



Mediating role of work engagement between employee Experienced high-performance work practices and job outcomes; A Study on the Hospitality Sector

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Abstract

This study examines the relationship between the employee experienced a high-performance work system (HPWS) and job outcome variables (creative performance, absence intentions, and service recovery performance) with a mediating role of employee engagement. self-administrated questionnaires are filled by a sample of 190 employees from the hospitality sector of Karachi. The high-performance work system is measured by 6 dimensions including recruitment & selection, training, developmental performance management, performance compensation, flexible job design, and participative decision making. Using a partial least square (PLS) Structural equation modeling, the results reveal that decision making; flexible job design, developmental performance, and recruitment & selection are significant indicators of HPWPs. Participative decision making enables employees to take an active part in organizational affairs hence, supervisors should welcome employees to participate in discussions. Developmental performance management, flexible job design, and recruitment & selection are also very important indicators of a high-performance work system so they should also be highly focused. The results further reveal that employee engagement works as a significant mediator between flexible job design, recruitment & selection, developmental performance management, and participative decision making with absence intentions, service recovery performance, and creative performance. However, employee engagement has an insignificant impact on training and compensation on absence intentions, service recovery performance, and creative performance.

Keywords: High-performance work system, employee engagement, absence intentions, service recovery performance, creative performance

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Introduction

Prior studies on properly planned human resource management have recommended that “high-performance work systems’ (HPWS) allow organizations to be extra efficient and increase primary competitive benefits (Cooke, Cooper, Bartram, Wang, & Mei, 2019). A high-performance work system is explained as a team of inside sound and reliable human resource procedures that are planned to encourage workforce capability, enthusiasm, and devotion (García-Chas, Neira-Fontela, & Varela-Neira, 2016). A high-performance work system includes HR policies that can develop workforce awareness, capabilities, and encouragement (Edgar, Blaker, & Everett, 2020; Tang, Yu, Cooke, & Chen, 2017). Several researchers have found that a high-performance work system is connected to many required results, for example, improved work efficiency, innovation, and invention (Caniëls & Veld, 2019; Jeong & Shin, 2019) many structural nationality actions (Kehoe & Wright, 2013), better structural efficiency, and decrease workforce burnout percentage (Jyoti & Rani, 2019).

SHRM concepts comprising the reserve of the organization and the interactive viewpoint, have offered descriptions connecting HRM practices to structural efficiency (Fazey, 2020). Disputes centered on an overall organizational concept to recommend a close link where efficiency offers opinion on a high-performance work system in the procedure of records and reserves. This opinion produces the facts and the inefficient reserves required to back an adaptive procedure of high-performance work system performance. Shin and Konrad (2017) assess the primary links among high-performance work systems and efficiency cooperate with a longitudinal facts group with 3-time facts. Results presented that the previous high-performance work system supports delayed efficiency and resources. Researchers have accepted diverse hypothetical ideas to describe the effect of Human Resource policies on workforce outcomes. Although, some researchers have explored the part of human resource policies in developing advanced job responsibilities and additional part for workforce efficiency by motivating workforce contribution in the work plan, a procedure indicated as work creating. Illustrating on (HRM) procedure study and the work constructing study, the research directs to assess in what way job engagement and work creating intervene the link among workforce insights of HR procedure and workforce efficiency and organizational outcomes (Guan & Frenkel, 2018).

Theoretical and expert devotion to the concepts of real management and job engagement and its suggestions for firms have developed intensely in the previous years. Contemplation of the suggestions of these concepts for extraordinary-operation human resource traditions is constrained. Though the framework of methodically reflects the suggestions of ability-improvement, enthusiasm-development, and chance-boosting HR policies for real leadership, supporting job engagement, and admirer implementation. The real management, across several affects procedures, promotes high-performance human resource practices, and the same, to assist substitute improved job engagement. By improving more substantial job engagement, employees are encouraged to produce their soundest, most celebrated real personalities to the organization and are extra expected to accomplish advanced stages of mutual welfare and efficiency (Karam, Gardner, Gullifor, Tribble, & Li, 2017). The hotel sector of Pakistan is also observing a huge upturn since the last two eras. In this ultimate battle between hotels, employees play an important role in the effectiveness of the hoteling sector.



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Employees should not only be provided with the monetary benefits but should be given proper training along with the decision making power so that their performance can be boosted (Akhtar, Ahmad, Siddiqi, & Akhtar, 2019; Malik, Akhtar, Raziq, & Ahmad, 2020). Generally, previous researches have only highlighted the impact of few human resource practices on a high-performance work system, or they might have related the high-performance work system directly with job outcomes. However, this research investigates the effectiveness of human resource practices as a high-performance work system. Moreover, in this study, job engagement is a mediating variable between a high-performance work system and job outcomes. Additionally, only a few types of research have checked the direct effect of HPWs on Employee engagement than the direct effect on job outcomes. The further mediating effect of employee engagement has been checked among HPWs and job outcomes.

Literature Review

Effects of High-Performance Work Practices on Job Outcomes

High-Performance Work Practices (HPWP) is a group of specific but interconnected Human Resource Management (HRM) procedures intended at an emerging much competent company (Kasekende, Nasiima, & Otengei, 2020). They characteristically comprise of mentoring, group performing, work independence, and ways that increase workforce capabilities, enthusiasm, and prospect to use flexible force (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000). The typical opinion controls that HPWP encourages positive workforce results for example contentment towards job, responsibility, faith, and mental fitness (Van De Voorde, Paauwe, & Van Veldhoven, 2012) though, researches exploring the practices through which HPWP could be detrimental to the workforce are usually limited. As per this research High-performance work system is based on 8 human resource practices: recruitment, selection, training, developmental performance management, performance-based compensation, flexible job design, participative decision-making, and information sharing.

Effects of High-Performance Work Practices on Employee Engagement Towards Organization

Centered on an evaluation of the past of the workforce engagement concept and its dimension, is described as employee engagement as the collection of the job engagement skills of well-being workforces in the workplace (Iqbal, Adawiyah, Suroso, & Wihuda, 2020). In comparison to many studies on workforce engagement, they focus on corporations instead of employees and the organization as they characterize a different group of businesses (Schneider, Yost, Kropp, Kind, & Lam, 2018). The international hospitality and tourism industry is not only loaded with high burnout rates but also may soon be in the shortage of workforce. As such, better consideration of industry employment insights has become a severe issue for hospitality executives. Of specific interest are the observations of those energetic laborers that do not have previous employment experience in the hospitality industry. So, the purpose of this study is to reflect the opinions of hotel employment between the sections of the potential employee population that has no present or experience working in hotels. As per the theories, opinion of pay, advancement opportunities, work-to-life disagreement, and work environment- persuaded separation are



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suggested to disturb potential employees' mind-sets toward hotel jobs meaningfully. In turn, these beliefs are planned to affect both plans to apply for hotel jobs and the purpose to suggested applying for hotel work to others (McGinley, Hanks, & Line, 2017)

Effects of Employee Engagement on Job Outcomes

Researchers have accepted diverse hypothetical ideas to describe the effect of Human Resource policies on workforce outcomes. Although, some researchers have explored the part of human resource policies in developing advanced job responsibilities and additional part for workforce efficiency by motivating workforce contribution in a work plan, a procedure indicated as work creating. Illustrating on (HRM) procedure study and the work constructing study, the research directs to assess in what way job engagement and work creating intervene the link among workforce insights of HR procedure and workforce efficiency and organizational outcomes (Guan & Frenkel, 2018).

Influence of Employee Engagement on Absence Intentions

As Karatepe and Karadas (2014) state that implementing Preservation of assets and similarity studies as the theoretical foundations, the previous research acquires and experiments a study presentation that examines the influence of mental wealth upon job–personal clash, personal–job clash, and burnout and absence intentions. Karatepe and Karadas (2014) have discussed the model that investigates the results of 2 ways of the clash on the workforce results. Personal efficiency, confidence, positivism, and spirit are the factors demonstrating. Centered on record gained through frontline hospitality workforce in a period interval of 2 weeks in 3 breakers, the outcomes predict that a mentally fit workforce reduces job–personal clash, personal–job clash, and burnout and absence intentions. Additionally, the outcomes predict that psychological capital has impacted the said workforce results circuitously by personal–job clash. Though, a job–personal clash does not influence these results.

Impact of Employee Engagement on Service Recovery Performance

As per the study conducted by Karatepe, Yavas, Babakus, and Deitz (2018) using personal willpower and preservation of properties studies, the study examines that the extract and cooperating impact of organizational responsibility to provide the superior facilities, consumer learning, and interference and test pressure in the workforce engagement practice. The part of workforce engagement as a dominant intermediating variable that communicates the results of work supplies and requirements is analytically assessed. The study evaluated the said connections centered on records collected after a period covered model of frontline hospitality workforce and their directly connected managers are consuming healthy utmost possibility approximation. The results disclose that organization engagement and commitment to excellence facility providers and consumer emphasis use important influences on work efficiency and burnout intents by workforce engagement and break pressures. The communication among organization engagement to excellent facility providers and consumer focus reduces the equal test and interruption pressures.

Role of Employee Engagement on Creative Performance



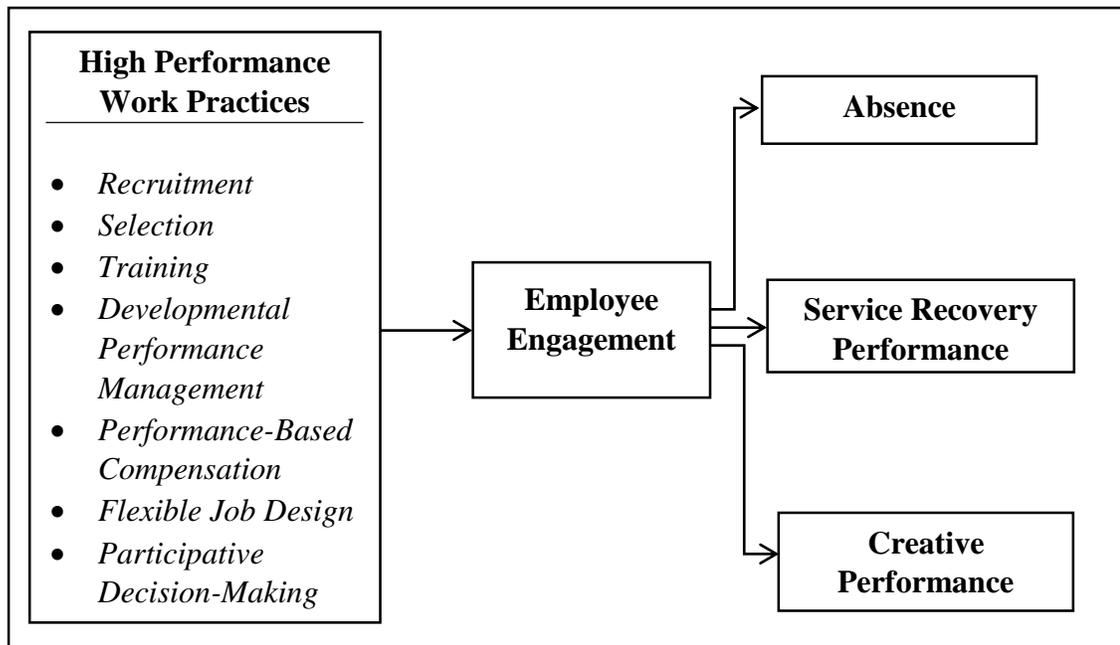
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The previous study recommends that the 3 main backgrounds of workforce engagement that is the commitment of an employee's entire character into his/her job) are the employee's intelligence that his/her job is significant and worthy, the consciousness that he/she is able of presenting his/her job, and his/her ideas concerning structural encouragement (Clack, 2020). They ensure the ability to improve engagement by complete of these methods. They can enhance an employee's intelligence of worth by enhancing equally the probable influence his/her job might have on people and the employees' capacity to be known by managers and subordinates. These procedures also can create an employee's capabilities and her faith in those capabilities to make job creative. Additionally, ISSCs can be seen as a means by which individuals receive organizational support. In addition to this, ISSCs have been able to increase better contribution to creative actions and an extra adequate and broad exploration of evidence (Ismail, Iqbal, & Nasr, 2019). Contribution in data distribution might in circle enhance engagement, irrespective of the excellence of the employees' creative job. Though, ISSCs can likewise inadvertently enhance doubts of chosen, assessed, or ashamed in the face of subordinates, heading to a complete deficiency of intelligence. The anxiety of open relying can also head employees to remove from participating in creating the best type of creative job. The two unintentional results would utmost decrease workforce engagement.

Conceptual Framework

The below-mentioned framework shows the high-performance work practices as an independent variable and job outcome as a dependent variable, whereas employee engagement is having a mediating relationship between both independent and dependent variables. The appended drawn arrows demonstrate that every construct of a High-Performance Work System is having a negative relationship with absence intentions and a positive relationship between service recovery and creative performance. Moreover, employee engagement is having a mediating relationship between all the constructs of a high-performance work system and job outcomes (absence intentions, service recovery, and creative performance). Furthermore, hypotheses which are developed to test the relationship between the constructs of independent variables with dependent and mediating variable (Refer Appendix).

Figure 1: Conceptual Framework



Methodology

To achieve the research objective quantitative technique has been adopted. The same methodology was used by many other researchers and scholars studying the same areas such as high-performance work systems, job outcomes, and employee engagement (Cooke et al., 2019; Huang, Ma, & Meng, 2018; Muduli, Verma, & Datta, 2016). Quantitative research implementation is appropriate for testing theories and is beneficial for creating logical analysis (Queirós, Faria, & Almeida, 2017).

Sample and Data Collection Method

Convenient Sampling is utilized for the preparatory phase of research. The data is gathered from 10 hotels situated in Karachi. The contributing hotels demonstrate individuals who are employed on the front line of hotel management, mainly in the customer facility, and are the appearance of influence of the organization. These are the first ones to communicate with the walk-in customer and are likely to be representatives of the hotels. A note written on top of every questionnaire described that involvement is voluntary, and that the objectives of the review are just for study, and that the confidentiality of their answers is certain. Workforce accomplished a review accomplishes particulars employing workforce practiced high-performance work system, human resource practice, job engagement, and job outcomes. The sample size is 190 respondents who are giving services as frontline employees in the hotel were selected to conduct research.

Respondent Profile



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The data reveals that most of the participants in this study are of 26-30 years of age group, and 45% have done masters. Moreover, 73% of respondents are males, and 86.8% of respondents are married (See table1).

Table 1: Demographic Profile

| Profile | Categories | % |
|----------------|--------------|------|
| Age | 20 and Below | 1.6 |
| | 21-25 | 14.8 |
| | 26-30 | 34.9 |
| | 31-35 | 31.2 |
| | Above 35 | 17.5 |
| Qualification | Intermediate | 2.6 |
| | Graduation | 18.0 |
| | Masters | 45.0 |
| | Others | 34.4 |
| Gender | Male | 73.0 |
| | Female | 27.0 |
| Marital Status | Single | 13.2 |
| | Married | 86.8 |

Analysis of Strategy

Once the data had been collected from respondents, a quantitative method is used for analyzing the data. Partial Least Square Structural Equation Modeling (PLS-SEM) is used to analyze the data. PLS is used for the examination of construct reliability, and Construct validity, correlation of data, Discriminant validity, and analysis for multiple regressions (Hair, Risher, Sarstedt, & Ringle, 2019; Ringle, Sarstedt, Mitchell, & Gudergan, 2020)

Results

The outcomes generated employing PLS-SEM is shown in two sections in the research. The first section is the measurement model and the second section is the Structural Model.

Measurement Model

Before starting the examination of any model or analyzing the hypothesis, it is important to calculate the validity of the measurement model. This means checking if the scales which are used to collect the data calculate what they are supposed to calculate or not. The establishment of construct validity is one of the significant validities in empirical researches. It should be checked if hypotheses under measurement; act similarly as they recommended acting in the previous theory, to obtain the construct validity. Construct validity is mostly established by testing convergent validity and discriminant validity (McDonagh et al., 2020). Convergent and discriminant validity is calculated by verifying



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“that, when cross-loading items are let go, items load efficiently and completely on the factors (constructs) on which they are suggested to load”. Convergent validity for a concept is shown when all variables that are hypothetical to calculate a particular construct share the same relation. Calculating convergent validity benefits the researcher to guarantee that all items of the variables are calculating the mutual ideas or concepts and are in a similar theoretical way (Kline, 2011). Ascertaining the reliability of every measurement construct in the scale that is employed to calculate an item, is one of the techniques to determine convergent validity. If all items of a scale are meaningfully loaded on their particular constructs, it illustrates that convergent validity is acceptable. (Kline, 2011)

Table 2 displays the outer loadings of each item of the variable. As shown in the table, all items except SR1 meet the threshold of 0.60 (Nunnally, 1967) suggested. However, Bagozzi and Yi (1988) recommended that the loading threshold is 0.5; hence all items are meaningfully loaded on their constructs. The second significant degree to authorize the convergent validity is the evaluation of composite reliability of all construct of the research model. Composite reliability demonstrates the inner consistency of all constructs. There occurs internal reliability when each item in the construct measures a similar idea. Compared to the separate item reliability, composite reliability evaluates the complete shared reliability of all items under one construct. As per Chin (1998), Average Variance Extracted calculates the sum of variance that a construct captures from its items relative to the sum resulting from calculation error. When a concept has a high Average Variance Extracted, it shows that items under that construct have a similar core concept, so it assists in the consistency of convergent validity of a construct. The recommended value of the Average Variance Extracted of each construct should be beyond 0.50 to achieve acceptable convergent validity. As per Table 2, all Average Variance Extracted is above 0.50.

Table 2: Factor loadings, composite reliability, and convergent validity

| Construct | Item | Loading | CR | AVE | Cronbach's Alpha |
|----------------------|------|---------|-------|-------|------------------|
| Absence Intentions | AI1 | 0.856 | 0.874 | 0.777 | 0.716 |
| | AI2 | 0.906 | | | |
| Compensation | CO1 | 0.61 | 0.764 | 0.527 | 0.568 |
| | CO2 | 0.901 | | | |
| | CO3 | 0.63 | | | |
| Creative Performance | CP1 | 0.781 | 0.827 | 0.547 | 0.720 |
| | CP2 | 0.62 | | | |
| | CP3 | 0.732 | | | |
| | CP4 | 0.81 | | | |
| Decision Making | DM1 | 0.728 | 0.853 | 0.660 | 0.746 |
| | DM2 | 0.844 | | | |
| | DM3 | 0.859 | | | |
| | EM1 | 0.844 | | | |
| Employee Engagement | EM2 | 0.812 | 0.861 | 0.674 | 0.758 |
| | EM3 | 0.806 | | | |
| Flexible Job Design | FJB1 | 0.809 | 0.860 | 0.672 | 0.762 |
| | FJB2 | 0.882 | | | |



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| | | | | | |
|-------------------------|------|-------|-------|-------|-------|
| | FJB3 | 0.765 | | | |
| Performance | P1 | 0.807 | 0.833 | 0.624 | 0.699 |
| | P2 | 0.794 | | | |
| | P3 | 0.768 | | | |
| Recruitment & Selection | R&S1 | 0.850 | 0.856 | 0.666 | 0.749 |
| | R&S2 | 0.825 | | | |
| | R&S3 | 0.771 | | | |
| Service Recovery | SR1 | 0.588 | 0.794 | 0.569 | 0.621 |
| | SR2 | 0.890 | | | |
| | SR3 | 0.755 | | | |
| Training | T1 | 0.697 | 0.790 | 0.657 | 0.503 |
| | T2 | 0.910 | | | |

Discriminant validity is not similar to convergent validity in a manner that it evaluates the differentiation or biasness between items of constructs. This is significant to measure because items of each construct are thought to measure a, unlike ideas. This criterion reveals the extent to which a construct is not similar to the other constructs in the model. The sub-parts of every construct must be different from individuals of other constructs. The figures presented in Table 3 expresses the diagonal line of standards covering the Average Variance Extracted square root and construct correlations. As suggested by Fornell and Larcker (1981), discriminant validity is meaningful by examining that the diagonal line standards are higher in comparison to their columns and rows.

Table 3: Discriminant Validity: Fornell-Larcker Criterion

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|----------------------------|-------|-------|------|------|-------|------|------|------|------|------|
| 1. Absence Intension | 0.881 | | | | | | | | | |
| 2. Compensation | 0.348 | 0.726 | | | | | | | | |
| 3. Creative Performance | 0.263 | 0.135 | 0.73 | | | | | | | |
| 4. Decision Making | 0.192 | 0.266 | 0.38 | 0.81 | | | | | | |
| 5. Employee Engagement | 0.417 | 0.168 | 0.50 | 0.37 | 0.821 | | | | | |
| 6. Flexible Job Design | 0.081 | 0.147 | 0.36 | 0.49 | 0.427 | 0.82 | | | | |
| 7. Performance | - | - | 0.11 | 0.05 | - | 0.23 | 0.79 | | | |
| 8. Recruitment & Selection | 0.163 | 0.082 | 0.3 | 0.3 | 0.018 | 0 | 0 | 0.81 | | |
| 9. Service Recovery | 0.355 | 0.167 | 0.59 | 0.33 | 0.653 | 0.39 | 0.02 | 0.28 | 0.75 | |
| 10. Training | 0.029 | 0.109 | 0.42 | 0.44 | 0.217 | 0.29 | 0.25 | 0.44 | 0.33 | 0.81 |

Structural model

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R-square value for absence intentions, creative performance, employee engagement, and service recovery is 0.369, 0.394, 0.265, and 0.477 respectively. PLS-SEM is used to test the strength and significance of all structural paths and for examining the hypothesis. Such significance or strength of path is shown by the path coefficient or beta value (β), describing the unique contribution that an independent variable creates and clarify the variance in the dependent variable. Table 4 shows the path analysis for compensation, decision making, flexible job design, performance, recruitment & selection, and training with absence intentions, creative performance, employee engagement, and service recovery. Moreover, it also displays the path analysis for employee engagement with absence intentions, creative performance, and service recovery. The constructs of Employee Engagement with service recovery is having the highest t-value I .e.13.858 it means that employee engagement has a strong effect on service recovery in comparison to other variables. Furthermore, the lowest t value is off training with employee engagement, i.e. 0.047 it shows that training is not having a good effect on employee engagement.

Table 4: Direct Effects among Independent, mediating and Dependent Variables

| | Mean | Standard Deviation | T Value | Decision |
|---|--------|--------------------|---------|---------------|
| Compensation->Absence Intentions | 0.284 | 0.056 | 5.086 | Supported |
| Compensation -> Creative Performance | 0.013 | 0.048 | 0.267 | Not supported |
| Compensation-> Employee Engagement | 0.056 | 0.059 | 0.958 | Not supported |
| Compensation-> Service Recovery | 0.039 | 0.042 | 0.930 | Not supported |
| Decision Making-> Absence Intentions | 0.028 | 0.060 | 0.475 | Not supported |
| Direct Making -> Creative Performance | 0.068 | 0.053 | 1.275 | Not supported |
| Direct Making -> Employee Engagement | 0.145 | 0.074 | 1.971 | Supported |
| Direct Making-> Service Recovery | -0.037 | 0.057 | 0.635 | Not supported |
| Flexible Job Design -> Absence Intentions | -0.136 | 0.077 | 1.753 | Not supported |

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| | | | | |
|---|--------|-------|-------|---------------|
| Flexible Job Design -> Creative Performance | 0.063 | 0.054 | 1.176 | Not supported |
| Flexible Job Design -> Employee Engagement | 0.325 | 0.063 | 5.143 | Supported |
| Flexible Job Design -> Service Recovery | 0.120 | 0.049 | 2.473 | Supported |
| Performance -> Absence Intentions | -0.127 | 0.056 | 2.278 | Supported |
| Performance -> Creative Performance | 0.014 | 0.082 | 0.173 | Not supported |
| Performance -> Employee Engagement | -0.133 | 0.063 | 2.107 | Supported |
| Performance -> Service Recovery | -0.037 | 0.050 | 0.746 | Not supported |
| Recruitment & Selection -> Absence Intentions | 0.338 | 0.048 | 7.051 | Supported |
| Recruitment & Selection -> Creative Performance | 0.169 | 0.056 | 3.025 | Supported |
| Recruitment & Selection -> Employee Engagement | 0.198 | 0.054 | 3.631 | Supported |
| Recruitment & Selection -> Service Recovery | 0.005 | 0.046 | 0.113 | Not supported |
| Training -> Absence Intentions | -0.167 | 0.053 | 3.165 | Supported |
| Training -> Creative Performance | 0.223 | 0.061 | 3.642 | Supported |
| Training -> Employee Engagement | -0.003 | 0.065 | 0.047 | Not supported |
| Training -> Service Recovery | 0.197 | 0.055 | 3.576 | Supported |

Table 5 shows the indirect effects of the variables. Table 5 displays the path analysis of compensation, decision making, flexible job design, performance, recruitment & selection and training and turnover intentions with absence intentions, creative performance, and service recovery via mediator employee engagement. The t-values of nine independent variables, flexible job design, recruitment & selection and absence intentions, flexible job design, performance, recruitment & selection and creative performance, performance, decision making, flexible job design, performance, recruitment & selection, and service



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recovery, are satisfactory when the mediator is included. However, the results also evaluate that employee engagement plays a mediating role such that when job design is flexible employees will remain engaged, which will ultimately affect job outcomes.

Table 5: Indirect or Mediating Effects between Variables

| | Mean | Standard Deviation | T Value | Decision |
|--|--------|--------------------|---------|---------------|
| Compensation -> Employee Engagement -> Absence Intentions | 0.020 | 0.021 | 0.944 | Not Supported |
| Decision Making -> Employee Engagement -> Absence Intentions | 0.050 | 0.026 | 1.904 | Not Supported |
| Flexible Job Design -> Employee Engagement -> Absence Intentions | 0.113 | 0.025 | 4.424 | Supported |
| Performance -> Employee Engagement -> Absence Intentions | -0.046 | 0.025 | 1.856 | Not Supported |
| Recruitment & Selection -> Employee Engagement -> Absence Intentions | 0.069 | 0.023 | 2.958 | Supported |
| Training -> Employee Engagement -> Absence Intentions | -0.001 | 0.023 | 0.047 | Not Supported |
| Compensation-> Employee Engagement -> Creative Performance | 0.020 | 0.021 | 0.955 | Not Supported |
| Decision Making -> Employee Engagement -> Creative Performance | 0.051 | 0.027 | 1.893 | Not Supported |

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| | | | | |
|--|--------|-------|-------|---------------|
| Flexible Job Design -> Employee Engagement -> Creative Performance | 0.114 | 0.025 | 4.469 | Supported |
| Performance -> Employee Engagement-> Creative Performance | -0.047 | 0.023 | 2.016 | Supported |
| Recruitment & Selection -> Employee Engagement -> Creative Performance | 0.069 | 0.023 | 3.035 | Supported |
| Training ->Employee Engagement -> Creative Performance | -0.001 | 0.023 | 0.047 | Not Supported |
| Compensation-> Employee Engagement ->Service Recovery | 0.032 | 0.033 | 0.956 | Not Supported |
| Decision Making -> Employee Engagement -> Service Recovery | 0.082 | 0.040 | 2.031 | Supported |
| Flexible Job Design -> Employee Engagement -> Service Recovery | 0.183 | 0.036 | 5.139 | Supported |
| Performance -> Employee Engagement -> Service Recovery | -0.075 | 0.036 | 2.086 | Supported |
| Recruitment & Selection -> Employee Engagement -> Service Recovery | 0.111 | 0.032 | 3.507 | Supported |
| Training ->Employee Engagement -> Service Recovery | -0.002 | 0.037 | 0.047 | Not Supported |

Discussion

The key objective of this research is to answer the question; are the task of six HR practices that are recruitment & selection, training, developmental performance management, performance-based compensation, flexible job design, and participative decision-making important indicators of HPWPs. The outcomes mentioned in data analysis, suggest that decision making, flexible job design, developmental performance, and recruitment & selection are significant indicators of HPWPs. Participative decision making enables employees to take an active part in organizational affairs so bosses or supervisors should welcome employees to participate in discussions. Developmental performance management, flexible job design, and recruitment & selection are also



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fundamental indicators of a high-performance work system so they should also be highly focused. The second objective of this research is to examine that do recruitment & selection, training, developmental performance management, performance-based compensation, flexible job design, and participative decision-making have a positive impact on employee engagement. Above outcomes, shown that decision making, flexible job design, performance, recruitment & selection have a positive and significant impact on employee engagement. This means that employees get engaged in their work if they have flexible job designs, and they are involved in participative decision making. Moreover, recruitment and selection also have a significant impact on employee engagement, so organizations should focus on their recruitment policies. Whereas compensation and training do not have a good impact on employee engagement, so human resource officials should design their training and compensation policies wisely as they require a huge cost and having an insignificant relationship. The third objective of the study is to check does employee engagement harm absence intentions and a positive effect on service recovery performance and creative performance as per the results employee engagement has a positive impact on all outcome variables. Employee engagement has the highest significant relationship with service recovery as compared to other variables. The fourth objective is to identify that does employee engagement work as a full mediator of the impacts of HPWPs (recruitment & selection, training, developmental performance management, performance-based compensation, flexible job design, and participative decision-making) on absence intentions, service recovery performance, and creative performance. So according to the results, employee engagement works as a significant mediator between flexible job design, recruitment & selection, developmental performance management and participative decision making and absence intentions, service recovery performance, and creative performance. Whereas, as a mediator employee engagement have a weak relationship with training, compensation, absence intentions, service recovery performance, and creative performance.

As figured out in the introductory part, there is much argument on the concept of high-performance work systems and its link with job engagement to increase job outcomes. The previous realistic literature and corporate literature continue to highlight the idea of employee engagement and how it helps in achieving organizational goals. However, the results of this research highlight that only two contents of a high-performance work system harm employee engagement; these findings are different from the findings of other researchers. As was discovered in research conducted by (Karatepe et al., 2018) that compensation and training increase employee engagement, which ultimately increases job outcomes. It is also found that compensation has a good impact on absence intentions among employees, but compensation does not have a strong impact on employee engagement which means employees can reduce their absence intentions due to compensation but cannot increase their engagement towards an organization. Participative decision making has an insignificant relationship directly with all the variables, but employee engagement is the significant mediator between service recovery and participative decision making and is consistent with a previous study (Cooke et al., 2019). Employee engagement has a significant relationship with absence intentions and creative performance which shows that the more employees are engaged less will be their absence intentions, and more will be the creative performance (Tang et al., 2017). Flexible job design has a significant relationship with employee engagement and service recovery,



which shows that the more flexibility in job design more the employees are engaged in the job. Performance and recruitment & selection both have a significant impact on absence intention. If employees have low absence intentions because of recruitment and selection, it means that they have been provided with the best orientation due to which they have a good understanding of organizational goals. Training does not have a significant impact on employee engagement, but it does have a significant impact on absence intentions, service recovery, and creative performance. Hence, this study supports the common phenomenon that training increases the creative performance of employees.

Limitations and future directions

This research adds useful contributions to the previous literature, but it also bears some limitations. Firstly, the matter of a high-performance work system is massive and complicated; it can be distinguished and evaluated on different grounds. The research is concentrated on the independent opinion of a high-performance work system, though a two-sided view can assist better to understand the subject from several viewpoints. Secondly, the data was collected from different hotels in one city i.e. Karachi. This limits the suggestions of findings and results of this research for the overall population of the country. On other hand, this research only focuses on the frontline staff of the hospitality sector; this limits the results to be beneficial for thoughtful results.

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