

**HUMAN RESOURCE MANAGEMENT CONTENT AND
PROCESS ON EMPLOYEE WELL-BEING AND JOB
PERFORMANCE: A STUDY IN INDONESIA PUBLIC SECTOR**

INDRAYANTI

A Thesis submitted in partial fulfilment of the requirements of Nottingham Trent
University for the degree of Doctor of Philosophy

April 2019

© Copyright by Indrayanti 2019

All Rights Reserved

The undersigned, appointed by the dean of the Graduate School, have examined the dissertation entitled

HUMAN RESOURCE MANAGEMENT CONTENT AND PROCESS ON

EMPLOYEE WELL-BEING AND JOB PERFORMANCE:

A STUDY IN INDONESIA PUBLIC SECTOR

presented by Indrayanti,

a candidate for the degree of doctor of philosophy,

and hereby certify that, in their opinion, it is worthy of acceptance.

Professor Helen Shipton

Dr. Konstantina Kougiannou

Professor Karin Sanders

COPYRIGHT STATEMENT

“This work is the intellectual property of the author. You may copy up to 5% of this work for private study, or personal, non-commercial research. Any re-use of the information contained within this document should be fully referenced, quoting the author, title, university, degree level and pagination. Queries or requests for any other use, or if a more substantial copy is required, should be directed in the owner(s) of the Intellectual Property Rights.”

Thanks, Mom (Rest in Peace)

ACKNOWLEDGEMENTS

Thank God, for answering my prayers for giving me the strength to plod on despite my constitution wanting to give up and throw in the towel, thank you so much, Dear Lord.

This thesis is a shape of commitment to investigate the organisational life from the individual side. The human process at the organisation is a significant condition which firmly causing the achievement of organisational goals. Otherwise, the organisation runs without having a robust spirit of the entire members.

Firstly, I would like to express my sincere gratitude to my advisor Professor Helen Shipton, Professor Karin Sanders, and Dr Konstantina Kougiannou for the continuous support of my PhD study and related research, for your patience, motivation, and immense knowledge. Your guidance helped me in all the time of research and writing of this thesis. I could not have imagined having a better advisor and mentor for my PhD study.

Last but not least, I offer my regards and blessings to all of those who supported me in any respect during the completion of the dissertation. To my family, for the unconditional support, to let me through this study life. Thanks to my husband, Hafidh, Zulfan, and Vala for your emotional support to me. To my parents, for your daily praying to strengthen my mentality. Get well soon, father. To my Indonesian friends in the Netherlands, Great Britain, and Sydney for supporting me financially and spiritually throughout this study life and finishing writing this dissertation.

TABLE OF CONTENTS

COPYRIGHT	ii
COPYRIGHT STATEMENT	iii
DEDICATION	iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENT	vi
LIST OF TABLE	viii
LIST OF FIGURE	x
LIST OF GRAPHIC	xi
ABSTRACT	xii
INTRODUCTION	1
1.1. Background.....	1
1.1.1. HR practices, employee well-being, and job performance	7
1.1.2. HR process as a moderator	14
1.2. Challenging in HR practices, HR process, employee well-being, and job performance research	19
1.2.1. HRM systems versus HRM single practices.....	20
1.2.2. Empirical evidence of mutual gains and conflicting outcomes perspective	23
1.2.3. Conceptualisation, measurement, and multi-level theory building	24
1.2.4. Challenges addressed in the thesis.....	26
1.3. The aim of the thesis.....	28
1.4. The contribution of the thesis	29
1.5. The organisation of thesis.....	30
THEORETICAL BACKGROUND	33
2.1. Introduction: General concept of the variables.....	33
2.1.1. Employee well-being	33
2.1.2. Job performance.....	45
2.1.3. HR content: bundle vs single practices.....	50
2.1.4. HR process	65
2.2. HR practices, employee well-being and job performance.....	71
2.3. HR process features to strengthen the relationship between HR practices and employee well-being and job performance	97
METHODOLOGY	111
3.1. Research approach.....	111
3.2. A multilevel approach to HRM research	120
3.3. Research context: A case study of Indonesia public sector employees.....	122
3.4. Instruments	129
3.5. Sample and data collection	133
3.6. Ethical consideration	136

3.7. Research analysis.....	136
RESULTS	142
4.1. General result.....	142
4.2. HR practices, employee well-being, and job performance.....	143
4.3. HR process as moderator	146
DISCUSSION	157
5.1. Examining the relationship between HR practices, employee well-being, and job performance	157
5.2. The moderating effect of HR process on the relationship between HR practices and employee well-being and job performance	168
5.3. Summary.....	174
CONCLUSION	177
6.1. Overview	177
6.2. Implications and contribution.....	180
6.3. Limitation	181
6.4. Recommendation for further research work.....	182
REFERENCES.....	185

LIST OF TABLE

Table 1	Some translation of the dimensions of well-being.....	41
Table 2	Contribution and limitation of system and single practices.....	64
Table 3	A pattern of covariance model by Kelley (1973).....	71
Table 4	Configuration of High-Performance HR Practices	77
Table 5	List of references to study and study attributes	88
Table 6	Prediction of mutual gains and conflicting outcomes.....	97
Table 7	Empirical studies investigating HR process	101
Table 8	The primary element of four philosophical worldviews of research	114
Table 9	Inter Coefficient Correlations (ICC).....	140
Table 10	Mean, SD, correlations, and reliabilities of HR practices, HR process employee well-being and job performance.....	144
Table 11	Result of HLM analysis of the antecedents of HR practices	145
Table 12	Result of HLM analysis of the antecedents of Five HR Practices	146
Table 13	Result in analysis of mutual gains and conflicting outcomes	146
Table 14	The result of mixed-model analysis to test the hypotheses of HR practices, HR process, employee well-being and job performance	147
Table 15	The result of mixed-model regression analysis on five HR practices, HR process, employee well-being and job performance	149
Table 16a	The result of mixed-model regression analysis on HR practices, distinctiveness, employee well-being and job performance	150
Table 16b	The result of mixed-model regression analysis on five HR practices, distinctiveness, employee well-being and job performance	151
Table 17a	The result of mixed-model regression analysis on HR practices, consensus, employee well-being, and job performance	152
Table 17b	The result of mixed-model regression analysis on five HR practices, consensus, employee well-being and	

	job performance	153
Table 18a	The result of mixed-model regression analysis on HR practices, consistency, employee well-being and job performance	154
Table 18b	The result of mixed-model regression analysis on five HR practices, consistency, employee well-being and job performance	155
Table 19	Summary of HR processes as a moderator variable	156

LIST OF FIGURE

Figure 1	Proximal and distal outcomes within three different ‘black box’ models	4
Figure 2	A conceptualisation of affective well-being	39
Figure 3	Model of Major Relationships Surrounding the HPWP Organisational Performance Relationship	62
Figure 4	Mutual gains perspective	73
Figure 5	Conflicting outcomes perspective	75
Figure 6	Research framework on the relationship between HR content and employee well-being and job performance	93
Figure 7	Research framework of HR content, HR process, employee well-being and job performance relationship in the multilevel study	110
Figure 8	Research approach	112
Figure 9	Research flow to conduct study	117
Figure 10	Model to diagnose individual behaviour in a group	121
Figure 11	Model of the impact of HR practices (as a bundle) on employee well- being and job performance	166
Figure 12	Model of the impact of three different HR practices on employee well- being and job performance	167
Figure 13	The Model of HR content, HR process, and employee well-being	169
Figure 14	The Model of three HR practices, HR process, and employee well-being	170

LIST OF GRAPHICS

Graphic 1. Five national culture profiles	125
---	-----

ABSTRACT

This thesis was designed to test the assumption that human resource (HR) process factors act as moderator variables in the relationship between HR practices and employee well-being (EWB) and job performance (JP). This thesis conducted two steps including Step 1 to explore the relationship between five HR practices and EWB and JP and Step 2 to test whether HR process features on the high level moderate the relationship between HR practices and EWB and JP on the individual level.

A multilevel method was conducted to gather data whereby JP data of the employees are collected from their supervisor in their work unit. Further, data is systematically analysed using mixed model analysis method. The research population consists of 432 employees nested in 18 agencies and 72 work units in public sector institutions in Indonesia.

As predicted, this thesis found that as a bundle HR practices affect EWB and JP. As single practices, training and development and employee participation have a strong positive direct effect on both EWB and JP. Meanwhile, job security only has a positive effect on EWB. Internal promotion and result-oriented appraisal do not affect both EWB and JP. Next analysis, this thesis only finds that HR process moderates the relationship between HR practices as a bundle and EWB but not for JP. HR process strengthened/weakened the relationship between training and development, internal promotion, and employee participation towards EWB.

Further research is recommended to explore another five practices from the different point of view. This study chose five practices that are designed to support employee side instead. Thus, they have a strong effect on EWB. However, the next research should investigate the opportunity for another HR practices to be tested which are predicted affect both EWB and JP, as well as strengthening by the human process.

Keywords: HR practices, HR process, employee well-being, job performance

Chapter 1

INTRODUCTION

1.1. Background

Human Resource (HR) research has intensively studied the causality among HR practices, individual outcomes, and organisational outcomes. Initially, scholars pointed that the future of human resource management (HRM) depends on the integration of strategic implementation to disclose the black box between HRM and performance (Becker & Huselid, 1998). Specifically, Ulrich and Dulebohn (2015) explained that concerning supporting the future of HR, HR researchers need one of the outcomes approaches related to HR-work including an individual to reveal the black box area. Likewise, Jiang, Takeuchi, and Lepak (2013) and Paauwe and Boselie (2005) who have already recommended about the importance of looking at some employee outcomes or HR-related outcomes as a way to reveal the black box area. The outcomes represent the favourable and adverse condition that could affect organisational performance.

In general, organisational outcomes could be differentiated into two outcomes: distal and proximal (see Figure 1). Distal outcomes refer to long-term consequences that measured organisational outcomes while proximal outcomes refer to short-term results that measured individual outcomes (Boselie, Dietz, & Boon, 2005; Lepak & Shaw, 2008). Scholars are not only talking about the HR practice's side or the performance's side per se but also the linkage between them. Purcell, Kinnie, Hutchinson, Rayton, and Swart (2003) mentioned this as unlocking

the black box area. There is a call for scholars to discuss any matters might have potential as a problem in the black box area since there are missing variables at the mediate stage between input (HRM) and output (performance).

Previous works on the effectiveness of HRM has mainly focused on distal outcomes, such as service quality (Clarke & Hill, 2012; Menon, 2012; Nishii, Lepak, & Schneider, 2008), business performance (Katou & Budhwar, 2006), financial performance (Guest, 1997; van Veldhoven, 2005; Wood, Van Veldhoven, Croon, & de Menezes, 2012) and the economic productivity of organisations (Baptiste, 2008; Guest & Conway, 2011; Ichniowski & Shaw, 1999; Rhee, Zhao, & Kim, 2014; Wall & Wood, 2005).

Some researchers argued that HR related behaviour (proximal outcomes) in sequence would increase organisational outcomes (distal outcomes) (Appelbaum, Bailey, Berg, Kalleberg, & Cornell, 2000; Jiang, Lepak, Hu, & Baer, 2012). However, there was limited evidence on the proximal employee outcomes that would impact distal outcomes. This idea fosters more recent studies on proximal outcomes to achieve distal outcomes. Scholars focus on investigating any matters might have potential as missing variables at the mediate stage between input (HRM) and output (performance) related to employee attitudes and behaviours (Böckerman, Bryson, & Ilmakunnas, 2012; Kehoe & Wright, 2013; Messersmith, Patel, Lepak, & Gould-Williams, 2011). For instance, studies on job performance (Baptiste, 2008; Li, Frenkel, & Sanders, 2011; Nishii et al., 2008) affective commitment (Nishii et al., 2008; Sanders, Dorenbosch, & de Reuver, 2008; Young,

Bartram, Stanton, & Leggat, 2010) and work engagement (Katou, Budhwar, & Patel, 2014; Li et al., 2011). Also, study on organisational citizenship behaviour (Alfes, Shantz, & Truss, 2012; Nishii et al., 2008), task performance (Alfes, Truss, Soane, Rees, & Gatenby, 2013) and employee well-being (Kehoe & Wright, 2013; Kooij, Jansen, Dikkers, & de Lange, 2010; Wood & de Menezes, 2011).

Further, proximal outcomes could be seen as the key itself to reveal the black box area of HRM and performance relationship (see Figure 1). For instance, the impact of an organisational performance (distal outcomes) in Wright and Nishii (2007)'s study is through the impact of employee reactions (proximal outcomes) of perceived HRM practices. Similarly, for Guest (1997)'s study, performance outcomes and financial outcomes as distal outcomes can be reached through HRM outcomes and behavioural outcomes as proximal outcomes. In this case, proximal outcomes play a significant role to reveal the black box area on the relationship between HRM and performance.

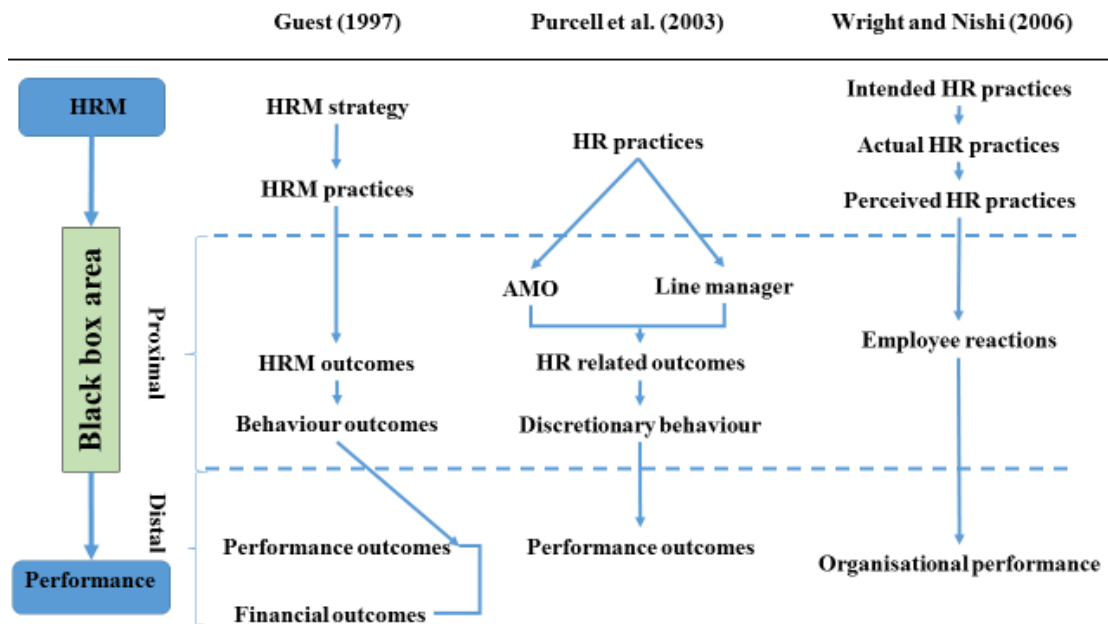


Figure 1. Proximal and distal outcomes within three different ‘black box’ models

(Source: developed by the author based on HRM – performance model from Guest (1997), Purcell et al. (2003) and Wright and Nishii (2007))

Therefore, HR researchers are attracted to study intensively on proximal outcomes that relate to individual outcomes. However, the impact of HR practices on employee outcomes should not be over merely (Bowen & Ostroff, 2004; Nishii et al., 2008). It means that the content of HR practices should relate to individual. According to previous empirical study, the effort to reveal the black box area should consider two primary paths including the route of HR practices – black box relationship and the path to the link between the black box area and performance. The black box area mostly consists of HR-related outcomes or individual outcomes. Regarding the first path (HR practices – black box relationship), researchers attracted to investigate the different effect of HR practices on HR-related outcomes,

while in the second path (the black box area – performance relationship), a researcher was encouraged to examine the relationship between HR-related outcome and organisational performance. For this reason, Jiang et al. (2013) have already categories three essential things to reveal the black box area including the level analysis, the differential effect of HR practices, and investigating multiple employee outcomes.

By considering the individual, an organisation will achieve more benefits, which in turn will foster their productivity. In this case, employee well-being and job performance became two individual outcomes that have been more discussed by researchers. Employee well-being is defined as the overall quality of employees' experience and functioning at work (Warr, 1990). Meanwhile, job performance is defined as behaviours that are needed for finishing the responsible work (Williams & Anderson, 1991). These two individual outcomes are reported a beneficial effect on the organisation and employees (Clarke & Mahadi, 2017; Edgar, Geare, Halhjem, Reese, & Thoresen, 2015).

Scholars also highlighted the mutual relationship between HR practices, well-being, and job performance. The mutual relationship will be gained by implementing HR practices that support both employee well-being and performance. When they configure in mutual interaction with HR practices, the organisation will receive the benefit from this interaction. However, the conflicting relationship will emerge from a negative relationship between HR practices and

either well-being or performance. Therefore, HR content should be implemented to achieve both employee well-being and performance at once.

This study mainly focused on employee well-being and job performance. Employee well-being and job performance outcomes represent the concept of mutual gains whereby HR practices should benefit both individual and organisation. This study takes well-being into account by considering the effect of employee well-being on individual behaviours which in turn would affect the organisation at large (Ilies, Aw, & Pluut, 2015). Moreover, World Health Organisation highlighted the concern on health, safety, and well-being worker (Burton, 2010) as well as International Labour Organisation that campaign to improve well-being at work (Forastieri, 2016).

According to Guest (2017), the dominant models within HRM theory and research continue to focus mostly on ways to improve performance with employee concerns very much a secondary consideration. It supports the mutual gains model that suggest HRM should benefit both individuals and organisations (Appelbaum et al., 2000; Guest, 2017; Van de Voorde et al., 2012; Wall & Wood, 2005). Thus, several studies focus to achieve high-performance as well as to enhance well-being at work (e.g., Buruck, Dorfel, Kugler, & Brom, 2016) and to maintain healthy worker (Kowalski & Loretto, 2017).

Moreover, existing research recognises the critical role of HRM practices, as a set of HRM activities whether as a bundle or single practice. As a bundle, HRM is viewed as a collection of multiple, various practices with no explicit or visible

link between them (Boselie et al., 2005). So far, there are two fundamental approaches, which mentioned HRM as the ‘best practices’ and HRM as the ‘best fit’. The ‘best practices’ refers to high-performance work systems (HPWS) (Appelbaum et al., 2000; Combs, Liu, Hall, & Ketchen, 2006), high-commitment (Boselie, Paauwe, & Richardson, 2003; Kim & Wright, 2011) and high-involvement HRM (Wood & de Menezes, 2011). Meanwhile, the ‘best fit’ refers to the most suitable between HRM practices and a given context through which should be consistent to maximise organisational performance (Schuler & Jackson, 1987; Wright & Snell, 1997).

However, scholars remain vague understanding about which HRM system is better than the others. Although some research has been carried out on HRM practices, there have been a few empirical investigations into different specific practices. Moreover, scholars bring their argument to such context of study through which the effectiveness of HRM practices depends upon the particular organisation or context within which they are deployed (Zhang, Fan, & Zhu, 2014). Other scholars consider the national culture (Budhwar & Sparrow, 2002) and worker context, such as the unique nature of employee capabilities (Lepak & Snell, 2002), to implement HRM system. Therefore, a study on HRM practices should be treated in much detail.

1.1.1. HR practices, employee well-being, and job performance

Jiang et al. (2013) recommended for further research to investigate more than one individual outcome. This thesis provides empirical evidence to reveal the black box area between HR – performance relationship by examining employee

well-being and job performance, which in turn will impact on organisational performance. Employee well-being and job performance play a role as the predictor of applied HR practices in the organisation, which in turn will impact organisational performance.

On the one hand, employee well-being contributes to performance as the optimum condition of an employee to conduct work performance. Employee well-being could affect performance in the relation with positive appraisals (Warr, 1999) and high-performance work system in terms of job enrichment, employee voice and motivational support (Wood & de Menezes, 2011). Recently, well-being is used as a new view to measure performance (Blanchflower & Oswald, 2011). Since a decade ago, well-being is studied in the relationship towards productive and work-life balance (Bloom & Van Reenen, 2006). In the enormous impact, employee well-being is related to increased job satisfaction (Wright, Cropanzano, & Bonett, 2007), reduce employee turnover (Cascio, 2006; Steel, 2002), and predict positive affective commitment with an organisation (Jain, Giga, & Cooper, 2009).

On the other hand, job performance also supports organisational performance by providing an employee who can complete the job (task proficiency), to adapt to a new job (task adaptability) and to show initiative in doing the job (task proactivity) (Griffin, Neal, & Parker, 2007). Further, these two outcomes become together in the shape of mutual gains perspective.

Since the 2000s, scholars have already focused on examining the effect of HR practices on employee well-being and job performance into two perspectives

called “mutual gains and conflicting outcomes perspective” (Appelbaum et al., 2000; van de Voorde et al., 2012; Wood et al., 2012; Wright et al., 2007). The ‘mutual gains’ perspective argues that well-being affects productivity (Wright et al., 2007); in this way both employee and organisation benefit from HR (van de Voorde et al., 2012). Indeed, high-performance employees emerge from their perception about well-being as a fair return of their involvement towards the implemented HR practices (van de Voorde et al., 2012; Vanhala & Tuomi, 2006; Wood et al., 2012).

In contrast, the relationship would become conflicting when there is not a beneficial relationship between HR, well-being and job performance. The ‘conflicting outcomes’ perspective explains that HR has either no or even a negative effect on employee well-being (van de Voorde et al., 2012) but it would account for positive performance effects (Wood et al., 2012). Instead of perceiving HR practices as ‘personal’ investment and obligation, sometimes employees feel the organisation push them too much with lots of demands and less attention to their well-being (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). The HR practices give negative outcomes such as stress (Ramsay, Scholarios, & Harley, 2000; Warr, 1999; Wood et al., 2012), job-home spill over (White, Hill, McGovern, Mills, & Smeaton, 2003) and burnout (Demerouti et al., 2001).

Despite the importance of HR practices, there remains the paucity of providing empirical evidence for mutual gains and conflicting outcomes perspective. Several studies have produced an estimate of HR practices on both

employee well-being and job performance, but there is still insufficient data for examining the different HR practices. Hence, still need supporting empirical evidence to posit HR practices is mutual, and another is conflicting. These two perspectives are apt to elucidate on how different HR practices, well-being, and performance interrelate.

Furthermore, to explain the HR – performance relationship, the researcher is faced with the awareness to consider HR practices' side to make sure its implementation support performance. According to Jiang et al. (2013), the relationship between HRM and performance could be explained by three approaches: resource-based value, social exchange theory, and AMO (ability, motivation, opportunity) perspectives. Resource-based view (Jiang et al., 2013) emphasises on the private assets of organisations that have a potential to prove value. In this case, HR practices influence the level of the internal organisational asset, such as human capital (Jiang et al., 2013).

According to social exchange theory, people show attitudes and behaviours when they perceive the organisation fulfils their needs (Emerson, 1976). For instance, when the organisation upgrades their skill and ability, carries out internal promotion, gives appropriate rewards and provides job security, employees would complete and adjust the core task correctly or take the initiative regarding introducing better ways of performing essential tasks. Employees care about the organisational goals due to feelings of obligation when the organisation has already given them favourable treatment (Eisenberger, Armeli, Rexwinkel, Lynch, &

Rhoades, 2001). The more employees perceive HR practices as beneficial, fair and supportive of them to maximise their gains and minimise their cost; the more employees behave in harmony with the organisational goals (Emerson, 1976). Hence, employees would likely respond with discretionary behaviour as one of investment obligation (Sun, Aryee, & Law, 2007) and even develop a positive response to improve organisational performance (Griffin et al., 2007).

At last, the AMO model that provides a better understanding of the relationship between HR and performance (Marin-Garcia & Tomas, 2016). AMO framework is used to reveal the black box area as three elements (abilities, performance, and opportunity) of employee performance that should be considered to associate HR systems with organisational performance (Appelbaum et al., 2000; Becker & Huselid, 1998; Lepak, Liao, Chung, & Harden, 2006).

As pointed by Jiang et al. (2013), it is likely that HR practices either as a system (bundle) or single component would give a significant role to support the way to reveal the black box area. However, in line with the aim of this thesis to examine two beneficial outcomes (employee well-being and job performance), its need to be tested which practices have a positive or negative impact on those two outcomes. Even though Huselid (1995) mentioned that bundle more affect organisational performance instead of individual or single practices, Delery and Doty (1996) noticed to consider different practices to gain effectiveness impact of the practice towards organisational performance. Therefore, this thesis will investigate HR practices as a system and single practice.

Regarding the practices, this thesis considers using five HR practices that relate to AMO concepts such as training and development, internal promotion, result-oriented appraisal, job security, and employee participation. These five chosen practices represented broad employee knowledge about HR practices (Delery & Doty, 1996; Pfeffer, 1994) and encouraged employee for advancement (Higgins, Shah, & Friedman, 1997).

Lepak, Bartol, and Erhardt (2005) underlined the implementation of HR practices should be operated by influencing ability, motivation, and opportunity (AMO) from the employee to contribute to the organisational goals. It supports an argument that individual performance is a function of the ability and motivation at the individual level of analysis (Wright, Kacmar, McMahan, & Deleeuw, 1995). These dimensions will be work as long as the organisation provides an appropriate opportunity for the employee to use their skills and ability (Lepak et al., 2006). Specifically, this thesis concerns to examine the five practices. Thus, this thesis will scrutinise how both HR practices (as a coherent bundle of mutually reinforcing practices) and HR practices (as single practices) affect employee well-being and job performance.

Also, the context of this study in public sector employee Indonesia, as a developing country, becomes one of the interesting points of view to be elaborated. Contextual perspective becomes a recently valuable perspective on HRM strategic studies since it examines HR practices that could be applied to different environments encompassing the particularities of all geographical and industrial

contexts (Martin-Alcazar, Romero-Fernandes, & Sanchez-Gardey, 2005). Mullins (2010) conveyed that it could be HR practices theories and models may, in reality, contain significant culturally derived assumptions.

Based on Hofstede and Hofstede (2005)'s study on workplace around the world, they found that the results linked to the national cultural difference. For instance, the employee's behaviour between Indonesian and Western country could be different since Indonesia is categorised as a collectivist country of which employees need ties with the organisation for mutual loyalty and emotional dependence. While as an individualist country, Western people tend to be a loosely knit social framework in which employees are expected to take care of only themselves and their immediate families. Therefore, in an increasingly global context, managers need to recognise and understand the impact of national culture (Mullins, 2010).

Furthermore, to investigate another challenges in HRM – performance research, this thesis focus to study those variables in the form of multilevel study due to the importance of multilevel study in order to explore how organisational level are transferred into employees' perceptions of the HR practices (Jiang et al., 2013; Kehoe & Wright, 2013). Multilevel analysis becomes the appropriate approach to studying organisation since the organisation is a multilevel system that sliced into the organisation, group, and individual levels.

Over the last three decades, the multilevel framework is moving forward to explain the micro-macro gap in organisational theory and research. Scholars use

multilevel to investigate people nested in departments or organisations and examine the effect of organisational level on individual-level outcomes. So far, a study on this framework is still rare, particularly, in the link to employee well-being and job performance. Thus, this thesis will examine the framework as a part of a contribution to the research and practical field. However, this thesis faces specific challenges due to the effectiveness of this context to support organisational performance. As mentioned above, the challenges are system or single (independence) practices HR practices, conflict, and mutual gains, as well as multilevel study.

Back to the explanation of Jiang et al. (2013), after clarifying the construct of HR relating to employee performance, the process should be explored as the way on how HR practices influence organisational outcomes. Likewise, Bowen and Ostroff (2004) pointed that HR practices (content) should be delivered in a certain way to make sure that employee truly understands the messages and respond the HR practices in an appropriate attitude and behaviour. Similarly, this thesis will examine to what extent HR practices and performance relationship is moderated by the HR process, mainly, through the HR process features of distinctiveness, consensus, and consistency.

1.1.2. HR process as a moderator

On the one hand, some researcher concern on what HR practices improve performance (Boselie et al., 2005) as well as how HR practices mainly work (Theriou & Chatzoglou, 2009). On the other hand, there is a call for HR researcher to investigate the process through which the HR practices work to deliver its

messages to the entire members of the organisation. HR process, however, concern on how to address the effect of ability, motivation, and opportunity (AMO) and signalling effect as reinforcing engagement with the HR practices (Ehrnrooth & Björkman, 2012). Also, it focused on to the extent HR practices and policies are communicated to employees (Li et al., 2011).

Initially, Bowen and Ostroff (2004) questioned the HR – firm performance to understand ‘what’ HR practices are and ‘how’ those HR practices are delivered in the organisation. HR process includes the relevance or meaning of HR practices, intensity to be sheer, and validity that relates to the degree to which HR practices are perceived to do what they are supposed to do. According to them, the way HR practices are delivered relate to employee perception of HR practices whereby employee will respond to those HR messages in specific attitudinal and behavioural responses.

Further, the employee’s attitude and behavioural responses to an HR system depend on how HR practices perceived by the employee (Bowen & Ostroff, 2004). Similarly, Ehrnrooth et al. (2012) pointed out the importance of HR process as an HR attribution to deliver HR practices to employees. To gain high performance, organisation requests strong HR system which is described by clear signals from management to employees about what is appropriate behaviour that organisation expected (Katou et al., 2014; Sanders, Shipton, & Gomes, 2014).

Bowen and Ostroff (2004) mentioned that a strong HR system is obtained from a mechanism of sharing common perceptions, and behaviours across employees whereby individual share the common understanding of expected and

rewarded behaviour. It could be achieved by following the conception of the HR process at the organisation based on Kelley's attribution theory encompassing distinctiveness, consistency, and consensus (Reeder, 2013).

Employees psychologically construe the HR messages as distinctiveness when HRM is visible, understandable, legitimate and relevant to employees' goals (Bowen & Ostroff, 2004). It means that the process is observable and well understood by employees. Meanwhile, consistency refers to the extent the features of an HR system are internally aligned (Li et al., 2011). In this case, high consistency is obtained from the same perception on how HR messages are delivered across different modalities and over time (i.e., ways of being exposed to the stimulus). Finally, consensus refers to the extent to which there is agreement among policymakers in the way HR practices are implemented. The consensus is high when among individual in the organisation create a firm agreement about HR messages. Therefore, Bowen and Ostroff (2004) pointed the essential of HR system strength can be seen as a communication system between employee and employer.

Thus, a strong HR system is shown by the high level of distinctiveness, consensus, and consistency as perceived by employees. Due to having a tough situation in the organisation, Bowen and Ostroff (2004) conveyed that employee should accept and interpret the message in a similar fashion and behave in ways appropriate to the organisation's objective. The strength of the HR system and process will determine how well employees attend to HR messages, and how well they understand, individually and collectively what behaviours are expected, and what the outcomes will be for so behaving (Mellahi & Wilkinson, 2010).

HR research should not only be concerned about what kind of bundles and HR practices (content) that affected performance and paid less attention to HR as a function and system affect performance (process). Management supposed to describe sharing common perceptions and behaviours on HR practices across employees and focus on how the messages are delivered and are understood and responded by employees (Bowen & Ostroff, 2004). Several attempts have been made to test attribution theory at work into some variables including affective commitment (Sanders et al., 2008), the role of manager (Nishii et al., 2008) and HR related outcomes such as work satisfaction, vigour and intention to quit (Li et al., 2011).

The different elements of the attribution theory have been studied by investigating the distinctiveness, consensus and consistency either as one factor or separately (Sanders et al., 2014). For instance, Sanders and Yang (2016) examined eight information patterns to explain the distinctiveness, consensus, and consistency in the HRM-performance relationship. While Li et al. (2011) found in separately that distinctiveness has a strong influence towards three employee attitudes, consensus affected on two, while consistency only affected one attitude.

To obtain a clear understanding of the way HR process work, this thesis will examine the HR process as distinctive, consensus and consistent separately. Monks et al. (2012) highlighted that the various ways in which HR process interacts with HR practices would give different outcomes as results. Thus, each HRM system should be designed for the particular organisation objectives and needed role behaviours (Lepak & Shaw, 2008). Thus, this thesis investigates five different HR

practices that cover the activities that arouse the manifestation of employee attitude and behaviour to achieve organisational outcomes including training and development, internal promotion, employee participation, result-oriented appraisal, and job security.

Despite HRM's studies show the importance of HR process to linkage the relationship between HR practices and job performance, still few scholars pay attention to studying the delivery process of which HRM' messages can be understood by employees (i.e., Bowen & Ostroff, 2004; Ehrnrooth & Björkman, 2012; Nishii et al., 2008; Sanders et al., 2008).

The primary challenge faced by many HRM researchers is how to find the mechanism among HR practices, HR process, and individual outcomes. Some of them highlighted the necessity to integrate HR practices effectively with an HR process, as a 'signalling effect' to deliver HR content to performance (Bowen & Ostroff, 2004). Others underpin the role of HR process as psychological processes through which employees are given the necessary information regarding carrying out the HR practices (Combs et al., 2006). Meanwhile, Ehrnrooth and Bjorkman (2012) displayed such awareness to focus on individual level mechanism instead of the organisational level (such did by Bowen & Ostroff, 2004). They considered the necessity to clarify the mechanism of its influence on the individual level of analysis, particularly, on individual understanding of performance expectation related to employee creativity and employees' core job performance.

After a decade of the idea of Bowen and Ostroff, the discussion on HRM strength are emerging and obtaining the sense of understanding. The signalling

effect of HRM is proven to strengthen the effectiveness of HRM as a set of actions to achieve performance. As mention by Bowen and Ostroff (2015), the next theory and research have already appeared to complement the original construct of HRM strength (Bowen & Ostroff, 2016). Likewise, Sanders et al. (2014) that have already highlighted the importance of the psychological processes through which employee attach meaning to HRM. Later on, Sanders et al. (2014) alerted when employee attaches different meaning of HR practices, and it will result in different outcomes.

Thus, in line with Bowen and Ostroff (2004) this thesis considers those previous findings to investigate black box area as a process explication at the organisation to answer the ‘what’ and ‘how’ HRM is delivered to gain ‘strong’ HR practices that would support performance. Specifically, this thesis focus to investigate to what extent the role of HR process features (distinctiveness, consensus and consistency) in the relationship between five HR practices (content), employee well-being and job performance, such that HR process features influence the relationship between five HR content and the outcomes. This study will probe the role of the HR process (distinctiveness, consistency, and consensus) in strengthening the relationship between HR content, employee well-being and job performance.

1.2. Challenging in HR practices, HR process, employee well-being, and job performance research

There are several challenges to investigate employee well-being and job performance at work. According to Peccei (2004) and van de Vorde et al. (2012), human resource practices should be implemented in mutual ways between

employee and employers. Thus, this thesis is fostered to examine the mutual relationship between human resource practices, employee well-being, and job performance. Besides, Bowen and Ostroff (2004) have suggested that the human resource practices should be delivered in the sense of employee acceptance, understandable, and visible. The process of delivering HR practices (messages) to the employee is called as human resource process (HR process). According to Combs et al. (2006), the HR process approach highlights the importance of the psychological processes through which employees are given the necessary information in terms of executing HR practices.

It has occurred more than ten years when researchers are familiar with HR process, but they do not yet define the HR process in the same way. The lack of HR process explanation has motivated this thesis. So far, researchers examine the HR process through three great theoretical frameworks including social exchange theory, attribution theory, and social construction (AMO). Further, there are still different goals, methods and techniques in investigating this issue. Few researchers conducted multilevel technique. In the following, there are four challenges in HR practices, HR process, employee well-being, and job performance research.

1.2.1. HRM systems versus HRM single practices

It has been argued that an HRM deploys activities that enable its employees to gain a competitive advantage. It implies that certain ‘best practices’ are essential; otherwise, the organisation is not able to run efficiently and effectively. There is, however, growing debate about how HRM works, whether as a set of practices (systems) or as single practices.

Based on an analysis of 104 articles, Boselie et al. (2005) found first, that HRM is developed in response to organisational objectives. Second, that HRM influences the organisational outcome by better employee attitudes and behaviour that will contribute to delivering improved intimate performance. Frequently, the quality of HRM implementation is poor; leading to HRM not providing anticipated outcomes. There is no consensus as to what theoretical rationale underpins the HRM-performance relationship. HRM as a bundle consists of a set of practices that have been tested using reliability test, factor analysis, cluster analysis, and regression. So far, the debate still unresolved. Thus, to confirm that a set of practices is suitable for employee and employer, at least the researcher have acknowledgement on how and why those practices are operationalised according to each message (Guest, 1997).

Recently, scholars are investigating either HRM as a system (best practices) or as single practices that will give the best impact on individual and organisational outcomes. Some scholars argued that various modern HRM practices as a set of best HRM practices would inevitably lead to organisational outcomes (Becker & Huselid, 1998; Bowen & Ostroff, 2004). Other scholars examined and identified which practices support organisational goals. For instance, Delery and Doty (1996) who investigated seven practices in each conveyed that managing human resources prescribed by each of the different perspectives to enhance organisational performance. Instead of debating whether HRM should be created as a set of practices or as a single practice, other scholars concern how HRM practices work, particularly on employee points of view.

In sum, following Snape and Redman (2010) that future research should pay more attention to the potentially differential effects of specific HRM dimensions, this thesis would like to reveal this ambiguity due to some reasons as follows. First, no clear understanding about which HRM practices are better than the other and no consensus to be accepted as a theoretical rationale to pick some HRM's checklist as definitely essential to individual outcomes.

Second, the different type of organisational outcomes is impacted by the different set of HRM practices (Becker & Huselid, 1998; Jiang et al., 2012; Lepak et al., 2006). Third, HRM practices are not only distinct but also can operate via different pathways (Jiang et al., 2012). Therefore, which organisational outcomes would be addressed plays a significant role regarding connecting which of the best-practices HRM system that is relevant to enhance employee's skill, ability, motivation, and suitable within an organisational context.

In this case, the appropriate HRM practices will support organisational achievement (van de Voorde et al., 2012; Vanhala & Tuomi, 2006; Wood et al., 2012; Zhang, Zhu, Dowling, & Bartram, 2013). Furthermore, Goncalves and Neves (2012) found that HRM – wellbeing relationship should be studied in every single HRM practice separately since training and communication predict wellbeing at work while the others practices (development-oriented assessment, health promotion, and opportunities for participation) had no significant relationship with well-being. Thus, it still needs more theoretical and empirical support, in particular, on examining HRM as a bundle or single practices (Delery & Shaw, 2001; Lepak et al., 2005; Snape & Redman, 2010). Moreover, the researcher still needs to

investigate related to which dimensions should be called as the dimensions of well-being per se (Zheng, Zhu, Zhao, & Zhang, 2015).

1.2.2. Empirical evidence of mutual gains and conflicting outcomes perspective

Human resource management has mostly been aimed to provide impact on positive individual attitudes and behaviours. Nevertheless, the practices become meaningless until the employees find something essential to their well-being (Nico, van den Berg, & Martijn, 1999). Therefore, these two outcomes are strongly crucial in HRM – performance relationship. The previous study conveyed they have their path instead of mediating one another (Boxall & Purcell, 2000).

Afterwards, many scholars deal with the discussion of two perspectives on the relationship between HRM, employee well-being and performance namely mutual gains and conflicting outcomes (Appelbaum et al., 2000; van de Voorde et al., 2012; Wood & de Menezes, 2011). High-performance work system as a bundle of HRM practices has both mutual gains and conflicting outcomes on well-being and performance relationship. Indeed, prior organisation studies are less clear in explaining both positive and negative impact of HRM practices toward either employee well-being or performance.

So far, in term of well-being and job performance, either as a bundle or as a single HRM practice, the relationship among them still needs to be examined further to work out the best model for the relationship among them with benefits for both parties (employee and employer). The researcher studied those effects separately rather than integrated them into one model. Thus, van de Voorde et al.

(2012) recommended for future research to combine mutual gains and conflicting outcomes, named as a balanced approach, by considering various aspects of well-being since no integrated model was tested.

Previous studies, such as a study of Boxall and Macky (2009), confirmed conflicting outcomes perspective, where applied HRM practices with employee high-involvement have a positive effect on performance but have no effect on either reducing or increasing stress. In this case, HRM practices are only beneficial for the employer (organisation) even though the employee has already put their effort to get involved with the organisation; therefore, the essential of well-being in the workplace has not come yet.

1.2.3. Conceptualisation, measurement, and multi-level theory building

Human resource practices, well-being and job performance relationship, is difficult to model theoretically; thus, need to be studied in the sense of difficulties to capture and study using the standard forms of analysis traditionally employed in this area (Peccei, 2004). Further, researchers need to focus on the central issues of conceptualisation and measurement, and multilevel theory building and analysis, particularly on HRM practices as systems or practices and the dimensions of well-being (Boselie et al., 2005; Guest & Conway, 2011; Peccei, 2004).

Before this last decade, to examine the impact of HRM practices on performance, researchers focused on adopting a single unit analysis. Either on the organisational level of analysis and reviewed the effects of systems of HRM practices on organisational outcomes or individual employee attitudes and behaviour (Allen, Shore, & Griffeth, 2003; Wright, Gardner, & Moynihan, 2003).

There are a small number of multi-level studies of HRM such as employee satisfaction, vigour, intention to quit (Li et al., 2011), service-oriented organisational citizenship behaviour (Sun et al., 2007) and organisational commitment (Wu & Chaturvedi, 2009). They examined the effect of organisation level HRM practices on individual employee outcomes, focusing on the impact of HRM on individual attitudes. It is an important issue since evidence suggests that employee behaviours may have implications for organisational performance (Armstrong, 2009). This study investigates the organisation on multiple levels.

Kozlowsky and Klein (2000) pointed three conceptual foundations on using multiple levels in studying organisation. First, by the multilevel approach, the researcher could identify principles that enable more integrated understanding of phenomena that unfold across levels in an organisation. Second, to consider the micro and macro perspective in an organisation wherein micro aspects are implanted in macro contexts, and that macro phenomena often emerge through the interaction and dynamics of lower-level elements. Third, based on two formative research wherein behaviour as a function of both person and situation including 1) the importance of top-down cross-level contextual effects on lower-level phenomena, and 2) the importance of the bottom-up emergent process that yields higher-level phenomena.

Regarding the level of perspective in the organisation, group and organisation are as a context for the individual level where perceptions could emerge. People in groups are supposed to have similar common features, events and processes; thus, making sense if they would like to interact and share

interpretation over time. Later on, they might converge on public views of the group or organisational situation. In this case, individual-level perceptions can be averaged to represent a higher-level group, subunit, or organisation (Schneider & Bowen, 1985).

1.2.4. Challenges addressed in the thesis

This thesis concerns the current research by tackling three challenges of HRM research recently whereby scholars are still finding out the best model to explain the relationship between HRM practices, well-being and job performance in the organisation. This thesis will deliver both HRM systems (as a coherent bundle of mutually reinforcing practices) and HRM practices (as single practices) to examine every single practice that would impact two employee outcomes: employee well-being and job performance. This aim will answer the first challenge in HRM research. By investigating HRM practices as a system and a single practice separately, this study will provide clear portray if implemented HRM as a system do not have an impact on well-being, yet affects some single practices in the way around. Reflection on the debate on HRM systems vs HRM practices will become one of the challenges as well.

As a bundle, five HR practices related to training, internal promotion, employee participation, result-oriented pays, and job security (Sun et al., 2007) would reinforce one another to increase organisational performance. Those practices would formulate appropriate matching or integration of the implemented HRM practices (Posthuma, Campion, Masimova, & Campion, 2013).

As single practices, some researchers have studied training and

development on either well-being or performance separately (Gelade & Ivery, 2003; Gonçalves & Neves, 2012; Vanhala & Tuomi, 2006). For instance, Goncalves and Neves (2012) concluded that the HRM – wellbeing relationship should be studied for every single HRM practice separately since they found that training and communication predict wellbeing at work while the others practices had no significant association with well-being. The result will show whether the best practices affects two organisational outcomes and which single practices contribute more to wellbeing and job performance.

Regarding the second challenge, this study provides empirical evidence of competing for mutual gains and the conflicting outcomes perspective on the relationship between HRM practices, employee well-being and job performance. To answer the third challenge, this study will scrutinise the role of HRM process (distinctiveness, consistency and consensus) as the signalling effect to strengthen the relationship between HRM practices, well-being and job performance. Finally, to conceal the fourth challenge, this study posits to the development of organisational studies regarding conceptualising and assessing at multiple levels in the organisation.

To answer the third challenge, this thesis considers the level of analysis either HRM practices at the individual level or HRM practices at the unit level. The multilevel study is used to investigate people nested in departments or organisations and examine the effect of organisational level on individual-level outcomes. Also, the context of this study in public sector employee in Indonesia (developing country) becomes one of the interesting points of view to be examined.

Thus, this thesis will examine how both HRM systems (as a coherent bundle of mutually reinforcing practices) and HRM practices (as single practices) affect two employees' outcomes: employees' well-being and job performance. Secondly, this study will probe the role of the HRM process (distinctiveness, consistency, and consensus) in strengthening the relationship between HRM content, employee well-being and job performance.

1.3. The aim of the thesis

The primary purpose of this study is to investigate the effect of the five HR practices on two indicators of employee performance: employee well-being and job performance. A second objective is to investigate the role of the HR process based on the mechanism of distinctiveness, consistency and consensus to moderate the link between HR practices and employee well-being and job performance. This study is designed by considering this following research question (RQ):

RQ: To what extent can HR practices (content) and HR process contribute to job performance (on the one hand) and employee well-being (on the contrary)?

This primary research question is followed by two sub-questions as follow:

1. What are the effects of HR content (system or independence) on well-being and performance?
2. To what extent does the HR process has a moderator effect on the relationship between HRM and employee well-being and job performance?

To investigate the research questions above, this thesis conducted two-steps. Step 1 contains the activity to investigate the impact of HRM (content) on employee

well-being and job performance whether as a system (integration and configuration) or independence (single practice). Meanwhile, step 2 is designed to examine the role of the HR process (distinctiveness, consistency, and consensus) in moderating HRM – well-being relationship and HRM – job performance relationship. Before conducting these two steps, this thesis will review empirical articles on HR content, employee well-being and job performance to understand state of the art.

The research data in this thesis is drawn from two primary sources: an employee with self-report and supervisor to rate employee job performance. A quantitative approach was employed since this thesis develops hypotheses to examine the relationships among variables, continued by collecting data with measurement scales towards respondents as a sample or representative of the population. A multilevel study is conducted due to the job performance data of the employees are gathered from their supervisor in their work unit. Further, data is systematically analysed using the statistical method.

1.4. The contribution of the thesis

Based on the academic point of view, this thesis is aimed to contribute to this growing area of research by exploring the relationship between five HR practices and employee well-being and job performance. The findings would add the academic discourses on setting up HR practices to employees. Also, this thesis contributes to examine the way HR practices deliver to employees by investigating the role of HR process features (distinctiveness, consensus and consistency) to strengthen the relationship between HR content and the outcomes.

Overall, this thesis will hold up the theoretical model of the relationship between HR (content) and HR process towards performance outcomes. To achieve this main contribution, firstly, this thesis will review five HR practices on the relationship towards employee well-being and job performance since 2005 whereby at that year Boselie et al. (2005) lifted the commonalities and contradictive in HRM and performance research.

Afterwards, this thesis will empirically examine the role of five HR practices (content) towards both employee well-being and job performance by considering the synergistic approach to investigating the way HR content is implemented to achieve performance effectiveness. Finally, this thesis will provide the role of HR process (distinctiveness, consensus and consistency) in changing the HR practices (content), employee well-being and job performance relationship.

Specifically, this thesis provides Indonesian context that represents Asian context. In Asia-Pacific HRM Model, Indonesia is categorised together with Malaysia and Singapore and called as Growth-Triangle (Warner, 2000). Finally, this thesis implements a multilevel method, in particular, used multi-actor by including supervisor to rate employee's performance.

1.5. The organisation of thesis

The first chapter is an introduction. It will inspect the research background that explains the relationship between HR practices, employee well-being relationship, and job performance. It continued by explaining the HR process as a moderator between HR practices (content) and job performance. This chapter also consists of the motivation or challenges in HR practices, HR process, employee

well-being, and job performance research, as well as the aim of the study and the contribution of the thesis. At last, this chapter ends up by describing the organisation of the thesis.

Chapter two contains theoretical background that highlight the state of the art gaps in the literature and what these deficiencies mean for this study including the definition of HR practices (content and process), employee well-being, job performance and the link between them. Regarding HR practices, this thesis also describes HR content approach, HR process approach as well as the urgency to study multilevel in an organisational context. Also, a systematic review of empirical articles on the literature of the five HR practices, employee well-being and job performance.

Chapter three contains a methodology. It presents a research approach including the philosophy, the variables, and the design. Also, it provides a research context, sample and data collection, as well as ethical consideration and research analysis. Research context describes a context of study in Indonesian public sector while research data consists of the instrument, sample and data collection.

Chapter four presents the result. It provides a general result such as mean, correlation, and reliability. Also, the result of regression and mixed-model analysis of the variables. Afterwards, chapter five consists of discussion. This chapter discusses a meaningful and useful result for the knowledge and practices of the empirical research. This chapter covers a step 1 on the impact of HR practices (as a bundle and as a single five practices) on employee well-being and job performance and step 2 on HR process as the signalling effect on HR practices,

employee well-being and job performance relationship.

Finally, chapter six contains a conclusion. It describes a summary of the main findings, the implication of the findings as well as exposing the limitation, recommendation and contribution to knowledge development and HR practices.

Chapter 2

THEORETICAL BACKGROUND

2.1. Introduction: General concept of the variables

2.1.1. Employee well-being

The emerging of positive psychology that concern on positive human functioning in the 1990s, causes well-being to obtain their space of attention at the workplace (Seligman & Csikszentmihalyi, 2000). In the last decade, organisations attracted to focus on well-being due to some factors (CIPD's study, 2006). First, the high cost of business to the public pursue on employee absence. Second, the enormous increase in the prevalence of mental health condition in the last ten years. The third factor is related to top issues about an ageing workforce and the need for individuals to work longer in term of support their retirement and fund their pensions.

Specifically, Kahneman (2004) created Daily Reconstruction Method (DRM) to portray individual well-being in a whole life including work life. The primary objective of DRM is to explain how people spend their time and experience in the various activities and setting of their lives including work-life using a systematic reconstruction method. In particular, on work setting, they focused on how people describe and deal with their work situation, their pleasant and unpleasant emotion and others affection emotions to investigate how well-being they are at work.

Well-being contributes to having happy people, more competent and satisfied with their job. Some scholars have been discussing that well-being could affect performance in the relation with positive appraisals (Warr, 1999) and high-performance work system regarding job enrichment, employee voice and motivational support (Wood & de Menezes, 2011). Csíkszentmihályi (1997) pointed out that when an individual get optimum states, they will undertake their job effectively. They would be more growth, be engaged, be productive (Waterman, 1993) and could manage difficulties (Brim, 1992). In the enormous impact, optimum states would increase job satisfaction (Wright et al., 2007), reduce employee turnover (Cascio, 2006; Steel, 2002) and could predict positive affective commitment with an organisation (Jain et al., 2009).

Studies about the impact of high-performance work system (HPWS) on well-being are emerging since HPWS is claimed to have substantial beneficial effects on individual and organisational performance (Wood & de Menezes, 2011). So far research shows that applied HR practices are perceived as an organisational system of which employee would obtain well-being as the same return of their involvement. Thus, the employee provides maximum effort or high-performance to achieve the organisational goal (van de Voorde et al., 2012; Vanhala & Tuomi, 2006; Wood et al., 2012; Zhang et al., 2013).

Also, van de Voorde et al. (2012) have reviewed well-being studies and pointed out that HRM is predominantly positively associated with relational aspects of employee well-being and with organisational performance. Their study showed

that employee well-being has a mediating role in the relationship between HRM and performance. Furthermore, the most influential relationship is mostly supported when one combines employee and employer relationship well-being.

Therefore, implemented HRM should take into account their effect on employee well-being. Otherwise, the employee is assumed would experience psychological damage, unmotivated and resistance to the organisation, and eventually, the HR practices concept will become unlikely to be sufficient. For instance, instead of perceiving HR practices as ‘personal’ investment and obligation, sometimes employees feel the organisation push them too much with lots of demands and less attention to their well-being (Demerouti et al., 2001). HR practices give negative outcomes such as stress (Ramsay et al., 2000; Warr, 1999; Wood et al., 2012), job-home spill over (White et al., 2003) and burnout (Demerouti et al., 2001).

Employee well-being is a term to describe the optimum condition of the employee in their work-life related to happiness and life satisfaction. Warr (1990) conveyed well-being as the overall quality of employees’ experience and functioning at work. Ryff and Keyes (1995) added the definition by noting employee well-being that refers to individual optimal functioning, meaning, and self-actualisation while working. Also, employee well-being relates to overall employee’s experience of affect towards job and organisation (Kooij et al., 2013). Employee well-being is defined as the way individuals engage in any work situation including job demands, job resources and burnout (Demerouti et al., 2001).

Guest (2002) pointed out that well-being in the workplace is job satisfaction and life satisfaction. However, employee well-being is not solely about job satisfaction but more than that, wherein well-being is psychological needs achievement from individual to motivate him/herself to become more productive. The meaning of well-being is not only about gaining “welfare” and “satisfy” condition but also talk about individual function in the workplace. Similarly, Huhtala and Parzefall (2007) pointed that employee well-being is the way individual deal with job demands, job resources, burnout, and engage with the work situation is called as well-being on the employee.

On the other hand, Grant et al. (2007) mentioned well-being as ‘happiness’ while Kahneman, Diener, and Schwarz (1999) used the term of well-being to explain ‘individual functioning’. Psychological well-being dimension focuses on an individual subjective experience that includes two components: hedonic and eudemonic. Hedonic refers to personal experience pleasure such as job satisfaction while eudemonic refers to fullness and realisation of human potentials such as commitment and work engagement (Deci & Ryan, 2008). Meanwhile, Smith and Clay (2010) differentiated well-being into two dimensions: subjective and objective well-being.

Further, HR researchers have been attracted to investigate employee well-being after the 1990s, regarding the more increasingly role of well-being in supporting quality of work-life. The emerging study of well-being at work arises since Ryff explored the meaning of psychological well-being in 1989, was

continued by producing Ryff Scale of Psychological Well-Being. Mainly, the study of well-being at work has already found that employee would experience positive feeling and provide positive attitude and behaviour when responding to appropriate HR practices (Jain et al., 2009; Waterman, 1993; Wright et al., 2007). Therefore, this thesis is aimed to provide more empirical evidence of well-being at work by following the concept of well-being from Warr (1990) that employee well-being as the overall quality of employees' experience and functioning at work.

Research on psychological well-being in organisational setting facing some challenges, in particular, the concept and measurement. Previous studies have investigated such concept and dimensions of well-being for an employee at work. Mostly, researcher differentiates into three dimensions including psychological, physical and social well-being (Cañibano, 2013; Grant et al., 2007; van de Voorde et al., 2012). Meanwhile, the others focus on investigating the health-related well-being (Juniper, Bellamy, & White, 2011; Juniper, White, & Bellamy, 2009). Another researcher examines well-being at work as a multidimensional approach and relies on Peter Warr study in 1999 on affective well-being (Gonçalves & Neves, 2012).

So far, the dimensions of employee well-being consist of four main dimensions including psychological well-being, health-related well-being, affective well-being and relational well-being. Firstly, psychological well-being (Ryff & Keyes, 1995) so-called as happiness (Grant et al., 2007) or functional well-being (Kahneman et al., 1999), concerns about the subjective experiences of

individuals. It is merely mentioned as psychological well-being since it consists of the mental condition of a person throughout working. This dimension includes two components: hedonic and eudemonic (Deci & Ryan, 2008). The hedonic is concerned with the subjective experience of pleasure such as job satisfaction (Grant et al., 2007). The Eudemonic is concerned with fulfilment and the realisation of human potential such as job commitment (Baptiste, 2008; Katou & Budhwar, 2006; Nishii et al., 2008), work engagement (Grant et al., 2007). In this study, we used functional well-being that focused on functioning human potentials rather than the subjective experience of pleasure such as job satisfaction. With regards to the importance of job satisfaction, this study clustered job satisfaction as the intrinsic factor in every single individual at the organisation to be achieved during work life.

Secondly, health-related well-being is called as physical well-being (Grant et al., 2007) study both objective physiological measures and subjective experiences of bodily health (Alfes et al., 2012; Goncalves and Neves, 2012). This dimension emerges to explain that work is a potential source of injury or disease (Danna & Griffin, 1999) and work can be a source of stress whereby HRM activities can lead to work intensification (Ramsay et al., 2000).

The third, relational well-being, is called social well-being, refers to the quality of an individual's relationships with other and communities (Keyes, 1998). Others defined relational well-being as a personal experience when interacting with the entire organisational member at the workplace (Grant et al., 2007; Kahneman, 2004; van de Voorde et al., 2012). HRM researchers study social well-being

regarding trust (Alfes et al., 2012; Takeuchi et al., 2007), supervisor support (Baptiste, 2008) and positive work climate (Liao, Toya, Lepak, & Hong, 2009).

Fourth, affective well-being refers to work-related mental health (Daniels, 2000) such as anxiety, depression, enthusiasm, and comfort. This concept develops by Warr (1999) through empirical systematisation. Warr (1999) acknowledges two orthogonal dimensions of affective well-being at work: pleasure and activation. These two dimensions together with the eight points of Figure 2 from Warr (1999) represent the content of feelings. For instance, anxiety is the result of high activation (or arousal) and low pleasure while comfort is the representation of low activation and high pleasure.

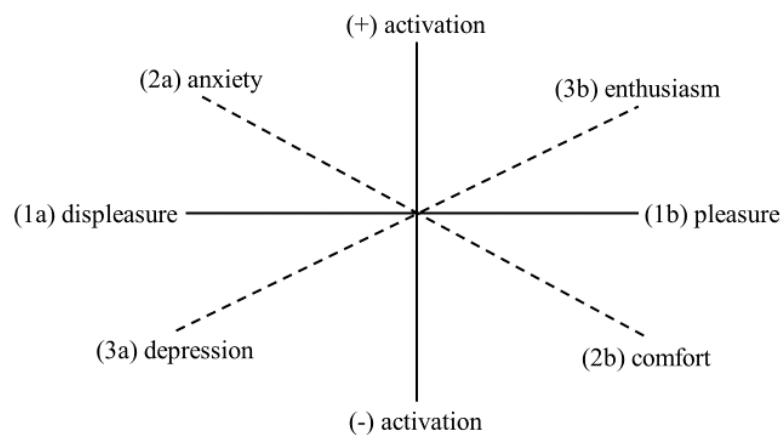


Figure 2. A conceptualisation of affective well-being

However, various dimensions of employee well-being create awareness of managerial practices to recognise that one dimension might improve, but another dimension might decrease (Cañibano, 2013; Grant et al., 2007).

Table 1 (see page 41) showed some translations on how to measure well-being. Initially, Ryff explored the meaning of psychological well-being in 1989, was continued by producing Ryff Scale of Psychological Well-Being (PSPWB), at least, seven journals criticised his scale and then modified and or proposed the new scale of well-being scale. Ryff and Keyes (1995) developed the scale based on the necessity of considering human potential at work as well as work environment. Later on, Ryff and Singer (1996) explained six aspects of employee well-being including self-acceptance, positive relations with others, autonomy, environmental mastery, a purpose in life and personal growth.

According to Ryff and Singer (1996), the first aspect, self-acceptance, refers to the personal acceptance of his/her present life as well as past life. Psychologically, this acceptance is characterised by the individual ability to actualise him/her, to optimise his/her function to achieve self-maturity. This aspect is in line with positive psychology whereby the individual will present positive behaviours as a response to his/her existence. Second, positive relations with others refer to the necessity of warm, confidence, trust and interpersonal interaction. The essential of this aspect is the ability of an individual to love others that show in the shape of empathy, affection and friendship expression.

Table 1

Some translations of the dimensions of well-being

No	Author	Dimensions/component
1	Ryff's, 1989; Ryff's and Keyes, 1995	(1) Self-acceptance; (2) positive relationship with others; (3) autonomy; (4) environmental mastery; (5) purpose in life and (6) personal growth
2	Warr and Oswald, 1995	(1) Overall job satisfaction; (2) feeling of work stress; (3) feeling of job boredom
3	Lucas, Diener, and Suh, 1996	(1) Life satisfaction; (2) positive affect; (3) negative affect; (4) self-esteem; (5) optimism
4	de Jonge and Schaufeli, 1998	(1) Job demand; (2) Job autonomy; (3) workplace social support; (4) job satisfaction; (5) job-related anxiety; (6) emotional exhaustion
5	de Jonge, Bosma, Peter, and Siegrist, 2000	(1) Emotional exhaustion; (2) psychosomatic health complaints; (3) physical health symptoms; (4) job satisfaction
6	Guest and Conway, 2002	(1) A manageable workload; (2) personal control over the job; (3) support from colleagues and supervisors; (4) positive relationships at work; (5) a reasonably clear role; (6) a sense of control of involvement in changes in the organisation
7	Sirgy, 2006	(1) Life satisfaction, (2) happiness, and (3) subjective well-being
8	Huhtala and Parzefal, 2007	Scale 1: Burnout and work engagement, and Scale 2: job demands and job resources
9	Deci and Ryan, 2008	(1) Hedonic and (2) eudemonic
10	Page and Vella-Brodrick, 2009	(1) Subjective well-being; (2) workplace wellbeing; (3) psychological wellbeing
11	McMurray, Pirola-Merlo, Sarros, and Islam, 2010	PANAS (Positive and negative affect scale from Watson et al., 1988)
12	Avey, Luthans, Smith, and Palmer, 2010	(1) Emotional (2) affect (3) mental health (3) affective disposition (4) general health, and (5) psychological distress
13	Dagenais-Desmarais and Savoie, 2012	(1) Interpersonal fit at work; (2) thriving at work; (3) feeling competency; (4) desire for involvement at work; (5) perceived recognition at work
14	Wood and de Menezes, 2011	(1) Job satisfaction; (2) anxiety-contentment
15	deVoorde, Paauwe, and Veldhoven, 2012	(1) Happiness wellbeing; (2) relationship well-being; (3) health-related well-being
16	Alam and Rizvi, 2012	Meaningless, somatic symptoms, selflessness, positive effect, daily activity, life satisfaction, suicidal ideas, personal control, social support, tension, wellness, general efficiency, and satisfaction

Third, autonomy relates to a concept of self-actualisation that is drawn as the individual function to become autonomy and refuse enculturation. In this aspect, individual behaviour is based on self-determination, independence and behaviour regulation from within. Individual, who has high autonomy, based his/her behaviour on internal locus of control. Fourth, environmental mastery relates to the individual ability to choose and create a suitable environment for his/her psychological condition. Active participation in the organisational environment indicates that an individual can manage any situation in the organisation to be suited to his/her benefit and to support his/her mental health.

Fifth, the purpose of life relates to the ability of an individual to categorise his/her belief and place it on his/her goal of life. When the individual has a feeling of meaning in life, it will contribute to his/her sense of self-direction intensively to achieve his/her goal of life. At last, personal growth relates to the willingness to self-development continuously to growth and develops as a human. The individual is brave to face new challenges and self-drive to overcome any problem during his/her life.

Also, Birdi, Warr, and Oswald (1995) proposed three dimensions to measure well-being at work: job satisfaction, feeling of work stress, and feeling of job boredom. Continued by Lucas, Diener, and Suh (1996) indicate employee well-being into five dimensions including life satisfaction, positive affect, negative affect, self-esteem, and optimism. De Jonge and Schaufeli (1998) investigate well-being at work by using six dimensions of employee well-being, namely: job

demand, job autonomy, workplace social support, job satisfaction, job-related anxiety, and emotional exhaustion. Next de Jonge, Bosma, Peter, and Siegrist (2000) conveyed that employee well-being consists of four dimensions: emotional exhaustion, psychosomatic health complaints, physical health symptoms, and job satisfaction.

Meanwhile, Guest and Conway (2002) conceptualised the theoretical formulation of employee well-being that concerned on how individual deal with the environment into six dimensions: 1) fulfilment or actualization of human potential in managing workload, 2) personal control over the job, 3) support from colleagues and supervisors, 4) positive relationship at work, 5) a reasonably clear role, and 6) a sense of control of involvement in changes in the organization. Besides, Sirgy (2006) pointed out that employee well-being as a state of life satisfaction, happiness, and subjective well-being directly related to job satisfaction or the work-life domains. Also, Huhtala and Parzefal (2007) notified that employee well-being should relate to job demands, job resources, burnout, and engage with the work situation.

Further, Deci and Ryan (2008) divided into two ways of pursuing well-being, hedonic and eudemonic. Hedonic is described as a specific experience of emotion aspect influenced well-being in the workplace. It was characterised by subjective happiness and concerns on the experience of the emotional feeling of pleasure including all judgments about the good/bad elements of life. On the other hand, eudemonia concerned on how individual deal with the environment as the

theoretical formulation of well-being. Well-being is understood as more than just happiness, concerned with living well or actualising one's human potential.

On the other hand, Page and Vella-Brodrick (2009) elaborated the construct of employee well-being as an element of the broader employee well-being concept. They conveyed subjective well-being, workplace well-being, and psychological well-being as three components of employee well-being.

Dagenais-Desmarais and Savoie (2011) portray employee well-being into five dimensions including interpersonal fit at work, thriving at work, feeling competency, desire for involvement at work, and perceived recognition at work. Previously, Avey, Luthans, Smith, and Palmer (2010) mention employee well-being could be seen from five dimensions, namely: emotional, affect mental health, affective disposition, general health, and psychological distress.

At last, Alam and Rizvi (2012) expressed that employee well-being is the subjective feeling of contentment, happiness, satisfaction with life experience and the one's role in the workplace, sense of achievement, utility, belongingness, and no distress, dissatisfaction or worry. These are called, as an integrative approach that integrated hedonic, and eudemonic became one approach.

Based on the explanation above, the dimensions of well-being have not been decided clearly. There are still lots of chances to use the dimension of well-being according to the context of the study. In general, this thesis will investigate the human process at the organisation which in turn will impact employee well-being and job satisfaction. In such a process in the organisation, a healthy individual both

psychological and physical would impact the way they are overcoming organisational life.

Also, as a human in society, an individual should develop social and human relation towards others in order to maintain their wellness in the organisation. Therefore, this thesis will explore four dimensions of well-being at work encompassing psychological well-being, physical or health-related well-being, social or relational well-being, and affective well-being.

Moreover, the researcher should consider the frame of reference and tie a reliable and valid measure to develop a grounded conceptualisation of psychological well-being (Dagenais-Desmarais & Savoie, 2012). Thus, HR practices should consider the different dimensions of well-being separately. This thesis employs two dimensions of well-being that support human potential (psychological well-being) and related experience to the entire members of the organisation (relational well-being) rather than the subjective experience of pleasure and health-related well-being. Besides, previous studies showed that health-related well-being dimension has a weak relationship between HR practices and performance (Vanhala and Tumoi, 2007; van de Voorde et al., 2012). Therefore, this study will exclude health-related well-being and elaborate various HR practices on two dimensions of well-being, functional-related well-being and relational-related well-being, and different dimensions of job performance.

2.1.2. Job performance

Performance is not a concept that can be easily defined and conceptualised.

Guest (1997) prefers to use the notion of ‘outcomes’ instead of performance, and he distinguishes three different outcomes encompassing financial outcomes (profits, net margin, market share), organizational outcomes (productivity, quality, efficiency, client that HRM and organizational outcomes are more proximal outcomes, for example, satisfaction) and HRM outcomes (employees’ attitudes and behaviour).

Meanwhile, Dyer and Reeves (1995) categorised four levels of outcomes HR related outcomes (affective, cognitive and behaviour), organisational outcomes (productivity, quality, efficiencies), financial outcomes (profit, sales) and market-based outcomes (market value) (Boselie et al., 2005; Paauwe & Boselie, 2005). Moreover, Wright, Gardner, and Moynihan (2003) argued that HR outcomes are more proximal to HR practices than others, and the impact of HR practices has on more distal outcomes are through the impact on more proximal outcomes. Similarly, Guest (1997) conveyed that specific HRM outcomes are often used as intermediate outcomes that bridge the ‘black box’ between HR practices and financial or organisational outcomes.

Thus, to reveal the black box area, job performance is posited as proximal outcomes or HR related outcomes. The meaning of job performance has changed from a focus on jobs to a broader understanding of work roles in the dynamic organisational context (Griffin et al., 2007). According to Peters, Poutsma, van der Heijden, Bakker, and de Bruijn (2014), job performance in the proximal outcomes can be categorised into three outcomes encompassing task performance,

organisational citizenship behaviour, and counterproductive work behaviours that reflect the behaviours employees ought to engage. Job performance, however, has a multidimensional concept (Campbell, McCloy, Oppler, & Sager, 1993) and relate to behavioural outcomes (Babin & Boles, 1996).

Williams and Anderson (1991) highlighted that job performance is mostly defined as behaviours that are needed for finishing the responsible work. Some researcher defines job performance as the extent to which workers effectively engage in the job duties formally identified in their job description (Borman & Motowidlo, 1993) and as a record of individual performance in a workplace that belongs to HRM department (Alessandri & Vecchione, 2012). Other researchers underlined the term of job performance as ‘in-role behaviour performance’ (Kehoe & Wright, 2013; Snape & Redman, 2010; Tremblay, Cloutier, Simard, Chênevert, & Vandenberghe, 2010), ‘work attitude’ (Edgar & Geare, 2005; Nishii et al., 2008; Staufenbiel & König, 2010) and ‘work role performance’ (Griffin et al., 2007; Katz & Kahn, 1978).

Over the past decade, Katz and Kahn (1978) have emphasised the term of job performance as work role performance. In-role performance is described as employees ‘core-task’ behaviour based on a series of expected responses that have core effects on the organisation effectiveness (Katz & Kahn, 1978; Thibaut & Kelley, 1986). It is closely related to the concepts ‘task performance’ (Johnson, 2003) and ‘job role behaviour’ (Welbourne, Johnson, & Erez, 1998). Griffin et al. (2007) used the term ‘work role performance’ as the type of behaviours that are

valued in organisations and that are necessary for effectiveness.

To support evidence-based on the proximal outcomes; this thesis examines job performance as HR related outcomes encompassing in-role behaviour performance. Job performance is defined as behaviour that needed to accomplish core tasks in the shape of in-role behaviour performance, which will be explained in its particular sense, refers to three different forms of individual task responses including task-proficiency, task-adaptability, and task-proactivity. This performance category, however, received less attention than extra-role performance such as organisational citizenship behaviour.

According to Griffin et al. (2007), there is three-work role characteristic related to the performance construct: task proficiency, task adaptability, and task proactivity. They argued that these three distinctive develop an interdependence system towards social context whereby the behaviour of an individual has an impact not only on the effectiveness of that individual, but also on the efficiency of others, including groups, teams, and the organisation as a whole. It also linked the dynamic of behavioural process within the organisation. Employees take on and enact multiple organisational roles in addition to their role as job incumbent, whereby both behaviours are central to the job as well as behaviours are not strictly part of the job description, but potentially beneficial for the organisation. Griffin et al. (2007) explained it into three dimensions of the work role.

First, task-proficiency refers to fulfil the prescribed, or the behaviours reflect the degree to which an employee meets the known expectations and

requirements of his/her role as an individual, such as ensuring essential tasks are completed correctly (Griffin et al., 2007). Core task proficiency is the degree to which employees meet formal job requirements (Crant, 2000; Parker, Williams, & Turner, 2006).

Further, task proficiency has a motivating effect on individuals (Locke & Latham, 2013). It ensures employees' confidence in their skills and abilities (Sackett & Dreher, 1982) as well as fulfils their need for competence (Deci, 1971). Task proficiency also related to being better able to gain additional resources (Boon & Kalshoven, 2014) and support team process behaviour (Stout, Salas, & Carson, 1994). Griffin, Parker, and Mason (2010) argued that proficient responses contribute to effectiveness when work requirements, such as job description and predictable environment, can be anticipated. In the way to be effective in his or her role as a person in the organisation, an individual should consider the degree of which he or she carries out activities that, on an a priori basis.

Secondly, task-adaptability refers to cope with, respond to, and support change, such as employee adjustment on the new equipment, processes, or procedures in core tasks (Griffin et al., 2007). Later on, Griffin et al. (2010) investigated that it becomes useful when uncertainty is high when work requirements cannot be anticipated since task-adaptability requires individuals responding constructively to unexpected and new circumstances. According to Griffin et al. (2007), task-adaptability is positioned in the middle of task proficiency and task proactivity that emphasises successfully accommodating the uncertainties

of externally initiated change in that it is enacted under a moderate level of uncertainty and represents employees' passive reactions to a changing environment.

The third, task-proactivity is defined as the extent to which employee's task self-directed action to anticipate or initiate changes in their environment, such as employee will begin a better way of doing core tasks (Crant, 2000; Griffin et al., 2007; Parker et al., 2006). Grant and Ashford (2008) referred to anticipatory action taken following prescribed means or directed toward achieving specified ends to impact themselves and their environments, such as intentionally seeking out a supervisor with specific questions about performance feedback on an assignment (Ashford & Black, 1996).

Griffin et al. (2010) argued that proactive behaviour contributes to effectiveness when work requirement are unpredictable since task-proactivity emphasises self-initiated change to improve the self or the environment actively. On the other hand, DuBrin (2013) said that proactive employees tend to perform better on their core tasks, such as behaving in ways favoured by the immediate manager.

In sum, this thesis based on the assumption of job performance as in-role behaviour performance that reflects three dimensions of work role performance including task proficiency, task adaptability and task proficiency. The further analysis of job performance will be based on these three dimensions.

2.1.3. HR content: bundle versus single practices

HR content approach explains a set of activities in the organisational life. Employees are provided with a set of HR practices aligned with the strategic goals of the company that applied individually (Combs et al., 2006). The literature has emphasised the fundamental principles of strategic HRM research underpin the role of HRM bundle, configuration or system practices in place whereby a system view is more suitable for the organisation (Lepak et al., 2006).

HR content, in particular, refers to the policies and practices that are applied in significant ways (Li et al., 2011). However, before differentiating the system versus the specific practices, this thesis highlighted HRM systems, HRM policies and HR practices. According to Lepak et al. (2006), the HRM activities involve strategic objective as the implementation of HRM system including three main agendas likewise have been conceptualised by Becker and Gerhart (1996). It reflects the level of analysis whereby HRM activities are implemented to achieve the organisational goal.

The HRM system, at the highest level, covers a program of multiple HRM policies such as employee-focused program through which this particular program will be executed by specific organisational actions designed to achieve some specific outcomes (Lepak et al., 2006). HRM policies reflect an employee-focused program whereby specific HR practices will execute this program. HR practices, however, lies at the lowest level that reflects particular organisational action designed to achieve some concrete outcomes. In general, these three levels of execution working together make such a common way to support organisational

life. For instance, a high involvement HRM system might rely on policies of specific practices such as employee participation, internal promotion and performance appraisal to encourage employee involvement towards the organisation and contribute to organisational performance.

In another word, a set of HR practices that support a particular program (policies) configures to make coordinated bundles of high-performance work practices, called as high-performance work system (Posthuma et al., 2013). In this case, a high-performance work system is assumed to consist of various types of HR practices interact together to improve organisational outcomes. This interconnection considers that HRM activities should be to ensure that employees have a broad range of superior skills and abilities, which are utilised to achieve the organisation's goals, and thereby provide a sustainable competitive advantage (Way, 2002; Wood & Wall, 2002). Further, the HRM system can enhance organisational performance by improving employee capability, commitment, and productivity (Posthuma et al., 2013).

Regarding the HR practices (content), there is no consensus to be accepted as a theoretical rationale to pick some HRM's checklist is essential to HRM. HRM researcher brings their argument to categorise the HRM activities. The best practices assumed that some HR practices are always better than others. HR practices consist of a set of single practices as best practices (Boselie et al., 2005; Delery & Doty, 1996) which including the practice that determines such productivity and quality (Ichniowski, Shaw, & Prennushi, 1997). These practices

would strongly affect organisational performance (Combs et al., 2006; Guerrero & Barraud-Didier, 2004; Karatepe, 2013), in particular, to solve operational problems and to implement the firm's competitive strategy (Becker & Huselid, 1998).

In the literature, there is a different argument within the framework of HR practices related to organisational performance. Firstly, Lepak et al. (2005) underlined the implementation of HR practices should be operated by influencing ability, motivation and opportunity (AMO) from the employee to contribute to the organisational goals. It supports an argument that individual performance is a function of the ability and motivation at the individual level of analysis (Wright et al., 1995). Further, these dimensions will be work as long as the organisation provides an appropriate opportunity for the employee to use their skills and ability (Lepak et al., 2006). In this case, the organisation should define exactly which HR practices are core and peripheral and then elaborate which specific practices are more beneficial for the organisation (Lepak et al., 2006).

Secondly, resource-based view, however, has as its fundamental starting point a belief in the value of employees input to performance. It is based on the idea that the effective and efficient practices of all useful resources that the organisation can muster help determine its competitive advantage (Wernerfelt, 1984). The organisation will concern on justifying each practice and executing the practice according to a bundle of resources and capabilities of the organisational. This framework initiates the emerging of HR practices as a bundle that consists of a set

of practices that run based on organisational resources (e.g. Kooij et al., 2010; Monks et al., 2012; Takeuchi & Takeuchi, 2013).

Moreover, to manage employee based on their particular needs (i.e. ageing worker), HR practices can be classified into two categories encompassing maintenance HR practices and development HR practices (Kooij et al., 2010). The idea of HRM-maintenance practices (e.g. staffing and selection, job security, rewards and benefits) is addressed to ensure safety, be responsible, meet the obligation, and it is communicated to the employees; thus, the employee will experience pleasure (Higgins et al., 1997).

Meanwhile, HRM-development practices (e.g. training and development, internal promotion, job enrichment) are aimed to encourage employee for advancement, growth, and accomplishment, and in turn, an employee will experience pleasure (Higgins et al., 1997). According to Higgins et al. (1997), development and maintenance, HR practices would lead employee experience well-being and encourage them to achieve the organisational goal.

Also, Monks et al. (2012) highlighted the essential argument to design HR practices based on two HRM system model: productivity-based HRM and commitment-based HRM configuration. On the one hand, productivity-based HRM configuration was merely exemplifying a deeply embedded philosophy about how people should be treated and managed (Schuler, 1992). In this first configuration, it should be confirmed the different HRM configuration as the way management treats a relatively homogenous group of employees such as knowledge workers

(Monks et al., 2012). The practices and processes were designed with this in mind whereby the various ways in which HR process interacts with HR practices and the different outcomes as results.

On the other hand, commitment-based HRM configuration refers to a 'strong' on the basis that each led to a strong system as a key determinant: employees shared an outstanding common interpretation and expected and rewarded behaviours (Bowen & Ostroff, 2004). Researchers need to link HRM – performance on how to secure a mutually valuable employee – organisation fit (Takeuchi & Takeuchi, 2013). In this case, HR practices need to be implemented in such a way as to increase employees' perceptions of fitting into their organisations, which eventually leads to the enhancement of their commitment as well as of their retention and job quality improvements. Thus, in conceptualising HRM, managers should be designed HRM systems for the specific organisational objectives and needed role behaviours (Lepak & Shaw, 2008).

Previously, Chadwick (2010) focuses on elaborating philosophical insight into the nature of performance synergies in HR systems. This approach provides critical insight into the way HR practices are determined to support performance effectiveness. Instead of a focus on the outcomes (performance's side), Chadwick (2010) concerns to elaborate the way HR practices are implemented at work. He pointed three approaches including integration, independence and configuration. Similarly, his approaches are likely similar to the term of a system and single

practice from Jiang et al. (2012), Huselid (1995), Delery and Doty (1998) as well as Appelbaum et al. (2000) and Combs et al. (2006).

Each HRM formation would give certain synergy as positive outcomes to performance. So far, Chadwick (2010) argued that integration is mutually exclusive on functional equivalence (component interaction) while independence is mutually exclusive on each dimension (component specialisation). Configuration, however, is assumed could resolve the contradictions between interaction and specialisation since it could be aligned with each other to capture desirable interactive effects.

This thesis highlights the HR practices that will respond to the organisational objective as well as the approaches to synergy HR practices towards performance. Some researchers posited a different understanding of this issue. Boselie et al. (2005), for instance, argued that the practices should influence organisational outcomes directly unmediated by any HRM-related outcomes. In this case, better employee attitude and behaviour will contribute to delivering improved intimate performance.

HRM has a contribution to positive employee behaviours and organisational effectiveness using increasing employees' abilities, motivation and opportunity (Boxall & Macky, 2009; Sun et al., 2007; Tsui & Wang, 2002). Management will consider the quality of implementation as well as the positive consequences of HR practices to organisational performance. Boselie et al. (2005) argued that HR practices as an AMO, as the best served by an HRM system that presents to employees' interests including four favourite HRM activities such as training and

development, reward and pays system, performance management (including appraisal) as well as recruitment and selection.

Similar to Boselie et al. (2005), Nico et al. (1999) pointed the effect of HR practices towards organisational outcomes whereby the HR practices are meaningful activities for employee and relevant to his or her organisational well-being. Besides to consider coherent and pertinent to the practices to the internal organisational, Guest (2011) underpinned the employee perception of the practices will lead to desirable work outcomes.

Thus this thesis considers bundling practices based on employee knowledge. Thus this thesis chooses five practices that represent broad employee knowledge about HR practices (Delery & Doty, 1996; Pfeffer, 1994) and encouraged employee for advancement (Higgins, 1997). Moreover, these five practices cover HR practices as AMO including training and development (ability), internal promotion (opportunity), employee participation (opportunity), result-oriented appraisal (motivation), and job security (motivation).

First, training and development refer to the amount of formal training for employees to upgrade their skills and abilities. Training and development, or extensive training (Baptiste, 2008; Young et al., 2010), is used in HRM to develop competence (Paré & Tremblay, 2007), skill (Tremblay et al., 2010) and knowledge (Boxall & Macky, 2014). Several previous studies conveyed training has a significant impact towards job performance (Alfes et al., 2012; Becker & Huselid,

1998; Nishii et al., 2008) since it could upgrade skills and knowledge and consist of positive process changes (Sun et al., 2007).

Training, as a single practice, is also categorised as ‘best-practices’ (Delaney & Huselid, 1996; Pfeffer, 1994) and contribute to organisational performance as a single practice (Jia, You, & Du, 2012). It will make the employee feel engage with the work and in turn, enhance employees’ job performance (Karatepe, 2013). It also helps the employee reach higher levels of functioning as well as performance appraisal that will maintain current employee level of functioning in the face of new challenges (Kooij et al., 2013).

Second, internal promotion refers to giving an opportunity for the domestic employee to fulfil a vacant position in the organisation. It is aimed to encourage current employees on actualising themselves as well as taking part to obtain such a position at work (Sun et al., 2007). Internal promotion is similar to internal recruitment (Baptiste, 2008; Edgar & Geare, 2005; Vanhala & Tumoi, 2006), internal labour market (Snape & Redman, 2010; Tzafrir, 2005) and career development (Giauque, Anderfuhren-Biget, & Varone, 2013; Kooij et al., 2013; Kuvaas, 2007; van Veldhoven, 2005). The internal promotion did not have much attention of scholars to be investigated. However, many organisations apply for internal promotion as HR practices to obtain organisational effectiveness (Lepak et al., 2005). So far, fewer studies explained this practice on employee well-being and even job performance.

Employee participation, the third practice refers to the opportunity for the organisation to call for employees to participate in decision-making. Some familiar terms for employee participation are employee participation empowerment (Alfes, Truss, Soane, Rees, & Gatenby, 2013; Biron & Bamberger, 2010; Gould-Williams & Davies, 2005; Paré & Tremblay, 2007), opportunity to participate (Fan, Cui, Zhang, Zhu, Hartel, & Nyland., 2014; Giauque et al., 2013; Godard, 2010; Gonçalves & Neves, 2012; Kooij et al., 2013) and involvement (Boxall & Macky, 2014). On participation, the more organisations give opportunities to employees to participate in decision-making, the more employees improve their motivation as well as their ability to obtain work quality (Armstrong, 2009).

Many studies arise to explain this practices in specific terms such as involvement in decision-making (Macky & Boxall, 2008), autonomy and participation (Boxall & Macky, 2014), employee voice and participation (Clarke & Hill, 2012; Fan et al., 2014). Overall, employee participation concerns about the involvement of employees' in decision-making by expressing their needs and ideas to the organisation. This practice, in turn, will affect subjective well-being (Boxall & Macky, 2014; Fan et al., 2014), health-related well-being (Clarke & Hill, 2012), and job performance (Boxall & Macky, 2014).

Fourth, result-oriented appraisal concerns on the way employees perceive their attitude and behaviour during work-related to particular appreciation and recognition from the organisation (Sun et al., 2007). Most scholars mention result-oriented practice in terms of rewards (Boxall & Macky, 2014; Gould-Williams &

Mohamed, 2010; Kooij et al., 2010), appraisal (Den Hartog, Boon, Verburg, & Croon, 2013; Godard, 2010) or compensation (Baptiste, 2008; Tzafrir, 2005; Young et al., 2010; Zhang et al., 2013). Reward regarding the result-oriented appraisal tends to increase creative performance (Byron & Khazanchi, 2012) and employee well-being (Böckerman et al., 2012; Menon, 2012; Takeuchi & Takeuchi, 2013).

Finally, job security refers to the degree to which employees are given certainty about their career sustainability. Most scholars define job security as involving secure jobs, but two scholars refer to it as safety (Katou & Budhwar, 2006; Kooij et al., 2013). Job security practice relates to feelings of satisfaction and commitment to accomplish a job task (Kooij et al., 2013). Green & Leeves (2013) argued that it had become a trend in work experience due to a strategic choice made by its organisation that is intended to develop higher levels of worker commitment towards the organisation. Job security will foster employees' well-being (Burke, 2013; Kuhnert & Palmer, 1991) and employees' job performance (Kraimer, Wayne, Liden, & Sparrowe, 2005; Loi, Ngo, Zhang, & Lau, 2011). The organisation might be aware of this practice even though the organisation has already given them a high salary or even pension since employee might differently react if they feel uncertainty about their career and organisational life.

So far, it is still debating on executing HRM as a system or single practices. Some scholars have a strong opinion to use system instead of single practices as the most influential contribution to high-performance work system (Becker & Huselid, 1998; Combs et al., 2006). According to Comb et al. (2006), HRM systems have

stronger effects than individual practices on organisational performance regarding conceptually as a superior alternative to individual practices. Figure 3 from Combs et al. (2006) shows that the discussion on HRM-specific practices, HRM system, and organisational performance are interrelated as one organisational framework; they have primary effects and a feedback loop relationships supported by research design, context, and organisational strategy as a moderator. For organisational context, Combs et al. (2006) argued that the best set of HR practices depend on the type of work being conducted.

However, researchers remain to question how HRM systems work regarding grouping the practices, focusing on the outcomes and considering organisational context. According to Guest (2007), to call them as one system, the researcher should test their reliability, factor analysis, cluster analysis, and or regression as well as to use a set of practices, at least, the researcher has acknowledgement on how and why their operationalisation takes the form that it does. The implication of all HRM systems is not equal; thus, need more research that directly compares an alternative version of practices (Delery, 1998). Others scholars reveal that either such bundles of HRM practice are not necessarily effective (Wood, 2008) and researchers should differentiate the best practices based on the organisational or individual outcomes (Jiang et al., 2012).

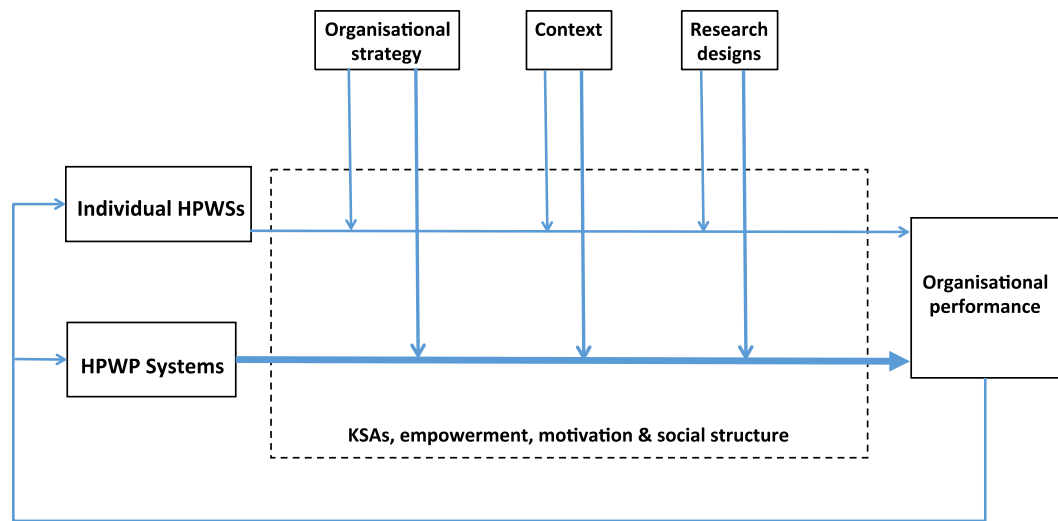


Figure 3. Model of Major Relationships Surrounding the HPWP Organisational Performance Relationship

Hence, only HR practices play on the contextual level based on the critical condition of the organisation, such as individual and organisational needs, under which implementation support effectiveness (Delery & Doty, 1996). Instead of grouping them into one system, the different practices could be combined in various patterns of the system to be equally effective for the organisation (Delery & Doty, 1996). According to Delery and Shaw (2001), specific practices have different effects on workers performing core versus non-core activities. Also, Jiang et al. (2012) have revealed how HRM related to various organisational outcomes, for instance, skill-enhancing practices such as training and development more positively related to human capital and less positively related to employee

motivation than motivation-enhancing practices and opportunity-enhancing practices.

Each specific practices impact organisational performance, statistically and managerially, through appropriate research design, context, and organisational strategy (Combs et al., 2006). As well as when mediated by work engagement (Karatepe, 2013) and moderated by CEO support (Rhee et al., 2014), In this case, HRM-specific practices would become efficient to support organisational outcomes. Nevertheless, Huselid (1995) reminded that only practices affect estimate is potentially biased to the extent that single practice measures; otherwise this overestimate will become misconception in concluding the impact of HRM on performance. However, current research should pay more attention to the potentially differential effects of specific HRM dimensions (Snape & Redman, 2010).

Both HRM as a system and as only practices have core objective to support employee and organisational effectiveness. Some practices are believed as strategic HR practices even though the consensus is still growing about which practices can be considered strategic. Table 2 shows the contribution and limitation on HRM as best practices and specific practices.

In sum, this thesis focused on explaining HRM as specific practices towards employee well-being and job performance. The five HR practices are training and development, internal promotion, employee participation, result-oriented appraisal and job security. These five practices represented the most usage practices in the

organisation and consisted of employee attitude and behaviour for this study to examine individual attitude and behaviours in the organisation. Regarding the context, these five practices are used to be implemented in Indonesia public sector organisation (see Chapter 3 verse 3.3). With regards to the differences between system and practices, this study covered system by analysing those five practices as a bundle and then compared it to specific practices.

Table 2

Contribution and limitation of the system and single practices

	System	Single
Contribution	<ul style="list-style-type: none"> • Stronger effect on organisational performance (Guerrero & Barraud-Didier, 2004; Combs et al., 2006; Alfes et al., 2012; Karatepe et al., 2013) • The more sophisticated systems, the more high-performance work practices (Huselid, 1995) • HRM system determine productivity and quality (Ichniowski et al., 1997) 	<ul style="list-style-type: none"> • Organisational outcomes effectiveness (Rhee et al., 2014) • Statistically and managerially impact organisational performance (Combs et al., 2006) • Concern on the condition under which implementation effectiveness is most critical (Delery and Doty, 1996)
Limitation	<ul style="list-style-type: none"> • No accepted theory exist that might classify different practices into obligatory and optional, hygiene factors and motivators (Boselie et al., 1997) • The employee is forced to implement a set of practice which neither what they are needs nor organisational needs (Delery and Doty, 1996) 	<ul style="list-style-type: none"> • Misconception conclusions in terms of overestimating the impact of single practices on the outcomes and a set of practices would be a stronger indicator of human capital (Huselid, 1995) • The researcher does not purport to suggest which items would add the most value (Delery and Doty, 1996) • Single practices effect estimate is potentially biased to the extent that single practice measures (Huselid, 1995)

2.1.4. HR process

In the last decade, HRM research field has been dominated by a significant theoretical issue, called as 'black box,' as the mediating or moderating link between HRM and performance. It concerns the precise nature of the mechanism linking HRM and performance outcomes. In recent years, many suggestions have been made concerning the nature of this 'black box' (Bowen & Ostroff, 2004; Wright & Nishii, 2007). The HR process approach highlights the importance of the psychological processes through which employees are given the necessary information in terms of executing HR practices (Combs et al., 2006). It needs the way in which an employee could appropriately accept the message and determine appropriate expected behaviour such as the way HR policies and practices are communicated to employees (Bowen & Ostroff, 2004).

In framing the 'HR process', Bowen and Ostroff (2004) bring up the discourse the HR process is similar to how the messages are delivered to take account of employee understanding and responses. Li et al. (2011) understood HR process as the way HR practices and policies are communicated to employees, while according to Ehrnrooth and Bjorkman (2012), HR process focuses on how to deliver AMO effects and signalling effect to reinforce engagement with the HR practices.

Previously, Bowen and Ostroff (2004) criticised HRM research that was mainly concerned with what kind of bundles and HR practices (content) affected performance and paid less attention to HRM as a function and system affect performance (process). However, the practices and processes should describe

sharing common perceptions and behaviours across employees focus on how the messages are delivered and are understood and responded by employees (Bowen & Ostroff, 2004). Monks et al. (2013) highlighted the various ways in which HR process interact with HR practices would give different outcomes as results. Thus, each HRM systems should be designed for the particular organisation objectives and needed role behaviours (Lepak & Shaw, 2008).

On the other hand, Ehrnrooth and Bjorkman (2012) theorised the HR process is not only to determine the signalling effect of HRM on employees' understanding (Bowen & Ostroff, 2004) but also to capture the de facto functional effects of the HR content on employee ability, opportunity and motivation. This HR process directly links to core job performance. Katou et al. (2014), however, found that the HR process moderates the relationship between perceived HR practices and employee reaction (attitude and behaviours), which in turn impact organisational performance.

Instead of assuming the HR process as a mediator, this thesis assumes that the HR process has a moderator effect that would affect the relationship between HR content and the outcomes. To investigate the role of the HR process in moderating HR content and the outcomes, this thesis uses attribution theory that was aimed to explain why people behave as they do include in the organisational context. Likewise, Bowen and Ostroff (2004) that investigate the HR process based on Kelley's attribution theory based on psychological attributes measurement encompassing distinctiveness, consistency and consensus.

Attribution theory is described as the way how individuals interpret events and how this relates to their thinking and behaviours (Kelley, 1973). Attribution theory has been useful in explaining message-based persuasion and identifying key features whereby the total employees will receive and interpret the messages uniformly (Fiske & Taylor, 1991). According to Kelley (1973), the attribution process is based on perceptions of reality, and these perceptions may vary widely among individuals. It involves observing behaviour, either our own or someone else's and then attributing causes to it regarding its degrees of consensus, consistency and distinctiveness.

Initially, distinctiveness is the extent to which the person behaves in the same way in similar situations, refers to how unique of the behaviour is to the particular case (Kelley, 1973). High distinctiveness is showed by a distinct or unique behaviour of an individual when in certain circumstances while low distinctiveness is signed by similar responses of an individual in all situations. In this case, individuals attribute their reactions more to the circumstance rather than their selves (Gilovich, Medvec, & Savitsky, 2000). Conversely, when people provide a similar response for everyone across time and place, it is called as low distinctiveness whereby the individual will attribute the conduct to the individual who shows similar behaviour every time.

According to Kelley (1973), the consensus is the extent to which other people behave in the same way in similar situations. In another word, the consensus is the covariation of behaviour across different people. The high consensus is

attributed to a stimulus to an individual or individuals. For instance, if some people have the same perception of people, it means that consensus about his/her behaviour from the environment is high. In contrast, the low consensus is attributed to an individual who perceived his/her differently compared to the majority of people in the environment. For instance, when only one or a few people surrounding him/her who conveyed about his/her behaviour, it means that the consensus is low.

Meanwhile, consistency is the extent to which the person behaves in every time the situation occurs or the covariation of behaviour across time (Kelley, 1973). High consistency is showed when the person shows similar behaviour across time, which, in this case, this person attributes, the action to him/her (he/she is indeed the kind of person who has particular act). In contrast, when people only show similar behaviour for one occasion or provide different behaviour in the different place and time, it means that this low consistency is attributed to the circumstances whereby the context and time that will make his/her appropriate display behaviour.

In HR process, distinctiveness refers to an HRM system being visible, understandable, legitimate and relevant to employees' goals (Bowen & Ostroff, 2004; Li et al., 2011; Sanders et al., 2008). Consensus relates to the extent to which there is agreement among policymakers in the way HR practices are implemented (Li et al., 2011). Consistency relates to the features of an HRM system being internally aligned (Li et al., 2011). Distinctiveness and consistency arouse employees to optimising their potential to be actualised.

Employees interpret the HRM messages, psychologically, as distinctiveness when HRM is visible, understandable, legitimate, and relevant to employees' goals (Bowen & Ostroff, 2004), as consistent when the features of an HRM system are internally aligned, and as consensus that refers to the extent to which there is agreement among policymakers in the way HR practices are implemented (Li et al., 2011).

Several endeavours have been made to figure out the HR process mechanism in the HR content and organisational outcomes linkage. Individually, many researchers test the Bowen and Ostroff's theoretical framework into some variables including affective commitment (Sanders et al., 2008), the role of manager (Nishii et al., 2008) and work satisfaction, vigour and intention to quit (Li et al., 2011). Also, the three HR feature (distinctiveness, consistency, and consensus) has been investigated either as one factor or separately (Sanders et al., 2014). For instance, Sanders and Yang (2016) examined eight information patterns to explain distinctiveness, consistency, and consensus on the HRM-performance relationship. While Li et al. (2011) found in separately that distinctiveness has a strong influence towards three employee attitudes, consensus affected on two, while consistency only affected one attitude.

Previously, Kelley (1973) described the pattern of covariance model that contains a various combination of distinctiveness, consensus and consistency based on individual form impression or attributions as to the causes of behaviour. Table 3 displays the patterns of covariance model. Further, Hewstone and Jaspars (1987)

supported that by assessing the levels of distinctiveness, consensus and consistency in given situation, we can determine whether a person would likely make a personal (internal), stimulus (external) or circumstantial attribution.

In general, Kelley explained the pattern by distinguishing attribution to causes that reside within the person, the entity and the circumstances. Pattern 1, employee attribute their behaviour to personal. For instance, the employee being slowed in responding task and misses the due date. It could be concluded that she/he attributes the behaviour to her/his internal factor if only she/he the one engaging in this behaviour (low consensus), behaves in the same way in the amount of time each week (high consistency) and another setting (low distinctiveness).

Pattern 2, employee attribute their behaviour to stimulus (the HR practices that implemented by management). This pattern indicates that something in the situation (entity) is causing behaviour. For instance, everyone in the team is slowly (high consensus) and although the particular employee often is slow to work (high consistency), and we have never seen her/him behave this way in other settings (high distinctiveness). Pattern 3, employee attribute their behaviour to circumstance or the organisation. For instance, the employee accepts similar activities in the different program at work (low distinctiveness), and it is implied for the entire members of the organisation (high consensus). Also, the employee responds to the program are similar time by time (low consistency). It means that the employee behaviour is depending on the way the organisation treat them.

Table 3

A pattern of covariance model by Kelley (1973)

Attribution	Distinctiveness	Consensus	Consistency
Personal	Low	Low	High
Stimulus	High	High	High
Circumstance	Low	High	Low

In sum, this thesis brings distinctiveness, consensus, and consistency at once for two purposes. First of all, to support Bowen and Ostroff (2004)'s study on how practices are delivered to employees. Secondly, by assessing those three features in given situation, it could determine whether the employee would likely attribute the implementation of HR practices to themselves, situation (manager's role) or the organisation as seen in Table 3.

2.2. HR practices, employee well-being and job performance

First of all, this thesis would investigate the relationship between the criterion and the predictor before focusing on HR process. Many studies underpin specific HR practices influencing employee well-being and employee performance (Alfes et al., 2012; Boxall & Macky, 2014; Kooij et al., 2013; Nishii et al., 2008). Few studies examined single HR practices on both performance and well-being outcomes (Kooij et al., 2013; Snape & Redman, 2010). Most scholars focused solely on the relationship between HR practices and employee well-being (Böckerman et al., 2012; Fan et al., 2014; Grant & Campbell, 2007; Jensen, Patel, & Messersmith, 2013; Menon, 2012; Wood & de Menezes, 2011). Also, they focus

on the relationship between single HR practices and organisational outcomes such as business performance (Baptiste, 2008; Katou & Budhwar, 2006), economic productivity (van Veldhoven, 2005; Vanhala & Tuomi, 2006) and job performance (Tabiu & Nura, 2013).

To understand the dynamic relationships between HR practices, employee well-being and job performance, this study focuses on investigating the mutual gains and conflicting outcomes perspective. Mutual gains approach is well-known to be applied for negotiation process which constructed from experimental findings and hundreds of real-world cases, that lays out four steps (preparation, value creation, value distribution and follow through) for negotiating better outcomes while protecting relationships and reputation (Susskind & Field, 1996).

In order to gain beneficial outcomes of negotiation, individuals should gather an understanding of others interest as well as prepare some alternatives ways to deliver the points (preparation). It continued by inventing others without developing an individual commitment to creating value between these two parties. Later on, individuals should distribute the values to decide the final agreement (value creation). Finally, those two sides follow the decision by imagining future challenges and the solutions per se. In this sense, the mutual gains approach is proposed to create a beneficial impact on both parties in the appropriate ways.

Similarly on HRM research, mutual gains perspectives; however, refer to the positive effect of HRM activities for employees including employee well-being (Peccei, 2004) and organisational performance (van de Voorde et al., 2012; Wood

et al., 2012). If implemented HR practices are an enjoyable, rewarding, and supportive work environment, the employee will respond more effort, engaging, working harder, more satisfied, and integrated workforce, in turn, an organisation will gain productivity.

In this case, according to mutual gains perspective (see Figure 4), HRM is mutually beneficial both for employee well-being and job performance (van de Voorde et al., 2012). It supports the optimistic view of Peccei (2004) that describe the impact of HRM on employee well-being. Based on an optimistic view, HRM is beneficial for workers, that it has a positive effect on their well-being of which both employers and employees as directly benefiting from HRM. Implemented HR practices delivered by management also leads establishment of a more interesting, rewarding, and supportive work environment and achieve a better quality of work-life for employees, thus they more satisfied and integrated workforce. They will repay the organisation by working harder, putting more effort and engaging to enhance organisational productivity and performance.

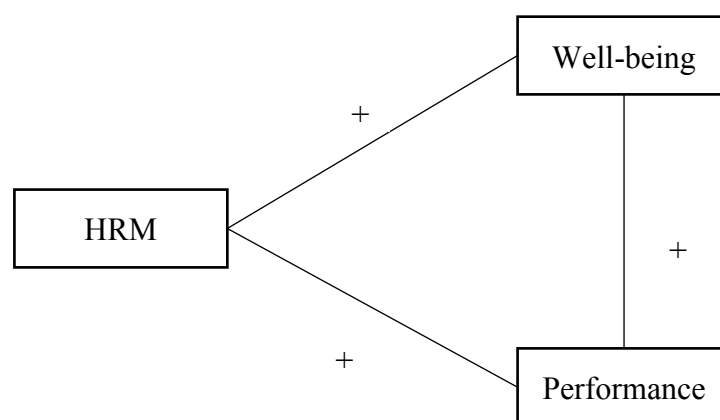


Figure 4. Mutual gains perspective

Another perspective, conflicting outcomes, is beneficial for performance, but it has no or a negative effect on employee well-being (van de Voorde et al., 2012), means HR practices are too demanding. Instead of perceiving HR practices as 'personal' investment and obligation, sometimes employees feel the organisation push them too much with lots of demands and less attention to their well-being (Demerouti et al., 2001). Employees could perceive HR practices as demand for work and thus make them more vulnerable to burnout (Demerouti et al., 2001) and stress (Warr, 1999; Wood et al., 2012). For instance, the employee will respond to profound understanding what is HR practices needs to be done when implemented HR practices are too demanding harmful to workers (Wood et al., 2012), systematic exploitation of employees, poorly executed and multiple effects on various aspects (Nishii et al., 2008). In this case, an employee even does not know how to do the practices, but keep quiet or have no respond; thus, organisational outcomes are either negative or no impact (van de Voorde et al., 2012; Wood et al., 2012).

Meanwhile, conflicting outcomes is a term to explain that HRM has no effect on employee well-being, or HRM has a negative impact on employee well-being (van de Voorde et al., 2012) (see Figure 5). It supports two perspectives of Peccei (2004) including pessimistic and sceptical. Pessimistic view considered that employers and not workers benefit from HRM, although workers, in many circumstances, may well be fooled by the rhetoric of HRM into thinking that they too are better off. HRM is mostly harmful to workers, as having a negative impact on their interest and well-being. Implemented HR practices lead to an intensification of work and more systematic exploitation of employees on the shop

floor (Fucini & Fucini, 1990).

However, sceptical perspective viewed HRM as not necessarily having a significant impact, either positive or negative, on employee well-being. It calls as the least well-developed of the perspectives due to some reasons. First is a limited effect in which the rate of adoption of more advanced or progressive HR practices by organisations is quite low and poorly implemented. Second is the impact itself may be contingent on other factors or in other words, may be moderated by other variables, such as demographic variables and other such personal characters. The third is HR practices may have multiple effects on various aspects of employee satisfaction and well-being. The causal chains tangled may be quite long, and the network of effects somewhat wordy and varied, thereby making any overall impact difficult to either predict or trace straightforwardly.

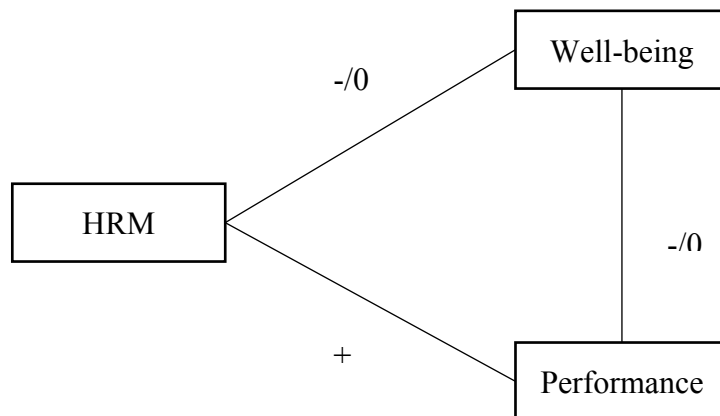


Figure 5. Conflicting outcomes perspective

Initially, Delery and Doty (1996), investigate HR practices using a concept of resource-based approach which designates the extent to which a measure of

practices taps the internal development of the employee, such as training and broad career path. While previously Snell and James (1992), described the control-based approach as to what extent to which a measure of high-performance HR practices relates to directing and monitoring employee performance.

Further, Sun et al. (2007) used HR practices that are assumed as the representative of both resource-based and control-based approach to affect performance. Sun et al. (2007) referred to Bamberger, Biron, and Meshoulam (2014) that measured high-performance HR practices by adopting a resource-based or a control-based approach. Bamberger et al. (2014) combined those two approaches as orthogonal dimensions and reflect them into three primary human resource subsystems as seen in Table 4.

Following Sun et al. (2007), this thesis would like to replicate high-performance HR practices they used. Sun et al. (2007) investigated service-oriented OCB and turnover, whereas this study reveals other job attitudes including employee well-being and job performance (task proficiency, task adaptability, and task proactivity). Regarding the context, however, the significant elements of HRM in Indonesian public service sector are recruitment and selection, promotion and advancement, training and development, remuneration, and performance management (Turner, Imbaruddin, & Sutiyono, 2009).

Table 4

The configuration of High-Performance HR Practices

HR Subsystem	Dimension	
	Resource and Control-based HR Practices	Sample HR Practices
People Flow	Staffing	Selective staffing
	Training	More extensive, general skills training
	Mobility	Broad career path, promotion from within
	Job security	Guarantee job security
Appraisal and rewards	Appraisal	Long –term, result-oriented appraisal
	Rewards	Extensive, open-ended rewards
Employment relation	Job Design	Broad job description, flexible job assignments
	Participation	Encouragement of participation

Note: From Bamberger and Meshoulam, 2000, page 67

Since there is no explicit statement, in order to support the rationale of implemented HR practices, this thesis reviews five HR practices (i.e., training and development, internal promotion, employee participation, result-oriented appraisals and job security) and their relationship to employee well-being and job performance, which are consistently considered strategic HR practices (Delery & Doty, 1996) and are categorised as effective practices for managing people (Pfeffer, 1994).

The review provides insight into gaps in the current literature, including the lack of multi-level and multi-actor studies, and shows that very few studies have been conducted in developing countries. Thus, there are calls for adding empirical work on different HR practices in the literature (Snape & Redman, 2010; Truss,

Shantz, Soane, Alfes, & Delbridge, 2013; Tzafrir, 2005). Also highlights the need to provide more empirical evidence on the relationships between HR practices, well-being and performance (Kehoe & Wright, 2013; Wright et al., 2003).

Thus, this thesis reviewed 36 empirical articles that studied the relationships between HR practices, on the one hand, and employee well-being and job performance, on the other. A variety of methods were used to search for articles. This thesis uses journal databases (e.g., Scopus, Science Direct, ProQuest, and EBSCOhost Business Source Complete), Google Scholar and the digital object identifier (DOI®) system. This finder looking for the following keywords: “HRP” OR “human resource practices” AND “employee well-being” AND “job performance” AND “mutual gains perspectives” AND “conflicting outcomes”. A variety of literature was searched concerning international journals in the fields of HRM, health organisation and management as well as work and organisational psychology.

This thesis identified articles published from 2005 to 2015 and focused on three aspects: (1) HR practices, well-being and job performance relationship, (2) HR practices – employee well-being relationship, and (3) HR practices – job performance relationship. In 2005, Boselie et al. published a study about commonalities and contradictions in HRM and performance research that discussed the need for proximal employee outcomes in the relationship between HRM and performance, including employee outcomes and organisational outcomes. The year 2005 becomes the earliest date of interest. Also, it did a cross-checked the resulting list with the reference sections of review several studies (van de Voorde et al., 2012;

Wall & Wood, 2005; Wood & de Menezes, 2011). Due to little evidence on the study of each practice on employee well-being and performance and to gather as many articles as possible, we also included studies on HR practices in a bundle (HPWS). We collected HPWS that included some of the five HR practices and that investigated the relationship between HRM, well-being and performance.

The searching for literature resulted in 36 studies that were published in HRM-focused journals (e.g., Human Resource Management, The International Journal of Human Resource Management), management journals (e.g., Journal of Management, Journal of Organisational Behaviour, Personnel Review) and psychology journals (e.g., Journal of Applied Psychology, Personnel Psychology, Advance in Psychology Study) (see Table 5). Regarding the context of the study, almost 72.2% of these studies were conducted in various sectors, whereas only 33.8% were carried out in the public sector. The segments of the studies were as follows: service sector (6 studies), public sector (5), healthcare (5), private sector (5), various areas (11), and one study in the food, restaurant, IT and banking sectors, respectively (see Table 5).

Based on a review of 29 studies on training and development practice, 22 studies have a positive relationship with psychological well-being while 14 studies have a positive correlation with relational well-being. Four studies have a positive correlation with health-related well-being, and seven studies have a positive correlation with affective well-being. Moreover, 16 studies have a positive correlation with individual performance, and four studies have a positive relationship with organisational performance. Overall, 20 studies provide evidence

for the mutual gains perspective for training and development, well-being and job performance, of which 12 of them studied the relationship with psychological well-being (Gould-Williams & Mohamed, 2010; Katou & Budhwar, 2006; Kehoe & Wright, 2013; Paré & Tremblay, 2007; Snape & Redman, 2010; Sun & Pan, 2008).

Sun and Pan (2008) found that well-implemented training practices affect psychological well-being and increase job performance. Eight studies show that implemented training and development is perceived as a mutual relationship between the employee and the employer (relational well-being). This relationship, in turn, will increase employees' motivation to improve task performance (Alfes et al., 2012; Baptiste, 2008; Giauque et al., 2013; Katou & Budhwar, 2006; Kuvaas, 2007; Truss et al., 2013; Zhang et al., 2013). Likewise, Zhang et al. (2013) find that training has a positive impact on the employee-employer relationship (relational well-being), which in turn increases employees' engagement to accomplish job tasks. Three studies show that training and development have a positive correlation with affective well-being (Sun & Pan, 2008; Vanhala & Tuomi, 2006; Zhang et al., 2013) and a positive correlation with health-related well-being (Clarke & Hill, 2012).

However, two studies show that training and development have a negative correlation with the subjective experience of employee well-being (Edgar & Geare, 2005; S. Wood et al., 2012). Whereas four studies find no relationship between skill development and the subjective experience of employee well-being (Pare & Tremblay, 2007; Vanhala & Tuomi, 2006), fatigue and stress (Boxall & Macky, 2014) and anxiety or comfort (Wood et al., 2012). In this case, employees only

perceive training and development as an obligation to be completed that does not consider their well-being (Pare & Tremblay, 2007; Vanhala & Tuomi, 2006). Kuvaas (2008) notes some employees respond to training and development to fulfil their organisational needs while downplaying the issue of well-being.

Based on a review of 19 studies, internal promotion practices are seen as having a positive relationship with *psychological well-being* (12), *relational well-being* (11), *affective well-being* (1) and job performance (15) (see Table 5). We found no study that presented a positive relationship between internal promotion practices and *health-related well-being*. Fourteen studies provided a mutual gains perspective, ten studies related to psychological well-being (Katou & Budhwar, 2006; Kooij et al., 2010), and ten studies involved relational well-being (Den Hartog et al., 2013; Tzafrir, 2005; Vanhala & Tuomi, 2006).

In contrast, Edgar and Geare (2005) found that in some cases, a higher level of internal promotion practices is related to a decrease in employee well-being and may have no effect or even a negative impact on employee attitudes. Two studies show that recruitment policies within an organisation have a negative relationship with general health conditions (Vanhala & Tuomi, 2006) and job satisfaction (Edgar & Geare, 2005). Three studies show that internal promotion has no relationship with psychological well-being, and anxiety – comfort (Wood & de Menezes, 2011; Wood et al., 2012), and one study finds no relationship regarding internal promotion with supervisory support and in-role behaviour (Snape & Redman, 2010).

According to a review of 23 studies, employee participation practices have a positive relationship with *psychological well-being* (16), *relational well-being* (11), *health-related well-being* (2), *affective well-being* (5) and job performance (17) (see Table 5). One study shows that employee participation has a negative relationship with job satisfaction (Wood et al., 2012). Three studies show no connection between internal promotion and fatigue, stress and anxiety (Boxall & Macky, 2014; Goncalves & Nelves, 2012; Vanhala & Tumoi, 2006; Wood et al., 2012). Fifteen studies provide evidence for the mutual gains perspective. Those found that the opportunity to perform has a positive relationship with job satisfaction and job performance (Kooij et al., 2013; Menon, 2012) and with the employee-employer relationship and performance (Den Hartog et al., 2013; Giauque et al., 2013; Tzafrir, 2005).

In contrast, the review finds only one study that indicates conflicting outcomes, whereby employee participation has no relationship with supervisory support but has a positive relationship with organisational outcomes (Vanhala & Tumoi, 2006). It may be because these practices are accompanied by pressure to improve employee performance, which may raise concerns among employees about their competencies, their relationship with others and their psychological security (Wood et al., 2012). In such cases, employee participation is not merely understood as an opportunity for employees to empower themselves and participate in decision-making (Biron & Bamberger, 2010; Giauque et al., 2013; Gonçalves & Neves, 2012). Employees may understand this practice as a burden or stressor that leads them to experience anxiety and poor health and performance (Wood et al., 2012).

Based on a review of 27 studies, a result-oriented appraisal practice has a positive relationship with *psychological well-being* (19), *relational well-being* (13), *health-related well-being* (2), *affective well-being* (4) and job performance (20). Five studies show no relationship between rewards and employee well-being or job performance (Boxall & Macky, 2014; Goncalves & Nelves, 2012; Vanhala & Tumoi, 2006; Wood et al., 2012).

Eighteen studies provide evidence for the mutual gains perspective in the relationship between result-oriented appraisal and employee well-being and performance (Den Hartog et al., 2013; Menon, 2012). Also, Snape and Redman (2010) find that there is no evidence of a negative relationship between result-oriented appraisal and employee well-being and job performance, suggesting that result-oriented appraisal is associated with perceived organisational support, in which employees experience positive feelings about organisational support for their performance.

Based on 14 studies, job security practices have a positive relationship with psychological well-being (Alfes et al., 2013; Gould-Williams & Davies, 2005; Katou & Budhwar, 2006; Kooij et al., 2010; Van Veldhoven, 2005; Vanhala & Tumoi, 2006; Young et al., 2010; Zhang et al., 2013), relational well-being (Alfes et al., 2013; Giauque et al., 2013; Katou & Budhwar, 2006; Young et al., 2010; Zhang et al., 2013), health-related well-being (Zhang et al., 2013) and affective well-being (Kraimer et al., 2005; Staufienbiel & König, 2010; van Veldhoven, 2005; Zhang et al., 2013). Also, towards job performance (Alfes et al., 2013; Giauque et al., 2013; Katou & Budhwar, 2006; Kooij et al., 2013; Kraimer et al., 2005;

Staufenbiel & König, 2010; van Veldhoven, 2005; Zhang et al., 2013). Job security has a positive relationship with psychological well-being and performance (Gould-Williams & Mohamed, 2010; van Veldhoven, 2005). There is no evidence of a negative correlation between these variables, and only two studies show no relationship between job security and psychological well-being and anxiety – contentment (Wood & de Menezes, 2011).

In sum, the majority of the reviewed articles show a positive relationship between training and development and employee well-being (22%) as well as between training and development and job performance (22%). This finding is in line with social exchange theory (Emerson, 1976). When organisations provide employees with development opportunities, this results in employee commitment and enhances task performance (Snape & Redman, 2010) and organisational citizenship behaviour (Kehoe & Wright, 2013) as well as decreases turnover (Pare & Tremblay, 2007). Employees are most likely to experience satisfaction if they have the opportunity to use their skills and abilities to execute job tasks (Böckerman et al., 2012; Boxall & Macky, 2014).

However, the findings remain inconclusive because only 28% of studies provide evidence for the mutual gains perspective. The scarcity of findings on conflicting outcomes might encourage HRM researchers to take into account the harmful effects of HR practices on employee well-being. Based on the review, few scholars have examined the conflicting outcomes of training and development. It may be due to an emphasis on the direct determinants of training on job

performance (Campbell, Gasser, & Oswald, 1996) and the tendency to downplay the importance of employee well-being.

In sum, 76% of the studies on internal promotion show a positive relationship towards employee well-being, although only 16% of the reviewed articles provide evidence for mutual gains in the relationship between internal promotion and employee well-being and job performance. This finding indicates that internal promotion practices lead employees to develop the positive feeling that the organisation rewards hard work by providing opportunities to move into better positions, which in turn increases employees' responsibility to provide high performance (Bohlander & Snell, 2004).

Overall, 77% of the data on employee participation show that this practice has a positive relationship with employee well-being or job performance. According to Appelbaum et al. (2013), opportunities to engage in decision-making make employees feel meaningful to the organisation. For instance, opportunities for employees to empower themselves will increase their motivation to accomplish their work tasks (Biron & Bamberger, 2010; Gould-Williams & Mohamed, 2010) and reduce employee turnover (Pare & Tremblay, 2007). Few studies (15%) provide evidence for the mutual gains perspective, and 21% show no relationship between employee participation and employee well-being.

In sum, the studies provide proof of a strong correlation between result-oriented appraisal and employee well-being and job performance (74%). Scholars note a connection between result-oriented appraisal and feelings of satisfaction and commitment to work as well as an increased motivation among employees to

provide high job performance (Den Hartog et al., 2013; Gould-Williams & Mohamed, 2010). However, we find less evidence for both the mutual gains and the conflicting outcomes perspective (only 11% of the included studies provide evidence for the mutual gains perspective).

The findings indicate that the implementation of job security practices has a strong effect in HRM in support of organisational performance. Implemented job security practices affect the employee-employer relationship (*relational well-being*) and in turn improve work performance (Giauque et al., 2013). This finding supports a study (Kraimer et al., 2005) that found that job security is a beneficial practice that affects employees' high performance. The public sector is relatively stable due to government backing, including guaranteed pensions and career schemes (Flynn, Upchurch, Muller-Camen, & Schroder, 2013).

According to the empirical literature review, in the last ten years, only a few scholars have included two dimensions of employee well-being (i.e., psychological well-being and relational well-being) in HRM research. Moreover, we found little or no evidence for mutual gains and conflicting outcomes for internal promotion, employee participation, result-oriented appraisal and job security. In the case of job performance, this review provides evidence for positive relationships between HR practices and job performance. To understand job performance as work role, this study follows (Griffin et al., 2007) that mentioned job performance is embedded within a broader organisational system that includes *task-proficiency* (e.g., ensuring core tasks are completed), *task-adaptability* (e.g., adjusting to new equipment,

processes, or procedures in core tasks), and *task-proactivity* (e.g., initiating a better way of doing core tasks).

Concerning HR practices, this review reveals that all five HR practices are predominantly and positively associated with job performance (72%). Less than 5% of the analysis provides evidence of a negative relationship between HR practices and job performance. Description of the result of the different HR practices and current hypotheses for our empirical study is shown in the following.

Table 5

List of references to study and study attributes

No	Author	Journal	Context of study	Training and development						Internal promotion						Employee participation				Result-oriented appraisal						Job security							
				HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.	
				1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
1	Alfes et al 2012	Human Resource Management Journal	Service		+	+		+									+	+		+			+										
2	Alfes et al 2013	Human Resource Management Journal	Service		+			+		+				+						+			+			+	+			+			
3	Baptiste 2009	Management Decision	Public	+	+		+	+		+	+		+	+		+	+		+	+		+	+		+								
4	Biron and Bamberger 2010	Human Relations	Service																+	+													
5	Bockerman et al. 2012	Journal of Economic Behaviour & Organisation	Various	+		+														+		+											
6	Boxall and Macky 2014	Work, Employment and Society	Various	+		+	ns									+	+		ns			+	+		ns								
7	Clarke and Hill 2012	Journal of Management and Organisation	Service	+		+			+							+		+		+													
8	Edgar and Geare 2005	Personnel Review	Various	-				-		-				-																			
9	Fan et al. 2014	The International Journal of Human Resource Management	Healthcare	+	+		+									+	+		+			+	+		+								
10	Giauque et al 2013	Public Personnel Management	Public		+			+		+				+			+		+			+			+		+			+			
11	Godard 2010	Industrial Relations	Various	+			+									+			+			+			+								

No	Author	Journal	Context of study	Training and development						Internal promotion				Employee participation				Result-oriented appraisal				Job security					
				HRP-WB effect			HRP-P ef.			HRP-WB effect		HRP-P ef.		HRP-WB effect		HRP-P ef.		HRP-WB effect		HRP-P ef.		HRP-WB effect		HRP-P ef.		HRP-WB effect	
				1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
12	Goncalves and Neves 2012	Advance in Psychology Study	Public	+			+								ns		ns			ns		ns					
13	Gould-Williams and Davies 2005	Public Management Review	Public	+				+						+		+				+		+				+	
14	Hartog et al 2013	Journal of Management	Restaurant	+	+				+	+	+			+	+	+			+	+	+				+		
15	Katou and Budhwar 2006	The International Journal of Human Resource Management	Public & Private	+	+			+		+	+			+	+	+	+			+	+	+	+			+	+
16	Kehoe and Wright 2013	Journal of Management	Food	+				+		+				+	+				+	+					+		
17	Kooij et al. 2010	Journal of Organisational Behaviour	Various	+						+				+					+					+			
18	Kooij et al 2013	Human Resource Management Journal	Public	+				-		+				+	+				+	+			+			+	
19	Kraimer et al. 2005	Journal of Applied Psychology																								+	+
20	Kuvaas 2008	Journal of Management Studies	Banks	+	+			+		+	+			+					+	+					+		
21	Menon 2012	International Journal of Manpower	Service							+				+	+				+	+					+		
22	Nishii et al. 2008	Personnel Psychology	Private	+				+		+	+			+					+						+		
23	Pare and Tremblay 2007	Group and Organisation Management	IT	+	+			+						+	+				+	+	+				+		
24	Snape and Redman 2010	Journal of Management Studies	Various	+	ns			+		+	ns			+					+	+					+		

No	Author	Journal	Context of study	Training and development						Internal promotion				Employee participation						Result-oriented appraisal						Job security							
				HRP-WB effect			HRP-P ef.			HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.		HRP-WB effect				HRP-P ef.	
				1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
25	Staufenbiel and Konig 2010	Journal of Occupational and Organisational Psychology	Private																														
26	Sun and Pan 2008	Human Resource Development Quarterly	Private	+			+	+																									
27	Takeuchi and Takeuchi 2013	The International Journal of Human Resource Management	Healthcare	+				+												+					+								
28	Trembley et al. 2010	The International Journal of Human Resource Management	Hospital	ns	+			+																									
29	Tzafrir 2005	The International Journal of Human Resource Management	Various		+				+		+				+		+			+		+				+							
30	Van Veldhoven 2005	Human Resource Management Journal	Service							ns			ns	-						ns			ns		-	+			+		+		
31	Vanhala and Tumoi 2006	Management Review	Private	ns	+	ns	+		+	ns	+	-	ns	+	ns	ns	ns	ns	+	ns	ns	ns	ns		+	+	ns	ns	+				
32	Wood and de Menezes 2011	The International Journal of Human Resource Management	Private							ns			ns							ns		ns				ns		ns					
33	Wood et al. 2012	Human Relations	Various	-			-									-		-															
34	Young et al. 2010	Journal of Health Organisation and Management	Hospital	+	+					+	+					+	+									+	+						
35	Zhang et al. 2013	The International Journal of Human Resource Management	Hospital	+	+		+	+		+	+			+		+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+		

No	Author	Journal	Context of study	Training and development						Internal promotion				Employee participation				Result-oriented appraisal				Job security					
				HRP-WB effect		HRP-P ef.		HRP-WB effect		HRP-P ef.		HRP-WB effect		HR P-P ef.		HRP-WB effect		HRP-P ef.		HRP-WB effect		HRP-WB effect		HRP-P ef.		HRP-P ef.	
				1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6
36	Zhang et al. 2014	The International Journal of Human Resource Management	Various	+				+						+		+				+		+				+	

Notes: HRP=human resource practices; WB=well-being; 1=psychological well-being; 2=relational well-being; 3=affective well-being; 4=health-related well-being; 5=individual outcomes; 6=organisational outcomes;

Based on the review above, this thesis investigates two dimensions of well-being. Firstly, psychological well-being, so-called as happiness (Grant et al., 2007; Ryff & Keyes, 1995) focuses on the subjective experiences of individuals. Indeed, the item "I can map my own activities" is more a measure of personal control or the autonomy, based on Ryff and Keyes's Psychological Well-being Scale. In this thesis, the psychological well-being of Ryff and Keyes was included as psychological well-being whereby Grant et al. (2007) agreed with Wrzesniewski, Dutton, and Debebe (2003) that psychological well-being is related to employee's feeling of fulfilment and purpose in their effort.

Secondly, relational well-being, it is called social well-being (Grant et al., 2007; Keyes, 1998), is defined as personal experience when interacting with the entire organizational member at workplace (Grant et al., 2007; Guest & Conway, 2002; Kahneman, 2004; van de Voorde et al., 2012). Thus, the item "all of the members are helpful" represents relational well-being. Whereas, health-related well-being has not been used due to the small evidence of health well-being relates to performance (Van de Voorde et al., 2012).

Regarding the research framework, firstly, this thesis examines the relationship between HRM bundle and employee well-being and job performance to provide empirical evidence to differentiate the effect of combined HR practices and individual HR practices. According to Combs et al. (2006), combined HR practices have a positive impact on employee well-being and job performance and provide a stronger relationship with employee well-being and job performance than individual HR practices do. In this case, management should focus on multiple

activities rather than single activities (Wright, 2002). Thus, this thesis presents the following hypothesis:

H1: HRM bundle have a positive relationship with employee well-being (H1a) and a positive correlation with job performance (H1b).

In Figure 6 below, it can be seen the research framework on the relationship between HR practices and employee well-being and job performance.

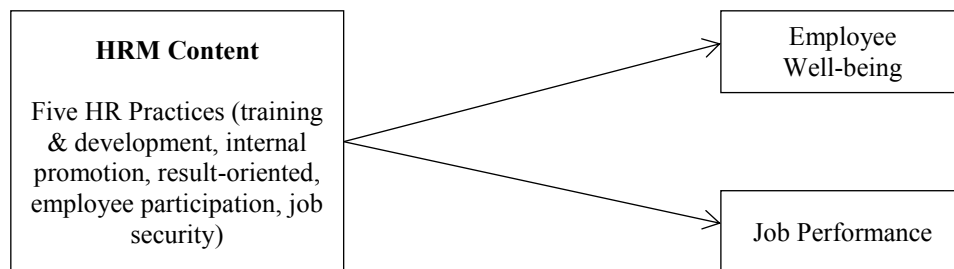


Figure 6. Research framework on the relationship between HR content and employee well-being and job performance

Concerning the context of the study, the Indonesian public sector implements HR practices that are established by the government following the National Strategic Plan (Hartono, 2010). It is likely that employee's take this practice for granted and that they employ it without any expectations for their well-being. Training in the Indonesian public sector is likely to be a means to obtain additional income and to secure "moonlighting" opportunities (Bennington & Habir, 2003), such as taking on additional jobs beyond a person's primary position. Hence, the implications of training and development practices downplay employees' professionalism and capabilities to perform tasks.

Furthermore, employees may feel less satisfied with the opportunities to use their abilities. Thus, this study takes into account the ongoing discussion about these practices and addresses the need to provide more evidence of the conflicting outcomes perspective by proposing the following hypothesis:

H2: Training and development have a negative relationship with employee well-being (H2a) and a positive relationship with job performance (H2b)

From a managerial perspective, internal promotion is seen as a critical way to retain the types of employees that have already been recruited, developed and trained by management (Baptiste, 2008). Thus, it is unlikely that managers want to see these employees leave the organisation. However, although internal promotion is cost-effective, it has the potential to create a competitive atmosphere among existing employees that could be counterproductive to well-being although not to job performance (Searle & Skinner, 2011). Obtaining obvious talent may be more beneficial than internal promotion to avoid competition and to bring a new perspective to the job (Bohlander & Snell, 2004).

Hence, implementing internal promotions could produce negative feelings about employee well-being but could encourage competition in job performance. Internal promotion triggers well-being since it provides employee safety about their career. In the public sector the promotion almost predictable. However, this practice is not connected to performance whereby whether or not they have a promotion, the performance is typically similar. This study addresses the need to provide evidence on the conflicting outcomes perspective by developing the following hypothesis:

H3: Internal promotion has a negative relationship with employee well-being

(H3a) and a positive relationship with job performance (H3b)

Based on the review of 36 articles above, there is much evidence that provides mutual benefits outcomes of employee participation. Even though employee participation has negative outcomes towards job satisfaction (Wood et al., 2012), the more organisations give opportunities to employees to participate in decision-making, the more employees improve their motivation as well as their ability to obtain work quality (Armstrong, 2009). Thus, this study suggests this following hypothesis:

H4: Employee participation has a positive relationship with employee well-being (H4a) and a positive relationship with job performance (H4b)

The dynamic of result-oriented appraisal about HRM activities suggests the importance of motivational theory in this practice. In general, this practice is categorised as an extrinsic factor that increases employee performance. However, Amabile (1993) explains this differently by considering non-synergistic intrinsic motivation when management undermines an employee's sense of self-determination without adding to feelings of competency or deep-level involvement in work. Likewise, Ryan, Huta, and Deci (2008) explain the dynamics of self-determination, in which individuals are likely to control their behaviour due to their autonomy, competence and relatedness rather than an obligation to perform a job. Employees more feel responsible when their work is based on their choices (Spreitzer, 1996). Personal standards may differ, but self-determination plays a significant role in defining challenging and worthwhile goals for employees (Gómez-Miñambres, 2012).

Likewise, Cerasoli, Nicklin, and Ford (2014) note that intrinsic motivation is less critical to performance when rewards are directly tied to performance and is more critical when rewards are indirectly linked to performance. Result-oriented appraisal practice is perceived, as a reward for the job an employee must perform rather than the job the employee is supposed to do, particularly in public sector institutions in Indonesia. In this case, employees feel they are being controlled by a set of job demands rather than feeling that they manage the job. Hence, although this practice positively impacts performance, it may potentially harm employees' well-being. Thus, this thesis aims to examine whether result-oriented appraisal provides a conflicting outcomes perspective more than a mutual gains perspective by proposing the following hypothesis:

H5: Result-oriented appraisal has a negative relationship with employee well-being (H5a) and a positive relationship with job performance (H5b).

In Indonesia, if employees lose their jobs without committing a crime, they can receive large amounts of money (as mentioned in the employee contract) (Ministry of State Apparatus Bureaucracy Reform, 2010). It is evident that public sector employees are guaranteed job security and experience a "comfort zone" at work. However, Herzberg suggests that the presence of job security does not increase performance, but its absence creates employee dissatisfaction (Robbins & Judge, 2015). Thus, guarantees do not automatically increase employees' performance but may enhance their satisfaction at work.

Thus, according to Herzberg (Robbins & Judge, 2015), this "comfort zone" makes employees feel satisfied while decreasing their concern about performing well. The review shows little evidence for the mutual gains and conflicting

outcomes perspectives; overall, only eight studies (25%) provide evidence for the mutual gains perspective. Thus, this thesis addresses the need for more evidence from the conflicting outcomes perspective on the relationship between job security and job performance. We propose the following hypothesis:

H6: Job security has a positive relationship with employee well-being (H6a) and a negative relationship with job performance (H6b).

In sum, Table 6 provides the prediction of mutual gains and conflicting outcomes among the variables.

Table 6

Prediction of mutual gains and conflicting outcomes

Independent variables	EWB	Job Performance	Outcomes
Training & development	-	+	Conflicting
Internal promotion	+	+	Mutual gains
Employee participation	+	+	Mutual gains
Result-oriented appraisal	+	-	Conflicting
Job security	+	-	Conflicting
HPWS	+	+	Mutual gains

2.3. HR process features to strengthen the relationship between HR practices and employee well-being and job performance

This thesis will examine the relationship between both the HR content and HR process towards employee well-being and job performance. HR content is a particular set of HR practices necessary for achieving an organisation goal while HR process is the way in which these policies and practices are derived and implemented (Bowen & Ostroff, 2004). HR content consists of critical statements of HRM as ‘a set of activities’ and HR process as ‘the way practices being delivered’. These two critical statements have been attracting HRM researchers to

investigate either both have a regular role or have a different mechanism. The first statement raises the curiosity of the HRM researcher regarding achieving high-performance organisation, in what ways HR content should be implemented, whether as a bundle of practices or as a single practice. So far, there is no consensus regarding that HR practices should be included in the HRM activities (Boselie et al., 2005; Delery & Doty, 1996).

High-performance work system (HPWS) is claimed to have substantial beneficial effects on individual and organisational performance. HPWS are associated with providing opportunities for worker involvement and participation, intensive training and development, and give incentive (Vanhala & Stavrou, 2013). HRM as a bundle of practices (i.e. training, internal promotion, employee participation, result-oriented pays, and job security) would reinforce one another to increase organisational performance (Sun et al., 2007). These sets of practices will be implemented by formulating appropriate matching or integration (Posthuma et al., 2013). Furthermore, researcher concern on executing those practices whether should be examined in each single HR practices or employs a system or bundle HRM approach (Delery & Doty, 1996; Snape & Redman, 2010).

Meanwhile, the second statement attracts researcher to investigate more on the kind of process exist in the organisation that will impact or strengthen the relationship between HR content and the outcomes. HRM researcher is still investigating the role of HR process whether as a moderator or mediator. For instance, HR process moderates the HR content and the outcomes (Katou et al.,

2014) while another researcher found that HR process mediates the relationship between HR content and organisational outcomes (Guest, 1997; Purcell et al., 2003). However, Bowen and Ostroff (2004) pointed out that the content-based approach and process-based approach are assumed to have a high effect to develop a sustainable competitive advantage.

Further, the essential point of Bowen and Ostroff's study is the explanation about robust HRM system shown by the mechanism of sharing the common perceptions and behaviours across employees. Individual share a common understanding of expected and rewarded behaviour. A robust HRM system is shown by the high level of distinctiveness, consistency and consensus as perceived by employees. Bowen and Ostroff (2004) reported that when the HRM system is seen as high in distinctiveness, consistency and consensus, it will make a strong situation well.

Table 7 (see page 102) displays several empirical studies investigating HR process. Most of them used HR process as process to strengthen HR practices to be delivered to achieve performance (Li et al., 2011; Pereira & Gomes, 2012; Sanders et al., 2008; Sridhar, 2015), some of them focus on the way HR process being attributed by employees (Ehrnrooth & Björkman, 2012; Sanders & Yang, 2016; Sumelius, Bjorkman, Ehrnrooth, Makela, & Smale, 2014; van De Voorde & Beijer, 2015), also a few researchers integrated both HR content and HR process to examine both impacts to organisational performance (i.e. Katou, 2017; Katou et al., 2014). Furthermore, this study is aimed at investigating how HR process moderates

the link between HR practices and two organisational outcomes: employee well-being and job performance.

It is assumed that there would be a clearer understanding of the HR practices and the outcomes linkage. The finding would support the most HRM research that focuses on the extent to which a set of practices is used across all employees in the organisation (Lepak & Snell, 2002). Despite research on the relationship between HR practices and employee well-being and job performance moving forward, yet there is still less empirical evidence to investigate the role of HR process to linkage the HR content and the results. However, Bowen and Ostroff (2015) pointed that none of the relationships between HR and performance will manifest unless the practices are salient across employees, so they collectively come to know what the practices are and develop a shared understanding of them of their foci.

This study is designed based on a theoretical framework that the messages of HR practices should be delivered in the same meaning of understanding between management and the employees. Thus, management should concern how the employee perceives those practices as well as others behaviour. To understand others behaviour and managerial messages, the employee will fetch up his/her previous knowledge about others as well as about the managerial messages.

A group of HR content and process in one theoretical model better to be implemented to facilitate the linkage between HR content and HR process in gaining competitive advantage (Bowen & Ostroff, 2004). Katou et al. (2014) provided empirical evidence that was focused on either the content or the process-based approach impact on organisational performance. Their findings supported the

assumption of Bowen and Ostroff (2004) that both the content and the process of HR practices are two whole faces of an HRM that influence organisational performance.

Bowen and Ostroff (2004) develop HR system process grouped into distinctiveness, consistency, and consensus, which work in concert to deliver the broader HR message. These three features create a strong HR system and need to be present for the HR practices to communicate their intended effect and ultimately influence firm performance. This high respond to those three attributions indicates that employee attributes his/her perception towards management as the executor of HR practices at work. For instance, when an employee perceives that HR practices are implemented by a manager in a unique, in a similar way for the entire organisational member and executed in a consistent way across the time, it will influence the employee to perform well.

Bowen and Ostroff (2004) emphasised when employee interprets the HR messages as a visible, understandable, legitimate and relevant to employees' goal; it would foster employee to have a better understanding of the implementation of HR practices. In turn, the employee would perform in the way management asked. Moreover, the employee would experience a better feeling to do the job. The high distinctiveness, the more employee experience well-being, as well as, the more employee displays high performance.

Table 7

Empirical studies investigating HR process

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
1	Delmotte, De Winne, and Sels (2011)	HR process	Organisational performance Innovation		A significant relationship between the HR process and organisational performance No connection with innovation
2	Dorenbosch, Reuver, and Sanders (2017)	HRM system feature	HRM system that helps or constrain organisations to get their HR message across	Consensus The strength of affective organisational commitment	The consensus among HR professionals and line managers on HR practices (career opportunities, appraisal criteria) and HR's role is positively related to the commitment strength within a department The collectively of employee commitment to the organisation is partly a function of department level HR process indicators
3	Ehrnrooth and Bjorkman (2012)	HR process (relevance, intensity, validity)	Develops and tests an integrative HR process theorisation positing the existence of mutually reinforcing ability-motivation-opportunity, signalling, and identity-based control mechanism of the influence of HRM on both employee performance and work intensification	Psychological empowerment	Significant direct relationships between the HR process and both creativity and core job performance Partial support for the theorised mechanisms of HRM's influence on employee performance, including the proposition that the same mechanisms explain its association with work intensification.

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
4	Guest and Conway (2011)	Consensus	Organisational performance		The consensus of the HRM message was not considered a significant predictor of organisational performance
5	Hauff, Alewell, and Hansen (2016)	HRM system strength (following Bowen & Ostroff)	HRM target achievement		HRM system strength has a positive influence on average HRM target achievement Expectations regarding the differentiated effect of single components of HRM system strength are only partially supported (exclude visibility and intensity)
6	Katou (2017)	Integrated HR content and HR process (distinctiveness, consistency, and consensus)	Proximal organisational outcomes (job satisfaction, motivation, and organisational commitment) Distal organisational outcomes (employee engagement, OCB, cooperation among employees, intention to quit, and operational performance)		HR content is more positively related to job satisfaction and motivation and less related to organisational commitment than HR process

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
7	Katou, Budhwar, and Patel (2014)	Both HR content (resourcing, training, rewards, relations) Moreover, the HR process (distinctiveness, consistency, consensus)	Organisational performance (productivity, growth, creativity)	Mediator: Employee reaction (motivation, commitment, work engagement, OCB)	The content and process are two inseparable faces of an HRM system that helps to reveal a comprehensive picture of the HRM – organisational relationship Employee reaction mediate the HR content and organisational performance HR process moderates the HR content and employee reactions
8	Kehoe and Wright (2013)	HR process	Employee absenteeism Organisational citizenship behaviour	Affective commitment (AC)	AC mediated the relationship between HR process and OCB
9	Li, Frenkel, and Sanders (2011)	HR process (distinctiveness, consistency, and consensus)	Vigour Intention to quit Work satisfaction	Climate	Distinctiveness, in particular, demonstrated a strong influence on all three variables and a mediating effect of climate strength Consensus has no significant effects on the three variables <i>Consistency only has a positive relationship with intention to quit (exclude vigour and work satisfaction)</i>

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
10	Pereira and Gomes (2012)	HR process	Transformational leadership	Climate Leadership strength	Positive correlation found between the variables, but the mediating effect of climate was only observed between leadership and performance
11	Ribeiro, Coehlo, and Gomes (2011)	HR process	Improvisation behaviour	Culture (mediator)	The direct positive relationship between the HR process and improvisation behaviours The culture was found to be a mediator between the HR process and climate
12	Russo, Mascia, and Morandi (2016)	HR practices	Proactive climate	HRM strength	HR practices positively predict individual perceptions of proactive climate, moderated by HRM strength
13	Sanders, Dorenbosch, & de Reuver (2008)	HR process (distinctiveness, consistency, and consensus)	Affective commitment (AC)	Climate strength (moderator)	Distinctiveness, consistency, and climate strength are positively related to AC
14	Sanders and Yang (2016)	High commitment – HRM	Affective organisational performance	HR attribution (distinctiveness, consistency, and consensus) as moderator	The effect of HC-HRM on affective commitment was stronger when employee understood HRM as was intended by management

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
15	Sridhar (2015)	HRM policies, practices, and strategies	Organisational performance	HRM strength	HR process strength influences employees' attitudes and behaviours, their performance, and voluntary employee turnover
16	Stanton, Young, Bartram, and Leggat (2010)	HRM system	Exploring the strength of the HR system, how HRM is understood, interpreted, and operationalised across the management hierarchy	HR legitimacy, leadership, and resources	The role of the CEO that creates a distinctive HR system and in nurturing within-group agreement and consensus among the senior executive team on the role of HR Senior managers need to translate consistent HR messages throughout the management hierarchy and provide lower-level managers with the formal and informal direction, support, and empowerment to operationalised HR strategy
17	Sumelius, Bjorkman, Ehrnrooth, Makela, and Smale (2014)	Perception of performance appraisal	HR process (following Bowen & Ostroff)		Perceptions of the performance appraisal process are driven by some influences across four performance appraisal process features and identify overlaps and interlinkages between the process features

No	Study	Predictor	Outcome variables	Mediator/moderator	Findings
18	Voorde and Beijer (2015)	HPWS practices Employee HR attribution	HR well-being HR performance attributions Employee outcomes (commitment and job strain)		HPWS was positively associated with the two HR attributions (well-being and performance) HR well-being attributions were associated with higher levels of job strain

Consistency relates to the features of an HRM system being internally aligned (Li et al., 2011). The high level of consistency that perceived by employee describes a strong HR system (Bowen & Ostroff, 2004). It is assumed that employee would have a better understanding of management's objective when they received consistent HR messages over time and across different situation. They would perform job task efficiently as well as experience a definite feeling of wellness at work. Conversely, if the employee received inconsistent HR messages across all HR practices, they tend to be worry and psychologically would experience sick feeling as well as would perform in doubt and ineffective.

The strength of the HRM system and process will determine how well employees attend to HRM messages, and how well they understand, individually and collectively what behaviours are expected, and what the outcomes will be for so behaving (Mellahi & Wilkinson, 2010). It is in line with the concept of covariation model of Kelley (1973) that described that when an individual accepts high distinctiveness, high consistency, and high consensus means individual attributed the HR practices into entity/stimuli, which is management. It means that the way management implement HR practices would influence the acceptance of individual towards outcomes. For instance, when an employee perceives that HR practices are implemented by a manager in a unique, in a similar way for the entire organisational member and executed in a consistent way across the time, it will influence the employee to perform well. In another word, high performance is obtained by proper HR practices that are implemented by a manager.

Therefore, considering a suggestion from Sanders et al. (2014) through which future research should examine how HRM practitioners can use the HR process approach to improve their works. Thus, this thesis emphasises the need to consider the dynamic of the HR process on the relationship between HR practices and both employee well-being and job performance. Moreover, this thesis investigate HR content and process in one theoretical model which is in line with recommendation of Bowen and Ostroff (2004) that to facilitate the linkage between strategic HRM and firm performance, both – HR content and process – must be considered, although HR process becomes a crucial way – without downplaying HR content – in gaining competitive advantage. Katou and Budhwar (2014) provided empirical evidence that was focused on either the content or the process-based approach impact on organisational performance. Their findings supported the assumption of Bowen and Ostroff (2004) that both the content and the process of HR practices are two whole faces of an HRM that influence organisational performance.

Overall, this thesis examines HR practices features (training and development, internal promotion, employee participation, result-oriented appraisal and job security) will give optimum effect towards employee well-being and job performance when moderated by HR process features (distinctiveness, consensus and consistency). Both HR content and process are connected and should be included in the HRM activities to gain organisational outcomes, especially employee well-being and job performance. To obtain a clear understanding of the way HR process work, this study will examine the HR process as distinctive,

consistent, and consensus separately. This chapter attempts to investigate the relationship between HR practices and both employee well-being and job performance as hypothesised below.

H7: HR process moderated the relationship between HR practices and employee well-being (H7a) and job performance (H7b)

Moreover, to answer the question about to what extent the role of HR process features (distinctiveness, consensus, and consistency) in attributing the relationship between HR practices and employee well-being and job performance, this study also investigate each process feature. The research framework of HR content, HR process, and employee well-being and job performance relationship in the multilevel study can be seen in Figure 7.

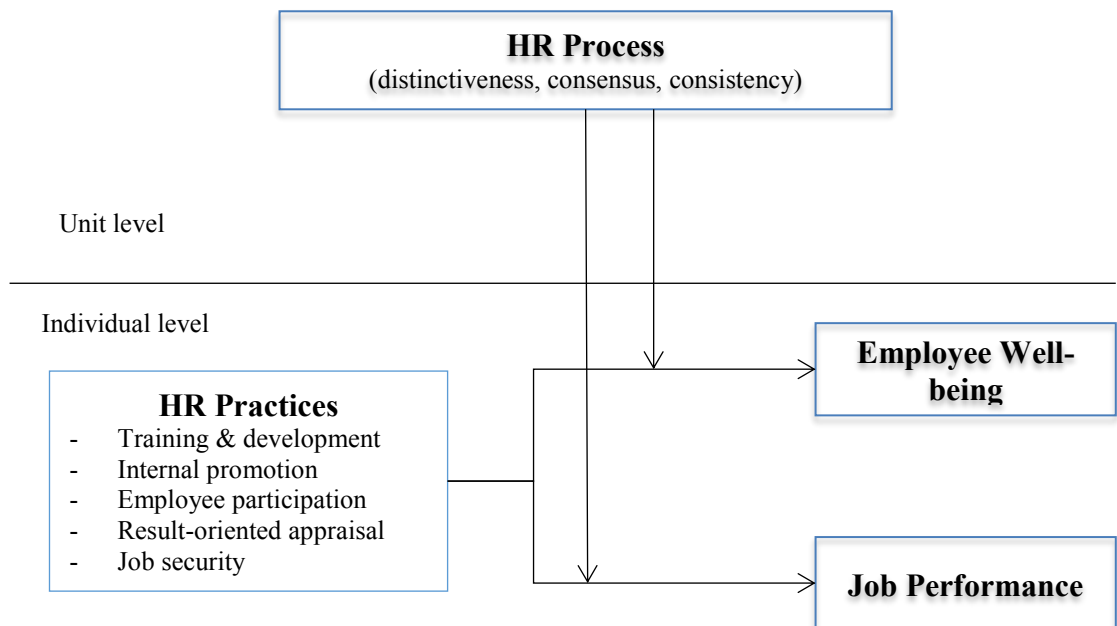


Figure 7. Research framework of HR content, HR process, employee well-being and job performance relationship in the multilevel study

Chapter 3

METHODOLOGY

3.1. Research approach

The research approach is defined as plans and the procedures for research that span the steps from broad assumptions to accurate methods of data collection, analysis and interpretation (Cresswell, 2007). Research approach involves three components including a philosophical paradigm, designs and research methods. First of all, philosophical paradigm becomes a primary reason individual conducting research. Some scholars mention it as epistemology. This term is defined as the philosophy of knowledge or how we come to know the world. It will impact for further action that will help the researcher to explain why they chose one of the research methods. Thus, epistemology explains the philosophy of knowledge while methodology works to explain in a specific way about the way how we come to know about knowledge. In general, there are four paradigms in philosophical paradigm research approach, including post-positivism, constructivism, transformative and pragmatism (see Figure 8). Instead of paradigm, Creswell (2007) prefer to use term *worldview* from (Guba, 1990) means a fundamental set of beliefs that guide action.

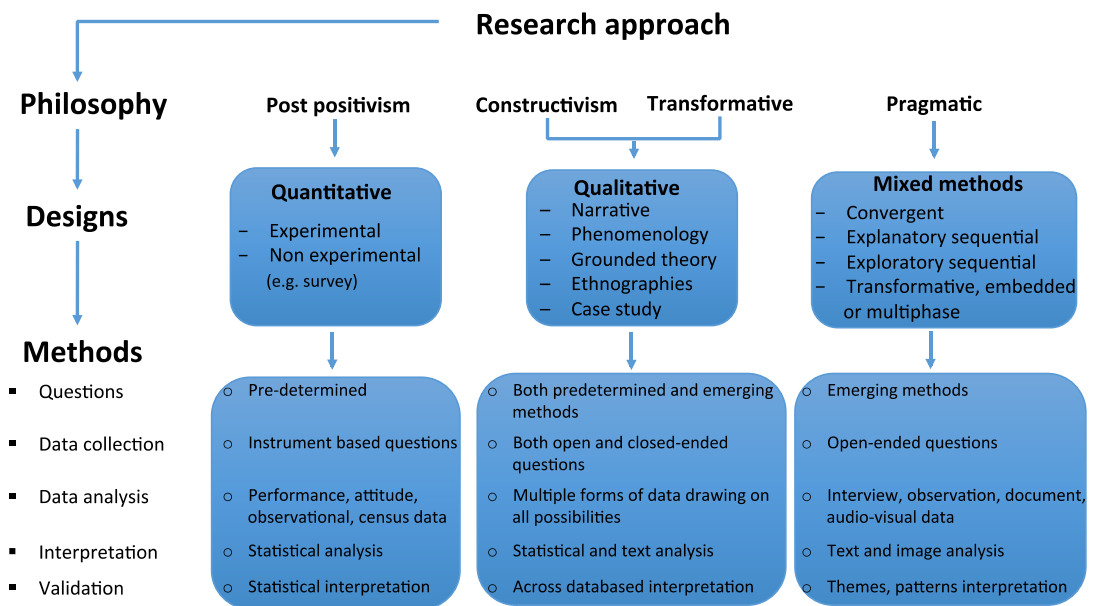


Figure 8. Research approach (Summarised from Creswell, 2007)

Firstly, post-positivism stands with the assumption that causes (probably) determine effects or outcomes (Creswell, 2007). This paradigm, mostly, is used for quantitative propose. Post-positivist develops an assumption that absolute truth can never be found since knowledge is conjectural (Phillips & Burbules, 2000). A researcher might provide limited evidence and state that they do not prove a hypothesis, yet they will indicate a failure to reject the hypothesis.

In this paradigm, research starts with a theory, and in this case, research is defined as the route of making claims and then refining some of them for other claims more strongly warranted. Data or evidence is collected using instruments that have already been developed relevant through actual statements. This instrument will be considered to shape knowledge, and the methods should be examined through the standard of validity and reliability. Post-positivist comes after positivism as a one of research approach to human behaviour.

This paradigm emerges to answer the uneasy situation among scholars on how to explain human behaviour, which is observable and measurable. Even though, not all of the human behaviour is tangible, observable and measurable. Thus, scholars in psychology develop the philosophy to understand knowledge through a positivistic approach. A researcher could predict or even control human behaviour to understand the whole impact of behaviour towards particular issues.

Secondly, constructivism, so-called as social constructivism, believes that individuals seek to understand and develop subjective meanings of their experience in which they live or work. Constructivist researches to collect participants' views of the situation being studied by offering an open-ended question. Researchers listen carefully to what participants say or do while imprint individual through interaction with others and through historical and cultural norms that activate in individuals' lives. In this paradigm, the researcher starts with inductively develops a theory or pattern of meaning.

The third, transformative is quite a complex paradigm include social political situation to be involved in the analysis. According to Creswell (2007), this paradigm covers an action agenda for reform that may change the lives of the participants, the institutions in which individuals work or live as well as the researcher's life. Research starts from one of the social or political issues as the focal point of the study. The participant will engage in the research process such as design a question and analyse the information. Thus, the participant should be the one who can express their voice in this research for reform and change.

The fourth paradigm is a practical focus on the research problem and using pluralistic approaches to derive knowledge about the problem. According to Morgan (2014), pragmatism is not committed to any one system of philosophy and reality. The researcher has a choice to choose the methods, techniques and procedure for conducting research. Thus, this paradigm is used by mixed method researcher, who is attracted to collecting and analysing data using both quantitative and qualitative, to provide the best understanding of a research problem.

Table 8. The primary element of four philosophical worldviews of research
(Source: Creswell, 2007)

Post-positivism	Constructivism
<ul style="list-style-type: none"> - Determination - Reductionism - Empirical observation and measurement - Theory verification 	<ul style="list-style-type: none"> - Understanding - Multiple participant meanings - Social and historical construction - Theory generation
Transformative	Pragmatism
<ul style="list-style-type: none"> - Political - Power and justice-oriented - Collaborative - Change-oriented 	<ul style="list-style-type: none"> - Consequences of actions - Problem-centered - Pluralistic - Real-world practice-oriented

Meanwhile, to execute the research based on one of the particular philosophical paradigms above, the researcher also has to select a particular design, which provides a specific direction or strategy. Generally, in research designs, there are three most popular research designs including quantitative, qualitative and

mixed method. Mostly, the quantitative design consists of two strategies: experiment and non-experiment (e.g. survey).

About the research method, there are three research methods including quantitative, qualitative and mixed-method approach. Research method explains specific methods of data collection and analysis. The quantitative approach is used for research that is based on the measurement and the analysis of causal relationships among variables (Denzin & Lincoln, 2000). Primarily, the researcher uses post-positivist claims to develop knowledge, set up such an experiment or survey to collect data. The data determine the use of statistical data and most of the study using closed-ended questionnaires.

A qualitative approach, on the other hand, makes knowledge claims based on constructivist or participatory perspective, or even both of them. Instead of closed-ended questionnaires, the qualitative researcher uses open-ended questions to collect data from the field. Multiple meanings of participant experiences, participant orientation, will become valuable data for qualitative researchers. They can develop themes from the data to make knowledge claims. Finally, in the last method, mixed method, the researcher tends to combine data collection either simultaneously or sequentially have to support the best understanding of the research problem. Moreover, data collection also contains with both statistical information from close-ended questionnaire as well as text information from the interview. This method develops knowledge claims based on pragmatic grounds such as problem-centred, consequence-oriented and pluralistic.

In summary, the premise of a philosophical paradigm of this thesis focused on post-positivism – sometimes called as *empirical science* – in which this thesis pick a particular idea to be tested, such as variables that comprise hypotheses and research questions. Thus, the problems studied by post-positivism reflect the need to identify and assess HRM practices (the cause) that influence employee well-being and job performance (outcomes).

Post-positivism is also reductionist in a sense to reduce the ideas into a small and discrete set to test, such as variables that comprise hypotheses and research questions (Creswell, 2007). Moreover, the knowledge that develops through a post-positivism lens is based on careful statistical measurements of the employees' behaviour at the organisation (in this thesis, four scales were designed to measure four variables). Finally, there is a theory of HRM that govern the organisational field, and this necessity to be tested or verified and refined so that people can understand the field. In sum, according to this paradigm, the researcher begins with a theory, collects data that support the theory of HRM and then makes necessary revisions and conducts additional tests.

In general, this study was conducted through the quantitative approach to test objective theories by examining the relationship between HRM practices, employee well-being and job performance. Figure 9 shows the research flow to conduct the study from verifies theories or explanation until how employs statistical procedures.

First, this thesis began from verifies theories or explanations on HRM behaviour research and continued by identifying variable of study as follows.

Dependent variables are employee well-being and job performance. Employee well-being is classified into two dimensions: psychological well-being and relational well-being. Meanwhile, job performance is classified into three dimensions including task-proficiency, task-adaptability and task-proactivity.

Independent variables are five HRM practices including training and development, internal promotion, employee participation, result-oriented appraisal and job security. *Control variables* are gender, age, level of education and tenure. This four control are included as the representative of individual characteristic and work characteristic at the organisation. *A moderator variable* is HRM process, which consists of three dimensions of attribution theory including distinctiveness, consensus and consistency. The moderator variable is aimed to strengthen the effect of implemented HRM practices towards both employee well-being and job performance.

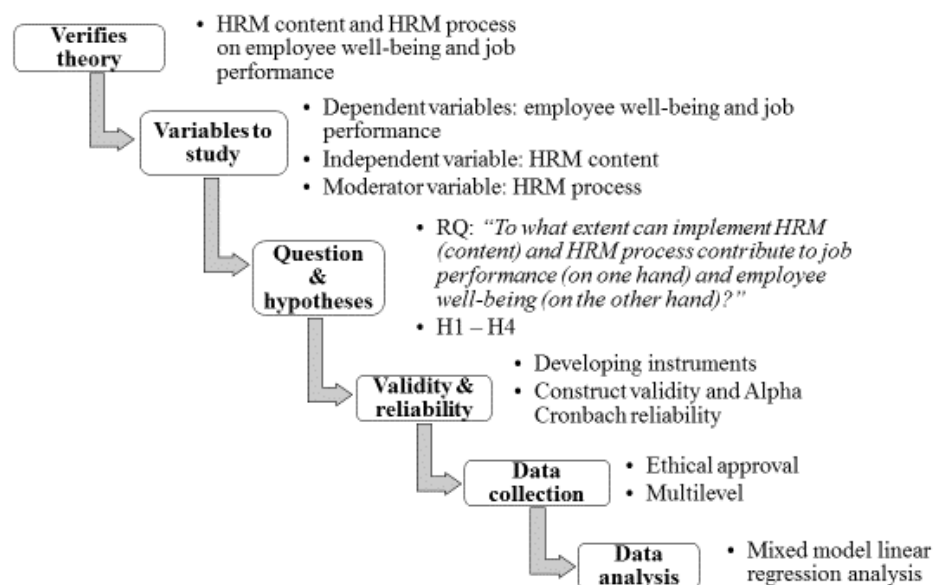


Figure 9. Research flow to conduct study

Second, this thesis relates those variables into hypotheses, which include possible relationships between independent and dependent variables. First of all, this thesis displays the relationship between independent variables (five HRM practices) and two dependent variables (employee well-being and job performance). Next, this thesis provides a human process as moderating variables in the relationship between independent variables and dependent variables.

Third, to confirm the hypothesis, the researcher provides highly structured survey questionnaires as an instrument with testing standards of construct validity and items reliability beforehand. Fourth, conducting data collection to a certain number of the participant based on cluster random sampling technique. This sampling method is chosen to support the multilevel study used in this thesis. According to the multilevel framework, the study should be conducted through a certain number of people within a certain number of unit or level.

To collect data from the field, an ethical approve has already been gained beforehand, in line with the NTU Research Ethics Framework. Further information will be seen in subsection 3.6 of this chapter. The final stage to conduct research is data analysis. In this thesis, the analytical procedure is carried out to quantify variations, predicts causal relationships and describes characteristics of a population. This study uses ‘multilevel’ to investigate people nested in departments or organisations and examine the effect of organisational level on individual-level outcomes. This study also requested a supervisor to rate their employees; thus, the job performance data came from the higher level of the organisation. To analyse the data, this thesis uses mixed model regression analysis by using IBM SPSS

version 22. The data is analysed by breaking into the unit level, which consists of about 7 – 11 employees.

In summary, this thesis based on a post-positivism philosophical framework by using quantitative design, in particular, non-experimental design (i.e. survey) and conducted by specific quantitative methods including verifying conceptual framework, developing hypotheses, building measurements, data collection and data analysis. To answer the hypotheses, this thesis provides two studies. The first study is shown in Figure 6 that combines mutual gains and conflicting outcomes on studying HRM, well-being, and performance. The second study is presented in Figure 7 that provide a mixed model of which HRM process is predicted as a moderator on that relationship.

Moreover, to gather broad analysis on the impact of each practice based on demographical profile, this thesis conduct additional analysis to split the data into gender, age and level of education. Investigating personnel is a continuing concern within HRM research whereby management would like to treat employees based on their group of the demographical profile such as gender, age, level of education and tenure. Demographical factors play a significant role in explaining the HRM process within the interaction between HRM practices and individual outcomes.

3.2. A multilevel approach to HRM research

Multi-level perspective is aimed principally to identify principles that enable a more generated understanding of phenomena that unfold across levels in organisations; thus, conceptualising and assessing at multiple levels is theoretically rich and application-relevant (Kozlowski & Klein, 2000). In multilevel, each level

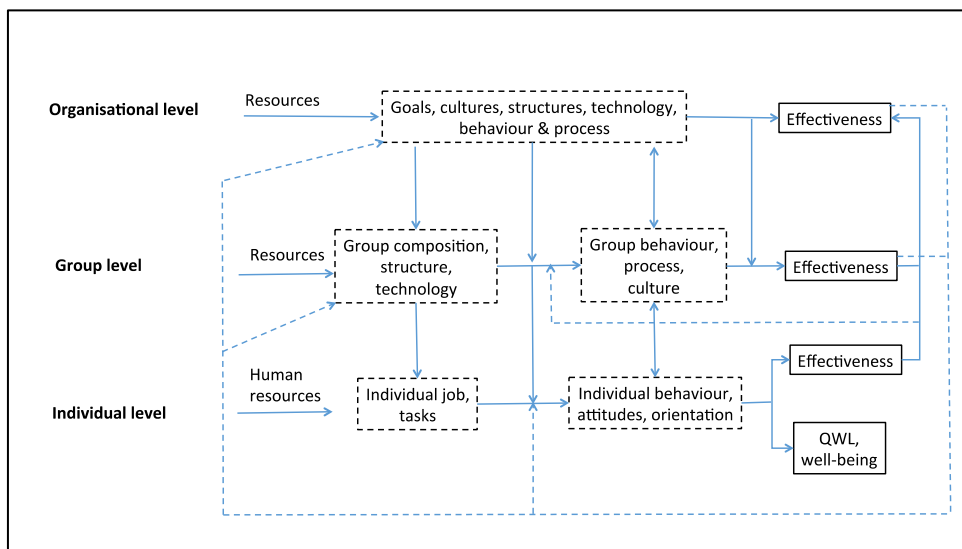
of nesting has a distinct interpretation depend upon data variability (Snijders & Bosker, 2012). Besides, in organisational studies, data are typically multilevel (Bickel, 2007) and a single-level model is no longer valid (Snijders & Bosker, 2012).

The multilevel model explains three level encompassing the level of theory, the level of measurements and level of analysis. In this thesis, the researcher needs to connect the level of measurement and level of analysis based on the level of theory (Kozlowski & Klein, 2000). First of all, the researchers identified the level of theory by describing the construct level (e.g. individual, group, and organisation) through studying previous theories. This thesis used multi-mix construct whereby HR practices and independent variables in individual level and HR process in unit level; thus, the level of theory supposed to be multi-level. HR process as a higher level notably portrays the *share perception properties* (Kozlowski & Klein, 2000) as a general understanding of a unit member on distinctiveness, consensus and consistency that be collected from each in a unit (group).

People in groups are supposed to have some common features, events, and processes; therefore, making sense if they would like to interact and share interpretation over time. Later on, they might converge on public views of the group or organisational situation. In this case, individual-level perceptions can be averaged to represent the higher-level group, subunit, or organisation (Schneider & Bowen, 1985) (see Figure 10).

Secondly, the level of measurement is level in which data is collected to measure included construct. The individual level of measurement is done for the

individual-level constructs, such as training is measured by some items that represent individual (subject) perception towards upgrading skill and ability in his/her organisation. Meanwhile, the unit level of measurement represents the data on each situation since the construct level of HR process is based on shared perception. Thirdly, the level of analysis on HR process included unit level mainly shared perception properties; thus, the level of analysis would include data aggregation to the higher level (unit analysis). Aggregation is the way to use the mean average from the lower level to the higher level (Hox, 2002).



Note: Solid lines show the main line of influence. Broken lines show feedback loops.

Figure 10. Model to diagnose individual behaviour in a group

Further, multilevel also talk about the actor where the data come. Actor means party, multi-actor means multi-parties including another person in the organisation that know about the employee and have some ability to influence that system either directly or indirectly. In such circumstances knowing whom the 'others' are and understanding their objectives and motivation for participating or not is crucial for successful problem-solving. This approach is beneficial to impose

the strongly desired solution onto others; thus, this study used supervisor to rate employee performance.

3.3. Research context: A case study of Indonesia public sector employees

Historically, a public-sector employee in Indonesia is considered plays a traditional administrative role by following five dimensions of HRM including an emphasis on people, participative leadership, innovative work styles, strong client orientation, and a mindset that seeks optimum performance (Wright & Rudolph, 1994). To establish the HRM into practices or activities, Indonesia adopted universal concepts of HR practices from attracting (recruiting) to terminating (pension).

Public sector employee, in particular, is an employee who has been appointed in some work units that officially were administered by the government. The government will select an employee and choose whether the best and the fit one. Every citizen is eligible and has an opportunity to become employed by following some requirements. Some changing at the national level, however, impacts the implementation of HR practices in Indonesia. In 1997, Indonesia experienced a hard social and economic crisis.

During the crisis, there were two critical areas for improvement in HRM practice in Indonesia including recruitment and selection along with training and development. The hiring process in the Indonesian public sector has been internally focused, using within-company channels (including word-of-mouth recommendations) and not especially demanding selection tests. However, there are

now many employees who are less than capable of dealing with demands for continuous improvement. About training and development, previously, public sector institutions held training based on tenure (term of office) did not base on the specific skills needed. Thus, the requirements do not match with the current abilities whereby employee skills and capabilities were not many effects their performance. In the same vein, Bennington and Habir (2003) reported that training in the public sector of Indonesia is more likely to be meant for additional income, and a means of securing “moonlighting” opportunities, i.e. taking on additional jobs over and above a person’s leading position.

However, since relieving from the crisis, HRM in the public sector become more open, more tolerant and more growing. Later on, the government, as the public sector manager, has become more active in regulating HRM by issuing laws and governmental protocols to guide practice. To establish a more explicit strategic framework for HRM in public sector institutions, the Indonesian government develop a grand design of bureaucracy reform 2010-2025 (Sekretariat Wakil Presiden Republik Indonesia, 2012).

Furthermore, there were significant changes in the implementation of HR practices. Overall, the changing is aimed to enhance its accountability and transparency for performance outcomes. Mostly, this is an effort to eliminate of decades of profoundly rooted corruption practices and to change the foundation of the government delivery service to achieve three primary organisational outcomes:

organisation modernisation, business process improvement, and improvement in managing human resource apparatus (Effendi, 2007).

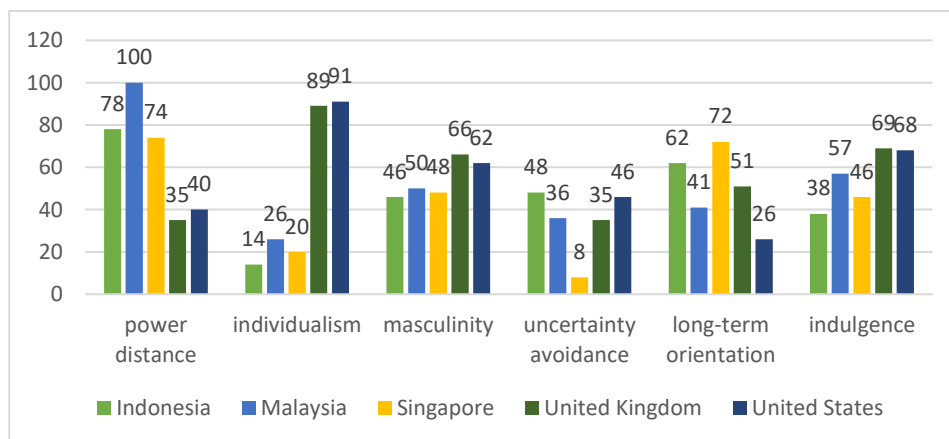
Recruitment is more objective and focused on quality of character and capability. Some public sector institutions such as banks and hospitals have used employee assessment to map needs in terms of improving skills and competencies. Employees increasingly have opportunities to get training and education to upgrade their abilities and capability based on need assessment and performance appraisal.

Moreover, performance evaluation has increased by adopting such Key Performance Indicators (KPI's) and balanced scorecard in some public institutions. Moreover, HRM has been affected by domestic political reform, which strengthened the local government and emphasised local, rather than national, culture (Hartono, 2010). The primary objective of HRM activities was changed to enhance its role in society.

On the other hand, it has been reasoned that national culture influences HRM activities, including in Indonesia, in how HR practices are adopted, embraced and implemented. For instance, staffing, career development, participative management, compensation and even organisational culture is influenced by national culture (Suharnomo, 2009). According to Hofstede (2011), Indonesia is considered have a high power distance, low masculinity, avoidance of uncertainty, and a pragmatic and conservative culture (see Graphic 1). To obtain a strong understanding of the context of the study, first of all, this thesis will provide an overview of five national cultures based on low and high on each six national

culture categories. Five countries are chosen in this description including Indonesia, Malaysia, Singapore, UK and USA. Malaysia and Singapore were selected since they are neighbouring country and have more or less same historical background in running HRM while the UK and the USA have moved forward in developing HRM.

In Asia-Pacific HRM Model, Indonesia is categorised together with Malaysia and Singapore and called as Growth-Triangle (Warner, 2000). In the Indonesia-Malaysia-Singapore context, HRD should be complementary rather than competitive. In managing the human resource, management should consider for comparative advantage. They respond to “mutual investment” relationship.



Graphic 1. Five national culture profiles

The first dimension is power distance that could be seen as the extent to which institution and organisation expect and accept the power of the members is distributed equally. In this case, Indonesia, Malaysia and Singapore have high power distance whereby employees expect to be directed what to do; thus, the power is centralised on managers who will control their team members.

In contrast, as a developed country, UK and USA are considered as low power distance or low disparity between organisational members through which communication among organisational members are direct and clear including related to giving feedback. The second dimension is the degree of interdependence a society maintains among its members, so-called as individualism. People's self-image in the UK and the USA are defined regarding 'I' while in Indonesia, Malaysia and Singapore, as a collectivist society, will define regarding 'we' which is people belong to 'in-groups' that will take care of them in exchange for loyalty. As a collectivist society, employees are expected to conform to the ideals of the organisational society and the current in-groups.

The third dimension is what motivates people whether wanting to be the best (masculine) or liking what you do (feminine), Indonesia is considered as a female country, as same as Malaysia and Singapore. Thus, in the organisational context, the employee expects high consensus, equality, solidarity and quality in their working lives. The fourth dimension is uncertainty avoidance that covers the extent to which ambiguous or strange situations threaten the employees' feeling and create their beliefs to avoid these. Indonesia is considered as a low preference for avoiding uncertainty; thus, employees will maintain their relationship at work in harmony including during conflict employee tends to use a third-party intermediary to defuse the dispute.

The fifth dimension is long-term orientation relates to how society maintain its past while dealing with the current and future challenges. Indonesia and

Singapore have been considered as a pragmatic culture with a practical orientation whereby truth depends on the situation, context and time. Meanwhile the USA, mainly, is considered as a normative society that would maintain time-honoured traditions and norms while viewing societal change with suspicious.

The final dimension is an indulgence as the extent to which people try to control their desires and impulses, based on the way they were growing. Indonesia and Singapore are considered as restraint society that believed that their actions are restrained by social norms and have a tendency to cynicism and pessimism. In contrast, the UK and the USA are considered as a liberal society that will put much highlighting on leisure time and control the gratification of their desires.

Cross-cultural studies, however, have been challenged to investigate that there may be significant cultural diversity within some countries and similarity across national borders, regarding the concept of national culture (Minkov & Hofstede, 2012). Despite having differences in official language, religion, ethnic group, historical experience and various traditions, Indonesia and Malaysia as well as Mexico and Guatemala, they could be grouped into one cluster. Conversely, Ghana, Burkina Faso and Mali do not intermix when clustered by national culture even though they are neighbouring country (Minkov & Hofstede, 2012).

According to Hofstede (1980), organisations are culture-bound. The globalisation of business increases the debate in the area of cross-national HRM, regarding examining the nature of different determinants in various national, also later on to confirm the initial creation of HRM activities, either ‘culture-bound’ or

culture-free' (Budhwar & Sparrow, 2002). Further, Gerhart and Fang (2005) argued that HRM activities need to consider not only national culture differences but also all the contextual factors within the organisation are essential and should be understood. Although HRM activities as a stimulus in the organisation are similar across worldwide, the implementation depends on each country or even organisation. In this case, each country will consider its sociocultural context to construct their HRM. For instance, Egyptian concern with job descriptions, recruitment and selection, training and development, compensation, performance appraisal and employment security (Leat & El-Kot, 2007).

Country culture, however, influences the implementation of HRM activities. In this case, the findings of this thesis will portray an HRM – performance activities throughout employees in Indonesian public sector. Similar to another developing country, Indonesia public sector institution has been experiencing ups and downs situation that impacts the dynamic of HRM activities. According to Rhodes et al. (2012), economic and political crisis occurring changing in management activities particularly target behaviours in the public sector. In this case, HRM activities are prioritised to achieve external performance such as customer service, participation and transparency. Similarly, HRM activities in Indonesia also experienced a turning point due to the economic, social and political crisis at the end of the 1990s.

In sum, Indonesian public sector institutions have been gradually improving the quality of HRM, moving from simple to sophisticated HR practices in response

to national and international influences and pressures. Regarding applying HR practices, such evidence from China shows the need to use global integration mechanism without downplaying for local adaptation of HRM practice (Smale, Björkman, & Sumelius, 2013). It becomes a crucial point to place HR practices in a context based on the readiness of people to receive the pack of HRM activities.

Nowadays, the number of public-sector employee in Indonesia achieves more than 2% of the population (BPS report on March 2012). Therefore, the Indonesian government has allocated more than a billion trillion rupiahs to manage them. About 40% of employees have low productivity and continuing by most of them did not feel well-being in the workplace. There are many reasons and opinion about the causalities of that condition. Despite having weaknesses in some area, Indonesian HR practices should be conducted by emphasising the role of the leader to maintain commitment and motivation as well as provide adequate organisational culture.

Thus, to realise the vision as excellent public sector performance, it needs to know the dynamic of HR practices in Indonesia, in particular, in the way to see the ‘dark side’ of HR practices and organisational outcomes. This thesis will provide evidence-based on the implementation of HR practices in Indonesia as well as how it delivered throughout the entire members of the organisation.

3.4. Instruments

Four main variables and control variables were investigated in this as follows:

1. Employee well-being

Employee well-being was measured using two dimensions of employee well-being, including psychological well-being (Kahneman, 2004; Ryff & Keyes, 1995) and relational well-being (Kahneman, 2004). Psychological well-being was measured by a four-item scale that considered well-being regarding optimal functioning at work, such as “Can plan my own activities” for psychological well-being (Cronbach’s $\alpha = .73$). Relational well-being was measured using two items that covered relationships at work among employees and between the employee and supervisor, such as “All of the organisational members are helpful” (Cronbach’s $\alpha = .71$). Overall, the two dimensions together show excellent reliability as a measurement of employee well-being (Cronbach’s $\alpha = .86$).

2. Job performance

Job performance was measured by asking supervisors to rate employees’ performance on the nine items of the role-based performance scale from Griffin et al. (2007). This thesis evaluated three dimensions of job performance with three items in each. Task proficiency measured the extent to which an individual meets role requirements that can be formalised while task adaptability measured the degree to which an individual adapts to changes in the work system or work functions.

Finally, task proactivity measured the extent to which the individual earnings self-directed action to anticipate or initiate change in the work system or work functions. The reliability of different subscales

was high (Cronbach's α s of .91, .88, and .86, respectively). Sample items included "Ensured his/her tasks were completed" for task-proficiency, "Coped with changes in the way she or he had to do the core task" for task-adaptability, and "Initiated better ways of doing his/her essential tasks" for task-proactivity. As a single measurement with three dimensions, job performance showed excellent reliability (Cronbach's $\alpha = .95$).

3. Human resource practices

Human resource practices were measured using five practices from Sun et al. (2007) that modified from Delery and Doty (1996) and cover 12 items, including three items for training and development, two items for internal promotion, three items for employee participation, two items for result-oriented appraisal and two items for job security. The questionnaire was finalised with a few changes in wording.

Item for training and development included "I am given a real opportunity to improve my skills" and "I have had sufficient job-related training", with Cronbach's $\alpha = .76$ while item for internal promotion included "The institution prefers to promote from within the institution" and "This institution always try to fill vacancies from within the organisation" with Cronbach's $\alpha = .69$.

Item for employee participation included "I am often asked to participate in decisions" and "I am provided with the opportunity to suggest improvement in the way things are done" with Cronbach's $\alpha = .69$ while item for result-oriented appraisal included "There is a strong link

between how well I perform my job and the likelihood of my receiving high-performance appraisal ratings” with Cronbach’s $\alpha = .60$.

Finally, item for job security included “I do not worry about my future because I work here” and “Job security is almost guaranteed to employees like me in this job” with Cronbach’s $\alpha = .74$. Overall, all of the HR practices show excellent reliability as a bundle with Cronbach’s $\alpha = .81$.

4. Human resource process features

Human resource process was measured using three dimensions in attribution theory of Kelley: distinctiveness, consensus and consistency. This thesis used a five-item scale modified by Li et al. (2011) to measure distinctiveness such as “HR practices here contribute to my work satisfaction” and “HR practices here make me feel much more confident in my ability to do my job well” (Cronbach Alpha=.83) and a four-item scale by Delmotte, De Winne, and Sels (2012) to measure consensus such as “HR practices are delivered by mutual agreement between HR management and line management” and “Managers here agree on how to implement HR policies” with Cronbach Alpha=.86.

Meanwhile, consistency will be measured using Sanders et al. (2008) and Li et al. (2011) by the inverse of the average deviation (within-respondent agreement) of the five HR practices, wherein a higher score denotes higher HRM consistency. The overall reliability for HR process is .91.

5. Control variables

About the control variables, we propose using sex, age, education, and tenure. The success of HRM is influenced by organisational, individual and work characteristics (Robbins & Judge, 2015). Sex, age, and education are categorised as an individual component while tenure is classified as an organisational feature.

3.5. Sample and data collection

The research population consists of 432 employees nested in 18 agencies and 72 work units in public sector institutions in Indonesia. The public sector in Indonesia is experiencing a situation in which the government foster them to develop good corporate. Thus, changing in management practices as well as how to deliver the practices become crucial issues in the public sector. Otherwise, they will reach a red report from the government, and as consequences, the government will reduce the budget to operate their program.

The questionnaires, which consisted of demographic questions and two scales (i.e., the perception of HR practices and employee well-being scale), were delivered to each institution by asking supervisors in each unit to give the sealed questionnaires to their employees. Supervisors were given a sealed package with the job performance scale to rate their employees.

This thesis avoids employee self-reports that have the potential to present false data on employees (Nunnally & Bernstein, 1994) because individuals unconsciously tend to show their positive characteristics (Anastasi & Urbina, 1997). In this case, a multi-actor research design was used, by including supervisors

to rate employee performance. Supervisors as a first line manager of those employees are assumed to have the most information about their subordinates by observing and evaluating employee activities at work.

The question format is closed-ended, and the data format is a numerical description of attitudes or behaviours of employees in the public sector. The questionnaire was administered in Bahasa Indonesia. Three bilingual researchers are independently back-translated the survey. The questionnaire was finalised with a few wording changes. All scales asked the respondent to give a circle of the number that corresponds their condition right now. The survey used a five-point Likert scale to allow respondents to agree or disagree (Malhotra, 2010) and because this system is more natural for respondents to understand and use (Braunsberger & Gates, 2009). In this scale, 1 indicates, "Strongly disagree" and 5 indicate "Strongly agree". Cronbach Alpha is used to confirm that those measurements are reliable to be employed in this study and then could be utilised in the further analysis.

The data are conceptualised at two levels: employee level (level 1) and unit level (level 2). Level 1 refers to individual employee information in each unit (HR practices, job performance and well-being). Level 2 relates to the variance between units (human process). We figure out the values from ICC (Inter Coefficient Correlation), both ICC1 and ICC2. Regression (one level) with concepts at different levels: effects of different levels (unit data). HR practices within units instead of one level because 'nested data' employees within units (same supervisors) data of employees are dependent upon each other number of employees within the units distinguish extent of dependency of the data. To test moderator effect of HR process

and to ensure that the interaction term is not related to one of the leading effects, we mean-centred independent variable and dependent variable and add the main and interaction effects in the model. Mod Med analysis was used to estimate indirect effects in simple mediation models (Preacher & Hayes, 2004) or multiple mediator models (Preacher & Hayes, 2008).

Considering the principles of conducting research, this study commits to keeping up the stability of the study design from beginning to end, and respondents' responses do not influence or determine how and which questions researchers ask next. The sampling plan is a multistage sample of which the population of interest consists of subpopulations, so-called clusters, and selection takes place via those subpopulations (Snijders & Bosker, 2012). The macro level (higher level) is institutions, and the micro level (lower level) is a work unit. Four scales (questionnaires) were delivered in each institution by asking supervisors in each unit to give a sealed survey to their employees. Supervisors got an additional package of a sealed questionnaire to appraise staff (supervisor rates the performance). Previously, many researchers collect data on employee performance from the employee itself. This way is quite unclear since the employee will evaluate his or her job behaviour. Meanwhile, in this thesis, a supervisor who will evaluate the employee's performance based on their observation of the particular employee.

The questionnaires, which consisted of demographic questions and two scales (i.e., the perception of HR practices and employee well-being scale), were delivered to each institution by asking supervisors in each unit to give the sealed questionnaires to their employees. Supervisors were given a sealed package with

the job performance scale to rate their employees. Supervisors as a first line manager of those employees are assumed to have the most information about their subordinates by observing and evaluating employee activities at work.

3.6. Ethical consideration

Ethical approve was gained before any field work begins, in line with the NTU Research Ethics Framework. By the end of the study, all the data collected will be an archive of the researcher and one copy of the thesis will be deposited in the file of report study maintained by institutions that participated in this study as valuable report study to other researchers.

There are some ethical concerns. First, gained ethical approval including letter permits from the institutions in the area where data collection will be conducted before delivering the instruments. Afterwards, the letter permits attached to every manager in those institutions to participate and in consequence to let his or her employees take part in this project as well. Second, a participant information statement and consent form was given to every participant before data collection begins. This form consists of the object of the study, what data will be collected, consent to participate, and guarantee the full security and confidentiality of any personal and confidential the data gathered for the project. Third, every participant got a sealed pack of the questionnaire and went back to a researcher with a sealed envelope to ensure confidentiality of the data.

3.7. Research analysis

Data description. First of all, the entire data were analysed using statistical

description to see the mean, standard deviation and correlation among variables.

Reliability analysis. Reliability scale analysis is also conducted to confirm that those measurements are reliable to be employed in this study and then could be utilised for further analysis.

Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA).

In order to establish the factors in each variable, this thesis ran factor analysis in order to (1) reduce the number of dimensions needed to describe data derived from a set of measured variables, and (2) investigate the structure that accounts for the interrelationships between the variables to organize them and better understand the nature of the information that they provide (Urbina, 2016). In general, factor analysis is executed to obtain validity evidence that is based on the internal structure of tests, particularly of those that assess multiple variables. There is two fundamental way of doing factor analysis: exploratory and confirmatory.

Exploratory factor analysis is an original approach that sets out to discover which factors or dimensions underlie the measure under analysis. Whereas confirmatory factor analysis sets out to test hypotheses or to confirm theories about factors that are already presumed to exist (Urbina, 1950). In short, exploratory factor analysis is to investigate factors that include the variables without determination of construct, whereas confirmatory factor analysis was conducted to test whether the measures of a construct are consistent with the researcher's understanding of the nature of that construct (or factor). According to the exploratory factor analysis for HR practices, this variable can be divided into five elements and explains 69.57% of the variance.

The confirmatory factor analysis for HR practices suggests a good fit with the data as indicated by the fit statistics (CMIN = 124.111; DF = 44; CMIN/DF = 2.82; $p < 0.001$; TLI = .91; CFI = .95; RMSEA = .06). While, exploratory factor analysis for HR process divided this variable into two factors and explain 60.27 % of the variance. The confirmatory factor analysis for distinctiveness provides a good fit with the data as indicated by the fit statistics (CMIN=3.063; DF=2; CMIN/DF=1.531; $p > 0.05$; TLI=.97; CFI=.99; RMSEA=.035). The confirmatory factor analysis for consensus also provides a good fit with the data as indicated by the fit statistics (CMIN=9.866; DF=2; CMIN/DF=4.933; $p > 0.05$; TLI=.99; CFI=.99; RMSEA=.09). A two-factor (distinctiveness and consensus): CMIN=70.867; DF=19; CMIN/DF=3.73; $p < 0.001$; TLI=.96; CFI=.97; RMSEA=.08.

According to the exploratory factor analysis for employee well-being, this variable can be divided into two factors and explains 72.67% of the variance. The confirmatory factor analysis for employee well-being suggests a good fit with the data as indicated by the fit statistics (CMIN = 23.856; DF = 6; CMIN/DF = 3.97; $p < 0.001$; TLI = .94; CFI = .98; RMSEA = .08). Finally, the exploratory factor analysis for job performance, this variable can be divided into three factors and explains 82.94% of the variance. Meanwhile the confirmatory factor analysis for job performance suggests a good fit with the data as indicated by the fit statistics (CMIN = 86.700; DF = 24; CMIN/DF = 3.61; $p < 0.001$; TLI = 0.97; CFI = 0.98; RMSEA= 0.07).

Multi-level. Following multilevel modelling, the data were conceptualised

at two levels: the employee level (level 1) and the unit level (level 2). Level 1 refers to individual employee information in each unit (HR practices, job performance and well-being). Level 2 relates to the variance between units. We calculated ICCs (Inter Coefficient Correlations) (Bliese, 2000) to provide an argument to use multilevel modelling.

To use multilevel researcher should consider the criteria to aggregate the data. Firstly, consistency in the group called within-group agreement and should be more than or equal to .70 (Kozlowski & Klein, 2000). Meanwhile, Nunnally and Bernstein (1994) mentioned more than or equal to .50 could be accepted as long as for research purposes. However, the researcher should be attentive that the low point represents the awareness of theoretical level for a researcher in using multilevel concept.

Secondly, between-group differences that are represented by the value of interclass correlation coefficients (ICC). ICC1 should be less than .05 (Bliese, 2000) while ICC 2 should not be more than .20 (Hox, 2002). ICC1 represents the number of variants in an individual level that is explained by the membership in the group. ICC 2 represents reliability of group average.

Table 9 shows that 14%, 7%, 6%, 7% and 7% of the variance in each HR practice is related to the unit level. Likewise, for the dependent variables, 6% of the variance in employee well-being is linked to the unit level, and 64% of the variance in job performance is related to the unit level. According to this finding, the independent data could not be aggregated into the unit level. However, this research is still categories as a multilevel since using the multi-actor to value the employee's

job performance.

Table 9

Inter Coefficient Correlations (ICC)

Variables	Unit level	
	ICC 1 (>0.07)	ICC2 (>0.70)
Training and development	0.14	0.50
Internal promotion	0.07	0.30
Employee participation	0.06	0.27
Result-oriented appraisal	0.07	0.31
Job security	0.07	0.32
HPWS	0.06	0.29
Employee well-being	0.06	0.29
Job performance	0.23	0.64

This study tested the model in four steps. First, estimate a null model without predictor at either level 1 or level 2 to partition the employee well-being and job performance variance into within- and between-group (Model 1). Second, adding the control variables (Model 2). It continued by adding an independent variable in Model 3. Finally, Model 4 examined the moderating effects of HR process on the relationship between HR practices and the dependent variables. As the variance in the five dependent variables was only slightly related to the unit level (ICC1 below .05), this level was not taken into account.

To test the hypotheses, this thesis applied linear regression of mixed model analysis by broken the data into unit level since supervisor in each unit rated employees' job performance. Level 1 refers to individual employee information in each unit (HR practices, job performance and well-being). Level 2 relates to the variance between units (HR process). According to (Maas & Hox, 2004), when the

structure of data is complex, the multilevel approach is more appropriate than standard regression methods because it takes into account the hidden hierarchical structure of data and does not give rise to biased estimates and standard errors. This study used “mixed effects” linear model supported by SPSS version 22. This model allows the analysis data with a complex variance through maximum likelihood estimation (Searle, Casella, & McCulloch, 2006).

To test moderator effect of HR process and to ensure that the interaction term is not related to one of the main effects, we mean-centred independent variable and dependent variable and add the main and interaction effects in the model.

Also, the demographical profile displays, some 61.1% of the respondents were male, and 38.9% were female (Mean=.39; SD=.49). An amount, 41.9% of those surveyed, are at the age of 41-50 years old (Mean=2.68; SD=1.02). About 63.9% of respondents were graduated from postgraduate, undergraduate and college while 35.6% were Senior High School (Mean=2.71; SD=1.06). This study showed that 34% of respondents have already worked at organisations for 6-15 years, and 26.6% of the respondents have worked for 16-25 years (Mean=2.42; SD=.99).

Moreover, 48.6% respondents argued that their work activities be pretty normal while 31.7% felt their job activities were somewhat better (Mean=3.53; SD=.82). This study also asked respondents about life satisfaction and job satisfaction. Regarding life satisfaction, 60.4% of respondents felt not very satisfied, and only 25% felt satisfied. On job satisfaction, 57.6% of respondents felt not very satisfied, and only 32.4% felt satisfied.

Chapter 4

RESULTS

4.1. General result

The mean, standard deviation, reliability, correlation and Cronbach's alpha for all variables are shown in Table 10. All variables were standardised to have less impact related to multicollinearity in the analysis (Aiken & West, 1991).

As shown in Table 10, HR practices as a bundle have a positive relation to employee well-being ($r = .68$; $p < .00$) and job performance ($r = .09$; $p < .05$). HPWS has positive correlation toward both employee wellbeing ($r = .68$; $p < .00$) and job performance ($r = .09$; $p < .05$). These findings support H1a and H1b. Besides, employee well-being has a positive correlation towards job performance ($r = .11$; $p < .05$).

Moreover, HR practices and employee well-being have a positive relationship to HR process ($r = .64$; $p < .00$ and $r = .62$; $p < .00$, respectively). Regarding the control variables, Table 10 displays some exciting finding. Firstly, male are more implement HR practices ($r = -.14$; $p < .00$), in particular, training and development ($r = -.17$; $p < .00$) and result-oriented appraisal ($r = -.01$; $p < .10$). Male also experience more well-being ($r = -.11$; $p < .05$). Secondly, the finding shows a moderate correlation between the low levels of education that shows the high job performance. Finally, the younger employee would perform high since tenure has a negative correlation to job performance ($r = -.13$; $p < .00$). Further, the data was

analysed by adding HR process as moderator variable between HR practices and employee well-being and job performance.

4.2. HR practices, employee well-being, and job performance

Initially, this thesis tested the relationship between HR practices (as a bundle) and employee well-being and job performance, continued by examining the link between each practice and the outcomes, as mentioned in previous hypotheses.

Table 11 provides the result of mixed model analysis for HR practices as a bundle including model 1, 2, and 3. While Table 12 displays the result of mixed model analysis for Five HR practices as single practices including model 1, 2, and 3. Model 1 (null model) examined the role of the unit level of the dependent variables (see Table 11 and Table 12). Model 2 shows that several controls – sex, age, education, and tenure – have significant effects. Education affects employee well-being ($b=.09$; $p<.05$). Model 3 displays the effect of HR practices as an independent variable towards dependent variable (both employee well-being and job performance). As seen in Table 11, as a bundle HR practices affect employee well-being ($b=.69$; $p<.00$) and job performance ($b=.10$; $p<.05$). As single practices, three practices affect employee well-being and two practices towards job performance (see Table 11).

Table 10

Mean, SD, correlations, and reliabilities of HR practices, HR process, employee well-being and job performance

	N	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Sex	424	3.63	1.13													
2. Age	430	2.73	1.08	0												
3. Education	417	2.47	1.09	-.06	.19***											
4. Tenure	432	1.39	0.49	-.01	.56***	.26***										
5. Training & Development	432	3.65	0.96	-.17***	.05	.01	.03	<u>.76</u>								
6. Internal Promotion	432	3.43	1.08	-.05	.02	-.08	.03	.23***	<u>.69</u>							
7. Employee Participation	432	3.49	0.88	-.11**	.06	-.03	.06	.41***	.29***	<u>.69</u>						
8. Result-oriented Appraisal	432	3.05	0.93	-.01*	.18***	.03	.06	.36***	.15***	.35***	<u>.60</u>					
9. Job Security	432	3.97	0.85	-.06	.08	.13***	.07	.37***	.24***	.44***	.29***	<u>.74</u>				
10. HPWS	432	3.52	0.63	-.14***	.11**	.01	.07	.71***	.61***	.73***	.64***	.68***	<u>.81</u>			
11. HR Process	432	2.53	0.58	-.06	.12**	.16***	.10**	.56***	.24***	.44***	.45***	.50***	.64***			
12. Employee Well-being	432	3.87	0.74	-.11**	.11**	.12**	.09*	.46***	.24***	.59***	.33***	.71***	.68***	.62***	<u>.86</u>	
13. Job Performance	432	3.91	0.65	.01	-.08	-.08*	-.13***	.12**	.03	.09*	.07	.00	.09*	.04	.11**	<u>.95</u>

Note: *** Correlation is significant at the 0.01 level; ** Correlation is significant at the 0.05 level; * Correlation is significant at the 0.10 level

Table 11

The result of HLM analysis of the antecedents of HR practices

Z-score Independent variable	Employee Well-being			Job Performance		
	1	2	3	1	2	3
HPWS			.69** *			.10**
Sex		-.12**	-.03		-.01	.00
Age		.08	-.01		-.02	-.03
Education		.07	.09**		-.06	-.06
Tenure		.02	.02		-.08	-.08
(Constant)	.02	.02	.00	.01	.01	.01
Model deviance	1149.8 3	1153.8 5	914.7 6	1115.8 1	1125.2 5	1124.8 4
Within-group residual variance	.92***	.91***	.49** *	.75***	.74***	.74***
Variance	.06	.05	.04*	.24***	.23***	.23***

Note: ***. Correlation is significant at the 0.00 level; **. Correlation is significant at the 0.01 level
*. Correlation is significant at the 0.05 level

Firstly, training and development affect employee well-being ($b=.13$; $p<.00$) and job performance ($b=.10$; $p<.10$). These findings support H2a and H2b. Secondly, employee participation affects employee well-being ($b=.29$; $p<.00$) and job performance ($b=.12$; $p<.05$). Also, this finding supports H4a and H4b. Finally, job security only affects employee well-being ($b=.52$; $p<.00$). This finding support H6a. While the remaining two practices do not affect both employee well-being and job performance. In sum, this study support H1a and H1b, H2a and H2b, H4a and H4b, and H6a. The remaining hypotheses (i.e. H3a and H3b, H5a and H5b, and H6b) do not show a significant correlation.

Table 12

The result of HLM analysis of the antecedents of Five HR Practices

Z-score Independent variable	Employee Well-being			Job Performance		
	1	2	3	1	2	3
Training & development			.13** *			.10*
Internal Promotion			-.01			-.01
Employee Participation			.29** *			.12**
Result-oriented			.03			.00
Job Security			.52** *			-.07
Sex		-.12**	-.03		-.01	.01
Age		.08	.03		-.02	-.03
Education		.07	.04		-.06	-.04
Tenure		.02	-.00		-.08	-.09
(Constant)	.02	.02	.02	.01	.01	.01
Model deviance	1149.8 3	1153.8 5	805.9 3	1115.8 1	1125.2 5	1134.2 0
Within-group residual variance	.92***	.91***	.38** *	.75***	.74***	.73***
Variance	.06	.05	.01	.24***	.23***	.23***

Note: ***. Correlation is significant at the 0.00 level; **. Correlation is significant at the 0.01 level
*. Correlation is significant at the 0.05 level

Table 13

Result in the analysis of mutual gains and conflicting outcomes

Independent variables	Employee Well-being	Job Performance	Outcomes
Training & development	+	+	Mutual gains
Internal promotion	NS	NS	No support
Employee participation	+	+	Mutual gains
Result-oriented appraisal	NS	NS	No support
Job security	+	NS	Conflicting
HPWS	+	+	Mutual gains

4.3. HR process as moderator

Table 14 reports the result of mixed model analyses to test the hypotheses of HR practices, HR process, employee well-being, and job performance. Model 2

shows that sex had significant effects ($b=-.12$; $p<.00$). The significant chi-square (deviance) decrease indicates that those control variables significantly improved the model. Model 3 examines the relationship between HR practices (HPWS) and the dependent variables. HPWS has significant correlation towards employee well-being ($b=.52$; $p<.00$) but does not correlate with performance ($b=-.07$; n.s.).

Table 14

The result of mixed-model analysis to test the hypotheses of HR practices, HR process, employee well-being, and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
HPWS			.52** *	.65** *			-.07	.11**
HR Process				.12				-.07
<i>Cross-level interaction</i>								
HPWS X Process				-.12**				.04
<i>Control variables</i>								
Sex		-.12**	-.03	-.03		-.01	.01	.00
Age		.08	.03	-.02		-.02	-.03	-.03
Education		.07	.04	.08		-.06	-.04	-.05
Tenure		.02	-.00	.02		-.08	-.09	-.08
(Constant)	.02	.02	.02	.02	.01	.01	.01	.00
Model deviance	1149.8 3	1153.8 5	805.9 3	915.7 6	1115.8 1	1125.2 5	1134.2 0	1129.7 2
Within-group residual variance	.92***	.91***	.38** *	.48** *	.75***	.74***	.73***	.74***
Variance	.06	.05	.01	.05**	.24***	.23***	.23***	.24***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Model 4 explores the moderating effect of HR process on the relationship between HR practices and the dependent variables. The result indicates that the HR process has no significant effect on employee well-being ($b=-.12$; $p<.05$) but not for job performance ($b=.04$; n.s.). This finding supports hypothesis H7a but does not support H7b.

Further, this study investigates the single practices instead of the bundle. Five HR practices are investigated separately to examine the role of the HR process as a moderator variable between HR practices and employee well-being and job performance. Table 15 displays the finding. HR process strengthens the relationship between training and development and employee well-being ($b=.19$; $p<.05$). The more training and development is implemented in the organisation, the more employee experience well-being. HR process weakens the relationship between internal promotion and result-oriented appraisal towards employee well-being ($b=-.16$; $p<.05$) and $b=-.19$; $p<.05$, respectively). The more management implements internal promotion and employee participation, the less employee experience well-being. This study does not support empirical evidence for job performance. No one correlates with job performance.

Moreover, this study examines to what extent the relationship among HR features in strengthening every single practice. Table 16a, 16b, 17a, 17b, 18a and 18b indicate the finding. Additional analysis, Table 18 displays a summary of all HR process as moderator. As shown in the table, there is no result for the covariation model in this study. It means that this study does not support the covariation model by Kelley.

Table 15

The result of mixed-model regression analysis on five HR practices, HR process, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
Training & development			.13***	.11**			.10*	.10*
Internal Promotion			-.01	.02			-.01	.00
Employee Participation			.29***	.28***			.12**	.13**
Result-oriented			.03	.02			.00	.00
Job Security			.52***	.50***			-.07	-.08
HR Process				.07				-.11
<i>Cross-level interaction</i>								
TD X Process				.19**				.14
IP X Process				-				.00
EP X Process				.16***				
RO X Process				-.09***				-.12
JS X Process				-.04				.01
<i>Control variables</i>								
Sex		-.12**	-.03	-.02		-.01	.01	.01
Age		.08	.03	.02		-.02	-.03	-.03
Education		.07	.04	.03		-.06	-.04	-.03
Tenure		.02	-.00	.01		-.08	-.09	-.08
(Constant)	.02	.02	.02	.01	.01	.01	.01	-.01
Model deviance	1149.83	1153.85	805.93	806.78	1115.81	1125.25	1134.20	1148.02
Within-group residual variance	.92***	.91***	.38***	.35***	.75***	.74***	.73***	.73***
Variance	.06	.05	.01	.01	.24***	.23***	.23***	.25***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 16a

The result of the mixed-model regression analysis on HR practices, distinctiveness, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
HPWS			.52***	.66***			-.07	.11**
Distinctiveness				.05				-.09
<i>Cross-level interaction</i>								
HPWS X Distinctiveness				-.11*				.02
<i>Control variables</i>								
Sex		-.12**	-.03	-.03		-.01	.01	.00
Age		.08	.03	-.02		-.02	-.03	-.03
Education		.07	.04	.09**		-.06	-.04	-.05
Tenure		.02	-.00	.02		-.08	-.09	-.08
(Constant)	.02	.02	.02	.02	.01	.01	.01	.01
Model deviance	1149.83	1153.85	805.93	918.56	1115.81	1125.25	1134.20	1129.61
Within-group residual variance	.92***	.91***	.38***	.48***	.75***	.74***	.73***	.74***
Variance	.06	.05	.01	.05**	.24***	.23***	.23***	.24***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 16b

The result of mixed-model regression analysis on five HR practices, distinctiveness, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
Training & development			.13***	.12***			.10*	.11*
Internal Promotion			-.01	.01			-.01	.00
Employee Participation			.29***	.28***			.12**	.12**
Result-oriented			.03	.02			.00	.00
Job Security			.52***	.50***			-.07	-.08
Distinctiveness				.07				-.13
<i>Cross-level interaction</i>								
TD X Distinctiveness				.19**				.14
IP X Distinctiveness				-.12*				.01
EP X Distinctiveness				-				-.13
RO X Distinctiveness				.23***				.00
JS X Distinctiveness				.02				.03
<i>Control variables</i>								
Sex		-.12**	-.03	-.02		-.01	.01	.02
Age		.08	.03	.03		-.02	-.03	-.03
Education		.07	.04	.03		-.06	-.04	-.03
Tenure		.02	-.00	.01		-.08	-.09	-.08
(Constant)	.02	.02	.02	.01	.01	.01	.01	-.00
Model deviance	1149.83	1153.85	805.93	807.84	1115.81	1125.25	1134.20	1147.26
Within-group residual variance	.92***	.91***	.38***	.36***	.75***	.74***	.73***	.73***
Variance	.06	.05	.01	.01	.24***	.23***	.23***	.25***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 17a

The result of the mixed-model regression analysis on HR practices, consensus, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
HPWS			.52***	.65***			-.07	.11**
HR Consensus				.12				-.04
<i>Cross-level interaction</i>								
HPWS X Consensus				-.13**				.07
<i>Control variables</i>								
Sex		-.12**	-.03	-.03		-.01	.01	.00
Age		.08	.03	-.02		-.02	-.03	-.03
Education		.07	.04	.08**		-.06	-.04	-.05
Tenure		.02	-.00	.02		-.08	-.09	-.08
(Constant)	.02	.02	.02	.02	.01	.01	.01	-.00
Model deviance	1149.83	1153.85	805.93	915.23	1115.81	1125.25	1134.20	1129.56
Within-group residual variance	.92***	.91***	.38***	.48***	.75***	.74***	.73***	.74***
Variance	.06	.05	.01	.05**	.24***	.23***	.23***	.24***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 17b

The result of the mixed-model regression analysis on five HR practices, consensus, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
Training & development			.13***	.11***			.10*	.10*
Internal Promotion			-.01	.02			-.01	.00
Employee Participation			.29***	.28***			.12**	.12**
Result-oriented			.03	.02			.00	-.00
Job Security			.52***	.50***			-.07	-.08
Consensus				.09				-.08
<i>Cross-level interaction</i>								
TD X Consensus				.20***				.17
IP X Consensus				-				.03
EP X Consensus				.18***				
RO X Consensus				-				-.12
JS X Consensus				.19***				
RO X Consensus				-.02				.01
JS X Consensus				.00				.03
<i>Control variables</i>								
Sex		-.12**	-.03	-.02		-.01	.01	.02
Age		.08	.03	.03		-.02	-.03	-.03
Education		.07	.04	.03		-.06	-.04	-.03
Tenure		.02	-.00	.01		-.08	-.09	-.08
(Constant)	.02	.02	.02	.01	.01	.01	.01	-.01
Model deviance	1149.83	1153.85	805.93	804.38	1115.81	1125.25	1134.20	1147.43
Within-group residual variance	.92***	.91***	.38***	.01	.75***	.74***	.73***	.73***
Variance	.06	.05	.01	.35***	.24***	.23***	.23***	.26***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 18a

The result of the mixed-model regression analysis on HR practices, consistency, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
HPWS			.52***	.67***			-.07	.10**
HR Consistency				.26**				-.06
<i>Cross-level interaction</i>								
HPWS X Consistency				-.06				.05
<i>Control variables</i>								
Sex		-.12**	-.03	-.03		-.01	.01	.00
Age		.08	.03	-.02		-.02	-.03	-.03
Education		.07	.04	.09**		-.06	-.04	-.05
Tenure		.02	-.00	.02		-.08	-.09	-.08
(Constant)	.02	.02	.02	.00	.01	.01	.01	.01
Model deviance	1149.83	1153.85	805.93	911.77	1115.81	1125.25	1134.20	1129.12
Within-group residual variance	.92***	.91***	.38***	.49***	.75***	.74***	.73***	.74***
Variance	.06	.05	.01	.03	.24***	.23***	.23***	.24***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 18b

The result of the mixed-model regression analysis on five HR practices, consistency, employee well-being and job performance

Z-score Independent variable	Employee Well-being				Job Performance			
	1	2	3	4	1	2	3	4
Training & development			.13***	.13***			.10*	.12**
Internal Promotion			-.01	.01			-.01	.00
Employee Participation			.29***	.26***			.12**	.11*
Result-oriented			.03	.03			.00	-.01
Job Security			.52***	.53***			-.07	-.09
Consistency				.02				-.06
<i>Cross-level interaction</i>								
TD X Consistency				-.00				-.09
IP X Consistency				-.05				-.08
EP X Consistency				.12				.01
RO X Consistency				-.03				-.01
JS X Consistency				-.08				.19
<i>Control variables</i>								
Sex		-.12**	-.03	-.03		-.01	.01	.00
Age		.08	.03	.02		-.02	-.03	-.03
Education		.07	.04	.03		-.06	-.04	-.04
Tenure		.02	-.00	.01		-.08	-.09	-.08
(Constant)	.02	.02	.02	.01	.01	.01	.01	-.01
Model deviance	1149.83	1153.85	805.93	822.43	1115.81	1125.25	1134.20	1145.72
Within-group residual variance	.92***	.91***	.38***	.38***	.75***	.74***	.73***	.73***
Variance	.06	.05	.01	.01	.24***	.23***	.23***	.24***

Note: *** Effect is significant at the 0.01 level; ** Effect is significant at the 0.05 level; * Effect is significant at the 0.10 level

Table 19

Summary of HR processes as a moderator variable

HR Practices	Employee well-being	Job performance
Training & Development	H / H / -	- / - / -
Internal Promotion	L / L / -	- / - / -
Employee Participation	L / L / -	- / - / -
Result-oriented	- / - / -	- / - / -
Job Security	- / - / -	- / - / -
HR Practices (as bundle)	L / L / -	- / - / -

Notes: PWB=psychological well-being; RWB=relational well-being; H=high; L=low; -/-/- represent the order information about distinctiveness/consensus /consistency.

In sum, based on a study of public sector employee in Indonesia, this study portrays that HR process weakens the relationship between HR practices as a bundle and employee well-being, but do not to job performance. Surprisingly, the more management implement HR practices uniquely and different from one event to another event, the less employee experience well-being. Also, the more management apply HR practices similar to the entire members of the organisation, the less employee experience well-being. However, as a single practice, HR process strengthened the relationship between training and development and employee well-being. Meanwhile, HR process weakens the implementation of internal promotion and employee participation to employee well-being. The more internal promotion and employee participation are implemented, the fewer employees experience well-being. Finally, attribution theory model from Kelley is not supported in this study.

Chapter 5

DISCUSSION

5.1. Examining the relationship between HR practices, employee well-being, and job performance

This thesis is addressed to understand the dynamic relationships between HR practices, employee well-being and job performance. The relationship between the five HR practices with employee well-being and job performance among Indonesian public sector employees was investigated by using a multi-actor study and multi-level data (supervisor-rated employee job performance). The review identified the gaps in the current literature to provide evidence for mutual gains and conflicting outcomes, particularly in a multi-actor study and in a developing country. However, prior studies have noted the importance of recognising and understanding the impact of national culture on the management of people (Mullins, 2010). Thus, this study aimed to investigate the five strategic HR practices on the relationship towards employee well-being and job performance in Indonesia empirically.

Regarding the two outcomes (i.e. employee well-being and job performance), this thesis adopts the mutual gains and conflicting outcomes perspective. A mutual gains perspective refers to a mutually beneficial effect of HRM for both employee well-being and job performance (van de Voorde et al., 2012; Wood et al., 2012). Thus, it can be speculated that supporting and rewarding HR practices has a positive impact on job performance as employees give more

effort, work harder and are more engaged when they feel satisfied with their working environment.

In contrast, the conflicting outcome perspective highlights the positive effect of HRM on job performance is established through a negative impact on employee well-being (Legge, 1995). However, when organisations mainly focus on maximising the performance, they are likely adopting practices that have a positive effect on performance but may not affect or even an adverse impact on employee well-being (Boxall & Purcell, 2003). In this case, the employee might be able to experience high job demand and feel less satisfaction (Wood et al., 2012), which can lead to potential burnout (Demerouti et al., 2001) and stress (Warr, 1999; Wood et al., 2012). Studies on HR practices, employee well-being and job performance are emerging, but the relationship remains unclear. Most studies on individual HR practices establish a particular relationship between employee well-being and performance. Boxall and Macky (2009), however, noted that employee well-being and performance are two goals that are influenced by different sets of HR practices.

Based on analysis data, it is found that training and development has a positive effect on well-being rather than a negative impact, as suggested by some scholars (e.g., Edgar & Geare, 2005; Wood et al., 2012). This finding is contradicted by the assumption that employees perceive training and development only as an obligation to be completed without thinking about their well-being. In this case, the findings not only identify a direct effect of training and development on job performance (Campbell et al., 1996), but also emphasise the idea that the employee

becomes more relaxed and experience well-being at work when employees have the opportunity to upgrade their skills and perform their jobs (Böckerman et al., 2012; Boxall & Macky, 2014).

Bennington and Habir (2003), in particular, revealed that every institution has an HR department that will conduct training and development for every employee. HR department organised in-house training and external programs. So far, the HR department prefers to send an employee to external programs so that they can focus on another HR programs in the organisation. In fact, instead of focusing on professionalism and skills, HR department is likely to want to ensure that training budget is expanded to be able to get a new training budget to be approved in the following year. It is in line with the tendency for training activity to take place towards the end of the year.

Turner et al. (2009), conveyed that based on Government Regulation 101/2000, there are three kinds of training for civil servants: leadership, functional, and technical training. Leadership training for employees is holding structural positions, and this is mandatory. To improve the performance of functional civil servants (such as a teacher, lecturer, or doctors), the government has functional training, whereas to improve the general technical skills (such as computer literacy needed by civil servants to perform their tasks); the government provides technical training. Such training has often received the endorsement of public servants, especially when incentives such as training allowances and travel opportunities are part of the package. DRSP (2006) sees such training as supply-driven, as it is not

primarily aimed at improving needed job skills, but rather than encourages rent-seeking practices. It is inadvertently facilitated by the poor development and low utilisation of training needs analysis.

This finding reinforces the character of Indonesia as a high power distance culture in which employees expect to be directed to execute their jobs based on transparent procedures. Although training and development practices are not in line with their competency (Bennington & Habir, 2003), employees would perceive them as an opportunity to actualise these practices at work (Kuvaas, 2007). The study provides empirical evidence of the mutual gains perspective in the relationship between training and development and employee well-being and job performance, a relationship for which previous studies had difficulty obtaining evidence.

Contrary to our expectations, this study did not find a significant relationship between internal promotion and either employee well-being or job performance. This finding indicates that internal promotion, as an opportunity given to employees by employers, might have a weaker relationship with employee performance when employees' internal motivation is low. In this case, internal promotion could be detrimental to job performance (Amabile, 1993). This finding does not support the idea that employees perceive the possibility of developing a career within an organisation as an opportunity to self-actualise, which makes them feel recognised and in turn fosters their motivation to complete their job tasks (Katou & Budhwar, 2006; Kooij et al., 2010).

Thoha (2005) studied that the ideal issue of promotion whereby the best-performing staff should be promoted is far from the reality of promotion practices in the public service sector in Indonesia. In practice, the government has regulation to have advancement every four years, automatically, whether or not staffs perform well (DRSP, 2006). However, the government retains to limit the advancement based on educational attainment, regardless of performance on the job (Turner et al., 2009).

As predicted, employee participation confirms the mutual gains outcome perspective. This practice provides a mutual benefit to employee well-being and job performance, which is consistent with the previous studies that found that employee participation has a positive relationship with employee well-being and job performance (Kooij et al., 2013; Menon, 2012). The opportunity to engage in decision-making helps employees feel meaningful (Appelbaum et al., 2013). In this case, this treatment could increase employees' motivation to accomplish their work tasks (Biron & Bomberger, 2010; Gould-Williams & Muhamed, 2010) rather than leading them to experience anxiety and poor health and decreasing performance (Wood et al., 2012).

We found that result-oriented appraisal has no significant relationship towards employee well-being and job performance. Although this finding contradicts the assumption of a potentially harmful effect on employee well-being, it suggests that when management provides employees with proper result-oriented appraisal practices, employees experience satisfaction, but this does not

automatically affect their performance (Robbins & Judge, 2015). To improve job performance, employees should consider not only the implications of fair compensation (result-oriented appraisal practice; Tzafrir, 2005) but also how management values their feelings of competence at work (Amabile, 1996). Hence, employees' feelings about this practice have a significant effect on performance when rewards are indirectly tied to performance (Cerasoli, Nicklin, & Ford, 2014).

Reward Systems Law 43/1999 on the Civil Service states that all civil servants have the right to receive a salary based on their level of responsibility and workload (Turner et al., 2009). In line with Davis (2013), the salary can be used to attract, motivate and retain staff that will exert the maximum effort to achieve the aims of the organisation. Thus, the salary must be able to secure their prosperity and to improve productivity and work motivation (Turner et al., 2009). However, salaries are not based on responsibility and workload, nor do they contribute to improved productivity and motivation. Civil servants obtain increases in rank every four years, regardless of their performance. Therefore, the salary is based on public servants rank and year of service whereby the higher the rank and echelon and the longer the year of service, the higher the salary. Also, higher rank and more extended service do not strictly correlate with the assumption of greater responsibility, with stronger motivation or with better performance (Turner et al., 2009).

This finding, however, supports the previous study in Malaysia that regarding the context of the study, result-oriented appraisal also did not affect job

performance (Abdullah, Ahsan, & Alam, 2009). In this case, this thesis adds empirical evidence about the implementation of HR practices, particularly result-oriented appraisal, in non-UK/US context.

Finally, job security confirms the conflicting outcome perspective because it has a positive relationship with employee well-being but no significant correlation with job performance. This finding is not consistent with the universal concept of the relationship between them, in which job security has a positive correlation with job performance (Gould-Williams & Mohamed, 2010; van Veldhoven, 2005). However, the finding may be consistent with Kraimer et al. (2005), who found that high job security does not automatically create highly motivated employees who can accomplish job tasks. Job security may impact low employee performance when employees already feel fulfilled in the “comfort zone” and may decrease their awareness about performing well (Amabile, 1993).

It is slightly transparent that job security provides evidence for the conflicting outcomes perspective. Job security, in one hand, support well-being, but on the contrary creates employee become social loafers. In the theory of group dynamic, when an individual is prepared by lots of facilitating and comfort zone, they tend to become lazy to improve (Robbins & Judge, 2015). Thus, providing them with feeling secure at work tend to reduce their performance instead.

In addition to comparing single practices and combined HR practices, this thesis shows a significant relationship between combined HR practices and employee well-being and job performance. This finding supports the stream of

literature on this issue that suggests that combined HR practices provide a stronger relationship than individual HR practices (Combs et al., 2006) and that it is essential to focus on multiple management activities rather than a single management activity (Wright & Boswell, 2002).

However, combined HR practices cannot identify which practices are less important and which practices are more critical compared to every individual practice. By differentiating each practice, we identified various findings on the relationship between HR practices and employee well-being and job performance based on mutual gains and conflicting outcomes perspectives. In China and Japan, both displayed that training and development as well as result-oriented appraisal impact to psychological well-being and individual outcomes. In particular China, five practices also impact relational well-being, while four practices (exclude internal promotion) impact on health-related well-being. Moreover, in Western countries, the findings are various. Four practices are prevalent to be used in Western countries (about 48%) and impacted psychological well-being and relational well-being, while job security less used as practices in Western countries (about 21%) even though it also gives impact to psychological and relational well-being. It might be included as outcomes or the organisational environment. However, in this study, job security is included since it is one of the practices that were used in Eastern countries including Indonesia.

In sum, this thesis found that two practices (i.e. training and development; employee participation) have a substantial direct effect on both employee

performances. This finding supports the idea of the mutual gains approach. The implementation of these two practices is proven to achieve psychological and relational well-being at work and at the same time is impacted by task proficiency and task adaptability. On the other hand, this thesis also provides empirical evidence of conflicting outcomes mechanism of job security. Job security has a positive relationship with employee well-being but a negative correlation to task proactivity. It supposed that employee in Indonesia public sector has already been steady in the comfort zone that might impact their awareness to perform well. However, this finding added empirical evidence to reconsidering about the implementation of job security on HRM activities (Amabile, 1993; Kraimer et al., 2005). Figure 11 and 12 summarised the relationship between five different HR practices to both employee outcomes: employee well-being and job performance.

Further, this thesis also reveals that internal promotion and result-oriented appraisal do not support the idea of mutual gains and conflicting outcomes perspective. This finding in line with some study from developing countries that found no effect of result-oriented appraisal and job performance (Abdul, 1997; Abdullah et al., 2009; Tiwari & Saxena, 2012).

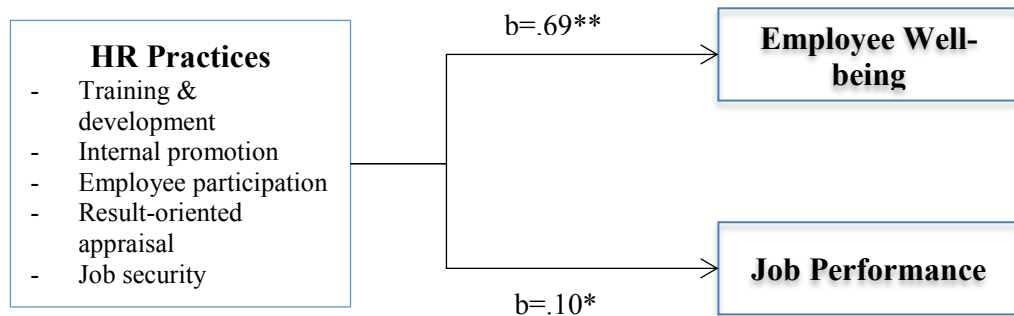


Figure 11. Model of the impact of HR practices (as a bundle) on employee well-being and job performance

Regarding the context of the study, these five practices are implemented in Indonesian public sector service. Indonesia, which is a developing country, has implemented various public management reforms for performance outcomes since experiencing an economic crisis in 1999 (Budiarso & Mir, 2012). As a developing country, Indonesia is categorised as a collectivist society with high power distance, low masculinity, avoidance of uncertainty, and a pragmatic and conservative culture (Hofstede, 2011). Thus, employees need ties with an organisation that provides mutual loyalty and emotional dependence, control and delegation by management, employee fulfilment of management's expectations, the ability to express the truth depending on the context, and attitudes and behaviours that are restrained by social norms.

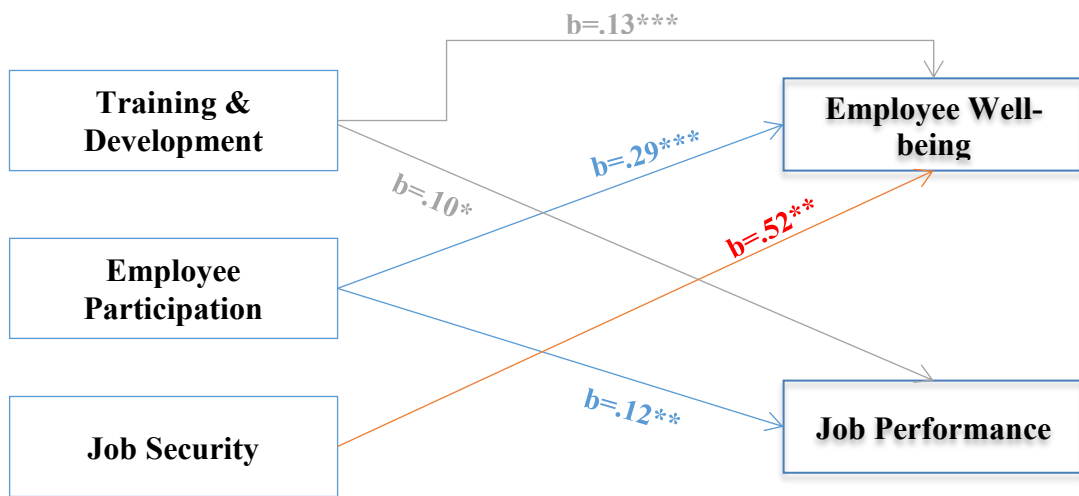


Figure 12. Model of the impact of three different HR practices on employee well-being and job performance

Three practices (i.e. training and development, internal promotion, and result-oriented appraisal) have attracted researcher to criticise the implementation. Indonesian public sector institutions often hold training based on tenure (term of office), sometimes without considering the specific skills needed. While another two, employee participation and job security, also being implemented in Indonesia's public sector. There is so many "task force" in Indonesian public sector management to overcome certain problem quickly. This task force will do an add-hoc task as well as gather employee to work together in the name of building their participation in the organisation.

Since Indonesia is a nation with high power distance, the government should facilitate the employees to actualise and participate in the organisation into "task force". For job security, this practice becomes a must practice that should be

implemented in the public sector institution. People prefer to work in private industry that has a high salary as well as facilitation. Thus, in the public sector, management should imply job security to guarantee the employee for a more extended period of life (such as a pension). In turn, this practice becomes preferred practices for a prospective employee to join with public sector institution instead.

5.2. The moderating effect of HR process on the relationship between HR practices and employee well-being and job performance

According to the result of the first analysis, HR practices as a bundle have significant correlation towards employee well-being and job performance. Also, as a single practice, training and development, as well as employee participation, have a positive correlation to employee well-being and job performance. While job security only has a positive effect on employee well-being and not on job performance. This finding leads the researcher to have a look in details about putting moderator variable to strengthen the relationship between five HR practices both as a bundle and as a single practice and two employee outcomes (employee well-being and job performance).

An initial objective of this thesis was to identify the HR process features (distinctiveness, consensus and consistency) in strengthening the relationship between HR practices and individual outcomes (employee well-being and job performance). It was hypothesised that the HR process features to enhance the relationship between HR practices and organisational outcomes. As mention in the literature review that the process as the way how HR practices should be delivered would have an impact on the understanding and respond to employees which in turn

would strengthen the achievement of the organisational outcomes (Bowen & Ostroff, 2004). Several reports examined HR process as a process to strengthen HR practices to achieve performance (Li et al., 2011; Pereira & Gomes, 2012; Russo, Mascia, & Morandi, 2016; Sanders et al., 2008; Sridhar, 2015).

The result of this study shows that the HR process moderated the relationship between HR practices as a bundle and employee well-being (see Figure 13). However, HR process moderates the relationship between training and development, internal promotion, and employee participation – as a single practice – towards employee well-being (see Figure 14).

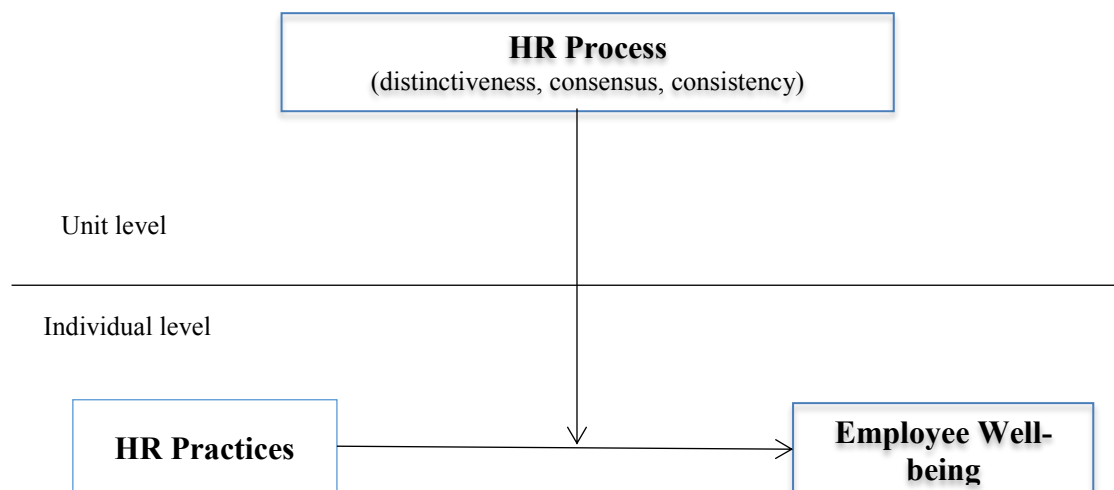
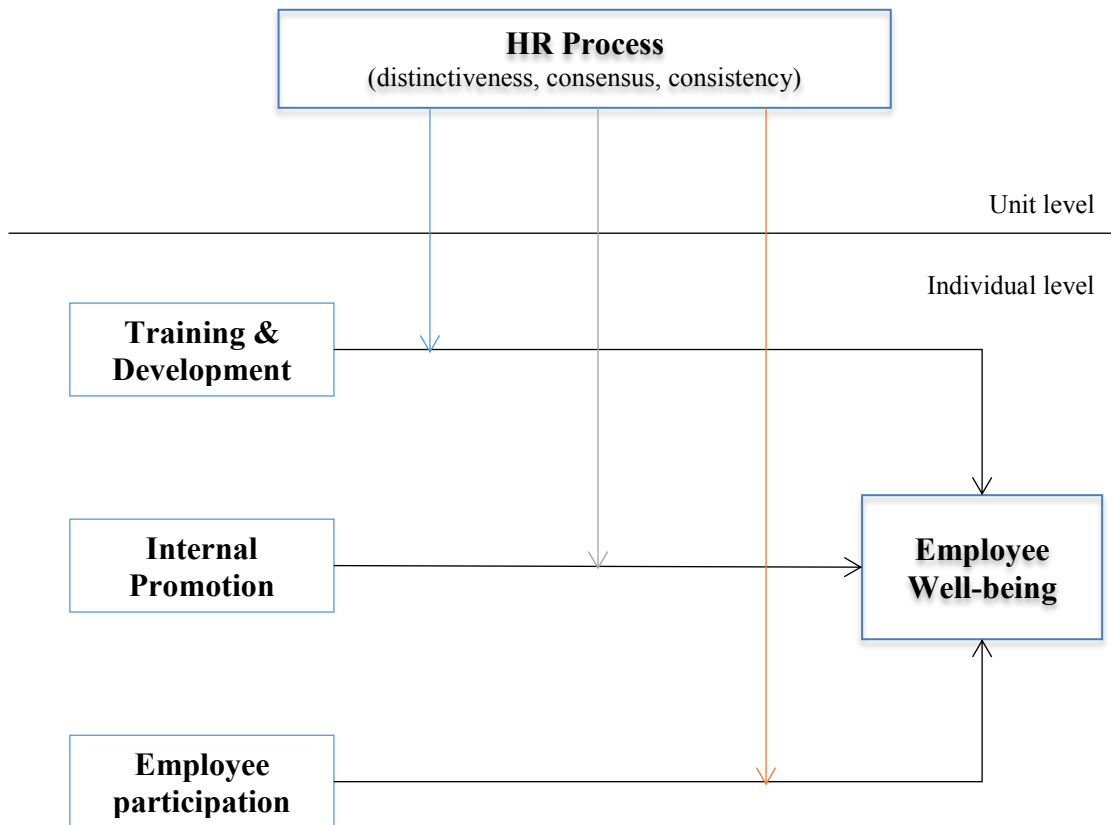


Figure 13. The Model of HR content, HR process, and employee well-being

Figure 14. The Model of three HR practices, HR process, and employee well-being



The results provide a new perspective on looking the way HR practices should be implemented to gain employee well-being. These results are in agreement with those highlighted by World Health Organisation to concern on health, safety, and well-being worker (Burton, 2010) as well as International Labour Organisation that campaign to improve well-being at work (Forastieri, 2016). Moreover, Guest (2017) conveyed that the dominant models within HRM theory and research continue to focus mostly on ways to improve performance with employee concerns very much a secondary consideration. HRM should benefit both individuals and organisations (Appelbaum et al., 2000; Guest, 2017; Van De Voorde et al., 2012;

Wall & Wood, 2005). According to this finding, management should pay attention to achieve high-performance as well as to enhance well-being at work (e.g. Buruck, Dorfel, Kugler, & Brom, 2016) and to maintain healthy worker (Kowalski & Loretto, 2017). When individual experience well-being at work, in turn, would affect the organisation at large (Ilies et al., 2015).

It has been suggested that HR process would strengthen the relationship between HR practices as a bundle and job performance (Li et al., 2011; Pereira & Gomes, 2012; Sanders et al., 2008; Sridhar, 2015). In this study, it does not appear to be the case. The results only provide employee well-being. However, the findings are broadly consistent to support earlier findings of the importance to focus on employee wellbeing. Also, this study adds empirical evidence to implement three practices (i.e. training and development, internal promotion, and employee participation) to achieve high employee well-being.

One interesting finding is the mechanism of two single practices: internal promotion and employee participation. The more management implies these two practices in each, the less employee experience well-being. Firstly, internal promotion. The finding in line with Edgar and Geare (2005) who found that in some cases, a higher level of internal promotion practices is related to a decrease in employee well-being and may have no effect or even a negative impact on employee attitudes. The employee does not attribute internal promotion practice into him or her selves, to the organisation, and even to the management. The primary goal to encourage current employees on actualising themselves as well as taking part to obtain such a position at work (Sun et al., 2007) through internal

promotion does not to be the case. The employee is likely just following the regulation to join with internal promotion program but has no intention to achieve it to improve job performance. Employee prefers to obtain a similar internal promotion program among the entire organisation members even though it would be implemented in the different ways between one and another. This treatment would increase job performance.

Secondly, for employee participation, these findings support the argument that the more organisations give opportunities to employees to participate in decision-making, the more employees improve their motivation as well as their ability to obtain work quality (Armstrong, 2009). However, the delivery mechanism of this practice should consider personal consideration. The result of this study portrays that management should apply employee participation without coercive. It means that the employee does not like to conduct this practice just because they should do. Moreover, the employee needs the certainty of the program so they could respond in similar ways across any program of employee participation.

A possible explanation for this might be that employee participation is implemented by pressure to improve employee performance. The pressure might raise concerns among employees about their competencies, their relationship with others and their psychological security (Wood et al., 2012). Instead of understanding this practices as an opportunity for employees to empower themselves and participate in decision-making (Biron & Bamberger, 2010; Giaque et al., 2013; Gonçalves & Neves, 2012), employee would understood this practices

as a burden or stressor that leads them to experience anxiety and poor health and performance (Wood et al., 2012).

Indeed, the finding does not support the pattern of attribution since this study only reveal two process features (i.e. distinctiveness and consensus) towards employee well-being. This study does not support the mechanism of consistency in the sense of similar perception among employees on how the HR messages are delivered across different modalities and over time. It is quite similar to the study of Li et al. (2011) that found in separately that distinctiveness has a strong influence towards three employee attitudes, consensus affected on two, while consistency only affected on one attitude.

However, the result of this study is close to the characteristic of national culture in the organisational context. Thus, HR practices, primarily, internal promotion and employee participation should be delivered by considering the characteristics of the national culture. In this case, Indonesian is categorised as a country with high power distance and uncertainty avoidance (Hofstede, 2011). As consequences, this high power distance impact on training and development practice whereby employees expect to be directed what to do. The power is centralised on managers who will control their employees, even though training and development are not in line with their competencies (Bennington & Habir, 2003). The uncertainty avoidance colours their behaviour in responding to practices such as internal promotion and employee participation. The employee would experience well-being to follow internal promotion and employee participation to respond to a particular program.

5.3. Summary

According to the explanation above, this thesis provides some remarks. First, we find that two practices support the idea of the mutual gains outcome perspective, namely, training and development and employee participation. Training and development could drive employees to experience positive feelings about work to ensure that tasks are completed correctly and to adjust to new equipment, processes, or procedures. Employee participation has the effect of allowing employees to feel meaningful in the organisation, which improves their attitudes and behaviours towards completing job tasks.

Second, this thesis highlights that job security, has a conflicting outcome perspective on the relationship towards employee well-being and job performance. Indeed, job security has a strong relationship with the promotion of employees' positive feelings about work (Alfes et al., 2013; Gould-Williams & Davies, 2005; Katou & Budhwar, 2006; Kooij et al., 2010). However, it has a weak relationship with the initiation of better ways to conduct core tasks. In this context, we found that providing guarantees regarding career and financial stability (pensions) for public sector employees improves their well-being but does not automatically increase their performance behaviours to accomplish job tasks.

Third, internal promotion and result-oriented appraisal do not support the idea of mutual gains and conflicting outcomes perspectives. We have no supporting data to provide evidence that these two practices have conflicting outcomes relationships with employee well-being and job performance. However, result-oriented appraisal shows a positive correlation with relational well-being, which is

consistent with the fact that as a feminine culture, Indonesians support the concepts of working to live and rewards (Hofstede, 2005).

Considering the previous studies that HR practices have an impact on either organisational or employee outcomes, this finding leads the researcher to investigate how to examine their linkage. Since only training and development that has a positive impact on job performance, the next analysis concerns to reveal the linkage between HP practices and organisational outcomes. It assumed that there is an intermediary factor in exploring the existence of a link between HR practices and better employees' outcomes namely HR process.

The finding on HR process support the idea of Bowen and Ostroff (2004) that HR practices should be understood by employees to achieve management's objective. The finding also support the idea that not only HR practices and policies that should be communicated to employees (Li et al., 2011) but also HR practices should be explained on how its main work (Theriou & Chatzoglou, 2009). Thus, implementing HR process in the organisation will make employee achieve a better understanding of the kinds of behaviours management expect, supports, and rewards (Bowen & Ostroff, 2004).

Regarding the theoretical concept of HR process that used in this study, the result shows that the different elements of the attribution theory (distinctiveness, consensus, and consistency) could become either as one factor or separately. This finding supports the idea of Sanders et al. (2014). Sanders and Yang (2016) examined eight information patterns to explain the distinctiveness, consensus and

consistency on the HRM-performance relationship. Also, the finding in line with Li et al. (2011) that found in separately that distinctiveness has a strong influence towards three employee attitudes, consensus affected on two, while consistency only affected on one attitude process relates to implementing HR practices effectively.

Chapter 6

CONCLUSION

6.1. Overview

This primary goal of this thesis was to examine the effect of the HR practices on employee performance (e.g. employee well-being and job performance). A second objective is to investigate the role of the HR process based on the mechanism of distinctiveness, consistency and consensus to moderate the link between HR practices and employee well-being and job performance.

This study has found that HR practices (as a bundle of five practices) have a mutual gains relationship towards employee well-being and job performance. This thesis provides empirical evidence on mutual gains perspective in HR studies. Indeed, HR practices support the organisation outcomes. However, as single practices, it found that only two practices (i.e. training and development; employee participation) have a mutual relationship while job security has a conflicting relationship. It connects to previous findings that training and development, as well as employee participation, is popular single practices. Further, in the following explanation, this thesis provides how to deliver these two practices to the employee in order to achieve employee well-being.

In contrary, internal promotion and result-oriented appraisal, as single practices, have less/no impact on employee well-being and job performance. They do not support the idea of mutual gains and conflicting outcomes perspective (see

Table 12 on page 146). However, as a part of the HR bundle, these two practices influence both employee well-being and job performance.

Moreover, the investigation towards the HR process that assumed would strengthen the implementation of HR practices to achieve employee well-being and job performance, only find the case on employee well-being. However, it supports the empirical evidence that the HR process strengthens the linkage between HR practices and employee well-being.

These findings indicate that in general, this study supports the significant effect of HR practices on employee well-being and job performance. Overall, this study strengthens the idea that mutual gains perspective should be noticed in delivering HR practices in the organisation. These results have significant consequences for the understanding of how HR practices are delivered to employees to achieve their well-being.

The empirical results of this study provide a new understanding of choosing practices that support employee well-being. The study has confirmed the results of training and development and employee participation become two practices that have support both employee well-being and job performance. Meanwhile, the implementation of job security at work only supports the employee well-being but has a conflicting outcome to job performance.

According to five practices, therefore, this thesis summarises these following findings:

1. Training and development influence both employee well-being and job performance. Also, the employee would achieve high performance

when management delivers training and development in the relevant and suitable program based on the training need analysis of the job, employee, and organisation.

2. Internal promotion has no direct effect on both employee well-being and job performance. However, the internal promotion would give impact when management implements internal promotion in similar ways across any program of internal promotion, as well as considering individual needs. Likewise, Thoha (2015) said that internal promotion should consider the productive employee not only based on tenure. Also, Bohlander and Snell (2004) notified that internal promotion should be delivered without a competitive atmosphere. Otherwise, the employee does not have a passion for conducting this practices except to survive in the organisation.
3. Employee participation has a positive effect on both employee well-being and job performance. However, this practice would increase employee well-being if it delivered without pressure. Also, employee obtains certainty to execute this practice, so the employee could prepare and respond it similarly.
4. Job security has a positive effect on employee well-being but does not affect job performance. Public sector employees are guaranteed by job security and more experience a “comfort zone” at work. However, Herzberg suggests that the presence of job security does not increase performance, but its absence creates employee dissatisfaction (Robbins

& Judge, 2015). Thus, this practice does not automatically increase employees' performance but enhance their satisfaction (well-being) at work.

5. Meanwhile, this study does not support a result-oriented appraisal. A possible explanation, that in Indonesia, public sector employees obtains rewards by procedure, regardless of their performance (Turner et al., 2009). In this case, employees might feel they are being controlled by a set of job demands rather than feeling that they manage the job.

6.2. Implications and contribution

The added value of this study is firmly placed on valuable information about mutual and conflicting outcomes. To implement the mutual benefit outcomes, the manager should consider each practice. If manager persistent to imply a set of HR practices as a bundle, they face the mutual benefit outcomes between the bundle and employee well-being and job performance. However, if they elaborate on each practice, they would find whereby to somehow every practice does not automatically create employee well-being as well as job performance.

This thesis has provided the theoretical model of the relationship between HR (content) and HR process towards performance outcomes. The study contributes to this growing area of research by exploring the relationship between five HR practices and employee well-being and job performance. Also, it contributes to our understanding of adding the academic discourses on setting up HR practices to employees. The finding adds an empirical evidence likewise a suggestion from Sanders et al. (2014) through which future research should

examine how HR practitioners can use the HR process approach to improve their works.

At last, this thesis contributes to the HRM literature by providing evidence of the mutual gains and conflicting outcomes perspectives and by examining the relationship of each HRM practice with both employee well-being and job performance. These findings also contribute to the current discussion on the concept of mutual gains and conflicting outcomes perspectives.

6.3. Limitation

Although this study was conducted with a methodology that included testing the multicollinearity, heteroscedasticity, validity and reliability of the measurements, we found some non-significant results. These findings may have been due to the number of respondents and the context of the study, which included little variation in the data collection on psychological well-being and relational well-being for public sector employees. This limitation may have been related to two particular reasons: the public sector context and the national culture. HRM activities for public sector employees were established by national regulations based on national policies on economic, social, political, culture and national safety. Primarily for internal promotion and result-oriented appraisal, individuals who cannot express their needs would obtain less response from management.

Further, as a manifestation of Indonesia's uncertainty avoidance, employees must maintain the appearance of harmony in the workplace, including keeping superiors happy and complying with HRM activities. Employees feel that social norms restrain their actions and that indulging themselves, including expressing

their feelings and thoughts, is wrong (Hofstede, 2005). Another issue is this study did not address the examination of many dimensions of employee well-being at work because this variable remains unclear.

In sum, this issue is interesting and applicable to the workplace. Further studies on the current topic are therefore recommended. Further research should be undertaken to investigate another single HR practices and the process mechanism to deliver the practices. Also, researchers could investigate by considering national culture.

6.4. Recommendation for further research work

This study has identified some suggestions for future research, including the need to compare evidence based on public and private sector employees to determine variations in the data. There is also a need for a meta-analytical approach to HR practices and to investigate whether mediator or moderator variables strengthen the mutual gains and conflicting outcomes perspectives. Thus, these findings call for HRM researchers to provide more evidence on the link between HR practices, employee well-being and job performance.

Meanwhile, evidence suggests that HR practices are among the most critical factors for achieving organisational performance (i.e. Boselie et al., 2005; Jiang et al., 2012; Lepak et al., 2016; Sun et al., 2007). In recent years, there has been an increasing interest in revealing the ‘black box’ area between HR practices and organisational performance. Several studies have documented the role of HR process within the organisation (i.e. Bowen & Ostroff, 2004; Combs et al., 2006; Ehrnrooth & Bjorkman, 2012; Katou et al., 2014; Li et al., 2011; Sanders & Yang,

2016). There is an increasing attention that some of HR process strengthened the relationship between HR practices and organisational outcomes (i.e. Li et al., 2012; Pereira & Gomes, 2012; Sanders et al., 2008; Sridhar, 2015). Others focus on the way HR process being attributed by employees (i.e. Ehrnrooth & Bjorkman, 2012; Sanders & Yang, 2016; Sumelius et al., 2014; van De Voorde & Beijer, 2015). Also, a few researchers integrated both HR practices and HR process to investigate both impact to organisational performance (i.e. Katou, 2017; Katou et al., 2014).

Further, some studies have shown the beneficial effects of HR process, but much uncertainty still exists. This thesis, however, have been carried out to associate the HR process on the relationship between HR practices and employee well-being and job performance. Apart from the two suggestions above, one of the most significant challenges in revealing the dynamic of the variables in this thesis is the selection of set of HR practices when will compare single practices and combined HR practices. It is recommended for future research to investigate as many as possible single HR practices that be used in the research context. Apparently, in Indonesia public sector context, combined HR practices has stronger relationship than single HR practices which is in line with the study of Combs et al. (2006) and Wright and Boswell (2002).

Therefore, future research could be focused on investigating as many as possible single practices and develop many models to figure out a set of HR practices that suit to the organisation. Specifically, future research should consider that different type of organisational outcomes should be treated by using different set of HR practices (Becker & Huselid, 1998; Jiang et al., 2012; Lepak et al., 2006).

Likewise Wood et al. (2012) and Zhang et al. (2013) suggested that the appropriate HR practices would really support the organisational achievement.

REFERENCES

- Abdul, H. A. Z. (1997). An analysis of the impact of culture on human resource management practices of companies in Malaysia. *Journal of International Business Studies*, 28(2), 423–424. Retrieved from <https://login.proxy.libraries.rutgers.edu/login?url=http://search.ebscohost.com.proxy.libraries.rutgers.edu/login.aspx?direct=true&db=buh&AN=9709301795&site=ehost-live>
- Abdullah, Z., Ahsan, N., & Alam, S. S. (2009). The effect of human resource management practices on business performance among private companies in Malaysia. *International Journal of Business and Management*, 4(6), 65–72. <https://doi.org/10.3968/j.css.1923669720120802.2256>
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Multiple regression: Testing and interpreting interactions.
- Alam, S., & Rizvi, K. (2012). Psychological well-being among bank employees. *Journal of the Indian Academy of Applied Psychology*, 38(2), 242–247.
- Alessandri, G., & Vecchione, M. (2012). The higher-order factors of the Big Five as predictors of job performance. *Personality and Individual Differences*, 53(6), 779–784. <https://doi.org/10.1016/j.paid.2012.05.037>
- Alfes, K., Shantz, A. D., & Truss, C. (2012). The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer. *Human Resource Management Journal*, 22(4), 409–427. <https://doi.org/10.1111/1748-8583.12005>
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. <https://doi.org/10.1080/09585192.2012.679950>
- Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2013). The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human Resource Management*, 52(6), 839–859. <https://doi.org/10.1002/hrm.21512>
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*. [https://doi.org/10.1016/S0149-2063\(02\)00222-2](https://doi.org/10.1016/S0149-2063(02)00222-2)
- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human Resource Management Review*, 3(3), 185–201. [https://doi.org/10.1016/1053-4822\(93\)90012-S](https://doi.org/10.1016/1053-4822(93)90012-S)
- Anastasi, A., & Urbina, S. (1997). *Psychological Testing* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A. L., & Cornell, N. Y. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Ithaca, New York: ILR Press.

- Appelbaum, S. H., Louis, D., Makarenko, D., Saluja, J., Meleshko, O., Kulbashian, S., ... Louis, D. (2013). Participation in decision making : A case study of job satisfaction and commitment (part one). *Industrial and Commercial Training*, 45(4), 222–229.
<https://doi.org/10.1108/00197851311323510>
- Armstrong, M. (2009). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. London: Kogan Page.
- Ashford, S. J., & Black, J. S. (1996). Proactivity during organizational entry: Antecedents, tactics, and outcomes. *Journal of Applied Psychology*, 81, 199–214.
- Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, 15(1), 17–28.
<https://doi.org/10.1037/a0016998>
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57–75.
- Bamberger, P. A., Biron, M., & Meshoulam, I. (2014). Human resource strategy: Formulation, implementation, and impact. *Personnel Psychology*, 54(3), 731–734. Retrieved from
<http://search.ebscohost.com/login.aspx?direct=true&db=psyh&AN=2013-24482-005&site=ehost-live>
- Baptiste, N. R. (2008). Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. *Management Decision*, 46(2), 284–309. <https://doi.org/10.1108/00251740810854168>
- Becker, B. E., & Gerhart, B. (1996). The impact of human resource management on organisational performance: Progress and prospects. *Academy of Management Journal*, 39, 779–801.
- Becker, B. E., & Huselid, M. A. (1998). High-performance work systems and firm performance: A synthesis of research and managerial implications. *Research in Personnel and Human Resource Management*.
- Bennington, L., & Habir, A. D. (2003). Human resource management in Indonesia. *Human Resource Management Review*, 13(3), 373–392.
[https://doi.org/10.1016/S1053-4822\(03\)00041-X](https://doi.org/10.1016/S1053-4822(03)00041-X)
- Bickel, R. (2007). *Multilevel analysis for applied research: It's just regression!* *Annals of Physics* (Vol. 54).
- Birdi, K., Warr, P., & Oswald, A. (1995). Age Differences in Three Components of Employee Well-being. *Applied Psychology*, 44(4), 345–373.
<https://doi.org/10.1111/j.1464-0597.1995.tb01085.x>
- Biron, M., & Bamberger, P. (2010). The impact of structural empowerment on individual well-being and performance: Taking agent preferences, self-efficacy and operational constraints into account. *Human Relations*, 63(2), 163–191. <https://doi.org/10.1177/0018726709337039>
- Blanchflower, D. G., & Oswald, A. J. (2011). International happiness. *Measurement*, 25(1), 23–30. <https://doi.org/10.5465/AMP.2011.59198446>

- Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. *Multilevel Theory, Research, and Methods in Organizations: Foundations, Extensions, and New Directions*.
- Bloom, N., & Van Reenen, J. (2006). Management practices, work-life balance, and productivity: A review of some recent evidence. *Oxford Review of Economic Policy*, 22(4), 457–482. <https://doi.org/10.1093/oxrep/grj027>
- Böckerman, P., Bryson, A., & Ilmakunnas, P. (2012). Does high involvement management improve worker wellbeing? *Journal of Economic Behavior & Organization*, 84(2), 660–680. <https://doi.org/10.1016/j.jebo.2012.09.005>
- Bohlander, G., & Snell, S. (2004). *Managing Human Resources*. Mason, Ohio: South-Western.
- Boon, C., & Kalshoven, K. (2014). How high commitment HRM relates to engagement and commitment: The moderator role of task proficiency. *Human Resource Management*, 53(3), 403–420.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organizations* (pp. 71–98). San Francisco: Jossey-Bass & Associates.
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67–94. <https://doi.org/10.1111/j.1748-8583.2005.tb00154.x>
- Boselie, P., Paauwe, J., & Richardson, R. (2003). Human resource management, institutionalization and organizational performance: a comparison of hospitals, hotels and local government. *The International Journal of Human Resource Management*, 14(8), 1407–1429. <https://doi.org/10.1080/0958519032000145828>
- Bowen, D. E., & Ostroff, C. (2004). Understanding HRM-firm performance linkages: The role of the “strength” of the HRM system. *The Academy of Management Review*, 29(2), 203. <https://doi.org/10.2307/20159029>
- Bowen, D. E., & Ostroff, C. (2015). Reflection on the 2014 decade award: Is there strength in the construct of HR system strength? *Academy of Management Review*.
- Boxall, P., & Macky, K. (2009). Research and theory on high-performance work systems: Progressing the high-involvement stream. *Human Resource Management Journal*, 19(1), 3–23. <https://doi.org/10.1111/j.1748-8583.2008.00082.x>
- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, Employment & Society*. <https://doi.org/10.1177/0950017013512714>
- Boxall, P., & Purcell, J. (2000). Strategic human resource management: Where have we come from and where should we be going? *International Journal of Management Reviews*, 2(2), 183–203.
- Boxall, P., & Purcell, J. (2003). Strategy and human resource management. *Industrial and Labor Relations Review*, 57, 145–146. <https://doi.org/10.2307/3590989>

- Braunsberger, K., & Gates, R. (2009). Developing inventories for satisfaction and Likert scales in a service environment. *Journal of Services Marketing*. <https://doi.org/10.1108/08876040910965557>
- Brim, O. G. (1992). *Ambition*. New York: Basic Books
- Budhwar, P. S., & Sparrow, P. R. (2002). An integrative framework for understanding cross-national human resource management practices. *Human Resource Management Review*. [https://doi.org/10.1016/S1053-4822\(02\)00066-9](https://doi.org/10.1016/S1053-4822(02)00066-9)
- Budiarso, A., & Mir, M. (2012). The role of leadership in sustainable public sector performance outcome. *ACRN Journal of Entrepreneurship Perspectives* Vol, 1, 123.
- Burke, R. J. (2013). Job Insecurity in Stockbrokers, 10–16.
- Burton, J. (2010). Healthy workplace framework and model: Background and supporting literature and practices. *World Health Organization*, 1–131. Retrieved from http://www.who.int/occupational_health/healthy_workplace_framework.pdf
- Buruck, G., Dorfel, D., Kugler, J., & Brom, S. S. (2016). Enhancing well-being at work: The role of emotion regulation skills as personal resources. *Journal of Occupational Health Psychology*, 21(4), 480–493. Retrieved from <http://ovidsp.ovid.com/ovidweb.cgi?T=JS&PAGE=reference&D=psyc13&N=EWS=N&AN=2016-12558-001>
- Byron, K., & Khazanchi, S. (2012). Rewards and creative performance: A meta-analytic test of theoretically derived hypotheses. *Psychological Bulletin*, 138(4), 809–830. <https://doi.org/10.1037/a0027652>
- Campbell, J. P., Gasser, M. B., & Oswald, F. L. (1996). The Substantive Nature of Job Performance Variability. *Individual Differences and Behavior in Organizations*.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). A theory of performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organizations* (pp. 35–69). San Fransisco: Jossey-Bass & Associates.
- Cañibano, A. (2013). Implementing innovative HRM: Trade-off effects on employee well-being. *Management Decision*, 51(3), 643–660. Retrieved from <http://www.emeraldinsight.com/10.1108/00251741311309706>
- Cascio, W. F. (2006). The high cost of low wages. *Harvard Business Review*.
- Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980–1008. <https://doi.org/10.1037/a0035661>
- Chadwick, C. (2010). Theoretic insights on the nature of performance synergies in human resource systems: Toward greater precision. *Human Resource Management Review*, 20(2), 85–101. <https://doi.org/10.1016/j.hrmr.2009.06.001>
- Clarke, M. A., & Hill, S. R. (2012). Promoting employee wellbeing and quality service outcomes: the Role of HRM practices. *Journal of Management & Organization*, 18(5), 2349–2372. <https://doi.org/10.5172/jmo.2012.2349>
- Clarke, N., & Mahadi, N. (2017). Differences between follower and dyadic measures of LMX as mediators of emotional intelligence and employee

- performance, well-being, and turnover intention. *European Journal of Work and Organizational Psychology*, 26(3), 373–384.
<https://doi.org/10.1080/1359432X.2016.1263185>
- Combs, J. G., Liu, Y., Hall, A. T., & Ketchen, D. J. (2006). How much do high-performance work practices matter? A Meta-analysis of their effects on organisational performance. *Personnel Psychology*, 59(3), 501–528.
<https://doi.org/10.1111/j.1744-6570.2006.00045.x>
- Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435–462.
- Cresswell. (2007). Research Design: Qualitative, Quantitative and Mixed Method Approaches. *SAGE Publications*. <https://doi.org/10.4135/9781849208956>
- Csikszentmihályi, M. (1997). Finding flow. *Psychology Today*, 30(4), 46–71.
<https://doi.org/Retrieved from ProQuest>
- Dagenais-Desmarais, V., & Savoie, A. (2012). What is psychological well-being, Really? A grassroots approach from the organizational sciences. *Journal of Happiness Studies*, 13(4), 659–684. <https://doi.org/10.1007/s10902-011-9285-3>
- Daniels, K. (2000). Measures of five aspects of affective well-being at work. *Human Relations*, 53, 275–294. [https://doi.org/0018-7267\(2000\)53:2](https://doi.org/0018-7267(2000)53:2)
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357–384. <https://doi.org/10.1177/014920639902500305>
- Davis, T. (2013). A Qualitative Study of the Effects of Employee Retention on the Organization. *Insights to a Changing World Journal*.
<https://doi.org/10.1007/s10551-011-1197-y>
- De Jonge, J., Bosma, H., Peter, R., & Siegrist, J. (2000). Job strain, effort-reward imbalance and employee well-being: A large-scale cross-sectional study. *Social Science & Medicine*, 50(9), 1317–1327.
[https://doi.org/10.1016/S0277-9536\(99\)00388-3](https://doi.org/10.1016/S0277-9536(99)00388-3)
- De Jonge, J., & Schaufeli, W. B. (1998). Job characteristics and employee well-being: A test of Warr's Vitamin Model in health care workers using structural equation modelling. *Journal of Organizational Behavior*, 19(4), 387–407. [https://doi.org/10.1002/\(SICI\)1099-1379\(199807\)19:4<387::AID-JOB851>3.0.CO;2-9](https://doi.org/10.1002/(SICI)1099-1379(199807)19:4<387::AID-JOB851>3.0.CO;2-9)
- Deci, E. L. (1971). The effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, 18, 105–115.
- Deci, E. L., & Ryan, R. M. (2008). Hedonia, eudaimonia, and well-being: An introduction. *Journal of Happiness Studies*, 9(1), 1–11.
<https://doi.org/10.1007/s10902-006-9018-1>
- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949–969.
- Delery, J. E. (1998). Issues of fit in strategic human resource management: Implications for research. *Human Resource Management Review*, 8(3), 289–309. [https://doi.org/10.1016/S1053-4822\(98\)90006-7](https://doi.org/10.1016/S1053-4822(98)90006-7)
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human

- resource management: Tests of universalistic, contingency, and configurations performance prediction. *Academy of Management Journal*, 39(4), 802–835. <https://doi.org/10.2307/256713>
- Delery, J. E., & Shaw, J. D. (2001). The strategic management of people in work organizations: Review, synthesis, and extension. *Research in Personnel and Human Resources Management*, 20, 165–197. [https://doi.org/10.1016/S0742-7301\(01\)20003-6](https://doi.org/10.1016/S0742-7301(01)20003-6)
- Delmotte, J., De Winne, S., & Sels, L. (2012). Toward an assessment of perceived HRM system strength: Scale development and validation. *The International Journal of Human Resource Management*, 23(7), 1481–1506. <https://doi.org/10.1080/09585192.2011.579921>
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499–512.
- Den Hartog, D. N., Boon, C., Verburg, R. M., & Croon, M. A. (2013). HRM, communication, satisfaction, and perceived performance: A cross-level test. *Journal of Management*, 39(6), 1637–1665. <https://doi.org/10.1177/0149206312440118>
- Denzin, N. K., & Lincoln, Y. S. (2000). Introduction - The Discipline and Practice of Qualitative Research. In *Handbook of Qualitative Research (Second Edition)*.
- DuBrin, A. J. (2013). *Leadership: Research Findings, Practice, and Skills*. Mason: South-Western: Cengage Learning.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? *The International Journal of Human Resource Management*, 6(3), 656–670. <https://doi.org/10.1080/095851995000000041>
- Edgar, F., & Geare, A. (2005). HRM practice and employee attitudes: Different measures – different results. *Personnel Review*, 34(5), 534–549. <https://doi.org/10.1108/00483480510612503>
- Edgar, F., Geare, A., Halhjem, M., Reese, K., & Thoresen, C. (2015). Well-being and performance: Measurement issues for HRM research. *The International Journal of Human Resource Management*, 26(15), 1983–1994. <https://doi.org/10.1080/09585192.2015.1041760>
- Effendi, T. (2007). *'Reformasi Birokrasi' Indonesian States Ministry of State Apparatus Empowerment*.
- Ehrnrooth, M., & Björkman, I. (2012). An integrative HRM process theorization: Beyond signalling effects and mutual gains. *Journal of Management Studies*, 49(6), 1109–1135. <https://doi.org/10.1111/j.1467-6486.2012.01055.x>
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42–51. <https://doi.org/10.1037/0021-9010.86.1.42>
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335–362. <https://doi.org/10.2307/2946096>
- Fan, D., Cui, L., Zhang, M. M., Zhu, C. J., Härtel, C. E. J., & Nyland, C. (2014). Influence of high performance work systems on employee subjective well-

- being and job burnout: Empirical evidence from the Chinese healthcare sector. *The International Journal of Human Resource Management*, 25(7), 931–950. <https://doi.org/10.1080/09585192.2014.876740>
- Fiske, S. T., & Taylor, S. E. (1991). Social cognition (2nd ed.). *McGraw-Hill Series in Social Psychology*, 717----.
- Flynn, M., Upchurch, M., Muller-Camen, M., & Schroder, H. (2013). Trade union responses to ageing workforces in the UK and Germany. *Human Relations*. <https://doi.org/10.1177/0018726712464801>
- Forastieri, V. (2016). Prevention of psychosocial risks and work-related stress, 11–34.
- Fucini, S., & Fucini, J. (1990). *Working for the Japanese*. New York: Free Press.
- Gelade, G. A., & Ivery, M. (2003). The impact of human resource management and work climate on organizational performance. *Personnel Psychology*, 56(2), 383–404. <https://doi.org/10.1111/j.1744-6570.2003.tb00155.x>
- Gerhart, B., & Fang, M. (2005). National culture and human resource management: Assumptions and evidence. *The International Journal of Human Resource Management*, 16(6), 971–986. <https://doi.org/10.1080/09585190500120772>
- Giauque, D., Anderfuhren-Biget, S., & Varone, F. (2013). HRM practices, intrinsic motivators, and organizational performance in the public sector. *Public Personnel Management*, 42, 123–150. <https://doi.org/10.1177/0091026013487121>
- Gilovich, T., Medvec, V. H., & Savitsky, K. (2000). The spotlight effect in social judgment: An egocentric bias in estimates of the salience of one's own actions and appearance. *Journal of Personality and Social Psychology*, 78(2), 211–222. <https://doi.org/10.1037/0022-3514.78.2.211>
- Godard, J. (2010). What is best for workers? The implications of workplace and human resource management practices revisited. *Industrial Relations: A Journal of Economy and Society*, 49(3), 466–488. <https://doi.org/10.1111/j.1468-232X.2010.00610.x>
- Gómez-Miñambres, J. (2012). Motivation through goal setting. *Journal of Economic Psychology*, 33(6), 1223–1239. <https://doi.org/10.1016/j.joep.2012.08.010>
- Gonçalves, S. P., & Neves, J. (2012). The link between perceptions of human resource management practices and employee well-being at work. *Advances in Psychology Study*, 1(1).
- Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes. *Public Management Review*, 7(1), 1–24. <https://doi.org/10.1080/1471903042000339392>
- Gould-Williams, J., & Mohamed, R. B. (2010). A comparative study of the effects of “best practice” HRM on worker outcomes in Malaysia and England local government. *International Journal of Human Resource Management*, 21, 653–675.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34. <https://doi.org/10.1016/j.riob.2008.04.002>

- Grant, A. M., & Campbell, E. M. (2007). Doing good, doing harm, being well and burning out: The interactions of perceived prosocial and antisocial impact in service work. *Journal of Occupational and Organizational Psychology*, 80(4), 665–691. <https://doi.org/10.1348/096317906X169553>
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives*, 21(3), 51–63. <https://doi.org/10.5465/AMP.2007.26421238>
- Green, C. P., & Leever, G. D. (2013). Job security, financial security and worker well-being: New evidence on the effects of flexible employment. *Scottish Journal of Political Economy*, 60(2), 121–138. <https://doi.org/10.1111/sjpe.12005>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50(2), 327–347. <https://doi.org/10.5465/amj.2007.24634438>
- Griffin, M. A., Parker, S. K., & Mason, C. M. (2010). Leader vision and the development of adaptive and proactive performance: A longitudinal study. *Journal of Applied Psychology*, 95(1), 174–182. <https://doi.org/10.1037/a0017263>
- Guba, E. G. (1990). The alternative paradigm dialogue. *The Paradigm Dialog*. <https://doi.org/10.1080/1357527032000140352>
- Guerrero, S., & Barraud-Didier, V. (2004). High-involvement practices and performance of French firms. *International Journal of Human Resource Management*, 15, 1408–1423.
- Guest, D. (2002). Human Resource Management, Corporate Performance and Employee Wellbeing: Building the Worker into HRM. *Journal of Industrial Relations*, 44(3), 335–358. <https://doi.org/10.1111/1472-9296.00053>
- Guest, D., & Conway, N. (2011). The impact of HR practices, HR effectiveness and a ‘strong HR system’ on organisational outcomes: A stakeholder perspective. *The International Journal of Human Resource Management*, 22(8), 1686–1702. <https://doi.org/10.1080/09585192.2011.565657>
- Guest, D. E. (1997). Human resource management and performance: A review and research agenda. *The International Journal of Human Resource Management*, 8(3), 263–276. <https://doi.org/10.1080/095851997341630>
- Guest, D. E. (2011). Human resource management and performance: Still searching for some answers. *Human Resource Management Journal*, 21(1), 3–13. <https://doi.org/10.1111/j.1748-8583.2010.00164.x>
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework, 27(1), 22–38. <https://doi.org/10.1111/1748-8583.12139>
- Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: An employer perspective. *Human Resource Management Journal*, 12(2), 22–38. <https://doi.org/10.1111/j.1748-8583.2002.tb00062.x>
- Hartono, A. (2010). An Investigation into Strategic Human Resource Management in Indonesia: A Grounded Research Approach, 1–384.

- Hewstone, M., & Jaspars, J. (1987). Covariation and causal attribution: A logical model of the intuitive analysis of variance. *Journal of Personality and Social Psychology*, 53, 663–672.
- Higgins, E. T., Shah, J., & Friedman, R. (1997). Emotional responses to goal attainment: Strength of regulatory focus as moderator. *Journal of Personality and Social Psychology*, 72, 515–525.
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Berkeley Hills Calif Sage Publishing Inc.
[https://doi.org/10.1016/0167-4870\(86\)90007-3](https://doi.org/10.1016/0167-4870(86)90007-3)
- Hofstede, G. (2011). Dimensionalizing cultures : The Hofstede model in context. *Online Readings in Psychology and Culture*, 2, 1–26.
<https://doi.org/http://dx.doi.org/10.9707/2307-0919.1014>
- Hofstede, G., & Hofstede, G. J. (2005). Cultures in organizations. *Cultures Consequences*, 373–421. Retrieved from
<http://www.mendeley.com/research/sensemaking-in-organizations-foundations-for-organizational-science/>
- Hox, J. J. (2002). *Multilevel analysis: Techniques and applications*. *Quantitative methodology series* (Vol. 98). <https://doi.org/10.1198/jasa.2003.s281>
- Huhtala, H., & Parzefall, M.-R. (2007). A review of employee well-Being and innovativeness: An opportunity for a mutual benefit. *Creativity and Innovation Management*, 16(3), 299–306. <https://doi.org/10.1111/j.1467-8691.2007.00442.x>
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672. <https://doi.org/10.2307/256741>
- Ichniowski, C., & Shaw, K. (1999). The Effects of Human Resource Management Systems on Economic Performance: An International Comparison of U.S. and Japanese Plants. *Management Science*, 45(5), 704–721.
<https://doi.org/10.1287/mnsc.45.5.704>
- Ichniowski, G., Shaw, K., & Prennushi, G. (1997). The effects of human resource management practices on productivity: A study of steel finishing lines. *American Economic Review*, 87, 291–313.
- Ilies, R., Aw, S. S. Y., & Pluut, H. (2015). Intraindividual models of employee well-being: What have we learned and where do we go from here? *European Journal of Work and Organizational Psychology*, 24(6), 827–838.
<https://doi.org/10.1080/1359432X.2015.1071422>
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2009). Employee wellbeing, control and organizational commitment. *Leadership & Organization Development Journal*, 30(3), 256–273. <https://doi.org/10.1108/01437730910949535>
- Jensen, J. M., Patel, P. C., & Messersmith, J. G. (2013). Higher-performance work systems and job control: Consequences for anxiety, role overload, and turnover intentions. *Journal of Management*, 39, 1699–1724.
- Jia, L., You, S., & Du, Y. (2012). Chinese Context and Theoretical Contributions to Management and Organization Research: A Three-decade Review. *Management and Organization Review*, 8(1), 173–209.
<https://doi.org/10.1111/j.1740-8784.2011.00282.x>

- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294. <https://doi.org/10.5465/amj.2011.0088>
- Jiang, K., Takeuchi, R., & Lepak, D. P. (2013). Where do we go from here? New perspectives on the black box in strategic human resource management research. *Journal of Management Studies*, 50(8), n/a-n/a. <https://doi.org/10.1111/joms.12057>
- Johnson, J. W. (2003). Toward a better understanding of the relationship between personality and individual job performance. In M. R. Barrick & A. M. Ryan (Eds.), *Personality and Work* (pp. 83–120). San Francisco: Jossey-Bass.
- Juniper, B., Bellamy, P., & White, N. (2011). Testing the performance of a new approach to measuring employee well-being. *Leadership & Organization Development Journal*, 32(4), 344–357. <https://doi.org/10.1108/01437731111134634>
- Juniper, B., White, N., & Bellamy, P. (2009). Assessing employee wellbeing: Is there another way? *International Journal of Workplace Health Management*, 2(3), 220–230. <https://doi.org/10.1108/17538350910993412>
- Kahneman, D. (2004). A survey method for characterizing daily life experience: The day reconstruction method. *Science*, 306(5702), 1776–1780. <https://doi.org/10.1126/science.1103572>
- Kahneman, D., Diener, E., & Schwarz, N. (1999). Well-being: The foundations of hedonic psychology. *Health San Francisco*, xii, 593. <https://doi.org/10.7758/9781610443258>
- Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921. <https://doi.org/10.1108/IJCHM-06-2012-0097>
- Katou, A. A. (2017). How does human resource management influence organisational performance? An integrative approach-based analysis. *International Journal of Productivity and Performance Management*, 66(6), 797–821. <https://doi.org/10.1108/IJPPM-01-2016-0004>
- Katou, A. A., & Budhwar, P. S. (2006). Human resource management systems and organizational performance: A test of a mediating model in the Greek manufacturing context. *The International Journal of Human Resource Management*, 17(7), 1223–1253. <https://doi.org/10.1080/09585190600756525>
- Katou, A. A., Budhwar, P. S., & Patel, C. (2014). Content vs process in the HRM-performance relationship: An empirical examination. *Human Resource Management*, 53(4), 527–544. <https://doi.org/10.1002/hrm.21606>
- Katz, D., & Kahn, R. L. (1978). The Social Psychology of Organizations (Chapter 13). In *The Social Psychology of Organizations* (pp. 397–425).
- Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39(2), 366–391. <https://doi.org/10.1177/0149206310365901>
- Kelley, H. H. (1973). The processes of causal attribution. *American Psychologist*,

- 28(2), 107–128. <https://doi.org/10.1037/h0034225>
- Keyes, C. L. M. (1998). Social well-being. *Social Psychology Quarterly*, 61(2), 121. <https://doi.org/10.2307/2787065>
- Kim, S., & Wright, P. M. (2011). Putting Strategic Human Resource Management in Context: A Contextualized Model of High Commitment Work Systems and Its Implications in China. *Management and Organization Review*, 7(1), 153–174. <https://doi.org/10.1111/j.1740-8784.2010.00185.x>
- Kooij, D. T. A. M., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G. W., & Dikkers, J. S. E. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18–35. <https://doi.org/10.1111/1748-8583.12000>
- Kooij, D. T. A. M., Jansen, P. G. W., Dikkers, J. S. E., & de Lange, A. H. (2010). The influence of age on the associations between HR practices and both affective commitment and job satisfaction: A meta-analysis. *Journal of Organizational Behavior*, 31, 1111–1136.
- Kowalski, T. H. P., & Loretto, W. (2017). Well-being and HRM in the changing workplace. *The International Journal of Human Resource Management*, 28(16), 2229–2255. <https://doi.org/10.1080/09585192.2017.1345205>
- Kozlowski, S. W. J., & Klein, K. J. (2000). A multilevel approach to theory and research in organizations. In *Multilevel Theory, Research, and Methods in Organizations: Foundations, Extension, and New Directions* (pp. 3–90).
- Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The role of job security in understanding the relationship between employees' perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, 90(2), 389–398. <https://doi.org/10.1037/0021-9010.90.2.389>
- Kuhnert, K. W., & Palmer, D. R. (1991). Job security, health, and the intrinsic and extrinsic characteristics of work. *Group & Organization Studies*, 16(2), 178–192. <https://doi.org/10.1177/105960119101600205>
- Kuvaas, B. (2007). An exploration of how the employee? Organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 070605080020007–??? <https://doi.org/10.1111/j.1467-6486.2007.00710.x>
- Leat, M., & El-Kot, G. (2007). HRM practices in Egypt: The influence of national context? *International Journal of Human Resource Management*, 18, 147–158. <https://doi.org/10.1080/09585190601068557>
- Legge, K. (1995) *Human Resource Management: Rhetorics and Realities*, Basingstoke: Macmillan.
- Lepak, D. P., Bartol, K. M., & Erhardt, N. L. (2005). A contingency framework for the delivery of HR practices. *Human Resource Management Review*, 15(2), 139–159. <https://doi.org/10.1016/j.hrmr.2005.06.001>
- Lepak, D. P., Liao, H., Chung, Y., & Harden, E. E. (2006). A conceptual review of human resource management systems in strategic human resource management research. In *Research in Personnel and Human Resource Management* (Vol. 25, pp. 217–271). <https://doi.org/10.1016/S0742->

7301(06)25006-0

- Lepak, D. P., & Shaw, J. D. (2008). Strategic HRM in North America: Looking to the future. *The International Journal of Human Resource Management*, 19(8), 1486–1499. <https://doi.org/10.1080/09585190802200272>
- Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management*, 28(4), 517–543. <https://doi.org/10.1177/014920630202800403>
- Li, X., Frenkel, S. J., & Sanders, K. (2011). Strategic HRM as process: How HR system and organizational climate strength influence Chinese employee attitudes. *The International Journal of Human Resource Management*, 22(9), 1825–1842. <https://doi.org/10.1080/09585192.2011.573965>
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94(2), 371–391. <https://doi.org/10.1037/a0013504>
- Locke, E. A., & Latham, G. P. (2013). A theory of goal-setting and task performance. In E. A. Locke, G. P. Latham, E. A. (Ed) Locke, & G. P. (Ed) Latham (Eds.), *New developments in goal setting and task performance*. (pp. 3–15). Routledge/Taylor & Francis Group. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=psych&AN=2013-00428-001&site=ehost-live>
- Loi, R., Ngo, H.-Y., Zhang, L., & Lau, V. P. (2011). The interaction between leader-member exchange and perceived job security in predicting employee altruism and work performance. *Journal of Occupational & Organizational Psychology*, 84(4), 669–685. <https://doi.org/10.1348/096317910X510468>
- Lucas, R. E., Diener, E., & Suh, E. (1996). Discriminant validity of well-being measures. *Journal of Personality and Social Psychology*, 71(3), 616–628. <https://doi.org/10.1037/0022-3514.71.3.616>
- Maas, C. J. M., & Hox, J. J. (2004). Robustness issues in multilevel regression analysis. In *Statistica Neerlandica* (Vol. 58, pp. 127–137). <https://doi.org/10.1046/j.0039-0402.2003.00252.x>
- Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources*, 46, 38–55. <https://doi.org/10.1177/1038411107086542>.The
- Malhotra, N. K. (2010). *Marketing Research: An Applied Orientation* (6th ed.). New Jersey: Prentice Hall Inc.
- Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible Capital*, 12(4), 1040–1087. <https://doi.org/10.3926/ic.838>
- Martin-Alcazar, F., Romero-Fernandes, P. M., & Sanchez-Gardey, G. (2005). Strategic human resource management: Integrating the universalistic, contingent, configurational and contextual perspectives. *International Journal of Human Resource Management*, 16(5), 633–659.
- McMurray, A. J., Pirola-Merlo, A., Sarros, J. C., & Islam, M. M. (2010).

- Leadership, climate, psychological capital, commitment, and wellbeing in a non-profit organization. *Leadership and Organization Development Journal*. <https://doi.org/10.1108/01437731011056452>
- Mellahi, K., & Wilkinson, A. (2010). A study of the association between level of slack reduction following downsizing and innovation output. *Journal of Management Studies*, 47, 483–508.
- Menon, S. T. (2012). Human resource practices, supply chain performance, and wellbeing. *International Journal of Manpower*, 33(7), 769–785. <https://doi.org/10.1108/01437721211268311>
- Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: Exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, 96(6), 1105–1118. <https://doi.org/10.1037/a0024710>
- Minkov, M., & Hofstede, G. (2012). Is national culture a meaningful concept? Cultural values delineate homogeneous national clusters of in-country regions. *Cross-Cultural Research*, 46(2), 133–159. <https://doi.org/10.1177/1069397111427262>
- Monks, K., Kelly, G., Conway, E., Flood, P., Truss, K., & Hannon, E. (2012). Understanding how HR systems work: The role of HR philosophy and HR processes. *Human Resource Management Journal*, 23(4), no-no. <https://doi.org/10.1111/j.1748-8583.2012.00207.x>
- Morgan, D. L. (2014). Pragmatism as a Paradigm for Social Research. *Qualitative Inquiry*. <https://doi.org/10.1177/1077800413513733>
- Mullins, J. J. (2010). *Management & Organisational Behaviour* (ninth). Essex: Pearson Education Limited.
- Nico, W., van den Berg, A. E., & Martijn, C. (1999). Towards a better understanding of the link between participation in decision-making and organisational citizenship behaviours: A multilevel analysis, 377–392.
- Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the “why” of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel Psychology*, 61(3), 503–545. <https://doi.org/10.1111/j.1744-6570.2008.00121.x>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory* (3rd ed.). New York: McGraw-Hill.
- Paauwe, J., & Boselie, P. (2005). HRM and performance: What next? *Human Resource Management Journal*. <https://doi.org/10.1111/j.1748-8583.2005.tb00296.x>
- Page, K. M., & Vella-Brodrick, D. A. (2009). The ‘what’, ‘why’ and ‘how’ of employee well-being: A new model. *Social Indicators Research*, 90(3), 441–458. <https://doi.org/10.1007/s11205-008-9270-3>
- Paré, G., & Tremblay, M. (2007). The influence of on information technology professionals ’ turnover intentions. *Group & Organization Management*, 32(3), 326–357.
- Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91, 636 – 652.
- Peccei, R. (2004). Human resource management and the search for the happy

workplace. *Erasmus*.

- Pereira, C. M. M., & Gomes, J. F. S. (2012). The strength of human resource practices and transformational leadership: Impact on organisational performance. *The International Journal of Human Resource Management*, 23(20), 4301–4318. <https://doi.org/10.1080/09585192.2012.667434>
- Peters, P., Poutsma, E., van der Heijden, B. I. J. M., Bakker, A. B., & de Bruijn, T. (2014). Enjoying new ways to work: An HRM-Process approach to study flow. *Human Resource Management*, 53(2), 271–290. <https://doi.org/10.1002/hrm>
- Pfeffer, J. (1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- Phillips, D. C., & Burbules, N. C. (2000). What is Postpositivism? In *Postpositivism and Educational Research*.
- Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A high performance work practices taxonomy: Integrating the literature and directing future research. *Journal of Management*, 39, 1184–1220. <https://doi.org/10.1177/0149206313478184>
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods, Instruments, & Computers*, 36(4), 717–731. <https://doi.org/10.3758/BF03206553>
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40, 879–891. <https://doi.org/10.3758/BRM.40.3.879>
- Purcell, J., Kinnie, N. J., Hutchinson, S., Rayton, B., & Swart, J. (2003). Understanding the people and performance link: Unlocking the black box. *Personnel*, 7–9. Retrieved from <http://eprints.uwe.ac.uk/6343/>
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and high-performance work systems: Testing inside the black box. *British Journal of Industrial Relations*, 38(4), 501–531. <https://doi.org/10.1111/1467-8543.00178>
- Reeder, G. D. (2013). Attribution as a gateway to social cognition. In *The Oxford Handbook of Social Cognition* (pp. 95–117). <https://doi.org/10.1093/oxfordhb/9780199730018.013.0006>
- Rhee, J., Zhao, X., & Kim, C. (2014). Effects of HRM practices on Chinese firms' organizational performance: The moderating effect of CEO support. *Asian Social Science*, 10(13), 210–221. <https://doi.org/10.5539/ass.v10n13p210>
- Rhodes, M. L., Biondi, L., Gomes, R., Melo, A. I., Ohemeng, F., Perez-Lopez, G., ... Sutyono, W. (2012). Current state of public sector performance management in seven selected countries. *International Journal of Productivity and Performance Management*, 61(3), 235–271. <https://doi.org/10.1108/17410401211205632>
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior*. Boston: Pearson.
- Russo, S. Dello, Mascia, D., & Morandi, F. (2016). Individual perceptions of HR practices, HRM strength and appropriateness of care: A meso, multilevel

- approach. *The International Journal of Human Resource Management*, 5192(April), 1–25. <https://doi.org/10.1080/09585192.2016.1165276>
- Ryan, R. M., Huta, V., & Deci, E. L. (2008). LivingWell: A Self Determination Theory Perspective on Eudaimonia. *Journal of Happiness Studies*, 9(1), 139–170. <https://doi.org/10.1007/s10902-006-9023-4>
- Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of Personality and Social Psychology*, 69, 719–727. <https://doi.org/10.1037/0022-3514.69.4.719>
- Ryff, C. D., & Singer, B. H. (1996). Psychological well-being: Meaning, measurement, and implication for psychotherapy research, 53706(65), 14–23.
- Sackett, P. R., & Dreher, G. F. (1982). Constructs and assessment center dimensions: Some troubling empirical findings. *Journal of Applied Psychology*, 67, 401–410.
- Sanders, K., Dorenbosch, L., & de Reuver, R. (2008). The impact of individual and shared employee perceptions of HRM on affective commitment. *Personnel Review*, 37(4), 412–425. <https://doi.org/10.1108/00483480810877589>
- Sanders, K., Shipton, H., & Gomes, J. F. S. (2014). Guest editors' introduction: Is the HRM process important? Past, current, and future challenges. *Human Resource Management*, 53(4), 489–503. <https://doi.org/10.1002/hrm.21644>
- Sanders, K., & Yang, H. (2016). The HRM process approach: The influence of employees' attribution to explain the HRM-performance relationship. *Human Resource Management*, 55(2), 201–217. <https://doi.org/10.1002/hrm.21661>
- Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology*. <https://doi.org/10.1037/0021-9010.70.3.423>
- Schuler, R. (1992). 'Strategic human resources management: Linking the people with the strategic needs of the business.' *Organizational Dynamics*, 21(1), 18–32.
- Schuler, R. S., & Jackson, S. E. (1987). Linking Competitive Strategies with Human Resource Management Practices. *Management*, 1(3), 207–219. <https://doi.org/10.5465/ame.1987.4275740>
- Searle, R. H., & Skinner, D. (2011). New agendas and perspectives. In R. H. Searle & D. Skinner (Eds.), *Trust and human resource management*. Cheltenham: Edward Elgar Publishing.
- Searle, S. R., Casella, G., & McCulloch, C. E. (2006). *Variance Components. Book*. <https://doi.org/10.1375/twin.14.1.25>
- Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist*. <https://doi.org/10.1037/0003-066X.55.1.5>
- Sirgy, M. J. (2006). Developing a conceptual framework of employee well-being (EWB) by applying goal concepts and findings from personality-social psychology. *Applied Research in Quality of Life*, 1(1), 7–38. <https://doi.org/10.1007/s11482-006-9000-4>
- Smale, A., Björkman, I., & Sumelius, J. (2013). Examining the differential use of

- global integration mechanisms across HRM practices: Evidence from China. *Journal of World Business*, 48(2), 232–240.
<https://doi.org/10.1016/j.jwb.2012.07.007>
- Smith, C. L., & Clay, P. M. (2010). Measuring subjective and objective well-being : Analyses from five marine commercial fisheries. *Human Organization*, 69(2), 158–167.
- Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-Level analysis. *Journal of Management Studies*, (November). <https://doi.org/10.1111/j.1467-6486.2009.00911.x>
- Snell, S., & James, D. (1992). Integrated manufacturing and human resource management: A human capital perspective. *Academy of Management Journal*, 35(3), 467–504.
- Snijders, T. A. B., & Bosker, R. J. (2012). *Multilevel Analysis: An Introduction to Basic and Advanced Multilevel Modeling*. *Comparative and General Pharmacology*.
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal*, 39(2), 483–504.
- Sridhar, R. (2015). HRM process advantage for firm performance. *Management and Organizational Studies*, 2(17), 2330–5495.
<https://doi.org/10.5430/mos.v2n3p17>
- Staufenbiel, T., & König, C. (2010). A model for the effects of job insecurity on performance, turnover intention and absenteeism. *Journal of Occupational and Organizational Psychology*, 83, 101–117.
<https://doi.org/10.1348/096317908X401912>
- Steel, R. P. (2002). Turnover theory at the empirical interface: Problems of fit and function. *Academy of Management Review*.
<https://doi.org/10.5465/amr.2002.7389900>
- Stout, R. J., Salas, E., & Carson, R. (1994). Individual task proficiency and team process behavior: What's important for team functioning? *Military Psychology*, 6(3), 177–192. https://doi.org/10.1207/s15327876mp0603_3
- Suharnomo. (2009). The impact of culture on human resource management practices: An empirical research finding in Indonesia. In *Oxford Business & Economics Conference Proceedings* (pp. 1–15). Oxford, UK, June 24th–26th.
- Sumelius, J., Bjorkman, I., Ehrnrooth, M., Makela, K., & Smale, A. (2014). What determines employee perceptions of HRM process features? The case of performance appraisal in MNC subsidiaries. *Human Resource Management*, 53(4), 569–592. <https://doi.org/10.1002/hrm>
- Sun, L.-Y., Aryee, S., & Law, K. S. (2007). High-performance human resource practices, citizenship behavior, and organizational performance: A relational perspective. *Academy of Management Journal*, 50(3), 558–577.
<https://doi.org/10.5465/amj.2007.25525821>
- Sun, L.-Y., & Pan, W. (2008). HR practices perceptions, emotional exhaustion, and work outcomes: A conservation-of-resources theory in the Chinese context. *Human Resource Development Quarterly*, 19(1), 55–74.
<https://doi.org/10.1002/hrdq>
- Susskind, L., & Field, P. (1996). *Dealing with an angry public: The mutual gains*

- approach to resolving disputes*. New York: Free Press.
- Tabiu, A., & Nura, A. A. (2013). Assessing the effects of human resource management (HRM) practices on employee job performance: A study of Usmanu Danfodiyo University Sokoto. *Journal of Business Studies Quarterly*, 5(2), 247–259. Retrieved from <http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=93458519&site=ehost-live&scope=site>
- Takeuchi, N., & Takeuchi, T. (2013). Committed to the organization or the job? Effects of perceived HRM practices on employees' behavioral outcomes in the Japanese healthcare industry. *The International Journal of Human Resource Management*, 24(11), 2089–2106. <https://doi.org/10.1080/09585192.2013.767059>
- Takeuchi, R., Lepak, D. P., Wang, H., & Takeuchi, K. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, 92(4), 1069–1083. <https://doi.org/10.1037/0021-9010.92.4.1069>
- Theriou, G. N., & Chatzoglou, P. D. (2009). Exploring the best HRM practises-performance relationship: An empirical approach. *Journal of Workplace Learning*, 21(8), 614–646.
- Thibaut, J., & Kelley, H. H. (1986). Social Exchange Theory.
- Thoha, M. (2005). Dimensi-dimensi Prima Ilmu administrasi negara. Jakarta: Rajawali
- Tiwari, P., & Saxena, K. (2012). Human resource management practices: A comprehensive review. *Pakistan Business Review*, 669–705.
- Tremblay, M., Cloutier, J., Simard, G., Chênevert, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human Resource Management*, 21(3), 405–433. <https://doi.org/10.1080/09585190903549056>
- Truss, C., Shantz, A. D., Soane, E. C., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: Exploring the evidence, developing the theory. *The International Journal of Human Resource Management*, 24(14), 2657–2669. <https://doi.org/10.1080/09585192.2013.798921>
- Tsui, A. S., & Wang, D. X. (2002). Employment relationships from the employer's perspective: Current research and future directions. In C. L. Cooper & I. T. Robertson (Eds.), *International Review of Industrial and Organizational Psychology* (John Wiley). West Sussex.
- Turner, M., Imbaruddin, A., & Sutiyono, W. (2009). Human resource management: The forgotten dimension of decentralisation in Indonesia. *Bulletin of Indonesian Economic Studies*, 45(2), 231–249. <https://doi.org/10.1080/00074910903040336>
- Tzafrir, S. S. (2005). The relationship between trust, HRM practices and firm performance. *The International Journal of Human Resource Management*, 16(9), 1600–1622. <https://doi.org/10.1080/09585190500239135>
- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR?

- Human Resource Management Review*, 25(2), 188–204.
<https://doi.org/10.1016/j.hrmr.2015.01.004>
- Urbina, S. (1950). Essentials of psychological testing. *Journal of Consulting Psychology*, 14(1), 73–73. <https://doi.org/10.1037/h0053347>
- Urbina, S. (2016). Psychological Testing. In *Encyclopedia of Mental Health* (pp. 357–364). <https://doi.org/10.1016/B978-0-12-397045-9.00219-6>
- van De Voorde, K., & Beijer, S. (2015). The role of employee HR attributions in the relationship between high-performance work systems and employee outcomes. *Human Resource Management Journal*, 25(1), 62–78.
<https://doi.org/10.1111/1748-8583.12062>
- van de Voorde, K., Paauwe, J., & van Veldhoven, M. (2012). Employee well-being and the HRM-organizational performance relationship: A review of quantitative studies. *International Journal of Management Reviews*, 14(4), 391–407. <https://doi.org/10.1111/j.1468-2370.2011.00322.x>
- van Veldhoven, M. (2005). Financial performance and the long-term link with HR practices, work climate and job stress. *Human Resource Management Journal*, 15(4), 30–53. <https://doi.org/10.1111/j.1748-8583.2005.tb00294.x>
- Vanhala, S., & Stavrou, E. (2013). Human resource management practices and the HRM-performance link in public and private sector organizations in three Western societal clusters. *Baltic Journal of Management*, 8(4), 416–437.
<https://doi.org/10.1108/BJM-12-2012-0115>
- Vanhala, S., & Tuomi, K. (2006). HRM, company performance and employee well-being. *Management Review*, 17, 241–255.
- Wall, T. D., & Wood, S. J. (2005). *The romance of human resource management and business performance, and the case for big science*. *Human Relations* (Vol. 58). <https://doi.org/10.1177/0018726705055032>
- Warner, M. (2000). Introduction: The Asia-Pacific HRM model revisited. *The International Journal of Human Resource Management*, 11(2), 171–182.
<https://doi.org/10.1080/095851900339800>
- Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology*, 63, 193–210.
- Warr, P. (1999). Well-being and the workplace. In *Well-being: The foundations of hedonic psychology* (pp. 392–412).
- Waterman, A. S. (1993). Two conceptions of happiness: Contrasts of personal expressiveness (eudaimonia) and hedonic enjoyment. *Journal of Personality and Social Psychology*, 64(4), 678–691. <https://doi.org/10.1037//0022-3514.64.4.678>
- Way, S. A. (2002). High performance work and intermediate indicators of firms performance within the US small business sector. *Journal of Management*, 28, 765–785.
- Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure. *Academy of Management Journal*, 41(5), 540–555.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5, 171–180.
- White, M., Hill, S., McGovern, P., Mills, C., & Smeaton, D. (2003). “High-

- performance” management practices, working hours and work-life balance. *British Journal of Industrial Relations*, 41(2), 175–195.
<https://doi.org/10.1111/1467-8543.00268>
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617.
- Wood, S., & de Menezes, L. M. (2011). High involvement management, high-performance work systems and well-being. *The International Journal of Human Resource Management*, 22(7), 1586–1610.
<https://doi.org/10.1080/09585192.2011.561967>
- Wood, S. J. (2008). Job characteristics, employee voice and well-being in Britain. *Industrial Relations Journal*, 39, 153–168. <https://doi.org/10.1111/j.1468-2338.2007.00482.x>
- Wood, S. J., & Wall, T. D. (2002). Human resource management and business performance. In P. B. Warr (Ed.), *Psychology at work*. Harmondsworth: Penguin.
- Wood, S., Van Veldhoven, M., Croon, M., & de Menezes, L. M. (2012). Enriched job design, high involvement management and organizational performance: The mediating roles of job satisfaction and well-being. *Human Relations*, 65(4), 419–445. <https://doi.org/10.1177/0018726711432476>
- Wright, P. C., & Rudolph, J. J. (1994). HRM trends in the 1990s: Should local government buy in? *International Journal of Public Sector Management*, 7(3), 27–43. <https://doi.org/10.1108/09513559410061731>
- Wright, P. M. (2002). Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of Management*, 28(3), 247–276. <https://doi.org/10.1177/014920630202800302>
- Wright, P. M. & Boswell, W. R. (2002). *Desegregating HRM: A review and synthesis of micro and macro human resource management research* (CAHRS Working Paper #02-11). Ithaca, NY: Cornell University
- Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal*, 13(3), 21–36. <https://doi.org/10.1111/j.1748-8583.2003.tb00096.x>
- Wright, P. M., Kacmar, K. M., McMahan, G. C., & Deleeuw, K. (1995). P-F(M x A): Cognitive ability as a moderator of the relationship between personality and job performance. *Journal of Management*, 21, 1129–1139.
- Wright, P. M., & Nishii, L. H. (2007). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. *CAHRS Working Paper Series*. Retrieved from
<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1469&context=cahrswp>
- Wright, P. M., & Snell, S. A. (1997). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource. Retrieved from
<http://digitalcommons.ilr.cornell.edu/cahrswp/154>

- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology, 12*(2), 93–104. <https://doi.org/10.1037/1076-8998.12.2.93>
- Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sensemaking and the meaning of work. *Research in Organizational Behavior, 25*, 3–48. [https://doi.org/10.1016/S0191-3085\(03\)25003-6](https://doi.org/10.1016/S0191-3085(03)25003-6)
- Wu, P. C., & Chaturvedi, S. (2009). The Role of Procedural Justice and Power Distance in the Relationship Between High-Performance Work Systems and Employee Attitudes: A Multilevel Perspective. *Journal of Management, 35*(5), 1228–1247. <https://doi.org/10.1177/0149206308331097>
- Young, S., Bartram, T., Stanton, P., & Leggat, S. G. (2010). High performance work systems and employee well-being. *Journal of Health Organization and Management, 24*(2), 182–199. <https://doi.org/http://dx.doi.org/10.1108/14777261011047345>
- Zhang, M. M., Fan, D., & Zhu, C. J. (2014). High-Performance Work Systems, Corporate Social Performance and Employee Outcomes: Exploring the Missing Links. *Journal of Business Ethics, 120*(3), 423–435. <https://doi.org/10.1007/s10551-013-1672-8>
- Zhang, M. M., Zhu, C. J., Dowling, P. J., & Bartram, T. (2013). Exploring the effects of high-performance work systems (HPWS) on the work-related well-being of Chinese hospital employees. *The International Journal of Human Resource Management, 24*(16), 3196–3212. <https://doi.org/10.1080/09585192.2013.775026>
- Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior, 36*(1), 1–15. <https://doi.org/10.1002/job.1990>