

The relationship between high performance work systems and flourishing at work

"An applied study on Mansoura University employees"

Prof. Mohamed Galal Soliman

Professor of Human Resources
Faculty of Commerce, Mansoura University
dr_mgalal@mans.edu.eg

Dina El-said Hamed Selim

Researcher of Business Administration
Faculty of Commerce, Mansoura University
dina.selim99@gmail.com

Assit prof. Osama Mahmoud Elnokrashy

Assistant Professor of Business Administration
Faculty of Commerce, Mansoura University
Osama_usama@mans.edu.eg

Abstract:

The research aims to investigate the relationship between high performance work systems and flourishing at work for Mansoura university employees. The researcher employed a questionnaire to gather data from the 357 Mansoura University employees. Regression analysis and a quantitative research approach were used in the study to test the research hypotheses using Warp PLS version 7. The study findings of the current study revealed that high performance work systems have a significant direct positive effect on flourishing at work. Moreover Ability enhancing has a significant direct positive effect on flourishing at work. Furthermore, Motivation enhancing has a significant direct positive effect on flourishing at work. Finally, Opportunity enhancing has a significant direct positive effect on flourishing at work. Also, definitions and dimensions of high performance work systems and flourishing at work are discussed. Research method, data analysis and results are presented. Additionally, theoretical and practical implications were presented, along with recommendations for further study.

Keywords: High performance work systems, Flourishing at work.

يستهدف هذا البحث فحص العلاقة بين أنظمة العمل عالية الأداء والازدهار في العمل. استخدم الباحث قائمة الاستقصاء لجمع البيانات من ٣٥٧ موظفًا بجامعة المنصورة. تم استخدام تحليل الانحدار المتعدد ومنهج البحث الكمي في الدراسة لاختبار فرضيات البحث باستخدام برنامج Warp PLS version 6. أظهرت نتائج الدراسة أن أنظمة العمل عالية الأداء لها تأثير إيجابي مباشر كبير على الازدهار في العمل. كما تم عرض الآثار النظرية والعملية، بالإضافة إلى توصيات لمزيد من الدراسة.

الكلمات الرئيسية: أنظمة العمل عالية الأداء , الإزدهار في العمل.

1. Introduction

Human resources (HR) are now crucial since businesses are depending more on human capital to obtain a competitive advantage over competitors and boost performance (Wright & Ulrich, 2017). Boxall and Macky (2009) state that Organizations take advantage of human resource management (HRM) because it has a favorable impact on workers' knowledge and abilities, their capacity and willingness to do jobs, and their motivation to complete tasks.

While traditional HRM practices are supposed to improve performance by controlling people's concerns, high-performance work systems (HPWSs) are intended to increase performance through a collection of complementary and integrated practices that have a significant impact (Armstrong, 2011). Implementing high-performance work systems which often include procedures like in-depth training, careful employee selection, the provision of clear job descriptions, results-driven appraisals , and involvement (Sun et al., 2007).

According to Subramanian and Sures (2022), business organizations are forced to adopt strategies that anticipate market changes and proactively restructure their practices, technological capability, and processes in order to offer products and services in a short amount of time without sacrificing quality and cost due to changes in the business environment and the entry of numerous competitors into the global market. However, businesses rely on their staff to carry out the aforementioned tasks in order to set their products apart from those of their rivals.

Therefore, it is essential to concentrate on more flexible and efficient HRM techniques that may aid organizations in flourishing. Redelinghuys (2016) claims that, several national and worldwide studies (Keyes et al., 2010) have shown the worrying situation of mental health in the workplace. Therefore, it is crucial for academics and practitioners to look at the factors associated with flourishing at work. According to Hart et al. (2015), employees are said to be flourishing when they feel well and work productively in ways that can contribute to individual, group, and organizational success.

2. Theoretical Framework

2.1) High Performance Work Systems

In recent years, an increasing number of studies have been conducted on the connection between human resource management (HRM) and firm

performance (Becker & Gerhart, 1996; Chadwick & Dabu, 2009; Guthrie, 2001).

With the progress of globalization, skilled, flexible, and motivated employees are perceived as a competitive resource that could help sustainably develop an organization's competency (Pfeffer & Veiga, 1999; Tsai, 2006). The use of human resources Practices alone is ineffective. In the literature of strategic human resource management (SHRM), these practices always function inside an interconnected system. Such a system of connected HRM practices is known as a high performance work systems (Becker & Huselid, 1998). According to Pfeffer (1998), high-performance work systems make the assumption that employees are the main source of competitive advantage and that employees are capable of continual improvement and would perform at greater levels if they were driven to do so.

In terms of conceptualization, there is no agreement among researchers about a specific definition of high-performance work systems, as scholars have provided a range of definitions (Datta et al., 2005).

Rabl et al. (2014) introduce high-performance work systems "as a collection of various but connected human resource management (HRM) techniques used by an organization to increase the skills, motivation, and opportunity of its employees with the ultimate goal of enhancing organizational performance". In addition, high-performance work systems are a "bundle" of unique yet comprehensive HR practices, including flexible job assignments, stringent hiring procedures, in-depth training, merit-based performance evaluation, competitive pay, and a wide range of perks (Takeuchi et al., 2007; Macky & Boxall, 2007).

High performance work systems are a crucial element that helps organizations increase their effectiveness and gain a competitive advantage (Zhang et al., 2018; Liao et al., 2009). While Datta et al. (2005) indicate high-performance work systems as "Integrated HR practices that are designed to improve employees' skills, commitment, and productivity in such a way that employees become a source of competitive advantage".

High performance work systems are described as "a bundle of synergistic HRM practices that improve company outcomes through positive responses and improved job attitudes from employees" (Giannikis & Nikandrou, 2013). Likewise, Bashir et al. (2012) suggest that high Performance work systems are new practices and new ways of working that are essential for organizations to achieve competitiveness because traditional HRM practices are no longer relevant in the current globalized market and unable to meet the needs of employees.

2.1.1. Dimensions of High Performance Work Systems

According to Appelbaum et al. (2000) High performance work systems have three dimensions:

2.1.1.1) Ability-enhancing

The ability-enhancing HRM practices are those that influence employees' abilities through recruiting, selection, training, and support and enhance employee's capabilities and competencies to meet organizational goals (Guerci et al., 2015; Jiang et al., 2012).

Also the ability-enhancing dimension represents the level of investment in human resources (HR) practices aimed to enhance employee's knowledge, skills, and abilities (KSA) (Wright &Kehoe, 2008).

Through recruitment and selection, an organization may be able to find qualified employees who possess the aptitude and abilities required for their positions (Jiang et al., 2012).

Similarly, Training further is one of the most important investments in employee, which enhances their knowledge, abilities, attitudes, and behavior (Bulut & Culha, 2010),in addition, workforce is seen as an important component of an organization's resources, with the ability to provide the company with a source of sustainable competitive advantage(Tsai, 2006).

2.1.1.2) Motivation-enhancing

The motivation-enhancing, dimension represents the level of investment in HR practices functioning to motivate employee behavior (Wright & Kehoe, 2008). While, Guerci et al. (2015) defined motivation enhancing practices as using performance management and contingent rewards to boost employees' motivation for organizational performance.

Motivation-enhancing HR practices such as performance-based compensation and performance appraisal are most likely to have a significant, favorable effect on individual motivation. For instance, performance-based compensation may inspire workers to accomplish their tasks more effectively (Jiang et al., 2012).

Tsai (2006) adduces that if competent employees are not motivated to work; their efficacy is likely to be limited. Therefore, it is believed that compensation schemes, when implemented appropriately, will boost each employee's intrinsic incentive to meet their job's requirements.

2.1.1.3) Opportunity-enhancing

Once the employee has the ability and motivation to perform the work, it is important for the organization to provide him with the opportunity to work. Hence, Opportunity-enhancing HR is generally created to empower employees to use their developed abilities (Kehoe & Wright, 2013).

Opportunity-enhancing is defined as HR procedures that provide workers with chances to take part in important decisions about their jobs and organizational results (Tsai, 2006). According to Jiang et al. (2012), as employees are given more opportunities, their confidence tends to grow as they exercise more autonomy in task performance.

According to the AMO framework, better high performance work systems result in the hiring of superior candidates, better training chances will boost productivity, and similarly, fair reward policies would motivate employees to perform better. Therefore, businesses with stronger, high performance work systems are better positioned to outperform rivals (Haar et al., 2022).

2.2) Flourishing at Work

For any organization to flourish and survive in the tough global market its employees are their competitive advantage and are required to adopt and uphold the mission and vision of the company (Singh et al., 2022). To remain competitive and successful, Organizations must quickly adapt to a dynamic environment, and they must also provide their staff with an atmosphere where they can flourish (Prem et al., 2017).

The idea of flourishing at work is primarily founded on early humanistic psychological theories (Ryff & Singer, 1998). The concept of flourishing has grown increasingly intriguing for scholars (Diener et al., 2010; Huppert & So, 2013). Thus far; few researches have examined the indicators of flourishing (Abid et al., 2018) For example clarifies supportive supervision contributes to flourishing (Janse van Rensburg et al., 2017). In addition, the positive outcomes of flourishing in the working setting are still being researched (Bakker& Schaufeli, 2008).

According to Diener et al. (2010), Flourishing at work defined as "an instance of excellent personal well-being and top-notch human performance in every situation". Furthermore, Ariza-Montes et al. (2018) highlight that flourishing at work shows a mental health condition marked

by high levels of emotional, psychological, and social well-being as well as positive affectivity.

Flourishing employees are seen as a source of advantage over rivals and play a crucial part in organizational success because they perform better (Elahi et al., 2020), individuals who are flourishing may have good effects on their own and the well-being of their organizations, such as decreased absenteeism, greater resilience, higher levels of organizational dedication, performance, and commitment, and better levels of work satisfaction (Keyes, 2007).

Kleine et al. (2019) stated that flourishing leads to an increase in job satisfaction, self-development, and citizenship behavior; Commitment to organizations, tasks, creative performance, and organizational citizenship behavior. And it leads to a decrease in the intention of exhaustion and leaving work. Likewise, a few studies have discovered the favorable results of thriving at work, such as creativity, subjective well-being, and decreased turnover intention (Butt et al., 2020; Rautenbach & Rothmann, 2017).

Employees who flourish at work are more psychologically and physically fit than employees who languish, and they also have better levels of resilience to life's obstacles and weaknesses and they achieve higher positions in the working context (Diener et al., 2010).

3. Literature Review and Hypotheses Formulation

The relationship between study variables were clarified and shown in figure (1), as following;

3.1) High Performance Work Systems and Flourishing at Work

Rautenbach and Rothmann (2017) indicate employees who noticed that they had enough opportunities for progress (i.e., opportunities to take training courses relevant to their jobs, perceptions of opportunities for promotions within the organization, and having the opportunity to be developed for a future career in the organization were flourishing at work.

Eisenberger et al. (1999) claim that when an employee receives tangible benefits such as appropriate wages and fair compensation and intangible benefits such as training and dissemination of information through the necessary communication channels, this stimulates his feeling of integration at work, which in turn enhances his feeling of flourishing at work. He said that when the organization encourages the employee to

participate in decision-making, this meets their psychological and emotional needs, such as self-esteem, which in turn increases the employee's flourishing at workplace. Wessing et al. (2021) suggest that when employees receive adequate rewards and support in the workplace, they flourish in their work.

The results of (Cao et al.,2023) study showed that HPWS at the team level and human resource assignment enhances employee well-being, which in turn has a positive impact on employee psychology and thus enhances flourishing at work.

The study proposes the following hypothesis:

H1: High performance work systems have a significant direct positive effect on flourishing at work.

This hypothesis is divided into three main sub- hypotheses:

H1a: Ability enhancing has a significant direct positive effect on flourishing at work.

H1b: Motivation enhancing has a significant direct positive effect on flourishing at work.

H1c: Opportunity enhancing has a significant direct positive effect on flourishing at work.

3.2) Conceptual Framework of the research:

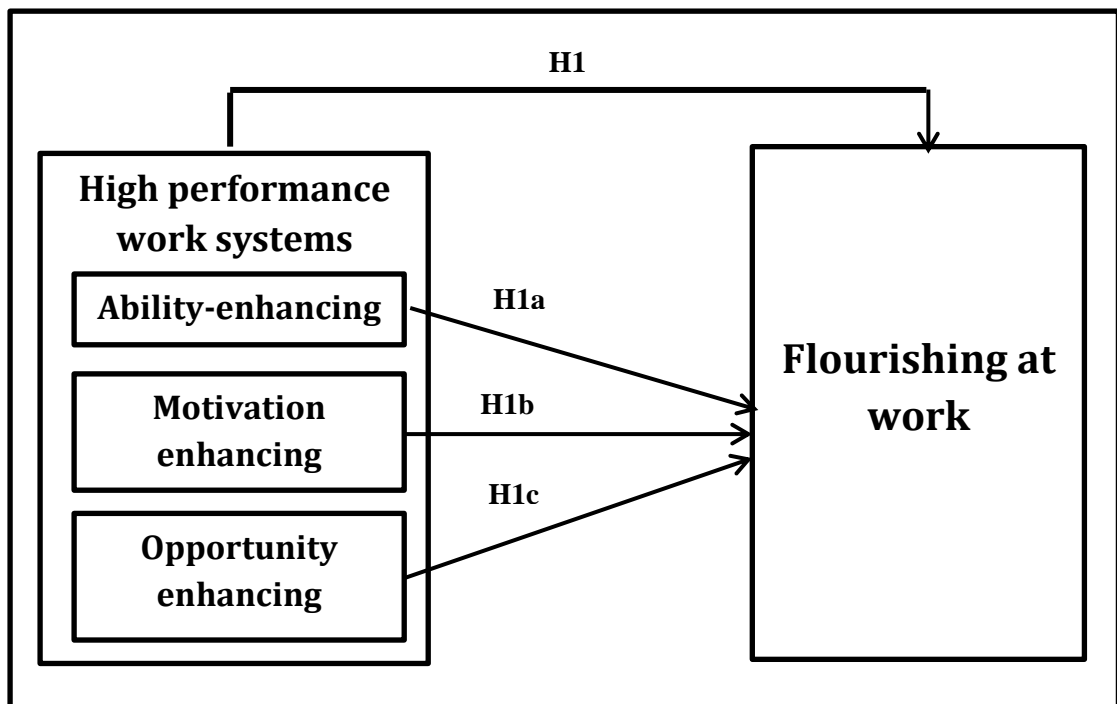


Figure (1): The proposed model for the study.

Source: Made by the researchers based on literature review.

4. Comments on Previous Studies:

According to what has previously been covered in the previous research, it has been noted that:

The majority of efforts have been made to investigate the impacts of the application of high performance work systems on organizational performance. Lately, there has been more focus on examining how high-performance work systems impact employee performance.

More interestingly, Based on the above and to the best of our knowledge, the researcher argued that no prior studies have examined the direct effects of high-performance work systems on flourishing at work.

5. Research method

5.1) Sample and Procedure

The population under study is comprised of Mansoura university employees. The researcher uses manual questionnaire to collect the data. Accordingly, the population size, the margin of error, the confidence level, and the type of statistical analysis all play major roles in determining the appropriate sample size (Saunders et al., 2009). The total number of employees in Mansoura University is 3787. According to Saunders et al. (2009) if the confidence level is 95% and the population size is between 2000 and 5000, the required sample size ranges from 322 to 357. The researcher depends on convenience sample to collect the required data, as this technique is more suitable to obtain the required sample. The researcher relied on back translation technique to translate questionnaire into Arabic.

Among 357 respondents, according to gender 47.6 % (170) respondents are males and 52.4 % (187) respondents are females.

According to age 5.3% of respondents are in group age (less than 30 years) by 19 questionnaires, 48.7% (174) respondents are aged (from 30 to less than 40 years), 33.9% (121) respondents are aged (from 40 to less than 50 years), 12.0% (43) respondents are aged (from 50 years or more).

In terms of respondent's years of experience 14.6% (52) are (less than 5 year), 54.9% (196) are (more than 5 years and less than 10 years), and 30.5% (109) are (more than 10 years).

Finally, according to respondent's administrative level, 36.7% (131) respondents are General Managers, 37.5% (134) respondents are First

degree, 22.1% (79) respondents are second degree and 3.6% (13) respondents are third degree.

Table (1)
Description of the sample of Journalists (N= 357)

	Characteristics	No	Percentage
Gender	Male	170	47.6%
	Female	187	52.4%
Total		357	100.0%
Age	less than 30 years	19	5.3%
	from 30 to less than 40 years	174	48.7%
	from 40 to less than 50 years	121	33.9%
	from 50 years or more	43	12.0%
Total		357	100.0%
Years of experience	less than 5 year	52	14.6%
	more than 5 to less than 10 years	196	54.9%
	10 years or more	109	30.5%
Total		357	100.0%
Administrative level	General manager	131	36.7%
	First degree	134	37.5%
	Second degree	79	22.1%
	Third degree	13	3.6%
Total		357	100.0%

Source: prepared by the researcher based on statistical analysis

5.2) Measures

The constructs employed in this study are measured by five-point Likert scale, with choices ranging from (1 = strongly disagree) to (5 = strongly agree).

5.2.1) High Performance Work Systems

High performance work system consists of (16) items developed by (Fu, 2017) to measure the three dimensions of high performance work systems namely, ability enhancing (4) items, motivation enhancing (8) items and opportunity enhancing (4) items.

5.2.2) Flourishing At Work

Flourishing at Work includes (8) items developed by (Diener et al., 2010) to measure flourishing at work.

6. Data analysis and results

Partially least squares (PLS) are used in this study especially Warp PLS version 7.0. PLS. PLS analysis, on the other hand, consists of two primary components: the measurement model, which describes the interaction between the observed variables and their latent variables, and the structural model, which is only focuses on the associations with the latent variables (Loehlin, 2004).

6.1) Descriptive Analysis

The research variables are represented in two variables which are high-performance work systems which contains three factors, and flourishing at work. They are calculated using SPSS 26 and the results of the descriptive analysis of these variables and factors have resulted in the table (2), (3).

Table (2)
Descriptive Analysis of High-Performance Work Systems

Dimensions	Measurement Item	Mean	Std. deviation	Skewness	Kurtosis
Ability Enhancing	Q1	3.71	1.099	-.724	-.202
	Q2	3.95	.960	-1.216	1.546
	Q3	3.91	.855	-.836	.987
	Q4	3.94	.803	-.734	1.089
Motivation Enhancing	Q5	3.66	1.014	-.639	.060
	Q6	3.65	.873	-.394	-.253
	Q7	3.60	.941	-.552	.277
	Q8	3.20	1.196	-.211	-.779
	Q9	3.25	1.108	-.231	-.662
	Q10	3.27	1.173	-.326	-.823
	Q11	3.49	.993	-.527	-.149
	Q12	3.68	.949	-.740	.124
Opportunity Enhancing	Q13	3.48	.920	-.766	.448
	Q14	3.29	1.072	-.328	-.473
	Q15	3.66	.964	-.665	.188
	Q16	3.56	1.006	-.541	-.021

Source: prepared by the researcher based on SPSS analysis

Table (3): Descriptive analysis of flourishing at work

Dimensions	Measurement Item	Mean	Std. Deviation	Skewness	Kurtosis
Flourishing At Work.	Q33	4.39	.805	-1.502	2.567
	Q34	4.28	.844	-.957	.104
	Q35	3.77	.988	-.653	.155
	Q36	4.12	.841	-.972	1.072
	Q37	3.77	1.120	-.882	.220
	Q38	4.35	.759	-1.419	2.791
	Q39	4.04	.925	-1.048	1.207
	Q40	3.91	1.076	-1.231	1.176

Source: prepared by the researcher based on SPSS analysis

6.2) Measurement model

Individual construct reliability, convergent, and discriminant validity are both tested using a measurement model to ensure that the measurements provide a sufficient level of internal accuracy. This study is based on statistics from a reflective calculation model of (Ringle et al., 2012): In first, estimating individual item reliability using indicator loadings. Secondly, internal performance reliability is assessed using composite reliability and Cronbach's alpha. Thirdly, calculating the AVE to assess convergent validity. Finally, using the Fornell – Larcker criteria to evaluate discriminant validity.

Table (4) clarifies that the items' factor loadings are higher than 0.50 ($p < 0.001$). Moreover, coefficients of Cronbach's alpha and coefficients of composite reliability were greater than 0.70, which proves that the research's constructs achieve high level of internal consistency. The AVE is higher than 0.50 for each latent variable. Consequently, these constructs achieve consistent level of convergent validity.

With regard to discriminant validity, table (5) shows that the square root of average variance extracted for each construct is greater than the variance shared with the remaining constructs (Hair et al., 2014).

Table (4)
Measurement items loadings, Reliability and Convergent Validity Assessment.

	Item Code	Factor Loading	Alpha	AVE	CR
High performance work system					
Ability Enhancing	Q1	0.803	0.710	0.537	0.822
	Q2	0.721			
	Q3	0.662			
	Q4	0.738			
Motivation Enhancing	Q5	0.690	0.889	0.568	0.912
	Q6	0.809			
	Q7	0.694			
	Q8	0.874			
	Q9	0.793			
	Q10	0.805			
	Q11	0.726			
	Q12	0.606			
Opportunity Enhancing	Q13	0.842	0.850	0.691	0.899
	Q14	0.885			
	Q15	0.765			
	Q16	0.828			
Flourishing at work					
	Q17	0.721	0.897	0.584	0.918
	Q18	0.818			
	Q19	0.632			
	Q20	0.783			
	Q21	0.804			
	Q22	0.755			
	Q23	0.767			
	Q24	0.817			

Source: Made by the researcher based on warp pls results.

Table (5) Factor Correlation Matrix with Square Root of AVE.

Sq. R. AVE	A. E	M.E	O. E	F. W
A. E	0.733			
M.E	0.661	0.754		
O. E	0.583	0.804	0.831	
F. W	0.474	0.538	0.491	0.764

Source: Made by the researcher based on warp PLS results

As shown in table (6), the hypothesis H1 is supported where High-performance work systems ($\beta= 0.355$, $P< 0.001$; $f^2 = 0.205$) have a direct, positive, and significant, influence on flourishing at work.

The hypothesis H1a is supported where ability enhancing ($\beta= 0.346$, $P<0.001$; $f^2= 0.167$) have a direct, positive, and significant, influence on flourishing at work.

Motivation enhancing ($\beta= 0.158$, $P= 0.001$; $f^2= 0.058$) have a direct, positive, and significant, influence on flourishing at work.

Opportunity enhancing ($\beta= 0.167$, $P<0.001$; $f^2= 0.058$) have a direct, positive, and significant, influence on flourishing at work.

Table (6)
The Direct Effect of High-performance work systems on flourishing at work

H	Independent Variables	Dependent Variables	Direct Effect			Results
			Path Coefficients	P- Value	Effect size	
H1	High-performance work systems	Flourishing at work	0.355	<0.001	0.205	Accepted
H1a	Ability Enhancing	Flourishing at work	0.346	<0.001	0.167	Accepted
H1b	Motivation Enhancing	Flourishing at work	0.158	0.001	0.058	Accepted
H1c	Opportunity Enhancing	Flourishing at work	0.167	<0.001	0.058	Accepted

Source: Made by the researcher based on warp PLS results.

7. Discussion

The study results revealed that high performance work systems have a significant direct positive impact on flourishing at work.

The current study is consistent with (Rautenbach & Rothmann, 2017) study, which states that employees who receive opportunities for training and who receive opportunities for promotion within their organizations improve their flourishing at work. Moreover, the current research consistent with Eisenberger et al. (1999) study who acknowledged that when an employee receives tangible and intangible benefits from the organization he works for, this enhances his well-being at work.

This outcome also grants with (Wessing et al., 2021) who approved that Employees who receive adequate opportunities for promotion and support within their organizations improve their prosperity at work.

The current research agrees with Cao, et al. (2023) study which was approved that high-performance work systems at the team level have a role in increasing employee well-being and thus helping them flourish within the work.

7.1. Theoretical and practical implications

The study contributes to the body of knowledge of the existing literature of high performance work systems, and flourishing at work. It is the first that examined these two research variables in the context of developing countries.

The research acknowledges that implementing human resources activities according to the needs of each organization has a major role in prosperity at work As it affects the employee's psychology, when a plan is implemented to attract employees and the appropriate employee is chosen for the organization, this in turn places the right employee in the right place, which makes the employee feel comfortable in the workplace. In addition, when training programs are used for the employee, it makes him highly capable of performing his work easily and with quality. High, this makes him feel confident when performing his work. Also, when giving the employee a fair salary and using fair compensation programs, it makes him feel satisfied and appreciated.

Also, when the organization encourages employees to form work teams and supports participation and cooperation among them, this makes the employee feel a sense of belonging to the workplace and encourages respect among them.

7.2. Limitations and future research

While the present investigation yielded valuable theoretical and practical implications; it is important to take into account its limitations. First, due to time and budget constraints, the current study used a sample of Mansoura University employees. Therefore, the study indicates that future research can rely on larger samples from other Egyptian public universities.

First, the cross-sectional data obtained from the questionnaire employed in this study to assess the research hypotheses didn't give any information about how the research variables changed over time. Consequently, longitudinal research might be advantageous for future investigations in order to track how the implementation of high

performance work systems practices affects and the flourishing at work over time.

The researcher collected data from Mansoura University in Egypt (as an example of a developing country). Therefore, making a comparison between university employees in both developed and developing countries would lead to significant results and contributions.

Finally, the researcher collected data from employees of Mansoura University, which is an example of public universities. Therefore, applying this study to private universities and making a comparison between them will certainly lead to important results and contributions.

REFERENCES

- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Cornell University Press.
- Ariza-Montes, A., Molina-Sánchez, H., Ramirez-Sobrino, J., & Giorgi, G. (2018). Work engagement and flourishing at work among nuns: The moderating role of human values. *Frontiers in psychology*, 9, 1874.
- Armstrong, M. (2011). *Armstrong's handbook of strategic human resource management*. Kogan Page Publishers
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 147-154
- Bashir, M., Jianqiao, L., Ghazanfar, F., & Abrar, M. (2012). The effect of perception of existence of HPWS on employee's organizational commitment: A test of social exchange relationship and contingency perspective to implement HPWS in universities of China and Pakistan. *Advances in Asian Social Science*, 1(1), 87-98.
- 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 Resources Journal*. 16(1): 53-101.
- Becker, B., & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of management journal*, 39(4), 779-801.
- 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.
- Bulut, C., & Culha, O. (2010). The effects of organizational training on organizational commitment. *International journal of training and development*, 14(4), 309-322.
- Butt, T. H., Abid, G., Arya, B., & Farooqi, S. (2020). Employee energy and subjective well-being: a moderated mediation model. *The Service Industries Journal*, 40(1-2), 133-157

- Cao, M., Zhao, S., Chen, J., & Lv, H. (2023). Employees' HR attributions count: the effects of high-performance work systems on employees' thriving at work and emotional exhaustion. *Personnel Review*.
- Datta, D. K., Guthrie, J. P., & Wright, P. M. (2005). Human resource management and labor productivity: does industry matter?. *Academy of management Journal*, 48(1), 135-145.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D. W., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social indicators research*, 97, 143-156.
- Elahi, N. S., Abid, G., Arya, B., & Farooqi, S. (2020). Workplace behavioral antecedents of job performance: Mediating role of thriving. *The Service Industries Journal*, 40(11-12), 755-776.
- Giannikis, S., & Nikandrou, I. (2013). The impact of corporate entrepreneurship and high-performance work systems on employees' job attitudes: empirical evidence from Greece during the economic downturn. *The International Journal of Human Resource Management*, 24(19), 3644-3666.
- Guerci, M., Radaelli, G., Siletti, E., Cirella, S., & Rami Shani, A. B. (2015). The impact of human resource management practices and corporate sustainability on organizational ethical climates: An employee perspective. *Journal of Business Ethics*, 126, 325-342.
- Haar, J., O'Kane, C., & Daellenbach, U. (2022). High performance work systems and innovation in New Zealand SMEs: testing firm size and competitive environment effects. *The International Journal of human resource management*, 33(16), 3324-3352
- Hair, J. F., Gabriel, M., & Patel, V. (2014). AMOS covariance-based structural equation modeling (CB-SEM): Guidelines on its application as a marketing research tool. *Brazilian Journal of Marketing*, 13(2).
- Hart, P. M., Cotton, P., & Scollay, C. E. (2015). Flourishing at work: Improving wellbeing and engagement. In *Flourishing in Life, Work and Careers*. Edward Elgar Publishing.
- Janse van Rensburg, C., Rothmann, S., & Diedericks, E. (2017). Supervisor support, flourishing, and intention to leave in a higher education setting. *Journal of Psychology in Africa*, 27(5), 412-419.

- 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.
- 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.
- Keyes, C. L. (2007). Promoting and protecting mental health as flourishing: a complementary strategy for improving national mental health. *American psychologist*, 62(2), 95.
- Keyes, C. L., Dhingra, S. S., & Simoes, E. J. (2010). Change in level of positive mental health as a predictor of future risk of mental illness. *American journal of public health*, 100(12), 2366-2371.
- Kleine, A. K., Rudolph, C. W., & Zacher, H. (2019). Thriving at work: A meta-analysis. *Journal of Organizational Behavior*, 40(9-10), 973-999.
- 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.
- 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(1), 38-55.
- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
- Pfeffer, J., & Veiga, J. F. (1999). Putting people first for organizational success. *Academy of management perspectives*, 13(2), 37-48.
- Prem, R., Ohly, S., Kubicek, B., & Korunka, C. (2017). Thriving on challenge stressors? Exploring time pressure and learning demands as antecedents of thriving at work. *Journal of Organizational Behavior*, 38(1), 108-123.
- Rabl, T., Jayasinghe, M., Gerhart, B., & Kühmann, T. M. (2014). A meta-analysis of country differences in the high-performance work system-business performance relationship: The roles of national culture and managerial discretion. *Journal of Applied Psychology*, 99(6), 1011

- Rautenbach, C., & Rothmann, S. (2017). Antecedents of flourishing at work in a fastmoving consumer goods company. *Journal of Psychology in Africa*, 27(3), 227- 234.
- Rautenbach, C., & Rothmann, S. (2017). Antecedents of flourishing at work in a fastmoving consumer goods company. *Journal of Psychology in Africa*, 27(3), 227- 234.
- Redelinghuys, J. J. K. (2016). Flourishing of teachers in secondary schools (Doctoral dissertation, North-West University (South Africa), Vaal Triangle Campus).
- Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). Editor's comments: a critical look at the use of PLS-SEM in "MIS Quarterly". *MIS quarterly*, 36(1) 3-14.
- Ryff, C. D., & Singer, B. (1998). The contours of positive human health. *Psychological inquiry*, 9(1), 1-28.
- Singh, S., Mahapatra, M., & Kumar, N. (2022). Empowering leadership and organizational culture: Collective influence on employee flourishing. *International Journal of Health Sciences*, 6(S1), 2983-2993.
- Subramanian, N., & Suresh, M. (2022). Assessment framework for agile HRM practices. *Global journal of flexible systems management*, 23(1), 135-149.
- 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.
- 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
- Tsai, C. J. (2006). High performance work systems and organizational performance: an empirical study of Taiwan's semiconductor design firms. *The International Journal of Human Resource Management*, 17(9), 1512-1530.
- Wissing, M. P., Schutte, L., Liversage, C., Entwisle, B., Gericke, M., & Keyes, C. (2021). Important goals, meanings, and relationships in flourishing and languishing states: Towards patterns of well-being. *Applied Research in Quality of Life*, 16(2), 573-609.

- Wright, P. M., & Kehoe, R. R. (2008). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources*, 46(1), 6-20.
- Wright, P. M., & Ulrich, M. D. (2017). A road well-traveled: The past, present, and future journey of strategic human resource management. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 45-65.
- Zhang, J., Akhtar, M. N., Bal, P. M., Zhang, Y., & Talat, U. (2018). How do high-performance work systems affect individual outcomes: a multilevel perspective. *Frontiers in psychology*, 9, 586.