	0.755	0.466
SC12	0.672	0.532	0.771	0.448
SC13	0.674	0.544	0.747	0.467
SC2	0.483	0.376	0.671	0.421
SC3	0.469	0.412	0.679	0.425
SC4	0.238	0.113	0.499	0.231
SC5	0.276	0.143	0.502	0.278
SC6	0.313	0.169	0.491	0.264
SC7	0.295	0.17	0.5	0.266
SC8	0.581	0.435	0.715	0.541
SC9	0.362	0.475	0.565	0.363
WOHP1	0.392	0.339	0.438	0.713
WOHP11	0.243	0.167	0.212	0.479
WOHP12	0.444	0.343	0.466	0.742
WOHP13	0.416	0.374	0.472	0.718
WOHP2	0.414	0.385	0.495	0.782
WOHP3	0.377	0.364	0.457	0.754
WOHP4	0.38	0.288	0.433	0.621
WOHP6	0.265	0.133	0.198	0.512
WOHP7	0.452	0.37	0.477	0.647
WOHP8	0.179	0.123	0.181	0.456

Table 3 is showing the values for the cross loadings. As per the standard the items should be heavily loaded on the variable and all other values should be less. Table 3 is

meeting the criterion. Therefore, it further strengthens the discriminant validity.

Table 4. HTMT

	EP	ER	SC	WOHP
EP				
ER	0.686			
SC	0.856	0.672		
WOHP	0.666	0.52	0.653	

HTMT stands for heterotrait-monotrait correlation ration. As per the standard the values of HTMT should be less than 0.85. However as the discriminant validity of SC and EP is greater than 0.85, therefore the study has followed the

more liberal criterion which is 0.90. All the HTMT values are less than 0.90. Hence discriminant validity is established.

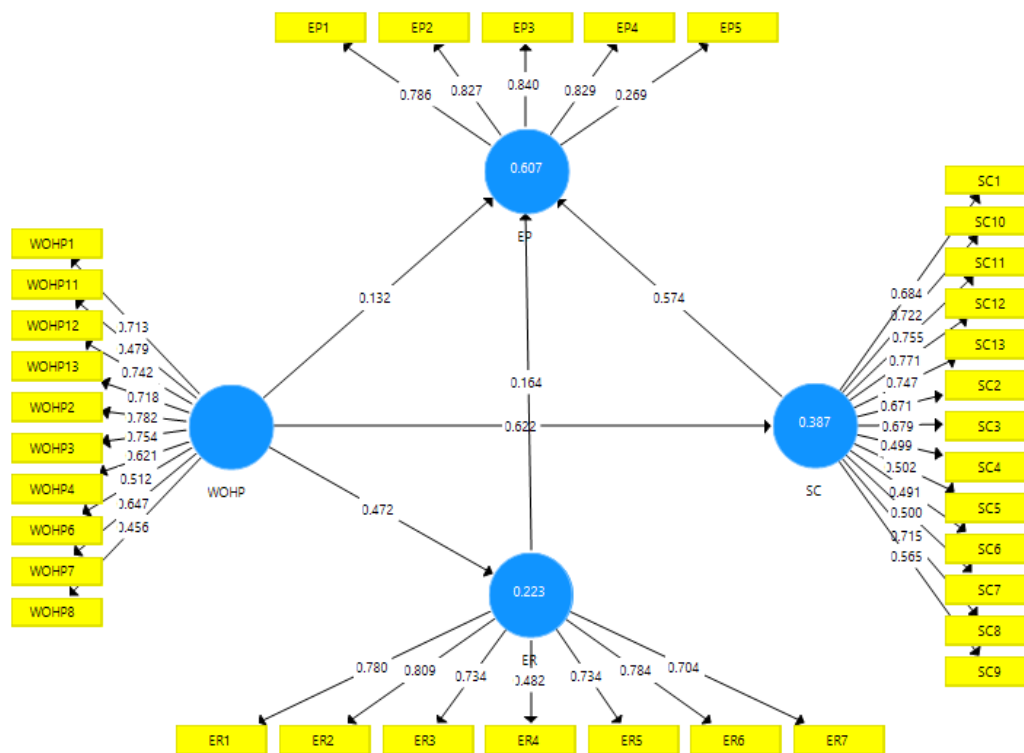


Figure 3

Table 5: Structural Equation Modeling

Relationships	Beta	SD	t value	p value	Decision
ER -> EP	0.164	0.031	5.23	p<0.05	Accepted
SC -> EP	0.574	0.032	17.841	p<0.05	Accepted
WOHP -> EP	0.132	0.033	4.051	p<0.05	Accepted
WOHP -> ER	0.472	0.03	15.834	p<0.05	Accepted
WOHP -> SC	0.622	0.023	27.529	p<0.05	Accepted

Table 5 is showing the results for the direct relationships between variables. As per the findings reported in table 5 social climate, employee resilience and wellbeing oriented HRM practices found to be associated with the employee performance valued at 0.165, 0.574 and 0.132. All the relationships are positive and depicting that 1% change in independent variables will bring about significant change in the dependent variable.

It is worthy to note that social climate emerged to be a strong predictor for the employee performance. This asserts that the employees do prefer a social climate which tends to boost their performance. In addition to this the personality aspect found to be less important and when it comes to wards the HR practices. These found to be least important in particular case. Going on further the table 5 is also showing a positive association between the wellbeing oriented HRM practices and employee resilience valued at

0.472. It means that minor change in wellbeing oriented HRM practices will bring about 47% changes in employee resilience. In addition to this wellbeing oriented HRM

practices also found to be associated with social climate valued at 0.622. It affirms that minor change in the practice will bring about huge change in the social climate.

Table 6. Specific Indirect Effects

Relationships	Beta	SD	t value	p value	Decision
WOHP -> ER -> EP	0.077	0.015	5.126	p<0.05	Accepted
WOHP -> SC -> EP	0.357	0.024	14.866	p<0.05	Accepted

Table 6 is showing the values for the mediation relationship between the variables. As per the findings reported in table 6 all the mediation paths are significant. It affirms that when the employees are experiencing the wellbeing oriented HRM practices and they tend to show

good performance. Their performance tends to raise more in the presence of employee resilience. Similar is the case with the social climate. Social climate found to be the stronger mediator as compared to the employee resilience.

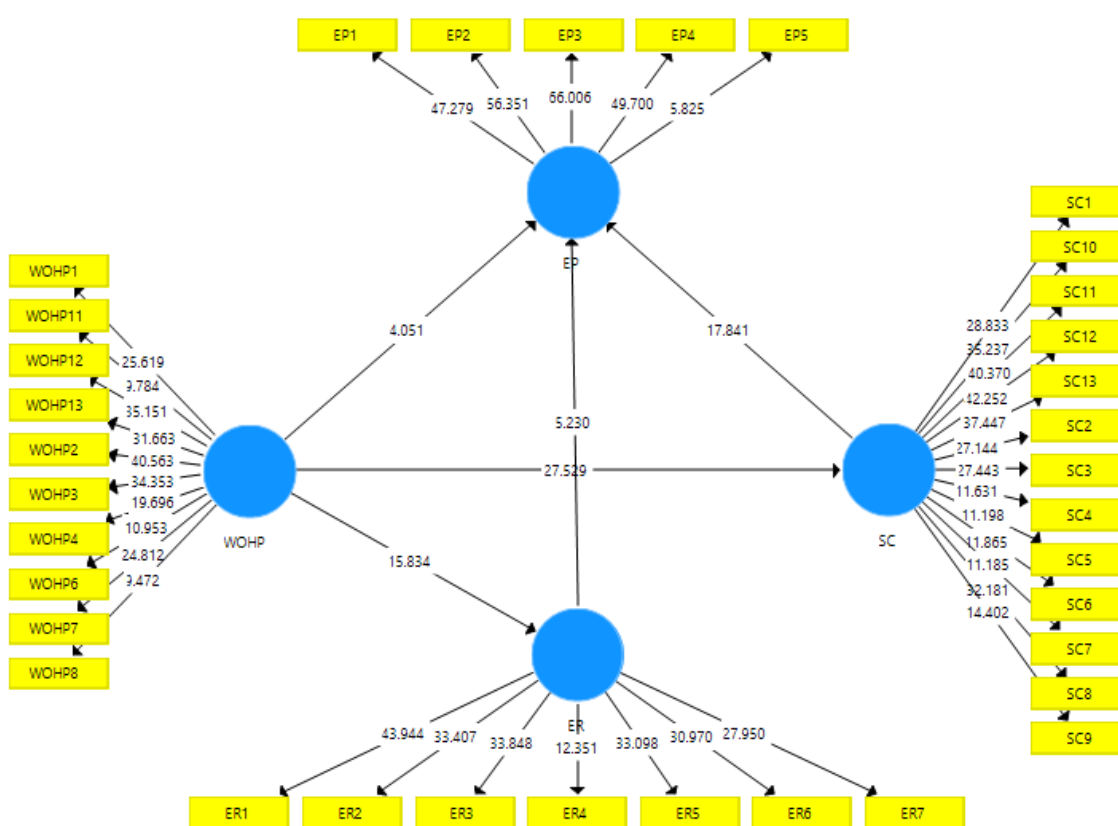


Figure 4

DISCUSSION

The study is conducted with the primary purpose to explore the factors which do determine the employee performance. Further the study has also considered the mediators as well. One of the mediators is the employee personal characteristics whereas the other one is related to climate. The study hypothesized a relationship between wellbeing oriented HRM practices and employee performance. The results of the study also supported the hypothesis as the relationship was positive and significant. In addition, the study also hypothesized that employee resilience influences the employee performance. The results of the study also supported the hypothesis. In

addition social climate has also been considered as predictor of employee performance. The results of the study also supported the hypothesis.

Regarding the mediator study hypothesized both the employee resilience and social climate as a mediator for the relationship between wellbeing oriented HRM practices and employee performance. The results of the study also supported the both hypothesis. All of the hypotheses are supported in the light of the results presented in previous section.

CONCLUSION

Overall the study has supported all of the hypotheses and proved that under study variables do predict the employee performance. It is concluded that organizations who seeks to improve the employee performance or wants to cope with the challenge of low employee performance should consider the factors under study as they will be helpful to reap the benefits. In addition, the study findings are also beneficial for practitioners and policy makers regarding the employee performance. Study is valuable as it has provided evidence that personal characteristic and environment both in combination improves the employee performance so both of them should be given appropriate attention by top management.

Limitations and Future Directions

All of the hypotheses are accepted and study has accomplished all of its objectives. But still there are few limitations which can be considered as a key area for the future studies to be addressed. First of all the study has considered the small number of respondents which do hinder the generalizability of the present study findings. So, the future studies may consider big sample size. Moreover the study is limited to only one point of time and cannot measure the change in behaviors over the time. Therefore, it is suggested that studies should be conducted in longitudinal research design. In addition the research model can be replicated in other service sector as well. Finally, it is suggested that future studies may be conducted with a comparative objective which will provide more beneficial insights to the business world.

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