

MODELLING THE RELATIONSHIP BETWEEN HRM PRACTICES, PROCEDURAL JUSTICE, WORK-LIFE BALANCE, WORK ENGAGEMENT, JOB PERFORMANCE, AND INTENT TO STAY: MODERATED MEDIATION ANALYSIS

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Abstract A research model investigating the direct effect of HRM practices on job performance (in-role and extra-role) and intent to stay, the indirect effect via work engagement, and how individual personality attributes such as perceptions of procedural justice and work-life balance moderate the process was developed and tested. We tested hypotheses H1 through H3 using hierarchical multiple regression analysis; and H4 through H7 moderated mediation model was estimated using PROCESS-macro. All hypothesised relationships were supported except 5b and 7c. Specifically, the results suggest that HRM practices were positively related to job performance (in-role and extra-role), intent to stay, and work engagement. Similarly, work engagement was positively related to job performance and intent to stay. In addition, procedural justice and work-life balance moderate the direct relationship between HRM practices, job performance (in- and extra-role), and intent to stay. Finally, results showed that satisfaction by HRM practices in conjunction with employee perception of fairness results in a higher level of work engagement that contributes to high in-role performance and intention to stay. Similarly, work-life balance moderates the indirect relationship between HRM practices and job performance (in- and extra-role). Implications of the results are discussed, and directions for future research are offered..

Keywords: HRM Practices, Procedural Justice, Work-Life Balance, Work Engagement, In-Role Performance, Extra-Role Performance, Intent to Stay

INTRODUCTION

Organisations face complex challenges because of rapidly changing technology and high-performance expectations. In line with this, organisations have increasingly paid more attention to their human resources because the implementation of human resource practices is alleged to have a link with employees' performance in the organisation (Saleem & Khurshid, 2015). While many studies view the effect of human resource management (HRM) practices only from the organisational-level outcomes (e.g., Alfes et al., 2013; Delery & Gupta, 2016), it is vital to consider the impact of HRM practices on individual employees themselves, in terms of employee outcome variables, that is, job performance. It is, therefore, necessary to understand the effectiveness of HRM practices in influencing employee performance via the influence on employee attitudes and

behaviours resulting in elevated levels of performance (Beatson et al., 2008; Latorre et al., 2016; Meyer & Smith, 2000; Singh, 2004). On the other hand, some research shows how employees with a high level of engagement (Anitha, 2014; Bailey et al., 2017; Saks, 2006; Shuck, Reio & Rocco, 2011) eventually have increased levels of assigned and extra job performance (Akingbola & van den Berg, 2017; Delery & Doty, 1996; Tessema & Soeters, 2006; Qureshi et al., 2019), and employee intention to stay (Glambe et al., 2014; Supeli & Creed, 2016).

According to the resource-based view (RBV) (Barney, 1986), using HRM practices bundles rather than single HRM practices contributes to performance. Such a claim is further supported by empirical research (Combs, Liu, Hall & Ketchen, 2006; De Prins et al., 2015; Klaas, Semadeni, Klimchak & Ward, 2012; Macky & Boxall, 2007; Zhang

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et al., 2015) that high-performance HR practices, defined as a combination of HR practices (Sun, Aryee & Law 2007), are found to have a more substantial effect on individual performance than any single practice alone. It is, therefore, imperative to figure out how a bundle of HRM practices impacts employees into showing high performance (Karatepe, 2013) and their intention to stay (Chew & Chan, 2008). Accordingly, prior research has investigated the effect of HRM practices on different workforce attitudes and behaviours. However, this research has mainly adopted an attributional perspective, addressing employees' beliefs regarding HRM practices adopted in the organisation (Sanders & Yang, 2016).

Moreover, it is possible that the degree to which employees are satisfied with HRM practices does not fully indicate how employees react behaviourally and attitudinally; this entails that studies of the HR practice-outcome relationship have provided limited insight into the role of individual work-life balance, justice perception, and engagement on the more proximal employee outcomes that they are likely to affect most directly, thereby leading to gaps in the field's understanding of the mechanisms linking HR practices to job performance and intent to stay based on the suggestion for research attention in this area (e.g., Becker & Gerhart, 1996; Takeuchi, Chen & Lepak, 2009; Wright & Gardner, 2003). Following this line of inquiry, social exchange theory (SET) provides a foundation for explaining the link between HRM practices and employee attitudinal and behavioural outcomes. According to Cropanzano and Mitchell (2005) and Saks (2006), when employees get sufficient organisational resources, they are more likely to repay the organisation through engagement and better performance.

Employee engagement is a factor that is believed to play a role in the relationship between HRM practices and positive work-related attitudes (Karatepe, 2011; Saks, 2006); however, this would depend on personal factors such as procedural justice perception and work-life balance in our case. Based on these facts, this study investigates how HR practices directly contribute to employee performance and intent to stay and indirectly affect via work engagement in the banking sector of Ethiopia, using the response of employees through a survey. Although several factors affect this relationship, we consider only perceived procedural justice and work-life balance. Hence, the findings and results of this study will help the banking sector improve or revise its strategies for HR practices.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

As businesses face more development and changes, different challenges can be defeated by HRM by offering various practices which increase performance (Armstrong,

2006). A central assertion is that workforce evaluations of HRM practices are critical determinants of employee-level outcomes, i.e., essential antecedents of organisational-level performance (Wright & Nishii, 2013). The HRM practices include salary and benefits, relationship quality with supervisor, performance appraisal, training relevance, work environment, internal communication, and commitment to customer quality (Yang, 2012). All these practices should be built to achieve high performance and the intention to stay of workers (Albrecht et al., 2015). Further, this article has developed a conceptual model to analyse the impact of HR practices on employee engagement and, in return, how they indirectly relate to job performance and employee intention to stay. In addition, procedural justice and work-life balance strengthen or weaken the relationship.

Theoretical Underpinning

This study is theoretically inspired by the social exchange theory (Blau, 1964) and JD-R theory (Demerouti & Bakker, 2011). Social exchange theory is based on two types of resources, i.e., economic and social resources. This study relates to the social aspect of social exchange theory based on love, respect, and support. In contrast, the economic aspect of this theory is based on money and material. This theory supports that employees are in an exchange relationship with an organisation and give back by engaging and performing for what they receive from the organisation (Conway & Briner, 2005). This theory further postulates that maximum organisational support via HRM practices will gratify the employees towards their concerned organisation (Shore & Wayne, 1993). In return, employees will try to respond to it through efficient job performance and a desire to stay in that particular organisation.

On the other hand, JD-R theory supports HRM—the engagement–outcome framework by considering HRM practices as essential resources leading to high work engagement, thus yielding positive outcomes, such as high in-role and extra-role performance and high intention to stay (Schaufeli, Bakker & Salanova, 2006). This theory suggests that the impact of HRM practices on the employees' behaviours are acting as 'signals' carrying the organisational motive for the employees. In return, the employees will try to respond to it through efficient and high job performance.

HR Practices and Job Performance (In-Role and Extra-Role) and Intent to Stay

Satisfaction with human resource management practices significantly impacts various task elements and job behaviour relevant to employee performance (Truss et al., 2013; Maden, 2015; Alsafadi & Altahat, 2021). Although studies have examined the impact of HR practices on employee

attitudes and behaviours, extant literature is silent on its impact on individual-level phenomena (Ostroff et al., 2000).

Employee performance includes behaviour that is under control but provides limits for irrelevant behaviour (Ahmad & Shahzad, 2011; Dewettinck & van Ameijde, 2011). In the workplace, employee performance is reflected from a multi-dimensional perspective; explicitly, performance may be in-role and extra-role (Williams & Anderson, 1991). The former is the behaviour expected of employees, primarily based on job requirements and commonly accepted norms. Such behaviour entails doing what one was hired to do to meet official job requirements, such as those in the job descriptions. It relates directly to the organisation's technical core processes and is usually associated with meeting well-specified goals recognised by formal reward systems (Call & Ployhart, 2020). The latter refers to behaviour going outside the requirement for the job without directly influencing their target productivity, which positively affects organisational performance. In essence, extra-role behaviour consists of going beyond the call of duty for the good of the organisation.

Several advantages concerning satisfaction with human resource practices were reported in the literature, such as enhancing the effectiveness of the organisation's activities (Daspit et al., 2018), developing employees' knowledge, skills, and abilities (Kooij & Boon, 2018), and empowering and motivating staff (Glaister et al., 2018). Job performance is considered a vital factor in the success of organisations (Alfes et al., 2013; Wayne et al., 1997). However, limited studies investigated the direct effect of HR practices on employees' in-role and extra-role performance (Quresh et al., 2010). Therefore, we further argue that implementation of HR practices in the true sense will not only increase employee satisfaction and engagement, but also result in an increase in the active role of employees in carrying out obligations according to the formal contract given to them by the company (Biswas, 2009) and beyond the requirements of the job (Dumont, Shen & Deng, 2017). Both kinds of performances are expected from employees in a dynamic, interdependent modern workplace (Eldor & Harpaz, 2016).

According to job performance theory (Campbell, 1990), HRPs can be considered resource-delivery mechanisms, with employee satisfaction indicative of the enhanced capacity of their associated resources to fulfil individual work-related needs (Bakker, Demerouti & SanzVergel, 2014). Because the JD-R model suggests that meeting these needs is a catalyst for improved workforce contributions (Schaufeli & Taris, 2014), an argument can be made linking satisfaction with HRM practices to increased in-role and extra-role performance of an employee. Accordingly, both are considered here to explore the effects of satisfaction with HRM practices.

Moreover, existent literature has documented that high levels of turnover can increase HR costs, decrease productivity, lose experienced employees, and lower employee morale (Lambert & Hogan, 2009). Empirically, substantive evidence exists to explain the relationship between HRM practices and intent to stay (Agus & Selvaraj, 2020; Shanker, 2018; Presbitero & Teng-Calleja, 2020). HR practices will help employees perceive that they are trustworthy and an organisation's valuable resource. Implementing satisfying HR practices will help employees have a long-term commitment to the organisation (Alfes et al., 2010; Nguyen et al., 2020). However, the scarcity of research studies relating to the intention to leave the educational sector is a primary concern for scholars in the HRM field (Javed et al., 2019). Given these empirical results, we proposed that:

H1: Satisfaction on HRM practices is positively related to a) in-role performance, b) extra-role performance, and c) intent to stay.

HRM Practices and Work Engagement

Human resource management practices can help employees engage (Aybas & Acar, 2017; Marescaux, De Winne & Forrier, 2019; Bakker & Albrecht, 2018). A review of the scant literature suggests that HRM practices can significantly influence employee outcomes, such as work engagement (Albrecht et al., 2015; Bal, Kooij & De Jong, 2013). Employees can view HRM practices as a set of job resources that enhance proper working conditions. Following this reasoning, employees will be more likely to feel involved in working activities due to a positive state of mind related to the work, i.e., work engagement, rather than because of feeling coerced into them. The theoretical underpinning for this study is SET, according to which relationships between employees and employers are based on norms of reciprocity generated through a series of interactions between parties in a state of reciprocal interdependence. When employees perceive that organisations treat them well, they tend to respond by exerting effort and engaging more in their work activities (Wright & Boswell, 2002). Practically speaking, the implementation of HRM practices by the organisation is viewed by employees as an organisation's commitment towards them, which is then reciprocated to the organisation by employees through positive behaviours (Bowen & Ostroff 2004) and attitudes, such as work engagement (Aybas & Acar, 2017). Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organisation (Saks, 2019). Accordingly, we propose the following hypothesis:

H2: HR practices will be positively related to work engagement.

Work Engagement and Job Performance (In-role and Extra-role) and Intention to Stay

Employees involved in work feel motivated to make the effort needed for excellent performance. In other words, employees' job performance and intention to stay depend on their love and devotion to their work. Lisbona et al. (2018) found that work engagement leads to a higher personal initiative of employees, which in turn leads to higher employee performance. The presence of workers increases the extra-role and in-role performance. Employee extra-role behaviour refers to the willingness of the employees to do more for the company without receiving rewards for the additional work (Albrecht, 2012).

On the other hand, role task performance refers to one's capacity to control one's job, which is required to deliver a level of performance (Halbesleben & Wheeler 2008). The two aspects (extra tasks and responsibilities) can be strengthened by creative working practices that are assisted by the high-performance management of human resources. Saks (2006) argues that employee involvement impacts employee attitudes, behaviour, and intentions. Because attitudes include behavioural as well as affective and cognitive components (Fishbein & Ajzen, 1972), they are essential antecedents of employee participation and role behaviour in work environments. A recent meta-analysis revealed that work engagement, as an investment of personal resources and energy in the performance of work tasks, is positively related to in-role and extra-role performance (Christian, Garza & Slaughter, 2011).

There is also an evidence asserting that engagement is a positive emotional state, which influences employees to remain with the organisation. Mitchell et al. (2011) posit that whether an employee chooses to stay or quit depends on the level to which he/she is embedded in the organisation. Highly engaged employees find their work interesting, meaningful, and energising, and experience positive effects, including happiness, joy, and enthusiasm (Bakker & Demerouti, 2008). Hence, work engagement can be viewed as an active state where an employee experiences positive work-related effects and heightened motivation (e.g., Parker & Griffin, 2011; Warr & Inceoglu, 2012). It conforms to previous studies that demonstrate that employee engagement was negatively related to the intentions of quitting (Karatepe et al., 2018; Allan et al., 2019; Karatepe & Ngeche, 2012; Saks, 2006). However, most of this research is focused on turnover intention and not on the intention to stay. Few studies show that engagement positively influences intention to stay (Halbesleben & Wheeler, 2008; Rai, Ghosh & Dutta, 2019), where the level of engagement is assessed or perceived by individuals, and their work tends to determine intention

to stay. Therefore, we may extend the argument that the employee's decision to stay/leave could depend on the level of engagement of the employee. Based on such findings reported by past researchers, the following hypothesis has been framed:

H3: Work engagement is positively related to a) in-role performance, b) extra-role performance, and c) intent to stay.

Moderation Roles of Procedural Justice and Work-Life Balance

Employees care about how they are treated within an organisation. Their perception of justice within the organisational system affects their attitudes and behaviour, such as their commitment (Kim & Leung 2007). The original version of social justice theory suggested that social exchanges were perceived as fair when people sensed that their contributions were in balance with their rewards (Adams, 1963; Homans, 1961). Among the three facets of justice that have been examined in the organisational literature (distributive, procedural, and interactional), procedural justice emphasises the 'fairness of the procedures used in making resource-distribution decisions (Poon, 2012) such as consistency, information accuracy, correctability, and bias suppression (Leventhal, 1980). It is widely accepted that individuals use procedural fairness as a cue to decide how much they should trust authorities (Lind & Tyler, 1988). High procedural justice signals that the employer is trustworthy, so that employees can be committed to it and invest their efforts in the organisation (De Cremer & Tyler, 2007). Procedural justice perceptions are shared among members because employees are exposed to the same policies, procedures, and practices, and interact to share their workplace experiences (Naumann & Bennett, 2000).

Studies indicate that employees' reactions to HR practices are strongly influenced by the perceived fairness of measures and rules (Cohen & Spector, 2001), such that if the decision-making process is fair, then employees may not exhibit strong adverse reactions to the unsatisfactory distribution of resources, and vice-versa (Konovsky, 2000). Fairness in procedures is vital because of helping employees in terms of having control over the decisions to have some fair outcomes accordingly. Perceptions that assure fair procedures about salary and benefit, LMX, career opportunity, training relevance, performance appraisal, internal communication, work environment, grievance management, and work load may mitigate employees' negative and aversive responses towards HRM practices that affect their performance and commitment. Therefore, we propose the mediation effect of work engagement on the relationship between the interaction

of HR practices with procedural justice and work-life balance and employee job performance (in-role and extra-role) and intent to stay. Work engagement is a practical, motivational construct, and highly engaged employees will have an excellent sense of fulfillment in carrying out their responsibilities, and hence find ways to get the job done and achieve their work goals (Biswas & Bhatnagar, 2013; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). When employees perceive a vital context of HRM practice (Pradhan et al., 2017) and believe it is fair, it encourages a positive motivational state of work engagement and leads to higher in-role and extra-role performance and intent to stay. That is, the perception of HRM practices will be influenced by judgments concerning the procedures implemented and the quality of the interpersonal treatment received from the organisation. As such, it is proposed in this study that positive reactions, such as in-role and extra-role performance, and intent to stay, resulting from satisfaction with HRM practices, may be enhanced by the perception of procedural justice (i.e., fair procedures and interpersonal treatment when altering specific high commitment HRM practices and the promises implicit within them), with the same results obtained by enhancing engagement level. Based on this conceptualisation, we hypothesise that:

H4: Procedural justice moderates the direct positive relationship between satisfaction with HRM practices and a) in-role performance, b) extra-role performance, and c) intent to stay, where these relationships will be stronger when procedural justice is high, rather than low.

H5: Work engagement mediates the interactive effect of HRM practices and procedural justice on a) in-role performance, b) extra-role performance, and c) intent to stay. Specifically, the indirect relationship is more positive when procedural justice is high, rather than low.

Besides the role of procedural justice, we examine work-life balance as a critical personal context that influences satisfaction with HRM practices on attitude and performance. Individual behavioural attitudes depend on a person's ability to manage their life, because individuals change their attitudes consistent with the work and life environment (Barnett & Hyde, 2001; Bui, Liu & Footner, 2016). Therefore, the primary purpose of work-life balance schemes is to generate improved balance among employees concerning their personal and professional life (Zacharous, 2005). Suppose employees' responsibilities, pressures, and obligations at work are too high, the working hours are too long, and the resources are not evenly distributed, it may

oppress the quality of life, leading to poor performance and employee turnover (Greenhaus & Beutell, 1985).

Therefore, we argue that work-life balance is central in affecting directly the relationship between HRM practices and job performance, intent to stay, or enhancing engagement. Employees with high work-life balance have a firm control over their work life, and less conflict (Delecta, 2011), and seek to engage more in their task areas and perform their tasks. In contrast, a lack of work-life balance brings various negative consequences in the form of emotional and behavioural issues, such as reduced engagement in return for reduced job productivity (Kalliath & Brough, 2008). Beauregard and Henry (2009) found that work-life balance practices are often linked to positive job-related attitudes, engagement in high-quality HRM practices, increased job performance, and employee's interest in staying in the organisation. On the basis of the above discussion, we propose the following:

H6: Work-life balance moderates the positive relationship between satisfaction with HRM practices and a) in-role performance, b) extra-role performance, and c) intent to stay, where these relationships will be stronger when work-life balance is high, rather than low.

H7: Work engagement mediates the interactive effect of HRM practices and work-life balance on a) in-role performance, b) extra-role performance, and c) intent to stay. Specifically, the indirect relationship is more positive when the work-life balance is high, rather than low.

CONCEPTUAL FRAMEWORK

The conceptual framework for this study is diagrammatically based on the relationships of study constructs and their order of influence. This framework's first flow of influence is initiated from the direct relationship of HR practices with employee job performance (in-role and extra-role) and intent to stay. Relating HR practices with work engagement initiates the conceptual framework's second flow. The third flow of influence in the framework is HR practices on employee job performance (in-role and extra-role) and intent to stay through a serial mediator of PCF and work engagement. While the fourth flow in the framework is the moderation influence of procedural justice and work-life balance on the indirect relationship between HR practices and employee job performance (in-role and extra-role) and intent to stay through work engagement. The overall proposed conceptual model is depicted in Fig. 1.

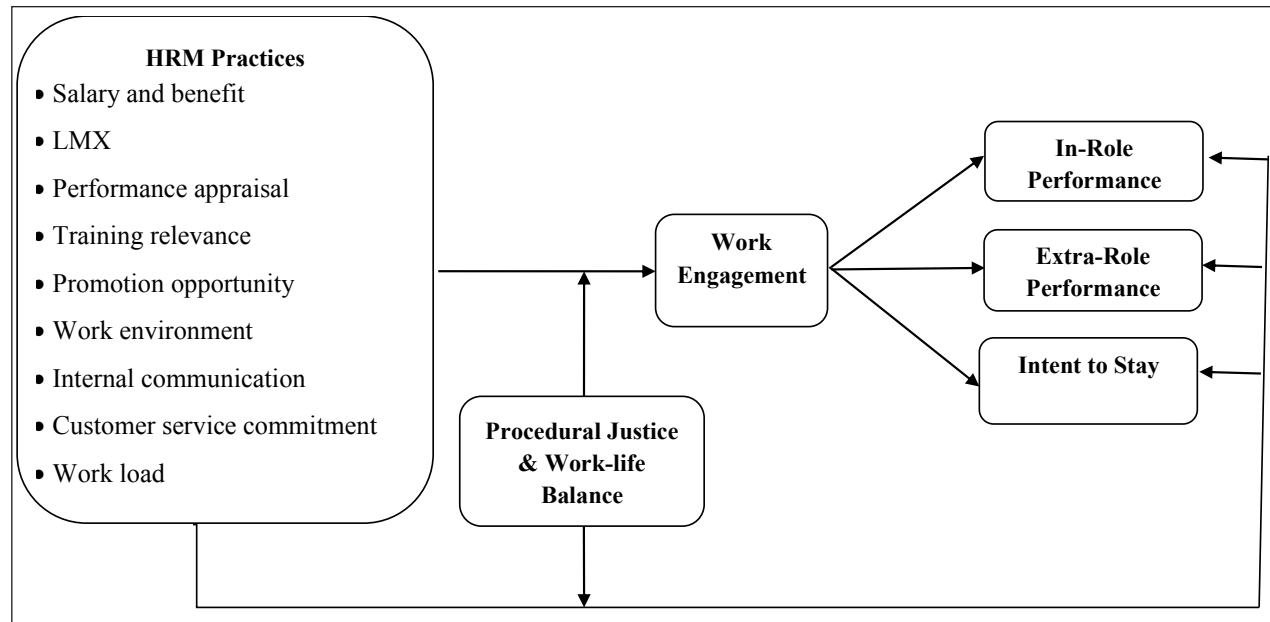


Fig. 1: Proposed Conceptual Framework

METHODOLOGY

Sample and Data Collection Procedure

The research design is a template highlighting the research methods to guide data collection (Babin & Zikmund, 2016). There are three categories of research design: exploratory research, descriptive research, and causal research. Based on this, descriptive research was conducted in the form of variable measurement; following this, causal research was employed to empirically test the relationship between variables. The units of analysis in the study are employees working in banking. The study follows the quantitative (positivism), cross-sectional research design to test the hypothesis empirically. Data were collected in a one-month time lag between December 2021 and January 2022 from ten districts and head office employees. Subsequently, the bank's HR departments were contacted to gain permission to collect data.

The survey was designed based on self-reported measurements of participants' perceptions about the variables usually used in leadership studies (Ng & Feldman, 2012). The participants were communicated only from branch managers, division managers and supervisors, senior officers, and junior officers. Questionnaires were collected electronically (via an online survey system using a link to the Google Form that hosted the survey by directly sending the link to employees' e-mail by the assistant of the system administrator). The respondents received a covering letter explaining the study and a pledge for confidentiality and anonymity so that they could respond as honestly as possible. This helps reduce respondents' evaluation hesitation and social desirability bias (Podsakoff et al., 2003).

Data were collected in two rounds with a two-week lag to minimise random response bias. In time one, 2,964 people responded for HRM practices (i.e., salary and benefit, relationship with supervisor (LMX), performance appraisal system, training opportunity and relevance, promotional opportunity, work environment, internal communication, customer service commitment, and workload), and in addition, the control variables (i.e., age, gender, tenure, and education level). Then the second time, 2,915 people responded for procedural justice, work-life balance, work engagement, in-role, extra-role performance, and intent to stay. A two-phase matching process was followed to link the two-round response using a unique self-generated code (SGIC). Based on this, 2,827 responses were used for the final analysis.

Measures

Multiple-item scales, closely following prior studies, were used to measure each construct. All items were measured in a statement followed by a five-point Likert scale. As there is no single agreed-upon list of HRM practices (Paauwe, Guest & Wright, 2013; Zhang, Fan & Zhu, 2014), we measure salary and benefit using Comer, Machleit and Lagace's (1989) six-item scale; to measure the relationship employees have with their supervisor the Gerstner & Day (1997) six-item LMX scale was employed, following relevant scales reported in previous studies (Folger & Konovsky 1989; Collins & Smith, 2006; Tang & Sarsfield-Baldwin, 1996); performance appraisal was measured using five items; the relevance of training was measured by scales adopted from Pare and Tremblay (2007); the workload was measured using a three-item scale adopted from Spector and Jex

(1998); internal communication was examined with a five-item scale, which was developed by (Ulrich, 1997); five items from the Peccei and Rosenthal (1997) scale was used to measure customer service commitment; promotional opportunity was measured using a seven-item scale adopted from Ramnarain and Parumasur (2015); and finally, four-item work environment measures was adopted from Kop et al. (2016).

Procedural justice is the perception of employees about their organisation, which substantially influences their views about their experience of that particular working environment (Foley, Hang-Yue & Wong, 2005). A four-item scale measuring procedural justice was modified from items used previously (Colquitt, 2001; Elicker et al., 2006; Erdogan et al., 2001). A five-item work-life balance adopted from Fisher-McCauley et al. (2003) was used, and various related items were identified from similar studies. We used the shortened version of Utrecht work engagement (nine-item scale); this was used and validated by Schaufeli et al. (2002, 2006). The scale has been verified to have considerable construct validity (Seppala et al., 2009). In-role performance was measured by a seven-item scale developed by Williams and Anderson (1991). Williams and Anderson (1991) reported a Cronbach's alpha of .89 for this scale; a six-item extra-role performance scale was adopted from Eisenberger et al. (2010). Finally, four-item scales for intent to stay were adopted from Milliman, Gatling & Kim (2018). We used a hierarchical latent variable model that includes reflective-reflective type, where exogenous variable (HRD practices) and work engagement were only modelled as second-order latent variables in the structural model (Ringle, Sarstedt & Straub, 2012).

Data Analysis

The value of any research depends on the reliability and validity of the work. Cronbach's alpha is widely used across organisational sciences to measure reliability and internal consistency in Likert-based assessment instruments (Bonett

& Wright, 2015). Thus, the instrument's internal consistency was assessed using Cronbach's (1951) item homogeneity test, Cronbach's alpha. We found that each construct's alpha value is above .07, which is the acceptable reliability level (Sapp & Jensen, 1997).

Before testing the hypothesised relationships, we assessed whether the model was robust. Confirmatory factor analysis (CFA) was conducted using EQS 6.2 (Bentler & Weeks, 1979, 1980), with maximum likelihood estimation. Then hierarchical multiple regression analysis was conducted to test hypotheses H1 through H3. Finally, to test H4 and H7, a moderated mediation model, estimated using PROCESS-macro models 8 (Hayes, 2022), was employed.

RESULTS AND DISCUSSION

Measurement Model Analysis

The perceptual measures were treated in first-order confirmatory factor analysis. Some of the items were heavily cross-loaded or were not identified with any of the purported factors. Therefore, three items (RT1, PO2, and CSS3) were dropped from HRMP construct dimensions of the relevance of training, promotional opportunity, and customer service commitment, respectively. Higher-order CFA using EQS 6.2 (Bentler & Weeks, 1980) was employed for a more rigorous psychometric assessment. According to Hair et al. (2012), the recommended fit value for the comparative fit index (CFI) is 0.90. Similarly, while the root mean squared error of approximation (RMSEA) indicates perfect fit, values less than 0.08 are considered good fits. Finally, the Akaike information criterion (AIC) (Akaike, 1987) was also reported. The results of CFA analysis indicated that the hypothesised 16-factor model suggested a good fit: ($\chi^2 = 7552.02$; $df = 545$; $CFI = 0.965$; $RMSEA = .067$). Furthermore, as seen from Table 1, all variables in the hypothesised model, separately and collectively, exhibited a better fit to the data, thereby providing evidence of the distinctiveness of the study's variables.

Table 1: Fit Indices for Structural Models

Models	χ^2	<i>df</i>	CFI	SRMR	RMSEA	AIC
Model 1: HRMP (9 factors)	522.6	27	.940	.041	.081	468.6
Model 2: WE (3 factors)	933.3	24	.945	.008	.109	785.3
Model 3: PJ (4 items)	79.3	2	.980	.004	.117	75.7
Model 4: WLB (5 items)	405.6	5	.907	.001	.168	395.6
Model 5: IRP (7 items)	475.7	14	.956	.010	.108	447.7
Model 6: ERP (6 items)	518.7	9	.947	.010	.141	500.7
Model 7: ITS (4 items)	18.2	2	.996	.003	.053	14.2
Model 8: Full model (16 factors)	7552.04	545	.965	.012	.067	6462.1

HRMP = Human resource management practice; WE = Work engagement; WLB = Work-life balance; PJ = Procedural justice; IRP = In-role performance; ERP = Extra-role performance; ITS = Intent to stay.

DESCRIPTIVE STATISTICS

As shown in Table 2, among the respondents, 71% were male and 29% female, of which a majority of the respondents

(60.4%) belonged to the age group 21 to 30 years, and 29.6% belonged to the age group 31 to 40 years. The average work experience is 5.4 years. Finally, 69.6% of the respondents have a first degree, and 23.2% a second degree.

Table 2: Demographics of Respondents

Measure	Item	Frequency	Percent
Gender	Female	821	29.0
	Male	2013	71.0
Age	21-30	1712	60.4
	31-40	838	29.6
	41-50	241	8.5
	>51	43	1.5
Education	Less than TVET/Diploma	154	5.5
	TVET/Diploma	50	1.8
	First Degree	1973	69.6
	Second Degree and above	657	23.2
Tenure	Year		5.4 years

Gender (1 = male, 0 = female); Age (1 = 21-30, 2 = 31-40, 3 = 41-50, 4 = > 51); Education level (1 = TVET/Diploma, 2 = TVET/Diploma, 3 = First Degree, 4 = Second Degree and above).

The items corresponding to each constructs were summed and averaged to obtain a composite score representing that construct. The inter-correlations, means, standard deviations, and Cronbach's alphas are presented in Table 3. The coefficient alphas of the entire construct in the study framework were above 0.7; this suggests that our study variables are distinct from each other. HRM practices were

positively correlated with the two intervening variables (PJ, $r = .636$, $p < .01$; WLB, $r = .438$, $p < .01$) and with the mediating variable (WE, $r = .509$, $p < .01$). The three outcome variables (IRP, $r = .600$, $p < .01$; ERP, $r = .524$, $p < .01$; ITS, $r = .482$, $p < .01$) were positively correlated with HRM practices.

Table 3: Means, Standard Deviations, and Inter-correlations among Study Variables

	M	SD	1	2	3	4	5	6	7	8	9	10	11
Gender	.71	.454	-										
Age	1.51	.715	-.051**	-									
Education	4.07	.791	.001	.131**	-								
Experience	5.40	4.61	-.210**	.644**	.097**	-							
HRMP	4.25	0.21	.047*	-.074**	-.043*	-.078**	(.843)						
WE	4.59	0.40	.043*	-.039*	-.041*	-.050**	.509**	(.922)					
WLB	4.26	0.33	.043*	-.067**	.024	-.038*	.438**	.185**	(.800)				
PJ	4.20	0.32	.021	-.027	-.037*	-.044*	.636**	.292**	.234**	(.812)			
IRP	4.43	0.36	.060**	-.092**	.004	-.076**	.600**	.654**	.302**	.370**	(.877)		
ERP	4.53	0.40	.097**	-.079**	.013	-.061**	.524**	.588**	.321**	.296**	.770**	(.896)	
ITS	4.53	0.39	.031	.026	-.043*	.007	.482**	.660**	.167**	.302**	.561**	.495**	(.799)

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

HRMP = Human resource management practice; WE = Work engagement; WLB = Work-life balance; PJ = Procedural justice; IRP = In-role performance; ERP = Extra-role performance; ITS = Intent to stay.

HYPOTHESIS TESTING

The result of hierarchical multiple regression analysis about the direct effect of HR management practices on in-role performance, extra-role performance, intent to stay, and work engagement is demonstrated in Table 4. Following Baron and Kenny's (1986) method, Model 1 contained only the control variables. In the second step, the independent variable of HR practices was entered. It is evident from Table 10 that HRMP is a significant predictor of in-role performance in Model 2 ($\beta = 1.020$, $p < .001$), extra-role performance in Model 5 ($\beta = .978$, $p < .001$), and intent to stay in Model 8 ($\beta = .887$, $p < .001$). Therefore, H1a-c is supported. Of the control variables, except organisational tenure, age, gender, and education were significantly linked to job performance, and only age was significantly linked with intent to stay. That is, the variance in gender, and the higher the age and education level of the employees, they perform; and when employees become more aged, intent to stay in the current organisation increases. HRMP is also significantly and positively related to work engagement Model 11 ($\beta = .948$, $p < .001$). Therefore, H2 is supported. Moreover, as shown in Table 4, work engagement is significantly and positively related to in-role performance Model 3 ($\beta = .597$, $p < .001$), extra-role performance Model 6 ($\beta = .589$, $p < .001$), and intent to stay Model 9 ($\beta = .646$, $p < .001$). Therefore, H3a-c are supported.

RESULT OF MODERATION EFFECTS: PROCEDURAL-JUSTICE AND WORK-LIFE BALANCE

We used the model 8 PROCESS macro bootstrapping method to test the proposed moderated mediation effect (Hayes, 2022). The effect of procedural justice alone was not significant in Model 1 ($\beta = -.039$, $p > .05$); however, the interaction term was positively significant, though marginal ($\beta = -.732$, $p < .01$). The results for moderation effects of procedural justice are presented in Table 5.

The result shows the direct effect of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay, statistically moderated by procedural justice. Specifically, we found that the moderating roles of procedural justice in the effects of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay are statistically significant. As shown in Table 5, the direct effects of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay at low ($\beta = .656$, [.579, .732]; $\beta = .753$, [.660, .845]); $\beta = .383$, [.279, .470]) and high ($\beta = .296$, [.505, .638]; $\beta = .537$, [.457, .618]; $\beta = .327$, [.252, .402]) levels of procedural justice were statistically significant. That is, the moderating effect of procedural justice (H4a-c) is thus supported.

Table 4: Relationship between Human Resource Practice, Work Engagement, and Job Performance (In-Role and Extra-Role) and Intent to Stay

	In-Role Performance			Extra-Role Performance			Intent to Stay			Work Engagement	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11
Gender	.042 *** (.015)	.025 * (.012)	.024 * (.012)	.083 *** (.017)	.067 *** (.014)	.065 *** (.014)	.027 (.017)	.012 (.014)	.007 (.012)	.031 (.017)	.015 (.015)
Age	-.041 *** (.013)	-.028 ** (.010)	-.037 *** (.010)	-.047 ** (.014)	-.035 ** (.012)	-.043 *** (.011)	.020 (.013)	.031 ** (.012)	.025 ** (.010)	-.007 (.014)	.005 (.012)
Educa- tion	.007 (.009)	.016 * (.007)	.018 * (.007)	.012 (.010)	.021 * (.008)	.022 ** (.008)	-.024 (.009) *	-.015 (.008)	-.012 (.007)	-.018 (.010)	-.010 (.008)
Tenure	-.001 (.002)	.001 (0.002)	.000 (.002)	.0017 (.002)	.002 (.003)	.002 (.002)	.000 (.002)	.011 (.002)	.001 (.002)	-.003 (.002)	-.001 (.002)
HRMP		1.020 *** (.026)			.978 *** (.030)			.887 *** (.030)			.948 *** (.030)
WE			.597 *** (.013)			.589 *** (.015)			.646 *** (.014)		
R ²	.012 ***	.363 ***	.435 ***	.015 ***	.283 ***	.356 ***	.004 **	.238 ***	.440 ***	.005 **	.260 ***
R ² change	.012 ***	.352 ***	.423 ***	.015 ***	.267 ***	.340 ***	.004 **	.234 ***	.436 ***	.005 **	.255 ***
F-value	8.299	321.75	433.798	10.940	222.43	311.279	2.793	174.12	442.587	3.567	197.99
Change in F	8.299	1557.141	2110.976	10.940	1052.08	1489.546	2.793	866.05	2193.088	3.567	970.783

$N_{\text{individual-level}} = 2827$; Standardise coefficient beta are reported *** $p < .001$; ** $p < .01$; * $p < .05$

HRMP = Human resource management practice; WE = Work engagement; WLB = Work-life balance; PJ = Procedural justice; IRP = In-role performance; ERP = Extra-role performance; ITS = Intent to stay.

Further, we found that the mediation roles of work engagement in the effects of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay were statistically moderated by procedural justice. As shown in Table 5, the indirect effects of HR practices through work engagement on a) in-role performance, b) extra-role performance, and c) intent to stay at low ($\beta = .527, [.477, .578]$; $\beta =$

$.519, [.462, .578]$; $\beta = .670, [.608, .732]$) and high ($\beta = .331, [.332, .412]$; $\beta = .365, [.323, .412]$; $\beta = .472, [.424, .521]$) levels of procedural justice were statistically significant. That is, the mediation effect of work engagement in the relationship between HR practices and in-role behaviour and intent to stay was moderated by procedural justice. Thus, H5a and H5c are supported. Fig. 2 clearly illustrates the conditional indirect effects.

Table 5: Moderation Effect of Procedural Justice

		In-Role Performance	Extra-Role Performance	Intent to Stay
	Model 1	Model 2	Model 3	Model 4
Gender	.008 (.014)	.017 (.011)	.056*** (.013)	.003 (.012)
Age	.009 (.012)	-.030*** (.009)	-.034** (.011)	.029** (.010)
Education	-.010 (.008)	.020** (.006)	.024** (.007)	-.010 (.007)
Tenure	-.001 (.002)	.001 (.001)	.003 (.002)	.002 (.002)
HRMP	1.084*** (.040)	.621*** (.033)	.665*** (.040)	.360*** (.037)
WE		.427*** (.014)	.421*** (.017)	.543*** (.016)
PJ	.039 (.029)	.034 (.021)	.017 (.026)	.039 (.024)
HRP*PJ	-.732*** (.089)	-.168* (.067)	-.431*** (.081)	-.112 (.076)
R ²	.279***	.529***	.428***	.470***
F-value	155.555	396.120	263.901	416.346
Conditional Indirect Effect of HRMP on IRP, ERP, and ITS at Mean Values of PJ				
	-.204	-.204	.296	
HRMP * PJ > WE	1.234***(.047) [1.141, 1.327]	1.234***(.047) [1.141, 1.327]	.868***(.043) [.784, .952]	
HRMP * PJ > IRP	.656 (.039) [.579, .732]	.656 (.039) [.579, .732]	.296*** (.034) [.505, .638]	
HRMP * PJ > WE > IRP	.527(.026) [.477, .578]	.527(.026) [.477, .578]	.371 (.020) [.332, .412]	
HRMP * PJ > ERP	.753 (.047) [.660, .845]	.753 (.047) [.660, .845]	.537(.041) [.457, .618]	
HRMP * PJ > WE > ERP	.519(.029) [.4620, .578]	.519(.029) [.462, .578]	.365(.023) [.323, .412]	
HRMP * PJ > IST	.383 (.044) [.297, .470]	.383 (.044) [.297, .470]	.327 (.038) [.252, .402]	
HRMP * PJ > WE > ITS	.670 (.031) [.608, .732]	.670 (.031) [.608, .732]	.472 (.024) [.424, .521]	

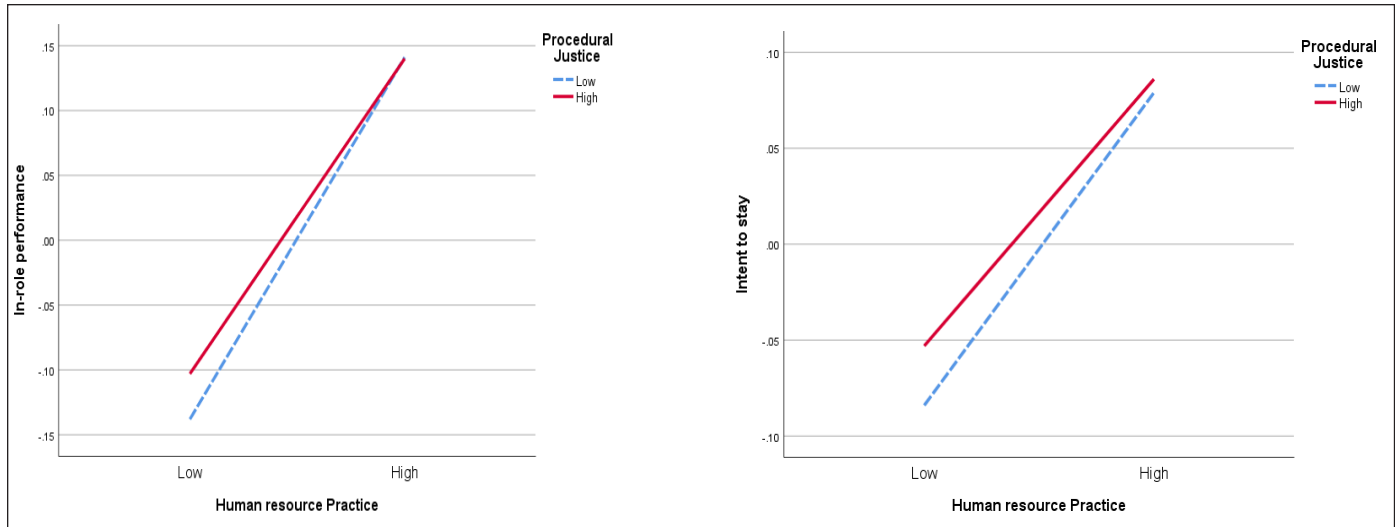


Fig. 2: Moderation by Procedural Justice

The result shows that the direct effect of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay are statistically moderated by work-life balance. Specifically, we found that the moderating roles of procedural justice in the effects of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay are statistically significant. As shown in Table 6, the direct effects of HR practices on a) in-role performance, b) extra-role performance, and c) intent to stay at low ($\beta = .610, [.540, .681]$; $\beta = .621, [.536, .705]$; $\beta = .438, [.358, .518]$) and high ($\beta = .519, [.455, .583]$; $\beta = .395, [.324, .396]$; $\beta = .329, [.252, .405]$) levels of procedural justice were statistically significant. That is, the moderating effect of procedural justice (H6a-c) is thus supported.

In addition, we found that the mediation roles of work engagement in the effects of HR practices on a) in-role performance and b) extra-role performance were statistically moderated by work-life balance. As shown in Table 6, the indirect effects of HR practices through work engagement on a) in-role performance, b) extra-role performance, and c) intent to stay at low ($\beta = .501, [.456, .548]$; $\beta = .500, [.449, .554]$) and high ($\beta = .395, [.324, .396]$; $\beta = .359, [.323, .412]$) levels of procedural justice were statistically significant. That is, the mediation effect of work engagement in the relationship between HR practices and in-role performance and extra-role performance was moderated by work-life balance. Thus, H7a and H7b are supported. Fig. 3 clearly illustrates the conditional indirect effects.

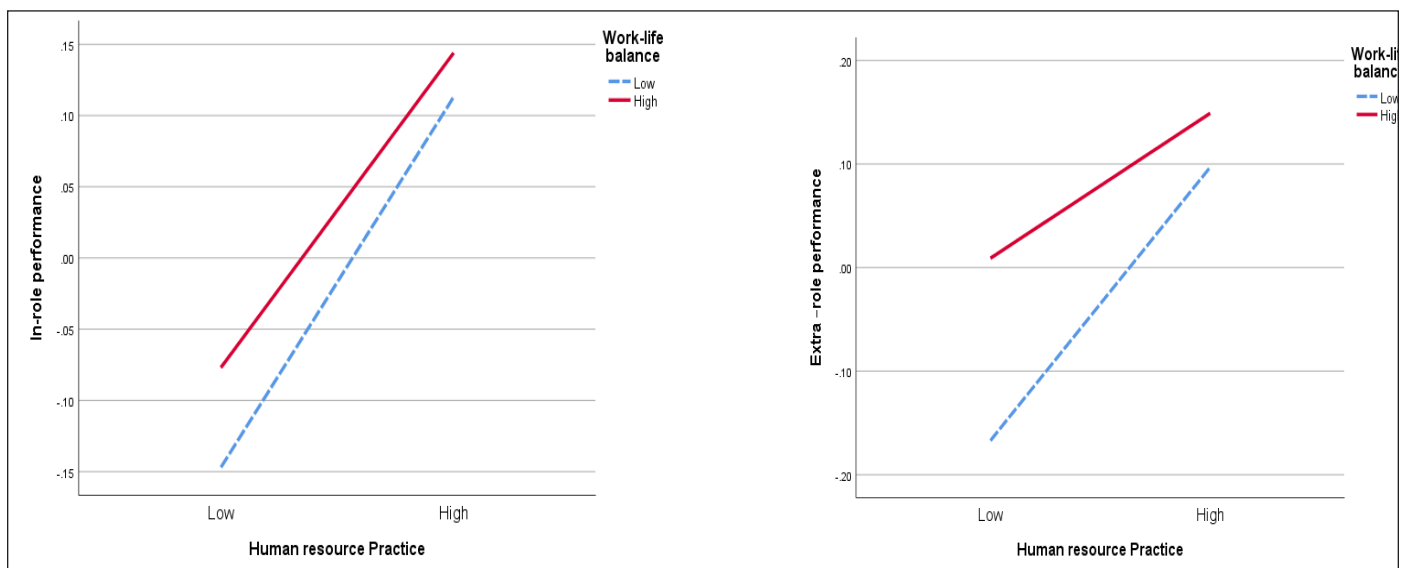


Fig 3: Moderation by Work-Life Balance

Table 6: Moderation Effect of Work-Life Balance

		In-Role Performance	Extra-Role Performance	Intent to Stay
	Model 1	Model 2	Model 3	Model 4
Gender	.016 (.015)	.017 (.011)	.057*** (.013)	.004 (.012)
Age	.002 (.012)	-.029*** (.009)	-.033** (.010)	.027** (.010)
Education	-.010 (.008)	.018** (.006)	.020** (.007)	-.010 (.007)
Tenure	.000 (.002)	.001 (.001)	.003 (.002)	.002 (.002)
HRMP	1.017*** (.034)	.570*** (.029)	.492*** (.034)	.401*** (.032)
WE		.431*** (.014)	.430*** (.017)	.541*** (.016)
WLB	-.018 (.023)	.085*** (.017)	.192*** (.020)	-.019 (.019)
HRP*WLB	-.548*** (.088)	-.153* (.065)	-.487*** (.078)	-.142 (.074)
R ²	.272***	.533***	.443***	.471***
F-value	150.110	401.401	279.807	313.496
Conditional Indirect Effect of HRMP on IRP, ERP, and ITS at Mean Values of WLB				
	Mean Value of PJ			
	-.264	-.064	.336	
HRMP * WLB > WE	1.162***(.044) [1.076, 1.247]	1.052***(.035) [.983, 1.121]	.833**(.042) [.751, .914]	
HRMP * WLB > IRP	.610*** (.036) [.540, .681]	.580*** (.030) [.522, .638]	.519*** (.033) [.455, .583]	
HRMP * WLB > WE > IRP	.501*** (.023) [.456, .548]	.454*** (.020) [.416, .494]	.395*** (.018) [.324, .396]	
HRMP * WLB > ERP	.621*** (.043) [.536, .705]	.523*** (.036) [.454, .593]	.329*** (.039) [.252, .405]	
HRMP * WB > WE > ERP	.500 (.027) [.449, .554]	.453 (.023) [.409, .500]	.359(.021) [.323, .412]	
HRMP * WLB > IST	.438*** (.041) [.358, .518]	.410*** (.034) [.344, .476]	.353*** (.037) [.281, .426]	
HRMP * WLB > WE > ITS	.629(.029) [.574, .689]	.570(.025) [.522, .620]	.451(.023) [.407, .496]	

DISCUSSION

Thus, in this article, we examined the direct effect of HRM practices on job performance (both in-role and extra-role) and intent to stay, the indirect effect via work engagement, and how individual personality attributes such as perceptions of procedural justice and work-life balance moderate the process. The results generally provide excellent support for most of the hypothesised models. This means that it

clarifies employees' contributions to their organisations as a function of the HRM practices and their behaviour and perceptions. Employees who perceive procedural justice or work-life balance show physical, emotional, and cognitive engagement, resulting in higher role performance and intent to stay in the organisation.

More spastically, HRM practices were positively related to job performance (in-role and extra-role), intent to stay, and work engagement (H1a-c and H2). This implies that

employees' agreement with their organisation's HRM practices enhances their performance, affection for the organisation, and work engagement. This result is somewhat consistent with previous findings (Chew & Chan, 2008; Boon & Kalshoven, 2014; Kadiresan et al., 2015; Shuck et al., 2014; Othman & Lembang, 2017; Van De Voorde et al., 2016). This means that the workers' in-role and extra-role performance can be improved by modifying HRM practices, which also helps retain them in the organisation. Further, our results supported that work engagement positively correlates with in-role and extra-role performance (H3a and H3b) and intent to stay (H3c). This implies that highly engaged employees are less likely to quit their jobs. To illustrate, highly engaged employees are more physically, emotionally, and cognitively attached to their jobs and organisation, resulting in them remaining with their employers longer (Memon et al., 2018; Shuck et al., 2014). The present study's findings are consistent with previous studies reporting that highly engaged employees are disinclined to leave their organisations (e.g., Juhdi et al., 2013; Halbesleben & Wheeler, 2008; Dalal et al., 2012).

In the moderation mechanism investigation, consistent with the assumptions of the JR-D theory, perception procedural justice moderates the direct relationship between HRM practices and job performance (in-role and extra-role) and intent to stay (H4a-c). This implies that employees' fairness perception significantly influences their in-role and extra-role performance and intent to stay. Similarly, work-life balance moderates the direct relationship between HRM practices and job performance (in- and extra-role) and intent to stay (H6a-c). Consistent with Obiageli, Uzochukwu & Ngozi (2015) and Chang et al. (2019), this study finds that work-life balance enhances the positive effect of employees' satisfaction with HRM practices in making them more willing to stay in the organisation and perform.

In the mediation process investigation, employee engagement is considered a significant ingredient of organisational success in today's highly-competitive business environment, where a workforce's attitude to work may be a source of competitive advantage. There are potential benefits associated with engagement: more engaged workforces tend to show greater loyalty to their employers and learning propensity, with subsequent effects on organisational performance (Bakker & Demerouti, 2017; Schneider et al., 2018). Consistent with the assumptions of the social exchange theory, the findings suggest that satisfaction with HR practices brings out greater engagement and, thus, in return, higher in-role performance and intent to stay when employees feel procedural justice (H5a and H5c). However, the interaction between the perception of procedural justice and engagement does not seem to mediate the relationship. This implies that employees' positive experiences of HRM practices increased their engagement in their job roles, thus

making them feel more energetic and enthusiastic about their work.

Consequently, these workers tend to perform the assigned task and not look for opportunities outside their organisation, especially when they feel that the practice is enacted fairly. Therefore, employees' positive feelings about HRM practices and their perceptions of fairness result in positive attitudinal and behavioural outcomes (e.g., a higher level of work engagement) in return, contributing to high role performance and intention to stay, but not to extra-role performance. Because of increased perseverance, more engaged employees may focus on completing tasks first rather than aspiring for extra responsibility (Schneider et al., 2018). It is also suggested that one needs to pay closer attention to the kind of performance (e.g., in-role vs. extra-role) prompted by engagement in different contexts (Griffin, Neal & Parker, 2007). Indeed, the evidence here suggests the effects of engagement on in-role performance, discretionary to the minimum; its effects on extra-role performance may vary with our study and this has contributed to debates around the role of HRM in influencing employee attitude and behaviour. We proceeded with the development and testing of a moderated mediation model. Specifically, the present study provides original insights into the importance of HRM practices and employees' views about fulfilling their work-related needs, prompting their work engagement, and returning their performance and commitment to the organisation. This also highlighted that employees might produce evaluations of HRM practices relevant to their performance and intention to stay from different perspectives besides attributional ones. This is critical for organisations since it is a strategic indicator to design HRM practices to help exploit employee performance and commitment to the organisation. Therefore, without considering employee satisfaction with HRM practices, a short-sighted implication can be attained about their performance and commitment to the organisation. The finding also suggests that satisfaction with HR practices with work-life balance brings out greater engagement and, thus, in return, higher in-role and extra-role performance when employees feel procedural justice (H7a and H7b).

THEORETICAL IMPLICATIONS

This finding contributes to HRM-practice black box debate and strengthens the theoretical assumptions of JD-R theory. While previous research has used the JD-R model to explain the effects of HRM practices on employees (e.g., Kloutsiniotis & Mihail, 2020), only a few works have used this model to make sense of what employees may target when evaluating HRM practices (Van Beurden et al., 2021). This study adds to this emerging literature and further develops it by exploring in-role and extra-role performance

and organisational commitment consequences of employees' evaluations of the practices.

Building on the previous argument, the following implication refers to the explorations of the following: under what conditions does satisfaction with HRM practices more strongly affect job performance; and when do the conditions affect the indirect effect via work engagement. Our study showed that employees' perception of higher procedural justice and work-life balance positively moderated the direct relationship. Moreover, social exchange theory indirectly allowed us to provide theoretical arguments and empirical evidence for the mediating role of engagement in the relationship between the interaction of HRM practices and fairness perception, job performance, and intent to stay. Employees who find the HRM practice satisfying and feel it is administered fairly tend to be engaged more and show high in-performance and intent to stay. It also revealed that employees who find the HRM practices satisfying and have a positive work-life balance tend to be engaged more and show high job performance (in- and extra-role). The theoretical significance of the study is insights into how individual personality attributes may intervene in the satisfaction of HRM practices and casually attribute to performance and intent to stay via their level of engagement, suggesting that the employee evaluations of the HRM practices–employee outcomes link via engagement may be contingent upon an individual's perception of procedural justice and work-life balance. The two-way interaction offers a more detailed view of the mechanisms linking HRM practices and individual outcomes by considering potential individual-level moderators, which helps to advance our understanding of it.

PRACTICAL IMPLICATIONS

Arguably, the objective of strategic HRM is to evoke positive employee attitudes and improve individual and organisational performance. The crucial question for HRM professionals is how to manage this process to achieve enhanced performance; retention of highly skilled employees has become a significant concern for leaders. Therefore, this study's findings have several implications for practitioners developing sustainable employee performance enhancement and retention plans. First, these findings highlight the importance of satisfaction with HRM practices to improve employees' contributions and retain their top talent. Therefore, in developing HR practices to enhance performance, managers should not only consider their strategic meaning to the organisation, but also give due consideration to the response of employees' satisfaction with those practices. The arguments here suggest that managers should be aware of how HRM practices relate to employees' perception of justice in executing the practices, and thus contribute to workforce engagement and performance if they

aim to maximise employee contribution with HRM practices. There should be transparent implementation approaches and communication clarifying how HRM practices-related resources can boost employees' satisfaction with HRM practices, mainly when new practices are introduced or old ones are modified (Nishii & Wright, 2008).

Furthermore, by highlighting the performance effects of the satisfaction of HRM practices, this study provides practitioners with insights for improving HRM practices. Finally, our findings provide insight into the HRM practice–outcome link by emphasising conditional elements that affect employees' personal context, such as procedural justice and work-life balance, which can influence their outcome. The study advises managers to communicate fairness and promote work-life balance, because the provision of HRM practices that meet employee satisfaction seems to result in improved workforce contributions when employees perceive fairness and positive work-life balance.

CONCLUSIONS

This study has investigated if, how, and when employee satisfaction with HRM practices affects individual performance and commitment to stay. While there is undoubtedly a great deal of work yet to be done to explore employee evaluations of HRPs and their related effects fully, we trust that the findings contribute to a better understanding of the meaning of such evaluations and inspire further research on the implications of satisfaction with HRPs. From our perspective, employee engagement seems to bridge the gap between the evaluation of HRM practices and employees' performance, because it represents the combination of well-being and motivation in employees, especially when there is fairness belief and quality of work-life balance.

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