

ARTIKEL SINTA 3 2020 A

by Iman Supriadi

Submission date: 31-Jan-2021 06:40AM (UTC-0800)

Submission ID: 1498125109

File name: ARTIKEL_SINTA_3_2020_1.doc (163K)

Word count: 7187

Character count: 40286

The Impact Of High-involvement Work Practices On Job Satisfaction With The Mediating Role Of Employee Engagement

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Abstract

The function of this particular examine was actually towards analyze the connections in between higher participation function methods (HIWPs) as well as task complete fulfillment along with the mediating impact of worker interaction. HIWPs include 4 primary associates: (a) energy (b) info (c) benefit as well as (decoration) understanding. This examine examined the links in between these 3 variables. Here convenience sampling was used and data was collected through questionnaires from 185 respondents of an organization in the banking sector. Regression analysis was used to test hypothesis and Andrew F. Hayes model 4 was used to check mediation effect. The results show the significant relationship between the variables with the mediation effect of employee engagement. This study widens the work on HIWP's and job satisfaction.

Keywords: High-involvement work practices; Employee Engagement; Job satisfaction

1. Introduction

In modern societies, there is an inclination towards the flatter organizational structures which indicates that participatory work systems are popular over the last decade. High-involvement work practices is one of them also known as high involvement, high commitment or high performance (Guthrie, Spell, and Nyamori 2002). High-involvement work practices are basically a set of applications which are used for the on-job improvement of the employees by making their skills better, by motivating and sharing information with them and empowering them to attain the best organizational performance which will further help to capture the competitive advantage. These practices are helpful to encourage the level

of involvement of the employees to participate in the process of making decisions and they are also helpful to increase the level of employee determination for the betterment of the performance of the organization (Guthrie, Spell, and Nyamori 2002; Pil and MacDuffie 1996).

There are four attributes of HIWPs which are power, information, reward and knowledge. Power is related to participation in decision making, information is about sharing among employees, rewards are about rewarding employees for their good work and knowledge is, giving the employees the basic training and development for the completion of their on-job work and the given tasks.

Power means that the organizations provide their employees with a sense of authority to participate in the decision making process to improve their performance and to improve their on job working (Konrad, 2006). This statement does not say that the employees are given the full or final authority and they are also not answerable for all the decisions and their results.

The HIWP segment information alludes with respect to authoritative mission, objectives, approaches, methodology, changes, explanations for urgent organization choices, organization issues, (Macky & Boxall, 2008) and in addition the procurement of information, including the amount and nature of specialty unit yield, costs, incomes, gainfulness, and consumer loyalty levels (Konrad, 2006).

HIWP researchers contend that representatives ought to see that they are being rewarded for the viable utilization of influence, data, and information (Vandenberg, Richardson, & Eastman, 1999). Prize can be both characteristic and outward and may incorporate group motivating forces, benefit sharing, stock proprietorship, pay, advancement, acclaim, and acknowledgment (Crawford et al. 2014). Lawler, Mohrman, & Ledford (1995), contended that giving prizes to representatives can guarantee that they are included in and think about the execution of the association.

Knowledge alludes to workers' aptitudes and capacities and is not quite the same as data, which alludes to the information that representatives use to settle on choices or take activities (Konrad, 2006). Information makes up a noteworthy segment of HIWPs in light of the fact that keeping in mind the end goal to settle on critical working environment choices, it is basic that representatives have the right stuff and capacities to measure choices, talk about options, and land at the right choices (Konrad, 2006).

Employee engagement is about an employee having a positive attitude towards the organization and its values, (Perryman and Hayday 2004). When an employee is well

engaged then he is very well aware of the business context and is motivated to work with the other employees for the improvement of the performance.

Job satisfaction is the enjoyable emotional condition or position which is resulted coming from the evaluation of one's task as accomplishing as well as facilitating the accomplishment of one's task worths (Locke, 1969, p. 316). It is actually stalked coming from the understanding of the workers concerning specific elements of the task as well as the connection in between their assumptions or even requirements as well as the understandings they have actually while performing the task.

In today's environment, employees' performance is very crucial for the progress and growth of an organization. The employees' performance is effected by many factors like working environment, monetary rewards, incentives and the tasks given to employees to perform. If the tasks given to the employees are of their interest and the employees are engaged in them by the proper implementation of HIWP's, they will be satisfied and their performance will be good. At banking sector in Pakistan, this issue is of great value. Because in this sector, higher management doesn't focus on implementation of HIWP's. Due to this, employees are not engaged properly and are not satisfied with their jobs.

High involvement work practices are the practices that need to more investigation because these practices lead towards employee engagement which further lead towards job satisfaction (Guthrie, Spell, and Nyamori 2002). Organizations that focus and encourage HIWP's including power related to the job, information, knowledge and reward management, shows and achieve higher levels of employee engagement. Organizational performance and the employee well-being that are the aspects of employee engagement, enhance the level of satisfaction in the employees. In current circumstances, it is very important for the organizations to be effective and efficient and to be this, they should achieve higher levels of employee engagement to get satisfied their employees

Organizations are facing plenty of challenges regarding employee engagement and job satisfaction of the employees. For enhancing the level of job satisfaction among the employees, HIWP's should be implemented to have an influential impact on job satisfaction of the employees. To examine the impact of HIWP's on job satisfaction and how these HIWP's play its role through the employee engagement which leads towards the job satisfaction.

2. Literature Review

High-involvement work practices

High-involvement work practices are basically a set of applications which are used for the on-job improvement of the employees by making their skills better, by motivating and sharing information with them and empowering them to attain the best organizational performance which will further help to capture the competitive advantage (Guthrie 2002). These practices are involved to enhance level for the employee to involve in the process of decision making and to increase the level of their commitment for the better growth of the organization.

There are four attributes of HIWPs which are power, information, reward and knowledge. Power is related to participation in decision making, information is about sharing among employees, and rewards are about rewarding employees for the good work done.

Employee Engagement

It might hold any importance with elucidate the applied refinement between the expressions "inclusion" and "engagement" utilized here as a part of this paper. As said, HIWPs are the practices which help the employees to boost their performances. Representative engagement, then again, is the 'saddling of organization individuals' selves towards their function parts; in interaction, people use as well as communicate exactly just what requirements be actually literally, intellectually, as well as genuinely amidst component execution' (Kahn, 1990).

Engagement can likewise be characterized as a satisfying business related perspective described by 'energy, devotion, and ingestion' (Schaufeli et al. 2010). With regards to this concentrate, in this way, HIWPs can be considered as a forerunner while engagement is the result. As it were, this study tries to comprehend whether the utilization of such practices may bring about hierarchical individuals being more occupied with their work. The accompanying area examines the connections between each of the four center HIWPs and representative engagement.

Employee engagement is about an employee having a positive attitude towards the organization and its values, (Perryman and Hayday 2004). When an employee is well engaged then he is very well aware of the business context and is motivated to work with the other employees for the improvement of the performance. During role performance, the employees express themselves better by their physical, cognitive and emotional appearances when they are engaged.

Employee engagement has gained significant recent attention in the aspects of empirical research, working on the desired outcomes for both employees and the organization (Shuck and Reio 2014; Shuck and Wollard 2014). Employee engagement has also been studied as the feeling of responsibility and commitment towards higher levels of job performance both for required aspects of work as well as open and voluntary effort (Britt 2003; Christian, Garza, and Slaughter 2011; Crawford, LePine, and Rich 2010; Shuck, Reio, and Rocco 2014).

The positive psychological conditions that motivate the employees to get involved themselves in their roles regarding their job and in the organization also is known as employee engagement Kahn (1990). Employee engagement is when an employee is motivated and enthusiastic for the organization and his job more than what is normally expected from him. When the employees are engaged, they hold a higher level of cognitive as well as affective dedication which shows on its own in the preferred behavior outcomes-in brief, 'they go the additional mile' in exercising the available as well as volunteer initiative (Daniels 2011). Worker interaction is actually a cumulative task which has to do with operate in the teams certainly not simply the people as well as it is actually likewise a two-way procedure that a worker should feeling valued if they are actually towards include worth towards their function as well as for the company, this is actually discussed as well as determined in the useful HR literary works. This is actually since EE is actually basically an item certainly not simply of individual characteristics however likewise of circumstance - worker understandings of the company, their functioning problems as well as the high top premium of administration (Craig as well as Silverstone 2010).

Job satisfaction

What is job satisfaction and why it is so vital, carries with it a lot of exploration and sentiment bolstered by an unfathomable collection of the composed material. Work fulfillment is about making every one of the parts of an occupation simple for the representatives to make the employment significant, vital and testing. The issue, work fulfillment is associated with numerous positive results like great representative profitability (Appelbaum et al., 2005; Patterson, Warr, and West, 2004; Patterson, West, Lawthom, and Nickell, 1997), declined turnover (Wright and Bonett, 2007) and enhanced consumer loyalty (Koys, 2001). Enhanced employment fulfillment is additionally connected with larger amounts of authoritative citizenship conduct (Foote and Tang, 2008).

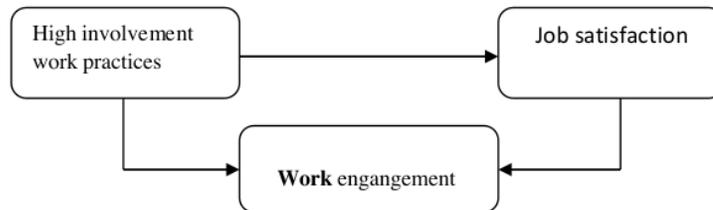
The job satisfaction is the charming passionate condition or position which is come about because of the evaluation of one's employment as accomplishing and encouraging the

accomplishment of one's occupation values (Locke, 1969). It is stalked from the impression of the workers in regards to specific parts of the employment and the relationship between their desires or needs and the observations they have while doing the occupation.

The job satisfaction is the positive enthusiastic response to one's work, the relationship of a vocation with an individual's work values (Locke, 1969). It is likewise about the degree to which a worker makes the most of its work and his encounters at work (Cranny et al., 1992). The issue of employment fulfillment is a limitless looked into range inside modern brain science, humanism, and the field of authoritative conduct (see Herzberg, Mausner,&Snyderman, 1959; Oshagbemi, 1996; Spector, 1997). Work fulfillment is about how well our own desires are connected with the outcomes (McKenna, 2000).

The job satisfaction can assume a basic part to cut and minimize the expenses by diminishing truancy, assignment blunders and turnover proportion (Smith, 1992). In this manner, both administration scholars and experts are worried with strategies for enhancing work fulfillment, in light of the fact that more prominent employment fulfillment likens to a superior personal satisfaction, better wellbeing, and possibly more prominent execution and profitability.

Conceptual framework



3. Research Methodology

This study is descriptive in nature and measuring cause and effect relation among different variables (Supriadi, 2020). The researcher used the strategy of survey tools for data collection i.e. questionnaire. In order to collect data from respondents, non-probability sampling is used, which lies in convenience sampling. Unit of analysis for this research work are the employees from National Rural Support Program Micro Finance Bank Limited (NRSP MFBL) working at management level.

In the pilot testing portion, there were 50 questionnaires from 185 respondents, which were distributed in the banking sector so as to examination the credibility of the tool. Right below intercross sectional information was actually acquired along with 5 factor Likert range

questionnaire varying coming from Highly Consent to Highly Differ. Very initial area of the questionnaire was actually including market concerns, which were actually needed so as to gather the market information of the participants. 2nd area of the questionnaire was actually including concerns concerning the variables and their impact on each other. The time horizon of this proposed study was cross-sectional and the period of time was from February 2016 to May 2016.

To empirically determine the impact of HIWPs on job satisfaction, in this study different analytical methods, consisting of regression, correlation evaluation methods as well as Andrew F, Hayes design were used for examining mediation effect with model 4.

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4. DATA ANALYSIS AND RESULTS

4.1 Demographic Analysis

Table 1

		Frequency	Percent	Valid Percent	Cuml Percent
Age	20-30	85	45.9	45.9	45.9
	30-40	84	45.4	45.4	91.4
	40-50	10	5.4	5.4	96.8
	50-above	6	3.2	3.2	100
	Total	185	100	100	
Gender	Male	158	85.4	85.4	85.4
	Female	27	14.6	14.6	100
	Total	185	100	100	
Qualification	Bachelors	64	34.6	34.6	34.6
	Masters	111	60	60	94.6
	MS/Mphil	10	5.4	5.4	100
	Total	185	100	100	
Experience	Less than 1 year	62	33.5	33.5	33.5
	1-5	123	66.5	66.5	100
	Total	185	100	100	

The first column of the demographic section table of the study shows the gender classification of the respondents including two types, male and female. In SPSS 1 is considered for male and 2 for female. The male respondents are 158 out of 185 comprising 85.4 percent of the total sample while female respondents are 27 comprising 14.6 percent of the total sample. Here in this case, the main portion of the respondents is male showing that there is more male representation in NRSP MFBL.

Secondly for the classification of age of the respondents, four different scales have been taken ranging from 20-30, 30-40, 40-50 and 50 above. The first scale of age classification contains 85 respondents comprising 45.9 percent, second scale contains 84 respondents comprising 45.4 percent, third scale contains 10 respondents comprising 5.4 percent and fourth scale contains 6 respondents comprising 3.2 percent of the total sample. In the age section, the main strength of the respondents is from 20-30 and 30-40 scales.

For qualification, four categories have been taken bachelors, masters, MS/M-Phil and PHD. Bachelors' respondents are 64 comprising 34.6 percent, masters' respondents are 111 comprising 60 percent and MS/M-Phil respondents are 10 comprising 5.4 percent of the total sample.

For experience, four categories have been arranged which are less than one year, 1-5, 6-10 and 11 or above. 62 respondents are from first category comprising 33.5 percent, 123 respondents are from second category comprising 66.5 percent of the total sample.

4.2 Descriptive Statistics

Table 2

Variable	N	Min	Max	Mean	Std.Dev	Skewness	kurtosis
HIWP's	185	1.44	4.44	3.3327	0.82121	-.690	-.635
EE	185	1.71	4.57	3.2973	0.81358	-.325	-1.261
JS	185	1.50	4.36	3.2602	0.64252	-.512	-.519

Detailed stats is actually the phrase offered to the evaluation of information that assists explain, reveal or even summarize information in a significant method. Detailed stats for that reason allowed our team towards existing the information in a much more significant method, which enables easier analysis of the information. It basically tells about the normality of the data.

The table for descriptive statistics shows the results for three variables. All the respondents stayed valid and to the point. The mean value for HIWP's is 3.3327 and its minimum value is 1.44 and maximum value is 4.44. The standard deviation for HIWP's is 0.82121. The mean value for EE is 3.2973 and its minimum value is 1.71 and maximum value is 4.57. The standard deviation for EE is 0.81358 while the mean value for JS is 3.2602 and its minimum value is 1.50 and maximum value is 4.36. The standard deviation for JS is 0.64252.

4.3 Reliability Test

Table 3

Variables	Cronbach's alpha	Items
HIWP's	0.807	9
EE	0.711	7
JS	0.738	14

There are different values of Cronbach's alpha for different variables which are used in this study. The Cronbach's alpha shows the consistency in responses of the respondents. The conclusion on this basis is that the instrument is reliable. The Cronbach's alpha value for HIWP's is 0.807. Employee engagement got 0.711 Cronbach's alpha while the job satisfaction got 0.738. These values show the consistency of the instrument and reliability of the instrument.

4.4 Correlation

Table 4

	HIWP's	EE	JS
HIWP's	1		
EE	0.294	1	
JS	0.728	0.597	1

Correlation is significant at 0.01 level

The correlation test was done for testing whether the two variables are linearly related in some population. The correlation basically told about the intensity (strong or weak) of the relationship between two variables and the direction of the relationship (positive or negative).

This table shows about the correlation between different variables. The first correlation is between HIWP's and employee engagement and the value for this correlation is 0.294 which shows the moderate level of the correlation between these two variables. The second correlation is between HIWP's and job satisfaction which is 0.728 which shows the moderate correlation between these two variables and shows a strong relationship between these two variables. The third correlation is between employee engagement and job satisfaction which is 0.597 showing the moderate correlation and a strong relation between these two variables.

4.5 Hypothesis Testing

4.5.1 H1 There is a significant relationship between HIWP's and Employee Engagement.

Table 5.1

Model	B	Std.Error	T	Sig
Constant	2.327	0.240	9.686	0.0000
HIWP's	0.291	0.070	4.159	0.0000

N=185, R=0.294, R Square= 0.086, F=17.299

a. Dependent variable: EE

b. Predictor: HIWP's

For evaluating the connection in between private adjustable as well as reliant adjustable, the regression examination has actually been actually operate. This examination informs around the reliance of reliant adjustable on the private adjustable which reveals that just the amount of alter in reliant adjustable is because of in private adjustable. Right below within this particular examination, the reliant adjustable is actually worker interaction as well as the private adjustable is actually HIWP's. According to the test, the value of R-Square is 0.086 which shows that 8 percent change in dependent variable is due to the independent variable. The values for T and F are greater than 2 and 5 respectively showing the fitness of the model overall. So the conclusion is that the null hypothesis is rejected on the basis of statistical support given by this regression showing the relationship highly significant between these two variables.

4.5.2 H2 There is a significant relationship between HIWP's and job satisfaction.

Table 5.2

Model	B	Std.Error	T	Sig
Constant	1.361	0.136	10.007	0.0000
HIWP's	0.570	0.040	14.379	0.0000

N=185, R=0.728, R Square=0.530, F=206.753

a. Dependent Variable: JS

b. Predictor: HIWP's

For analyzing the relationship between independent variable and dependent variable, the regression test has been run. This test tells about the dependency of dependent variable on the independent variable which shows that how much change in dependent variable is due to independent variable. Here in this test, the dependent variable is job satisfaction and the independent variable is HIWP's. According to the test, the value of R-Square is 0.530 which shows that 53 percent change in dependent variable is due to the independent variable. The values for T and F are greater than 2 and 5 respectively. So the conclusion is that the null hypothesis is rejected on the basis of statistical support given by this regression showing the relationship highly significant between these two variables.

4.5.3 H3 There is a positive and significant effect of high-involvement work practices on job satisfaction with the mediating effect of employee engagement.

Outcome: JS

Model Summary

R	R-Square	F	df1	df2	p
0.8312	0.6909	203.4009	2.0000	182.0000	0.0000

Model

	coeff	Se	t	p	LLCI	ULCI
Constant	0.5910	0.1361	4.3423	0.0000	0.3224	0.8595
EE	0.3309	0.0341	9.7190	0.0000	0.2637	0.3981
HIWP's	0.4735	0.0337	14.0365	0.0000	0.4069	0.5401

N=185 Indirect Effect= 0.0964

Here the value of N is 185 and indirect effect is 9 percent which shows that the mediation effect is 9 percent and with the values for beta coefficients of employee engagement and high-involvement work practices are 33 percent and 47 percent respectively, the values for T are 9 and 14 respectively, the value for F is 203 and value of is 0.0000 which shows the mediation effect.

Here in this table of mediation effect, the value of R-Square is 0.6909 which shows that there is strong impact of the mediator between dependent variable and the independent variable by 69 percent. The value of F is high and above 5 showing that the overall model is fit. The value of level of significance is 0.0000 which shows the high significance of the relationships between the variables. The values of T for all the variables are greater than 2 which shows that the variables are fit for individual testing.

4.5.4 H4 There is a positive and significant effect of high-involvement work practices on job satisfaction with the mediating effect of employee engagement.

Outcome: JS

Model Summary

R	R-Square	F	df1	df2	p
0.8312	0.6909	203.4009	2.0000	182.0000	0.0000

Model

	coeff	Se	t	p	LLCI	ULCI
Constant	0.5910	0.1361	4.3423	0.0000	0.3224	0.8595
EE	0.3309	0.0341	9.7190	0.0000	0.2637	0.3981
HIWP's	0.4735	0.0337	14.0365	0.0000	0.4069	0.5401

N=185 Indirect Effect= 0.0964

Here the value of N is 185 and indirect effect is 9 percent which shows that the mediation effect is 9 percent and with the values for beta coefficients of employee engagement and high-involvement work practices are 33 percent and 47 percent respectively, the values for T are 9 and 14 respectively, the value for F is 203 and value of is 0.0000 which shows the mediation effect.

Here in this table of mediation effect, the value of R-Square is 0.6909 which shows that there is strong impact of the mediator between dependent variable and the independent variable by 69 percent. The value of F is high and above 5 showing that the overall model is fit. The value of level of significance is 0.0000 which shows the high significance of the relationships between the variables. The values of T for all the variables are greater than 2 which shows that the variables are fit for individual testing.

4.6 Direct and Indirect Effects

4.6.1 Direct Effect of X on Y (HIWP's on JS)

Table 6.1

Effects	SE	T	Sig	LLCI	ULCI
0.4735	0.0337	14.0365	0.0000	0.4069	0.5401

4.6.2 Indirect Effect of X on Y (HIWP's on JS)

Table 6.2

	Effects	Boot SE	Boot LLCI	Boot ULCI
EE	0.0964	0.0239	0.0527	0.1477

The researcher used Andrew F Hayes for interpreting the results, which concludes the mediating variable. Firstly, the guide impact of private adjustable on reliant adjustable is actually inspected as well as evaluated and after that the indirect impact of private adjustable on reliant adjustable. Right below the worth of T is actually higher than 2, which reveals that there's require of this particular mediating adjustable so as to have actually the outcomes as well as connection in between the private adjustable as well as the reliant adjustable.

4.7 Summary of Hypotheses Testing

Table 7

Hypothesis	Statement	Result
1	There is a positive effect of high-involvement work practices on job satisfaction.	Accepted
2	There is a positive effect of employee engagement on job satisfaction.	Accepted

3	There is a positive effect of high-involvement work practices on employee engagement.	Accepted
4	There is a positive and significant effect of high-involvement work practices on job satisfaction with the mediating role of employee engagement.	Accepted

4.8 Analysis

Here, the researcher runs the different SPSS and Andrew, F. Hayes tests in order to analyze the relationship between independent variable, HIWP's and dependent variable, job satisfaction with the mediator, employee engagement.

In the first step, the researcher runs the reliability test for analyzing the values of the Cronbach's alpha, which are different for all of the three variables. By all the reliable Cronbach's alpha, it is shown that all of the three variables instruments are reliable for measurement. The Cronbach's alpha for the independent variable, HIWP's is 0.807. The Cronbach's alpha value for the mediator, employee engagement is 0.711 and for the dependent variable, job satisfaction is 0.738.

Similarly, all of the three variables HIWP's, employee engagement and job satisfaction have correlation with each other. The first correlation is between HIWP's and employee engagement and the value for this correlation is 0.294 which shows the high correlation between these two variables. The second correlation is between HIWP's and job satisfaction which is 0.728 which shows high correlation between these two variables and shows a strong relationship between these two variables. The third correlation is between employee engagement and job satisfaction which is 0.597 showing high correlation and a strong relation between these two variables.

The researcher runs the regression analysis for analyzing the connection in between the reliant adjustable as well as the private adjustable. The regression examination reveals the reliance of reliant adjustable on private adjustable, which is actually the unobstructed as well as reasonable indicator that just the amount of modifications in the reliant adjustable, is because of the private adjustable. Right below the reliant adjustable is actually task complete fulfillment as well as the private adjustable is actually HIWP's. Inning accordance with the examination, the worth of R-Square is actually 0.530 which reveals that 53 per-cent alter in reliant adjustable is because of the private adjustable. The values for T and F are greater than 2 and 5 respectively. So the conclusion is that the null hypothesis is rejected on the basis of

statistical support given by this regression showing the relationship highly significant between these two variables.

After that, the researcher runs the regression for analyzing the relationship between the independent variable and the mediating variable. Here the independent variable is HIWP's and the dependent variable is employee engagement. According to the test, the value of R-Square is 0.086 which shows that 8 percent change in dependent variable is due to the independent variable. The values for T and F are greater than 2 and 5 respectively showing the fitness of the model overall. So the conclusion is that the null hypothesis is rejected on the basis of statistical support given by this regression showing the relationship highly significant between these two variables.

And finally, in order to check the relationship between the mediating variable, employee engagement and dependent variable, job satisfaction, the researcher runs the regression analysis. Here in this test, the dependent variable is job satisfaction and the independent variable is employee engagement. According to the test, the value of R-Square is 0.356 which shows that almost 36 percent change in dependent variable is due to the independent variable. The values for T and F are greater than 2 and 5 respectively showing the fitness of the model overall. So the conclusion is that the null hypothesis is rejected on the basis of statistical support given by this regression showing the relationship highly significant between these two variables.

In order to check the direct and indirect effect on dependent variable, the researcher uses Andrew F. Hayes for interpreting the results, which concludes the mediating variable. Firstly, the direct effect of independent variable on dependent variable is checked and analyzed and then the indirect effect of independent variable on dependent variable. Here the value of T is greater than 2, which shows that there is need of this mediating variable in order to have the results and relationship between the independent variable and the dependent variable. The value of R-Square is 0.6909 which shows that there is strong impact of the mediator between dependent variable and the independent variable by 69 percent. The value of level of significance is 0.0000 which shows the high significance of the relationships between the variables.

4.9 Discussion

The purpose of this study is to examine the impact of HIWP's on job satisfaction and how these HIWP's play their role through the employee engagement which further leads

towards job satisfaction and to add knowledge to the factors which cause job satisfaction to go to a higher level or a lower level. Secondly, this study is the value addition to the existing literature of HIWP's, employee engagement and job satisfaction. Thirdly, it fulfills the requirements of an academic research of the researcher.

The important factors, which influence the job satisfaction are discussed. These factors can help in improving the job satisfaction. The HIWP's which include power, information, reward and knowledge, help in improving job satisfaction. In this study, the researcher also found out that the relationship between HIWP's and job satisfaction is high. It shows that HIWP's play an important role in improving the job satisfaction for the employees (Saks, 2006). These HIWP's are positively affecting the job satisfaction in the context of direct relationship, as supported by the literature. The job satisfaction is an outcome measure as believed by many authors and researchers which further plays an important role in evaluating performance of an employee. The performance of an employee is closely related to the job satisfaction.

The part of HIWP's, power impacts the representative engagement in a positive or negative way. Representatives should be given a feeling of self-sufficiency, alluding to the 'flexibility, freedom, and caution' gave to representatives in planning their own particular work and deciding the most ideal approach to complete their errands (Crawford, Rich, Buckman, and Bergeron, 2014). In light of these discoveries, it is just possible that power can prompt representatives being more locked in.

The second segment which is information additionally affects worker engagement either emphatically or negative way. Giving representatives data on the different issues affecting their work, empowers the chiefs and the association to be more straightforward, which is essential since 'it helps representatives look for the connection between their activities and the execution of the firm', along these lines upgrading the psychological part of engagement' (Konrad, 2006).

The managers ought to endeavour to create steady, reliable relations with their representatives by utilizing open correspondence and showing a feeling of consideration to them (May, Gilson, and Harter, 2004). Also, engagement can be accomplished when individuals see the immediate association between what they do and hierarchical results (Macey, Schneider, Barbera, and Young, 2009).

The third segment of HIWP's which is reward likewise has impact on worker engagement and this impact or effect can likewise be both, positive or negative. As indicated

by (Saks, 2006), managers ought to furnish representatives ¹ with the advantages and assets 'that will oblige them to respond in kind with more elevated amounts of engagement'. (Crawford, Rich, Buckman, and Bergeron, 2014), likewise found that prizes and acknowledgment are altogether identified with engagement. (Fairlie, 2011), found that both natural and outward remunerates were fundamentally associated with engagement. These discoveries give adequate proof to propose that the act of compensating workers ⁴ for their execution is quintessential in expanding their engagement.

The fourth part knowledge has noteworthy effect on worker engagement making it go at more elevated amount or lower level. (Schaufeli and Salanova, 2010), additionally contended that profession improvement and work preparing activities that are particularly coordinated toward authoritative individuals' self-improvement and advancement could altogether affect their engagement levels. (Shuck, Twyford, Reio, and Shuck, 2014) ponders and presumed that representatives' interest in HRD hones –, for example, coaching programs, administration improvement activities, and learning opportunities – is fundamentally identified with their subjective, behavioural, and passionate engagement levels. (Sarti, 2014), likewise uncovered that more noteworthy learning open doors for workers affected their engagement. These discoveries unmistakably suggest that an association's interest in enhancing individuals' information, aptitudes, and capacities can fundamentally impact the levels of their engagement. The study and the results also showed that there is a significant connection in between worker task complete fulfillment and interaction. The worker interaction can easily have actually a favorable effect on task complete fulfillment if the worker interaction is actually concentrated in the company in the point of view of the workers. An expanding agreement has actually arised that worker interaction provides one thing brand-brand new in incorporating complete fulfillment as well as dedication along with habits (Saks 2006; Robertson-Smith as well as Markwick 2009). (Christian, Garza, as well as Slaughter 2011) has actually likewise examined that the idea of worker interaction allotments elements along with various other function associated mindsets, like task complete fulfillment, task participation as well as affective business dedication.

Finally this study concludes that the mediation is necessary for the relationship of HIWP's and job satisfaction. The researcher has tested and analyzed that there is need of mediator, employee engagement. It has been tested and shown in the regression that ⁶ there is positive relation between employee engagement and job satisfaction and there is mediation relation. So the employee engagement plays role as mediator between HIWP's and job satisfaction and it is also supported in the literature.

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

The objective of this particular report is actually towards analyze the effect of high-involvement function methods at work complete fulfillment as well as exactly just how these high-involvement function practices play their roles through the employee engagement which leads towards the job satisfaction. And to contribute to the current issues that emerge in the job satisfaction among the employees. Secondly this study is a contribution towards the existing literature of the high-involvement work practices, its outputs and the job satisfaction. Thirdly it fulfills the academic research needs of the researcher.

Our findings suggest that if proper implementation of the high-involvement practices is done then this will lead to the positive outcomes like employee engagement and further leading towards the job satisfaction. The relationship of the high-involvement function methods as well as the worker interaction is positively correlated to each other and that has been proved and shown by the researcher in the regression segment of these two variables.

The other major finding of this research is that, the mediation is necessary for the connection of the high-involvement function methods as well as the task complete fulfillment. Within this particular examine, it is guaranteed that the task complete fulfillment is among the essential problems in any type of company efficiency assessment. As workers are actually the center possessions of any type of company as well as the outcome or even efficiency of the company are actually created due to the workers of the companies. So if the employee is satisfied then he will be more productive and not involved in any kind of counterproductive activities then the organization will be productive. As job satisfaction is defined and explained that if an employee is satisfied with his work then he will effectively contribute for the growth of the organization.

33 The job satisfaction of an employee can be boosted and very productive if the proper implementation of the high-involvement work practices is done. And if the employees are committed, engaged and satisfied with their jobs and there is proper support for him or her from the supervisors or management side then they will be more productive and this will lead to the production of the organization. As the job satisfaction of the employees is a major issue for all organizations, so the thing which researcher feels as a need is coping high-involvement work practices with the job satisfaction. This study is useful for the person, who wants to run his/her own service business, because employees are the major source of profit and they are

the core assets of any organization and if the employees are not satisfied with their work and the job then they may not be able to perform well and they may not be productive in their work and the job.

So the high-involvement work practices and the managerial implications that the researcher suggested are the most important outcomes from this crucial research work.

Suggestion

The model represents the following hypothesis which shows the positive relationship between the HIWP's and the job satisfaction. According to the results and findings, the first managerial implication is that they should and must cope up and remove the factors which cause reduction in the job satisfaction among the employees in an organization. By the removal of these factors causing reduction in the job satisfaction, will help the managers and also the employees improving their performances.

Similarly, the managers should focus on the improvement of the components of HIWP's which are power, knowledge, reward and information and employee engagement also to increase job satisfaction among the employees for their better performances and ultimately for the better growth of the organization.

The newness of this study is that an empirical testing is been performed towards analyze the connection in between the HIWP's as well as task complete fulfillment along with the mediating function of worker interaction. So in this regard, it's a small effort of contribution in the existing literature of these core variables of the study and it opens new avenues of data and findings for the research workers in order to analyze the effects of the HIWP's in an organization on the job satisfaction. And it helps the research workers to do further more study and discussion on the importance of these high-involvement function methods as well as towards inspect the solid effect of these methods at work complete fulfillment amongst the workers towards additional enhance the business efficiency.

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