



Impact of High-Performance Human Resource Practices, Self-Efficacy and Proactive Personality on Employee's Job Performance: A Conceptual Model

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Abstract

This study attempts to present a model in explaining a mechanism which ensures job performance of employees. A series of activities, which were already well researched in an isolated manner in different contexts were incorporated to develop this model. The literature-based data compilation was done to develop this model. Thereby, the Job Demand Resource Model (JD-R model) has been adopted to examine the impact of employees' perceptions of High-performance Human Resource Practices (HPHRPs) and their job performance through personal resources such as self-efficacy and proactive personality. Therefore, when HPHRPs offer job resources to the employees, they can utilize the resources such as knowledge, skills and ability to build and enhance their personal resources to ensure their job performance in the work context. However, the JD-R model does not enough explain to make the resources connection process by the employees to be different, then resulting in varying their job performance levels. The main aim of this study is to address this lacuna by explaining to what extent employees have perceived that HPHRP has an impact on their job performance through self-efficacy and proactive personality. The main theoretical contribution is that it integrates HPHRPs, personal resources, and employees' job performance within the same conceptualization by expanding the boundary conditions of the JD-R model. Further, this paper would make theoretical contributions and implications for managers and academics in this field.

Keywords: *Employees' Perceptions, High-Performance Human Resource Practices, Job Performance, Proactive Personality, Self-efficacy*

Received: 31st March 2023

Accepted: 21st June 2023

Published: 30th June 2023

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DOI:
<https://doi.org/10.4038/wjm.v14i1.7601>

pp: 162 -177

ISSN: 2012-6182

Wayamba Journal of Management
Department of Business Management
Wayamba University of Sri Lanka

Journal Home Page:
<https://fbsf.wyb.ac.lk/wayamb-a-journal-of-management/>

Introduction

In recent decades, a sizable amount of Human Resource Management (HRM) literature has been developed that the benefits of utilizing High Performance Human Resource Practices (HPHRPs) that ensure proper usage of human capital on many levels (Arachchige & Robertson, 2015; Jiang et al., 2017; Muduli & McClean, 2020; Li, Zhang & Yan, 2022). As a result, to some extent, researchers have identified that organizations have adopted HPHRPs which have the potential to significantly increase organizational performance in a highly competitive market (Paauwe, Guest, & Wright, 2013; Silva et al., 2016; Shin & Konrad, 2016; Takeuchi, Lepak, Wang, & Takeuchi, 2007). On the other hand, HRM literature shows that HPHRPs are associated with employees' job performance on an individual/micro level (Jalali et al., 2023; Alqudah et al., 2022; Miao et al. 2020; Boon et al., 2019; Ahammad et al., 2019; Chai & Xiao, 2018; Tang et al. 2017; Jiang et al., 2013; Kehoe & Wright, 2013; Zhang & Bartol, 2010; Mangaleswaran & Srinivasan, 2009; Navaratna et al., 2008; Keld & Foss, 2003). However, the association between HPHRPs and employees' job performance has rarely been discussed and unexplored, given the contradictory results in extant empirical studies (Park et al., 2004; Hauff et al., 2022). Keeping a puzzle for further research to be clear what mechanism can be used to explain this association. As a result, researchers advise further studies to focus on HPHRPs and employees' job performance in different conceptualized domains. (Li, Zhang & Yan, 2022; Kaushik & Mukherjee, 2021; Meijerink et al., 2021; Ahammad et al., 2019),

While the HPHRPs literature has continued to expand since many

decades ago, the existing research studies have not yet been addressed adequately, with the views of middle and lower-level managers of organizations (Seth & Sharma, 2019). Although the impact of HPHRPs on both individual and organizational performance has been relatively well-tested (Raineri & Lbarra, 2021; Rehmani, Ahmad, Naseem & Syed, 2020; Senaweera, Dhammika & Dayarathna, 2020; Wang, Kim, Rafferty & Sanders, 2020; Pombo & Gomes, 2018), concerns about employees' perceptions and evaluations and reactions towards HPHRPs in the system is not yet been concerned (Sheng, 2022; Li, Zhang & Yan, 2022; Kaushik & Mukherjee, 2021; Ahammad et al., 2019). In common, senior managers identified, initiate, and evaluated the impact of HPHRPs at the organizational level. The main problem of this is, they inform the middle and bottom level employees to only adhere to those practices. They do not realize whether the employees have perceived such practices as they planned or expected levels, though employees' job performance is fully determined by the managerial actions. Therefore, employees have failed to make their performance their selves towards jobs in the work context (Sun et al., 2007; Janssens & Steyaert, 2009; Lepak & Boswell, 2012; Chang et al., 2014). Therefore, there is a need to study further the impact of HPHRPs from employees' point of view to introduce a mechanism to boost job performance.

Further, HPHRPs provide job resources to the employees and then it can be facilitated to make more creation of personal resources in order to cultivate higher levels of job performance (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009; Hobfoll, 2011; Doane,

Schumm, & Hobfoll, 2012). From a resource and demand perspective, Individuals/employees who have sufficient job and personal resources and demands, provided by the workplace arrangements through HPHRPs boost job performance with the fulfilment of their work-related needs such as the development of knowledge, skills and ability to make the achievement of their job performance in the workplace need to be discussed (Ding et al., 2020; Bakker, & Demerouti, 2014; Boxall & Purcell, 2016; van Woerkom et al., 2016; Demerouti, 2001; Schaufeli & Bakker, 2004). However, this Job demand resource model does not sufficiently explain the connection of the resources such as job and personal resources and also not explained why employees perform at different levels when every employee has access to the same job resources in the work context. Thus, the JD-R model underlies workplace placement (HPHRP), which provides employees with job resources and subsequently facilitates the creation of personal resources that lead to different levels of employee job performance.

In addition to the JD-R model, in the conservation of Resources (COR) Theory, “individuals invest their efforts in creating, gathering, maintaining, increasing, and protecting their resources” (Hobfoll, 2001). When People have more resources such as personal resources (Ex: example self-efficacy and proactive personality), they can have the experience to avoid resource loss and creation of more job resources (called resource caravans) such as knowledge, skills and ability job resources through the HPHRPs and then to enhance their job performance. At the same time, HPHRP can provide individuals in the workplace with sufficient job resources such as

knowledge, skills and abilities, while helping them to accumulate more job resources and enhance their personal capabilities. Thus, this study combines the JD-R model with COR theory to explain the role HPHRPs play in the resource-connecting process required to achieve employee job performance and to explore the structural relationship between HPHRPs and personal resources, with the mediating role of self-efficacy and proactive personality (Chung & Pak, 2020; Chen & Chen, 2021).

As a result, this study addresses the research issue: To what extent have employees perceived that HPHRP has an impact on their job performance through self-efficacy and positive personality interventions? Thereby the main purpose of this paper is to measure the mediating impact of personal resources (self-efficacy and positive personality) on the relationship between HPHRPs and employees' job performance. More significantly, this paper uses two major theories such as the JD-R model, and the Conservation of Resource (COR) theory to make a theoretical foundation in order to address the above purposes. Based on theories, this study argues that the HPHRPs in an organization encourage and enhance employees' job performance by fostering employees' personal resources (self-efficacy and proactive personality)

This study contributes new knowledge to be added to the existing HRM literature. It addresses the inadequacy of JD-R model with respect to the process that connects the resources (job and personal resources) through the HPHRPs to determine the employees' job performance. Therefore, the current study addresses paucity in empirical findings and theoretical explanations that address the question as to what

extent do the HPHRPs make an impact on their job performance by considering the role of personal resources (self-efficacy and proactive personality).

This paper is structured as follows: After the introduction, the next section will discuss the proposed conceptual framework's theoretical foundation and hypothesis. The final section will discuss the theoretical contribution, managerial implications and future research reflection of the proposed conceptualization for further action.

Methods

The researchers were taken published works during the period of 1989 to 2023 through the database of such as EBSCO, Emerald, Science Direct, Research Gate, Taylor and Francis Online, Sage, Springer Link and Wiley Online Library for the purpose of identifying the research gaps and developing the conceptual model for the future research.

Results

Theoretical Background and Hypotheses Development

High Performance Human Resource Practices and Employees' Job Performance

HRM literature has been focused to test the relationship and make their impact between HPHRPs and employees' job performance (Miao et al. 2020; Ashiru, Erdil & Oluwajana, 2021; Rasheed et al. 2017) and also found the connection between the components of HPHRPs such as compensation and training (Alqudah et al. 2022; Mostafa et al., 2013; Dhar, 2015; Jiang et al., 2015) and employees' job performance. The HPHRPs include a bundle of individual human resource practices and make an interaction between them to provide a good platform for managers and

employees to show their performance in the work context. So, the bundle of HPHRPs can be given more interaction and supported to enhance the employees' job performance than individual human resource practice (MacDuffie, 1995; Bamberger & Meshoulam, 2000; Bowen & Ostroff, 2004; Delery & Roumpi, 2017; Li, Zhang & Yan, 2022; Kaushik & Mukherjee, 2021). The positive effect of the HPHRPs on the job performance level of the employees can be better explained from the JD-R model (Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004) which states that HPHRPs is a major component of workplace arrangements where it can be provided job resources such as job-related knowledge, skill and ability, autonomy and etc. to the employees to manage their job demands and duties more efficiently and then through the job resources, they can cultivate their personal resources such as proactive personality, self-efficacy and etc. to improve their job performance in the workplace. There are some contradictions that were derived from the studies on the relationship and make an impact of HPHRPs on the job performance level of employees (Mostafa, 2017; Jaiswal & Dhar, 2015). Hence, it is proposed that HPHRPs provide different kinds of job resources to the employees in the workplace which it can be supported to create their personal resources such as proactive personality and self-efficacy in order to display a high level of job performance among them. Based on the above arguments, the hypothesis can be developed as follows.

Hypothesis 1: HPHRPs consisting of Recruitment, Training, Performance Appraisal, and Compensation are positively related to employees' Job Performance.

High Performance Human Resource Practices and Personal Resources (Proactive Personality and Self-efficacy)

HPHRPs need to not only provide knowledge, skills and ability to the employees but also ensure that employees make a good feel at the workplace. Therefore, they can create and develop their self-efficacy and proactive personality through HPHRPs (Maden, 2015; Han et al., 2019). Employees who have evaluated their ability to do their tasks (called self-efficacy) at the workplace. If employees have high self-efficacy, they can able to manage their emotions, challenges and enhance the effectiveness of HPHRPs. Therefore, HPHRPs make a positive link with the employees' self-efficacy which it will be created their high confidence and enhance their self-confidence at the workplace (Bandura, 1977; Xiao & Bjorkman, 2006; Hauff et al., 2014). Employees with proactive personalities can be utilized the HPHRPs to enhance their competency and capabilities and also HPHRPs can facilitate to cultivate the proactive personality among employees in order to ensure their performance level. Therefore, HPHRPs is an important predictor to create and enhance proactive personality and self-efficacy among employees in the work context (George & Zhou, 2001; De Dreu & Weingart, 2003; Jimmieson et al., 2004; Sychala & Sonnentag, 2011). Thus, the JD-R model (Bakker & Demerouti, 2007) suggest that employees who receive a high degree of job resources from the HPHRPs in an organization are allowed to strengthen and use their personal resources such as self-efficacy and proactive personality which will control their work environment, they will be more performed at work and also increases their willingness to

dedicate their job performance in the workplace (Bakker & van Wingerden, 2021). The above arguments can be developed the following hypothesis;

Hypothesis 2: HPHRPs consisting of Recruitment and Selection, Training and Development, Performance Appraisal, and Compensation are positively related to employees' personal resources (Proactive Personality and Self-efficacy).

Employees' personal resources (Proactive Personality and Self-efficacy) and job performance

Employees with proactive personalities can able to manage the dynamic work environment and make their job performance well in the work context also they can always be ready to find out new opportunities and searching new information, improve their knowledge, skills and ability throughout HPHRPs and initiate new things related with the jobs which can be supported to improve their job performance level in the workplace (Bateman & Crant, 1993; Parker et al., 2010; Alikaj et al., 2021). Thus, researchers found that a proactive personality is always linked with the employee's job performance (Parker et al., 2010; Jiang & Gu, 2015; Kim, 2019; Vignoli & Depolo, 2019; Mubarak et al., 2021 Liao, 2022). Employees' self-efficacy is one of the personal resources which can be able to evaluate their ability in order to maintain their high level of job performance. When employees have high self-efficacy, they can develop their self-confidence to find a better solution and take the necessary actions to reach their goals during the implementation process of the organizations. From this view, self-efficacy makes a positive impact on employees' job performance (Jiang et

al., 2013; Machmud, 2018; Galos & Aldridge, 2021). According to the resources gain and loss perspective of COR theory (Hobfoll, 1989), individuals will try to accumulate, maintain and develop their resources for making their resource gain and they do not have an interest to implement the process of developing their resources, they can have the resource loss in the work environment. Therefore, employees with a proactive personality and self-efficacy have more ability and confidence to create the resource gain and set the goals themselves, suggest creative ideas, and control and utilize the work environment to reach their role in the work. Therefore, the following hypothesis can be expected;

Hypothesis 3: Employees' personal resources (Proactive Personality and Self-efficacy) are positively related to their job performance.

The mediating impact of Personal Resources of (a) Self-Efficacy (b) Proactive Personality on the relationship between High Performance Human Resource Practices and job performance

COR theory explains that when HPHRPs such as recruitment and selection, training and development, performance appraisal and compensation can give the job resource to the employees, they can have the ability to gather, save, develop and invest their resources and make resource gain to ensure the performance level of them in the work. According to Hobfoll (1989), resources are “the objects, personal characteristics, conditions, or energies that are valued by the individuals” (pp. 516). Furthermore, COR theory emphasises that employees can easily access the job resources in the work environment and then they can gather, develop and invest

and reinvest their resources knowledge, skills and abilities in order to enhance their personal resources such as self-efficacy and proactive personality at work, they can able to make better job performance at work. While employees have a high tendency of proactive personality and self-efficacy, they can always focus on self-creation, future oriented mindset, and transformation oriented skills, manage their target pressure and use their knowledge and skills to find out the creative solution for the problem, ultimately, they can achieve the job performance at work (Mubarak et al., 2021; Kim, 2019; Vignoli & Depolo, 2019; Jiang & Gu, 2015; Parker et al., 2010). Thus, workplace arrangement offers a variety of HPHRPs to the employees who are not only maximized their competency, capabilities and confidence but also make a good feel that provides a supportive workplace through a range of HPHRPs (Maden, 2015; Bandura, 2000; Liu et al. 2017; Han et al., 2019). Therefore, we extend the HPHRP research by examining the mediating role of proactive personality and self-efficacy between HPHRPs and employees' job performance. Based on the above arguments, we develop the following hypothesis:

Hypothesis 4: Personal Resources of (a) Self-Efficacy (b) Proactive Personality of employees mediate the impact of HPHRPs and their job performance.

Discussion

Theoretical Contribution and Implications

This study will attempt to expand the boundary conditions of the JD-R model to connect the resource demand (JD-R model) and resource gain and loss perspectives (COR theory) to make the

process that connects the resources (job and personal resources) through the HPHRPs to determine the employees' job performance. Therefore, the current study addresses the paucity of empirical findings and theoretical explanations that address the question of to what extent do employees perceive the HPHRPs to ensure their job performance by making the role of personal resources (self-efficacy and proactive personality).

This study contributes to the need for expanding research on employee perception of HPHRPs and their performance outcomes by exploring the influence of perception of HPHRPs on employees' job performance (e.g., Boon et al., 2019; Kaushik & Mukherjee, 2021; Li, Zhang, & Yan, 2022).

The JD-R model can be viewed the conceptualization of perception of HPHRPs and theoretical understanding of when employees perceive HPHRPs (that is sufficient amount of resources HPHRPs deliver), they might make a target towards that. Therefore, this study makes some new contribution to the current HRM literature by using the JD-R model to explore the employees' perceptions of HPHRPs (Van Beurden et al., 2021).

This study gives us an explanation of an organization would be more facilitated to communicate well the features of HPHRPs (Process in HRM) and how job and personal resources are connected in the workplace to enhance the employees' job performance in the work context.

This study introduces variables of proactive personality and self-efficacy as mediating variables between HPHRPs and employees' job performance because HRM literature calls for future research to propose

personal resources such as proactive personality and self-efficacy to make a link between HPHRPs and employees' job performance (Jo et al. 2023; Martinson & Leon, 2018).

Managerial Implications

Workplace arrangements such as HPHRPs offer a sufficient amount of job resources to the employees in the workplace, throughout the job resources, they can develop their personal resources such as self-efficacy and proactive personality and also they can able to use their resources to make reinvest it to enhance their competencies and capabilities to reach the targets of their performance level. Therefore, this study gives a strong platform and communication well information to the managers of the organizations, before ensuring the performance level of the employees, managers can really understand their perception and reaction towards the implementation of HPHRPs. Thus, when implementing HPHRPs, managers are only thinking about how HPHRPs can be aligned with the business strategies of the organization rather than employees' perception of HPHRPs. And also, managers should think about how employees can really get more perceptions of HPHRPs based on satisfaction of work-related needs and requirements which are provided by the HPHRPs to cultivate their job performance.

Reflection on Future Research

This study investigates a model that connects the employees' perception of HPHRPs and their job performance through personal resources such as self-efficacy and proactive personality. Previous scholars argued that employees' perceptions/views of HPHRPs can be differed based on the expected HPHRPs which will be

aligned with their preferences, values, and needs and communicate information about HPHRPs (Bowen & Ostroff, 2004; Den Hartog et al., 2013). Future research would be considered to make the connection between both expected and perceived HPHRPs and employees' job performance.

Furthermore, this study evaluates the HPHRPs and job performance from only a single source such as employees. Therefore, future studies will go for multiple raters to be evaluated HPHRPs and job performance.

Additionally, only two potential mediating variables, self-efficacy and proactive personality, have been considered between HPHRPs and employees' job performance; research indicates that HPHRPs and employees' job performance are more support for the strength of employees' personal resources such as self-efficacy and proactive personality. Thus, future studies would be considered to make the connection between HPHRPs and employees' job performance with the other mediating variables such as psychological work climate, psychological capital, psychological empowerment and employees' job performance.

Conclusion

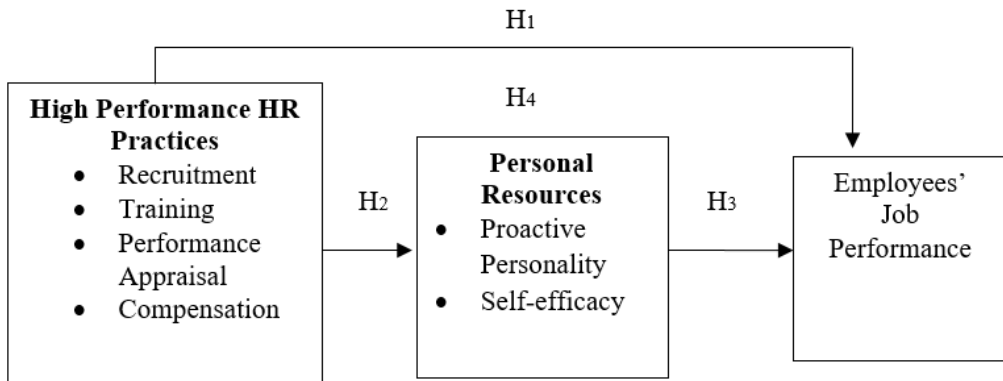
This study mainly focused to add new knowledge to the HRM literature regarding what extent the employees perceive and react to the HPHRPs to ensure their job performance through the lens of the JD-R model by making the structural framework that examines

the effects of employees' perceptions of HPHRPs on the employees' job performance through employees' personal resources such as self-efficacy and proactive personality (Alqudah et al., 2022; Raineri & Lbarra, 2021; Senaweera, Dhammika & Dayarathna, 2020). According to the literature and practitioners' facts, employees can make a positive response such as effective job performance, when they consider the employees' perceptions of HPHRPs to be offered by organizations. Furthermore, personal resources such as self-efficacy and proactive personality play a mediating role in the middle of HPHRPs and employees' job performance. If employees increase their positive reactions such as job performance in the workplace through their perceptions of HPHRPs, they should build or enhance their Personal resources such as self-efficacy and proactive personalities to raise the job performance among them during work (Mubarak et al., 2021; Vignoli & Depolo, 2019; Han et al., 2019). Finally, this study illustrated significant theoretical implications, such as explaining the need for personal resources such as self-efficacy and proactive personality which are travelled together with the job resources such as HPHRPs to improve the job performance of employees and emphasizing managerial implications, such as they should think about the importance of employees' perceptions of HPHRPs in organizations as a remedial solution to improve employees' job performance.

Tables and Figures

Figure 1

Research Framework



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