



Middle East J. of Management

ISSN online: 2050-3644 - ISSN print: 2050-3636

<https://www.inderscience.com/mejm>

Bolstering employee well-being through ability, motivation, opportunity-enhancing HRM practices: a moderating and mediating mechanism

Maham Jamil, Ahsan Ali Ashraf, Alia Ahmed, Sarah Azhar

DOI: [10.1504/MEJM.2023.10059930](https://doi.org/10.1504/MEJM.2023.10059930)

Article History:

Received:	19 July 2023
Last revised:	31 August 2023
Accepted:	31 August 2023
Published online:	30 November 2024

Bolstering employee well-being through ability, motivation, opportunity-enhancing HRM practices: a moderating and mediating mechanism

Maham Jamil

University of Sialkot,
1-Km Main, Daska Road,
Sialkot, Punjab 51040, Sialkot, Pakistan
Email: mahamjamil90@gmail.com

Ahsan Ali Ashraf*

Lahore Business School,
University of Lahore,
1-Km Defence Road, 'near Bhuptian Chowk',
Lahore, Punjab, Pakistan
Email: ahsan.ali@lbs.uol.edu.pk
*Corresponding author

Alia Ahmed

National College of Business Administration and Economics,
40-E1, Gulberg III,
Punjab 54000, Lahore, Pakistan
Email: dralia@ncbae.edu.pk

Sarah Azhar

UE Business School,
University of Education,
Lower Mall Campus,
Lahore, Pakistan
Email: sarah.azhar@ue.edu.pk

Abstract: This study addresses persisting theoretical and methodological gaps in human resource management by investigating the impact of ability, motivation, and opportunity-enhancing HR practices on employee well-being, while considering moderating and mediating factors. Through a cross-sectional survey of 600 surgical industry employees in Sialkot, the research employs structural equation modelling to analyse data. Results reveal positive connections between HR practices and employee well-being. Organisational justice partially mediates the relationship between HR practices and well-being. Additionally, leader-member exchange moderates this association. The study emphasises the significance of ability, motivation, and opportunity-enhancing HR practices in enhancing employee well-being. It offers practical guidance to industry managers to cultivate these practices, thereby improving employee

abilities, motivation, and opportunities, ultimately enhancing well-being. The research expands HR knowledge and introduces novel constructs like organisational justice and leader-member exchange to the discussion on employee well-being.

Keywords: ability; motivation; opportunity; organisational justice; leader-member exchange.

Reference to this paper should be made as follows: Jamil, M., Ashraf, A.A., Ahmed, A. and Azhar, S. (2025) 'Bolstering employee well-being through ability, motivation, opportunity-enhancing HRM practices: a moderating and mediating mechanism', *Middle East J. Management*, Vol. 12, No. 1, pp.63–97.

Biographical notes: Maham Jamil is a researcher in the field of business administration. She has a diverse experience of research methods. She has five years of administration experience in different private sector organisations in Pakistan. She is determined to contribute to the human resource management literature.

Ahsan Ali Ashraf is currently working as an Associate Professor in Lahore Business School, University of Lahore. He has 12 years of teaching and research experience in different public and private sector universities in Pakistan. Moreover, he has served in corporate sector as an analyst and decision-maker.

Alia Ahmed is a Professor of Management at National College of Business Administration and Economics (NCBA&E). She received her PhD in Management from NCBA&E. Her research principally explores the concept of employee thriving, constructive voice behaviour, organisational ethical culture and corporate governance. She is the Dean of Business School at NCBA&E.

Sarah Azhar is serving as an Assistant Professor at UE Business School, University of Education, Lower Mall Campus, Lahore, Pakistan. She has 18 years of teaching and research experience in various public and private sector universities. Her areas of interest are human resource management, organisational behaviour and emotional intelligence.

1 Introduction

Employee well-being (EWB) is a major focus of study and this phenomenon is now generally accepted by yielding the fact that socially adept individuals or groups of individuals consider themselves satisfied at the workplace and there is less chance of their intention to leave (Wright and Huang, 2012; Zhang et al., 2020). Despite its importance, it has long been prioritised that companies with a high level of performance and work structure, seeing employees as an extra component in the output of the companies instead of being the core component in the mission of the companies (Inceoglu et al., 2018). Adams (2019) study on workplace well-being indicated that, in the era of competition, jobs are less likely to have many of the benefits related to employment and are more likely to have insecurity than they were in the past, which can lead to increased dissatisfaction and negative health consequences among employees and managers' input in this regard seem to be highly discouraging.

According to the Statista (2020) report, it is revealed that Pakistan's manufacturing industry generates 18.34% of the national GDP. According to the World Bank's collection of development metrics, industrial employment in Pakistan is forecasted to hit 25.79% in 2020 (Trading Economics, 2020). Punjab Portal (2016) further report presented that the surgical instruments sector exports about 180 million US dollars per annum with 100,000 manpower. The estimated revenue and employment figure indicate the need for employees' well-being in order to retain them and for the betterment of their emotional and overall life-being.

EWB was originally articulated in the early literature of human resource management (HRM) and also suggested that the long-term implications of the HRM design and system should be taken into account EWB (Beer et al., 1984). Human resource management is recognised as a critical and significant component that ensures the best implementation of human recourse management practices (HRPs) for the betterment of the workers (Kaushik et al., 2013). Past researchers examine the employee well-being affect into a variety of operational results, including competitiveness and sustainability (Jaiswal and Dyaram, 2019), as well as organisational durability in the face of difficulties (Huang et al., 2019). Van de Voorde (2009) describes that practices in human resource management have been studied to draw a distinction between company performance and the EWB and revealed conflicting findings. For instance, one study indicates the optimistic impact of HRMPs on the EWB (Peccei, 2004), although another study showed the detrimental impact of HRMPs on EWB (Van de Voorde, 2009).

In addition, the association among HRMPs and EWB is not frequently recognised and explored systematically with the help of a conceptual framework. However, early studies of Appelbaum et al. (2000) and Appelbaum and Batt (1994) revealed that an AMO model approach focused on the ongoing practices in the organisation to improve workers' abilities, motivate them to become more efficient and provide them opportunities to participate which may improve both performance and well-being. While Subramony (2009) and Jiang et al.'s (2012) studies illustrated that there are most of the employees contribute favourably to AMO-enhanced HRPs. Thus, the AMO model is likely to be an important construct to examine the potential influence of HRMPs on EWB. Dastgeer and Asad (2023) conducted a study on life satisfaction and career satisfaction within a collectivist culture of HRMPs. In addition, Anwar et al. (2019) explored the effects of external prestige on emotional labour in HRMPs practices, considering the mediating role of organisational identification and the moderating role of perceived organisational support. Budur and Poturak (2021) investigated the impact of transformational leadership on customer satisfaction, examining the mediating effects of organisational citizenship behaviours.

Moreover, research indicates that EWB is influenced by the best utilisation of HRMPs but not necessarily unconditional or direct (Paré and Tremblay, 2007), some other antecedents take into consideration for the best outcomes. According to Greenberg (1990), organisational justice is considered to be a 'fundamental and significant requirement for organisations to function and operate and employees' attitude shaped by the employee's level of satisfaction with their job or workplace. Although prior research studied the association between justice and HRM individual practice, for example, compensation (McFarlin and Sweeney, 1992), performance appraisal (Cheng, 2014), but little attention was assigned to the consideration of fair HRMPs overall (Farndale et al., 2011). However, there is insufficient knowledge of 'why' employees' views of HRMPs

concerned with EWB (Farndale et al., 2011). To explain the link between HRMPs and EWB, the researcher tried to incorporate certain elements including job involvement (Huang et al., 2016), job requirements (Peccei, 2004), and organisational justice (Heffernan and Dundon, 2016).

Furthermore, the multidimensional construct of organisational justice has not been widely studied as a whole. Simultaneously, taking into account all four underlying dimensions, which are expected to interact, yield a more complete picture (Brockner and Wiesenfeld, 2005; Brockner and Wiesenfeld, 1996). It therefore important to take into account the other dimensions along with the distributive justice such as procedural, interactional, and informational justice (Gelens et al., 2013). Thus, the mediating mechanism of organisational justice needs to be investigated in the relationship between AMO-enhancing HRMPs and EWB.

Researchers tried to introduce other variables in the association between HRMPs and EWB including individuals' trust in their administrator (Alfes et al., 2012), perceived support from the organisation and supervisor (Kuvaas and Dysvik, 2010), and workers' age (Kooij et al., 2013). The role of LMX is another area to be investigated in this regard, which includes; attraction at the interpersonal level (Dansereau et al., 1975) support and trust (Liden and Graen, 1980), mutual interests, influence, and loyalty (Dienesch and Liden, 1986). However, limited attention has been paid to the investigation of how work-based relations and interactions (e.g., LMX) affect the EWB (Le et al., 2020; Liao et al., 2017). Literature has revealed the relationship between HRM and LMX and presented some conflicting results. Moreover, a review of the literature revealed that HRMPs along with LMX as moderator has not yet been studied for the well-being of employees. As a consequence, further research attempts to provide better insight on the moderating role of LMX between the association of HRMPs and Industrial employees' well-being. The present research aims to bridge the gap by utilising the HRMPs in the surgical industry to test the effect on the EWB. Simultaneously predicting the effect and importance of OJ and the level of leader-member exchange. This study got support from two theories, describe as AMO theory (Appelbaum et al., 2000; Paauwe, 2009) and the signalling theory (Connelly et al., 2011). These theories are underpinned by asserting the strong belief that employees will be treated and interacted as an asset, not a liability, and leaders transmit positive and encouraging signals of AMO enhancing HRMPs to ensure the well-being of the employee.

The limitations of the previous study provided inspiration for further investigation (Zhang et al., 2020), by depicting the HRMPs in a broader context wherein moderating role of LMX and mediating role of OJ has been employed to address the problems pertaining to EWB in Pakistan's competitive industrial sector. Literature suggested that numerous studies put great emphasis on testing this relationship in the developed countries' culture; however, this investigation fills the gap by empirically testing this relationship and its mechanism in the developing country culture.

The core objective of the present study was to examine the extent to which ability-motivation-opportunity enhancing HRMPs enhance the employee well-being within surgical companies of Sialkot Pakistan. This study also includes the question of whether OJ mediates the linking of HRMPs and EWB. One of the inquiries insists on whether an LMX moderates the effect of HRMPs on employee well-being. In this question, we know about whether it is important to have a high-quality LMX relationship with members of the group and the effect it might increase EWB.

2 Literature review and hypotheses development

2.1 Human resource management practices

HRMPs are a series of practices that enhance the significance of intellectual capital as well as its utility by obtaining, allocating, and best utilisation of the organisational available resource (Chand and Katou, 2007). HRM activities refer to the roles performed by the organisational HR manager(s) to identify, acquire, attract, enhance, and sustain its intellectual capital (Al-Tit, 2016). The literature represented a variety of HR practices, for example, philanthropic HR practices (Mira et al., 2019), management of HR practices (Barrena-Martinez et al., 2019), HRPs in change-oriented (Lee et al., 2019), performance-enhancing HR practices (Cuéllar-Molina et al., 2019), commitment enhancing HR practices (Bos-Nehles and Veenendaal, 2019; Park et al., 2019), engagement and involvement-based HR practices (Cottini et al., 2011; Yin et al., 2019). Many previous studies have been utilised the framework of performance-based HR practices (Armstrong et al., 2010; Bailey et al., 2001; Beltrán-Martín et al., 2008; Boxall and Macky, 2007; Cuéllar-Molina et al., 2019; Danford et al., 2004; Liu et al., 2009).

According to Combs et al. (2006), it is revealed that a working system with high performance has a larger influence than one's HR exercises. According to Appelbaum et al. (2000), the high-performance work system performs a significant role in employee well-being. Researchers have used the ability-motivation-opportunity model in a variety of disciplines, including green HRM and cooperation on the environmental context (Yu et al., 2020), corporate success and HRPs (Reina and Marín, 2019), motivation of workers and HRPs, the performance of the organisation, HRMPs and information management (Al-Tit, 2016; Klopota et al., 2018), workers proactively (Lee et al., 2019), HRMPs, and employee involvement, HRPs, workers inspiration, and workers innovativeness (Klopota et al., 2018; Shin et al., 2018). HRMPs and their effects on performance outcomes have begun to be studied using the AMO system (Jiang et al., 2012; Zhang et al., 2020). Moreover, there is still a hazy picture of the linking among HRMPs (AMO) and EWB that requires additional exploration on the construct of EWB by utilising the HR AMO framework. So this study aims to investigate the effect of HRMPs (AMO) on employee job and psychological well-being.

2.2 Employee well-being

EWB term can be defined as the feelings, perceptions, experiences, sense of self-worth, and satisfaction related to workplace territory and encompassing (Kahneman et al., 1999). Ryan and Deci (2001) identified two key approaches to understanding employee well-being that is hedonic. Meanwhile, Diener (2000) recognised that both approaches are insufficient to justify the phenomenon of employee well-being. Some researchers have proposed that, in addition to establishing the double insights of EWB, it would be interesting to understand EWB by using both research strategies. Ashraf (2023) conducted a study on the exposure of workplace bullying and post-traumatic stress disorder among female healthcare workers from a developing country's perspective. Moreover, Jin et al. (2023) published a corrigendum related to their study on organisational caring ethical climate, workplace bullying, and post-traumatic stress

disorder. In addition, Ishtiaq et al. (2022) examined the effect of employee empowerment on affective organisational commitment, with the mediating role of work engagement.

Brunetto et al. (2011) described that employee well-being is different from other kinds of well-being, which include the well-being at the level of job, social, physical, or emotional (Grant et al., 2007). Zheng et al. (2015) established a multivariate EWB assessment in the context of Chinese; built on the integral approach that contains the EWB at the level of life, work, and psychological health. It is also described that EWB includes workers' subjective beliefs and emotions concerning their jobs and lifestyles, while also their social perspective and feeling of well-being with both their personal and professional life (the well-being for life, well-being for the job, and well-being for the level of emotional or psychological) (Zheng et al., 2015).

2.3 HRMPs and employee well-being

Based on the AMO model, HRMPs have been comprised into three approaches known as ability-motivation-opportunity. These approaches helped to enhance the organisational intellectual capital with the best utilisation of the available resources. Ability HRMPs refers to the effective and efficient utilisation of the HR major practices to improve and enhance the employees' abilities and skills over time (Guerci et al., 2015). In other words, ability-HRMP helps to improve the workers' abilities, skills, and competencies. Jiang et al. (2012) and Subramony (2009) described that the best utilisation of the HR practices supported companies to develop and commit the best person, eliminate the turnover ratios, and boost the morale of workers. Motivation HRMPs refer to the effective and efficient usage of HRPs to enhance and boost the morale and motivation of the employees so that they can do their best efforts by employing some reward or performance management system (Bello-Pintado, 2015; Guerci et al., 2015). Opportunity HRMPs refer to providing opportunities and chances to workers, so that, they illustrate and demonstrate their skills, abilities, and motivation according to the required structure (Jiang et al., 2012). Javed et al. (2022) investigated the impacts of Green HRM on organisational citizenship behaviour towards the environment, considering the mediating role of workplace spirituality and organisational engagement.

Meanwhile, it is also suggested that these practices ensure the involvement of the employees to enhance their motivation by engaging in the provide opportunities (Guerci et al., 2015). Prior studies investigate the relationship of HRMPs and EWB in the light of behavioural theory (Peccei, 2004), the social exchange, and the social identity theory (van de Voorde et al., 2012). Although (Zhang et al., 2020) studied the HRMPs and EWB relationship in the presence of signalling theory and AMO theory, there is a need for study on the more positive leadership style that transmits the optimistic and substantial signals of HRPs to workers for their well-being. According to Connelly et al. (2011), the signalling theory, predicts that HR enhancing practices may deliver information to workers in a systematic, cohesive, and structured manner with integrated the organisational core values and objectives through transmitting mechanisms. As a result of the preceding findings, it is hypothesised that:

H1 AMO-enhancing HRMPs have a significant and direct effect on EWB.

2.4 Organisational justice as a mediator

Organisational justice can be described as the sets of disciplines, regulations, and social standards controlling the division of outcomes such as rewards and penalties, mechanisms for designing and implementing distribution as well as others' decisions strategies, and the interpersonal treatment of individuals or groups of individuals (Folger and Cropanzano, 1998). It, therefore, consists of the following constructs such as distributive, procedural, interactional, and informational justice. Adams (1965) described that distributive justice put great focus on the investment in exchange-related resources distribution in proportionate form. The term procedural justice refers to the perception of equity or fairness about the procedures and manners which determined the result (Cohen-Charash and Spector, 2001).

Moreover, it is revealed that interactional justice, which reflects the quality on which the individual or group of individuals is treated at the interpersonal level (Folger and Cropanzano, 1998). And informational justice can be defined as the outcome of fair, honest, and transparent disclosures and descriptions, and also the appropriate justifications for conduct (Bies and Moag, 1986). Literature suggested that HRMPs substantially and positively affect the OJ because employee conception of fairness and justice leads to developing their reaction and attitudes. The Connelly et al.'s (2011) signalling theory posits that HRMPs serve as a transmitter of signals network, giving out positive signals to the workers by indicating whether the concern and support of the organisation for their employees exist or not. An organisation having a high-level OJ will be perceived as one that recognises employee participation in HRMPs.

Emerging investigation on the interaction between HRMPs and OJ reveals that organisational justice can also mitigate the effect of HRMPs on employee outcomes (Zhang and Agarwal, 2009) (e.g., Lee et al., 2019). In particular, Lee et al. (2019) finding indicate that organisational justice significantly contributes to improved HRMPs efficiencies, management practices of work-related wellness. Furthermore, past research revealed that distributive, procedural justice and interactional justice also play a mediating role in the association among HRMPs, citizenship behaviour of the organisation, and turnover intentions (Zhang and Agarwal, 2009). These researchers tried to deepen our understanding of the impact of HRMPs in the presence of multiple organisational justice dimensions such as interactional and informational justice.

In addition, studies uncovered that the conceptions of fairness are related to different key HRMPs outcomes such as heavy workloads (Brockner et al., 1994), commitment, and pay satisfaction (Tekleab et al., 2005). But on either, employees' conception about unfairness might lead to burnout and higher turnover (Kenny and McIntyre, 2005). Colvin (2006) observed that the views of procedural justice in HRM were positively connected. There were also found a significant link between procedural fairness and a various workers' related conducts and attitudes which including employee happiness, the commitment of the staff, effort, and workplace stress, as well as more favourable organisational conditions (Cafferkey and Dundon, 2015; McFarlin and Sweeney, 1992). Interactional and informational justices may effect to variety of employees' outcomes such as employee commitment and motivation (Cropanzano et al., 2007); stress (Bies, 2001); and job satisfaction (Masterson et al., 2000). So based on the above findings we presented the following hypothesis:

H2 OJ significantly mediates the interaction between HRMPs and EWB.

2.5 *Leader-member exchange as a moderator*

Originally, Dansereau et al. (1975) described that this leadership paradigm was conceived on a vertical dyad linkage concept. VDL is a term defined by Yammarino and Dansereau (2001) as the qualities of leaders, members, and the exchanges between supervisors and subordinates. According to Graen et al. (1982a, 1982b), the LMX style of leadership, was coined later. According to this style, a boss or supervisor uses different kinds of styles in order to deal with different individuals or groups of individuals. To put it another way, Leaders developed many forms of relationships or exchanges with their followers (Bhal and Ansari, 1996; Dansereau et al., 1975; Graen and Cashman, 1975; Graen et al., 1982a; Graen and Scandura, 1987; Liden and Graen, 1980). In this study, this relationship is founded on signalling theory (Connelly et al., 2011), in which each partner must provide positive signals of AMO enhancing HRPs and subordinates get able to perform on the encouraging positive signals by availing the underlying chances and opportunities to make sure their participation in the process of decision making effectively, thus confirming the (Graen and Scandura, 1987) study findings, as it is something valuable to the other and each party must believe the exchange is reasonable.

The literature revealed that there is a variety of key outcomes which has been studied with the LMX. For example, LMX is linked to organisational commitment, supervisory satisfaction, and supervisory evaluations regarding job performance, work happiness, and promotion frequency (Liden and Maslyn, 1998). Although the negative effect has also been found in the association with the intention to turnover (Liden and Maslyn, 1998). Duchon et al. (1986) findings suggested that there is a favorable association between LMX and organisational commitment. Furthermore, Duchon et al. (1986), Graen et al. (1982a) and Nystrom (1990) empirical investigations were carried out to discover this interaction. So based on signalling theory, it is hypothesised that:

H3 LMX significantly moderates the interaction of AMO-enhancing HRMPs and EWB.

The current investigation provides insights into the literature by proposing a conceptual overview of HRMPs and the critical issue of employee well-being in Pakistan. The study begins with a mechanistic explanation of the variables in concern, which was then experimentally confirmed through the creation of a structural model that investigated how HRM practices affect the EWB. The proposed framework is underpinned by two theories, AMO theory (Appelbaum et al., 2000) and signalling theory (Connelly et al., 2011).

2.6 *Theoretical framework*

2.6.1 *Ability-motivation-opportunity theory*

AMO theory gives assertions that HRMPs should incorporate three essential elements are: ability, motivation, and opportunity, these are the HR practices which aimed at enhancing employee skills or capacities; motivating workers to execute; as well as providing workers with the chance of succeeding (Appelbaum et al., 2000). In contrast to the single conventional HRMPs assessment, the AMO framework was established in the organisational perspective (Paauwe, 2009), which make us able to understand and recognise the basic psychological process that affects the practices and strategies of HRM functions and also effect the EWB (Zhang et al., 2020).

This theory refers to the AMO enhancing HR practices, in which ability-enhancing HRPs aim to improve workers' skills and knowledge to get the optimal result of performance and therefore contribute to accomplishing the organisation's goals and objectives (Tharenou et al., 2007). Practices that ensure the employees' active participation and involvement in setting the job-related goals, objectives, job design-related decision-making process, and enhancing autonomy at the workplace come in the domain of motivation enhancing HRPs (Jiang et al., 2012). HR Practices in enhancing opportunity demonstrated to encourage the workers and team members so that they can present their views and thoughts show their active participation in the assigned responsibilities and related tasks completion (Mathieu et al., 2006).

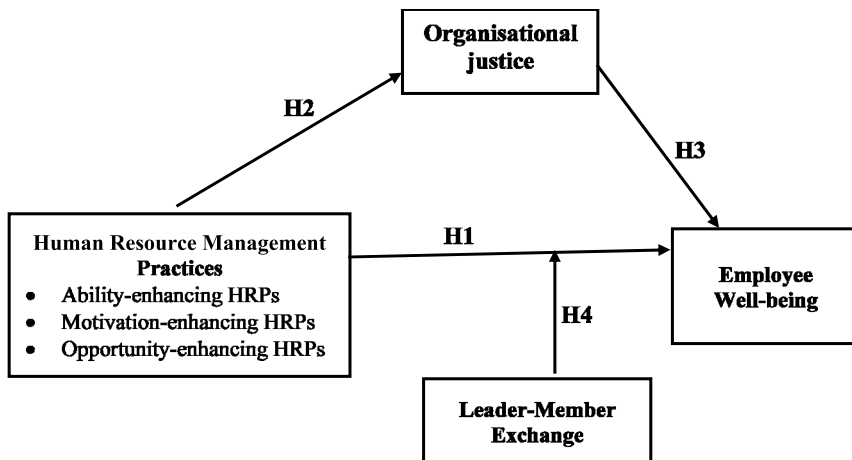
2.6.2 Signalling theory

The signalling theory (Connelly et al., 2011) advocates that HRPs operate like a transmitter or interactor medium, that transmits signals (messages) to the staff and workers about if they are important and also valued by their organisation. A company with a high level of justice and standards is considered to value and respect employees' participation and efforts in HRMPs. Fair pay and benefits system along with the career advancement with the implementation of HRMPs, encourage the workers to consider themselves as a valuable asset for the organisation that creates a strong sense of ethical leading (Bies and Moag, 1986).

Based on AMO and signalling theory, HRMPs enhance the practices that create the sense of recognising the employees' abilities, signal and transmit the possible knowledge to followers and make them motivated to actively engage in the participation by assessing their performance with justice and fair standards and give them equal opportunity and autonomy that induce them to create an environment of leader-member exchange that enables them to take part in decision making and take their interest as the organisational interest. When both practices are met, the outcomes will be greater satisfaction, and employees' morale and job-related well-being increase.

2.6.3 Conceptual framework

Figure 1 The conceptual framework of the study



3 Research methodology

The research based on the quantitative approach is mainly focused on the amount and quantity measurement as it incorporates the usage of statistical tools and analysis to extract the information (Patton Quinn, 2002). This investigation employed descriptive and cause-effect relationships among the variables. Sampling is important because it is impossible to poll the entire population due to the cost and time constraints. The present research was used the non-probability sampling technique. The term non-probability sampling refers to the fact that randomisation is not necessary while selecting the sample from the whole predetermined population but the subjective approaches are utilised to determine which items should be included in the sample (Etikan et al., 2016). In this study, we have used convenience sampling. Convenience sampling comes under the kinds of non-probability sampling that refers to the selection of samples from the predetermined population which can meet the necessary criteria, i.e., ease of access, ease of geographical factors, availability, and willingness to become participants of the study in a limited time constraint (Dornyei, 2007). According to Ackoff (1953) and Battaglia (2008), the most prevalent reason for using non-probability sampling is that it helps in the collection of data more swiftly than the probability technique and also it is considered as less expensive.

3.1 Population and sample size determination

Since the issue is being explored in the context of employees' psychological, job, and life well-being, we selected the industrial sector of Pakistan. The population which was distributed to the study sample includes the research and development employees, technicians, supervisors and managers, sales staff, and other professionals including consultants, lawyers, and accountants of surgical industries.

Table 1 Sample size determination

<i>Manufacturers in Sialkot</i>	<i>Selected industries</i>	<i>Target population</i>	<i>Sample size</i>	<i>Questionnaire distributed</i>
Surgical industry	1,900	100,000	384	600

Table 1 showed the selected industry's total population was 100,000. Krejcie and Morgan (1970) presented that if there is more than 100,000 population, the minimum size of the sample should be 384 is enough. A total of 600 questionnaires were circulated to ensure at least 384 respondents.

3.2 Data collection procedure

There are three survey methods namely observations, questionnaires, and interviews (Saunders et al., 2007). We used survey questionnaires tools to collect the data. According to Jiang et al. (2019), survey questionnaires are the most effective way to screen the participants' responses to ensure the accuracy and validity of respondents without ambiguity. First, a questionnaire form was created on the MS Word and Google Form for approaching the potentials. Second, introductory calls were made to the concerned authorities to define the objective of this study by sending the structured questionnaire and requesting them to make an appointment for face to face meeting. After

having an appointment with the key persons, e-form link or in hand questionnaires gave them their easiness. A total of 600 questionnaires were distributed for ensuring reliable outcomes. Data were collected through paper pen procedure and online by using non-probability convenience sampling. The data collection procedures have taken almost 3 months to get the desired respondents.

3.3 Measures

This study has been employed a 5-point Likert scale for the measurement of all the construct variables. Usually, this kind of scale lies in the range of strongly disagree to strongly agree. All the latent have been employed in the industrial context analysis and have indicated a significant reliable and valid level.

3.3.1 Human resource management practices

HRMPs had been scaled based on AMO theory that consists of three dimensions with multiple items, such as ability, motivation and opportunity (Andreeva and Sergeeva, 2016). Ability enhancing HRP was measured on three items. One construct of the scale on ability-enhancing HRP indicates 'our industry provides training programs for the enhancement of communication and interpersonal skills'.

The motivation-enhancing HRP was measured on six items, in which three items were about the organisational perspective and the remaining reference to an individual perspective. One of the items for motivation-enhancing HRP involves 'monetary incentives have been awarded by the industry in equitable exchange of knowledge'.

Opportunity-enhancing HRP was measured on nine constructs. For measuring opportunity-enhancing HRP, one of the constructs constitutes 'there are mentoring programs and mentor's access to the employees when needed, in our industry'.

3.3.2 Organisational justice

The measurement of OJ was based on the four constructs scale that was adopted from (Colquitt, 2001). One construct of OJ constitutes that 'my performance evaluation was based on the accurate assessment of the work I've performed'.

3.3.3 Leader-member exchange

The measurement of LMX was based on seven items construct scale that was developed by (Graen and Uhl-Bien, 1995). One construct of LMX constitutes that 'does your leader recognise and understand your job-related concerns and provide solutions?'.

3.3.4 Employee well-being

The measurement of EWB was based on 12 items scale that was adopted from (Zheng et al., 2015). One construct of EWB constitutes 'the responsibilities related to work are manageable and meet my satisfaction level'. Table 2 represents the scales and measures of all variables used in the study.

Table 2 Scales and sources

<i>Scale</i>	<i>Items</i>	<i>Reference</i>
Human resource management practices (HRMPs)	18	Andreeva and Sergeeva (2016)
Organisational justice	20	Colquitt (2001)
Leader-member exchange	7	Graen and Uhl-Bien (1995)
Employee well-being	12	Zheng et al. (2015)

4 Results

4.1 Respondents profile

The summary of the participants' profiles is presented in Table 3.

Table 3 The demographic characteristics of participants (N = 388)

<i>Profile</i>	<i>Category</i>	<i>Percentages</i>
Gender	Male	76%
	Female	24%
Age	25 - 35	58%
	35 - 45	34%
	45+	8%
Qualification	Intermediate	6%
	Bachelors	37%
	Masters	47%
	Others	10%
Length of tenure (in years)	< 1	14%
	1 to 3	30%
	3 to 5	35%
	5+	21%

For the statistical analysis of the data descriptive statistics were applied. Initial screening of the collected data, descriptive analysis, and Smart PLS were used to encode the collected responses. The construct validity of a measure determines how well it can represent the underlying concept based on what is hypothesised (Hair et al., 2010). One school of thought have reported low alpha values and concluded that low factor loadings are not a significant issue until it is greater than the 0.50 value (Hair et al., 2016; Tavakol and Dennick, 2011).

The findings of the study indicate that the variable human resource management practices ensured consistency among the items with the value of $\alpha = 0.912$, employee well-being $\alpha = 0.857$, organisational justice $\alpha = 0.801$, and leader-member exchange value is $\alpha = 0.884$. Skewness between -2 and $+2$ is considered acceptable, whereas -1 and $+1$ are considered great, as it is the same for the kurtosis (Hair et al., 2013). In the present study, the criterion was employed for the normality test. Also, the indicators'

kurtosis and skewness have shown significant results that are within the -2 and $+2$ range and are considered acceptable criteria.

4.2 Structural equation modelling

After the careful cleaning of the collected data response rate was found to be 100% of the desired sample. Initial screening of the collected data, descriptive analysis, and SmartPLS v.3.2.3 were used to encode the collected responses. For the testing of the hypothesis, the SEM technique was used in this study. To apply prediction and analysis of the constructs PLS-SEM is considered a powerful tool (Hair et al., 2016). SmartPLS's standard metrics include factors loadings, path coefficients, cross-loadings, correlations between constructs, composite reliability, Cronbach's alphas, average variance extracted, scores of latent variable, t-values, and others. The current study systematically employed an approach of analysing the outer loadings and deleting those indicators having the value of loadings less than .70 was used in the current investigation (Hair et al., 2011).

Table 4 Descriptive statistics of the items

<i>Latent variable</i>	<i>Items</i>	<i>Mean</i>	<i>Std. dev.</i>	<i>Kurtosis</i>	<i>Skewness</i>	<i>Cronbach's alpha</i>
Human resource management practices	HRMP A1	4.134	0.984	1.509	-1.310	0.912
	HRMP A2	4.139	0.963	1.084	-1.167	
	HRMP M1	4.175	0.943	1.613	-1.261	
	HRMP M2	4.165	0.969	0.496	-1.033	
	HRMP M3	4.095	1.018	1.412	-1.277	
	HRMP M4	4.139	1.022	1.311	-1.297	
	HRMP M5	4.157	0.934	1.894	-1.325	
	HRMP O1	4.129	0.943	1.321	-1.166	
	HRMP O2	4.067	0.952	1.172	-1.123	
Employee well-being	HRMP O3	4.116	0.937	1.262	-1.155	0.857
	EWB 1	4.175	0.893	1.814	-1.264	
	EWB 2	4.103	0.946	0.871	-1.086	
	EWB 3	4.216	0.842	1.227	-1.103	
	EWB 4	4.100	0.920	1.558	-1.175	
Organisational justice	EWB 5	4.162	0.950	0.574	-1.070	0.801
	OJ 1	4.190	0.898	0.713	-1.025	
	OJ 2	4.242	0.917	1.384	-1.260	
	OJ 3	4.141	0.961	1.025	-1.141	
Leader-member exchange	OJ 4	4.054	1.099	0.802	-1.192	0.884
	LMX 1	4.111	0.864	1.010	-0.984	
	LMX 2	4.177	0.905	1.608	-1.234	
	LMX 3	4.180	0.866	1.291	-1.121	
	LMX 4	4.257	0.873	1.930	-1.316	
	LMX 5	4.208	0.881	1.601	-1.211	
	LMX 6	4.242	0.862	0.864	-1.067	
	LMX 7	4.167	0.932	1.235	-1.179	

As a result, eight items from the original 18-item AMO-enhancing HRMPs were removed. Furthermore, the seven items were also eliminated from the scale of EWB. Moreover, 16 items were deleted from the scale of OJ. These thirty-one items were eliminated from the further analysis due to their weak loadings. According to Hair et al. (2013) to validate the measurement model in the PLS-SEM, we started with the outer model.

Table 5 Result summary of the reflective measurement model

<i>Constructs</i>	<i>Items</i>	<i>Outer loadings</i>	<i>Composite reliability</i>	<i>AVE</i>	<i>Convergent validity</i>
Human resource management practices	HRMP A1	0.770	0.926	0.556	Yes
	HRMP A2	0.751			
	HRMP M1	0.725			
	HRMP M2	0.745			
	HRMP M3	0.750			
	HRMP M4	0.744			
	HRMP M5	0.762			
	HRMP O1	0.741			
	HRMP O2	0.755			
	HRMP O3	0.712			
Employee well-being	EWB 1	0.789	0.897	0.637	Yes
	EWB 2	0.842			
	EWB 3	0.751			
	EWB 4	0.777			
	EWB 5	0.826			
Organisational justice	OJ 1	0.874	0.865	0.618	Yes
	OJ 2	0.856			
	OJ 3	0.698			
	OJ 4	0.698			
Leader-member exchange	LMX 1	0.743	0.908	0.586	Yes
	LMX 2	0.769			
	LMX 3	0.762			
	LMX 4	0.793			
	LMX 5	0.777			
	LMX 6	0.733			
	LMX 7	0.779			

4.3 Measurement model

This study consists of four variable constructs with reflective measurement models (HRMPs, EWB, OJ, LMX). After removing eight items from AMO-enhancing HRMPs and eliminating seven items from EWB, and removing sixteen items from the OJ scale from our final model, all the outer loadings of the latent variables HRMPs, EWB, OJ, and

LMX were meet the significant level of 0.70. Only two indicators of OJ still showed 0.698 loading but we retain this item in our final model because our reliability did not affect after removing it and as it is closed to 0.7.

The composite reliability value of HRMPs is 0.9286, EWB is 0.897, OJ value is 0.865, LMX composite reliability value is 0.908 indicating the internal consistency and reliability of all the constructs. The AVE value is used as the evaluation criteria in the convergent validity assessment. The findings revealed that the value of AVE in HRMPs is 0.556, EWB is 0.637, OJ value is 0.618, and LMX value is 0.586. All results have shown a significant level, as the significance value is >0.50 (Hair et al., 2013). As a consequence, findings demonstrate the latent variables' convergent validity. Table 5 showed the findings of the model.

Finally, the HTMT, Fornell-Larcker, and cross-loadings criterion procedures were applied to test the discriminant validity. The HTMT can be described as a correlation estimate of factors (more precisely, the boundary at the upper level). The HTMT should be much less than one in order to clearly discriminate between two components. Table 6 demonstrates that all variables have discriminant validity.

Table 6 Heterotrait-monotrait ratio (HTMT)

	<i>EWB</i>	<i>HRMPs</i>	<i>LMX</i>	<i>OJ</i>
EWB				
HRMPs	0.644			
LMX	0.745	0.635		
OJ	0.521	0.477	0.912	

The Fornell-Larcker test described that each variable of the model should have the greater average variance extracted square root in accordance with the underlying correlational values of the other latent variables (Ab Hamid et al., 2017). Table 7 presented the findings of this test which indicates the latent variables AVE square root on the diagonal and the lower-left triangle indicated the correlation among the latent variables.

Table 7 Discriminant validity test (Fornell-Larcker)

<i>Sr. no.</i>	<i>Variables</i>	<i>EWB</i>	<i>HRMPs</i>	<i>OJ</i>	<i>LMX</i>
1	EWB	0.798			
2	HRMPs	0.594	0.746		
3	OJ	0.468	0.437	0.786	
4	LMX	0.667	0.583	0.766	0.766

Notes: The AVEs square root value has shown as bold in the diagonal whereas the lower-left triangle has shown the correlations values among the studied variables.

* $p < .05$, ** $p < .01$.

In the present study, overall, AVE square roots for the reflective constructs of having a value as EWB = 0.798, HRMPs = 0.746, OJ = 0.786, and LMX = 0.766 indicating that, in the path model, all diagonal values are greater than with the underlying correlational values of other latent variables. Furthermore, the findings also revealed that HRMPs are significantly correlated to EWB with having the values of $r = 0.594^{**}$, $p < 0.01$, also OJ is significantly correlated to HRMPs with the value of $r = 0.437^{**}$, $p < 0.01$, and OJ is

significantly correlated to EWB having a value of $r = 0.468^{**}$, $p < 0.01$. Results are presented in Table 7.

Table 8 showed the findings for the cross-loadings. When the loadings of each indicator showed the greater values among the cross-loadings of the other underlying constructs in the model, then it is considered a valid discriminant (Hair et al., 2011). The results indicated that the loadings of each variable are greater than the cross-loadings of the other underlying constructs, hence ensuring the discriminant validity. These discriminant validity results have been obtained by utilising the analysis of PLS-SEM analysis. HRMPs indicator ensured the significance level of cross-loading among its underlying constructs. Results revealed that the cross-loadings of other indicators are significantly lower than HRMPs, which is 0.770. The other indicator of OJ holds the same findings with having a value of 0.874 as well as for the measurement of other indicators such as EWB, and LMX. Overall, constructs discriminant validity was proved from the findings of Fornell-Larcker, HTMT, and cross-loadings.

Table 8 Cross loadings

	<i>EWB</i>	<i>HRMPs</i>	<i>LMX</i>	<i>OJ</i>
EWB 1	0.789	0.484	0.568	0.437
EWB 2	0.842	0.480	0.574	0.438
EWB 3	0.751	0.468	0.461	0.303
EWB 4	0.777	0.474	0.524	0.361
EWB 5	0.826	0.464	0.527	0.317
HRMP A1	0.416	0.770	0.427	0.322
HRMP A2	0.423	0.751	0.420	0.325
HRMP M1	0.436	0.725	0.425	0.313
HRMP M2	0.435	0.745	0.404	0.308
HRMP M3	0.395	0.750	0.403	0.305
HRMP M4	0.349	0.744	0.376	0.266
HRMP M5	0.420	0.762	0.405	0.290
HRMP O1	0.511	0.741	0.443	0.337
HRMP O2	0.494	0.755	0.489	0.347
HRMP O3	0.495	0.712	0.512	0.409
LMX 1	0.574	0.450	0.743	0.457
LMX 2	0.610	0.486	0.769	0.487
LMX 3	0.545	0.468	0.762	0.515
LMX 4	0.476	0.395	0.793	0.684
LMX 5	0.433	0.427	0.777	0.468
LMX 6	0.366	0.394	0.733	0.650
LMX 7	0.487	0.474	0.779	0.680
OJ 1	0.448	0.410	0.720	0.874
OJ 2	0.469	0.397	0.730	0.856
OJ 3	0.218	0.187	0.453	0.698
OJ 4	0.238	0.313	0.476	0.698

4.4 Structural model

The researchers examined the structural model for issues of collinearity before interpreting the findings. For assessing collinearity concerns, we employed latent variable scores. The VIF (variance inflation factor) score that each predictor generates should be less than 5 (Hair et al., 2011). There is no issue of collinearity if this criterion is met. Table 9 summarises the findings.

Table 9 Collinearity assessment (employee well-being: dependent variable)

<i>Constructs</i>	<i>VIF</i>
HRMPs	1.693
LMX	3.602
OJ	2.638

The threshold value for VIF is <5 . Table 8 presented that the values of VIF obtained from the collinearity assessment are significantly meet the threshold requirements, as it should be less than 5. Consequently, it is proved that no issue has been found regarding the collinearity among the latent variables in the SEM, now we can focus on determining the path coefficients.

The path coefficients enable us to comprehend the association between the variables. Table 9 illustrated that HRMPs have significant and direct interaction with EWB, i.e., $\beta = 0.271$, $p < 0.000$. Also, HRMPs have significant and direct interaction with OJ, i.e., $\beta = 0.437$, $p < 0.000$. LMX has a significant and direct interaction with EWB, i.e., $\beta = 0.539$, $p < 0.000$. The rule of thumb described that if the obtaining value of path coefficients is higher than 0.10 it would be considered as significant, on the other side if the value would be lower than 0.10 it is normally considered as insignificant (Hair et al., 2013).

This study has been employed the latest technique bootstrapping, to assess the path coefficients for their significance. In the current investigation, the significance of path coefficients was determined by using the 499 bootstrap subsamples. SmartPLS reported the t-values after running the bootstrap. In this investigation, the criterion was chosen for a significance level is 0.05.

Table 10 Results of main effect mode

<i>Hypothesis</i>	<i>Relationships</i>	<i>β-value</i>	<i>t-value</i>	<i>p-value</i>	<i>Decision</i>
H1	HRMPs \rightarrow EWB	0.271	5.700	0.000	Accepted
H2	HRMPs \rightarrow OJ	0.437	8.681	0.000	Accepted
H3	OJ \rightarrow EWB	0.119	2.125	0.043	Accepted

We infer that if the obtained t-value is greater than the critical value then the path coefficient is considered significant. As shown in Figure 2, the R^2 for OJ was 0.191 and the R^2 for EWB was 0.523. Together, the results implied a satisfactory and substantial model. Figure 2 and Table 10 exhibit the findings.

Figure 2 A main effect model (see online version for colours)

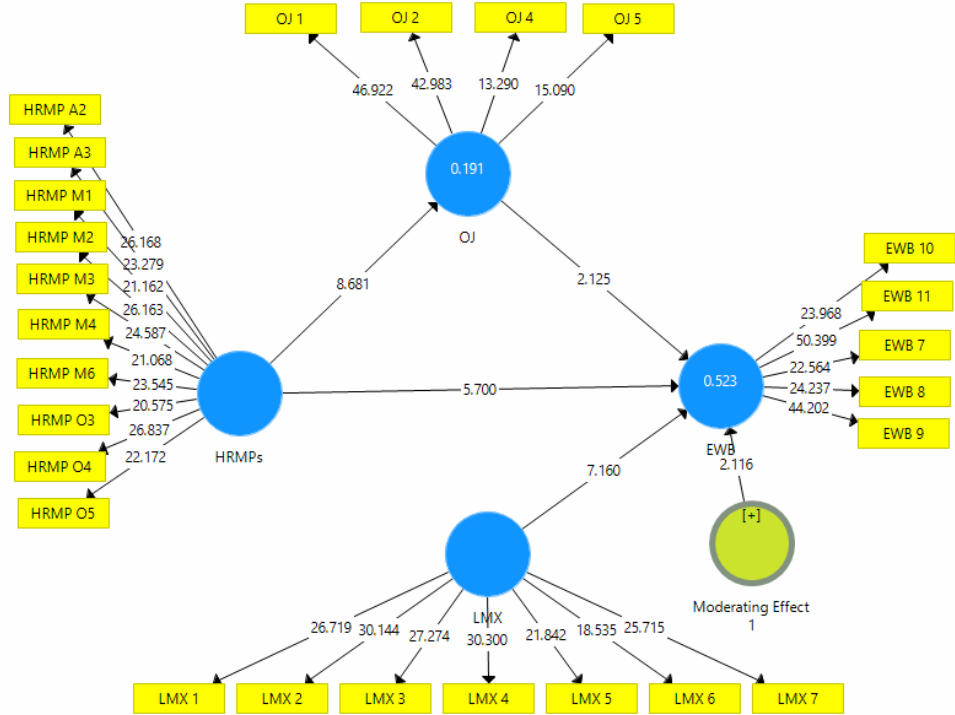


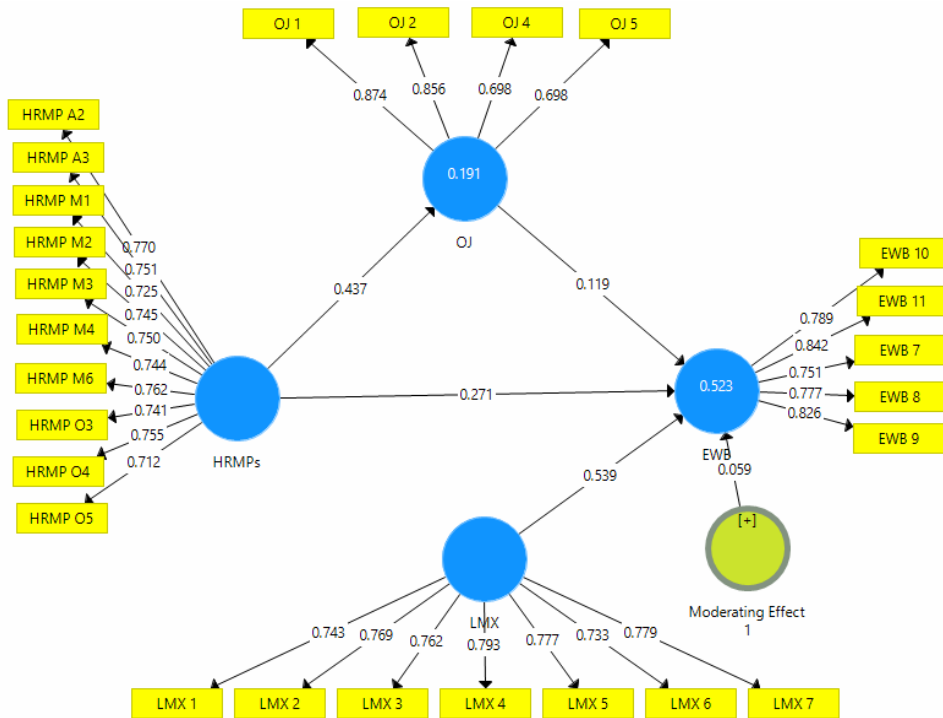
Table 11 Bootstrapping results of the indirect effect

	<i>HRMPs → OJ</i> <i>path a</i>	<i>OJ → EWB</i> <i>path b</i>	<i>Indirect effect</i> <i>ab</i>
Sample 0	0.478	0.178	0.085
Sample 1	0.409	0.094	0.038
Sample 2	0.364	0.091	0.033
Sample 3	0.524	0.133	0.070
Sample 4	0.436	0.108	0.047
Sample 5	0.602	0.097	0.059
Sample 6	0.307	0.102	0.031
Sample 7	0.413	0.041	0.017
Sample 8	0.438	0.197	0.086
Sample 9	0.583	0.270	0.157
Sample 10	0.402	0.106	0.043
...
Sample 499	0.363	0.189	0.069

In this section, we investigated the influence of a mediating variable for Hypothesis 2, whether OJ mediates the link between HRMPs and EWB. The significance of the association between HRMPs and OJ is = 0.437, and the significance of the relationship

between OJ and EWB is = 0.119. The study of the structural model results verified this. The size of the indirect effect is 0.052, and its significance was tested again using bootstrap subsamples. The indirect effect resulted from the direct effects of HRMPs and OJ, as well as OJ and EWB. For each of the 500 subsamples, the product of these direct effects had to be determined. The bootstrapping standard deviation (which equals the standard error in bootstrapping) with the value of 0.055 has been calculated in the current study. The indirect effect has a t-value of $0.052/0.055 = 0.945$, indicating that the influence of job stress as a mediating variable is significant. Table 11 shows the bootstrapping findings for the indirect effect.

Figure 3 Path coefficients' model (see online version for colours)



According to the significant indirect effect, OJ mediates the link between HRMPs and EWB. Furthermore, the strength of mediation was assessed. HRMPs had a 0.271 direct effect on EWB and a 0.052 indirect effect via OJ. As a result, the overall effect was $0.271 + 0.052 = 0.323$. The VAF is calculated by dividing the indirect effect by the value of total effect that yields the value of $0.052/0.323 = 0.161$. As a result, the OJ mediator accounted for 16% of the HRMP's influence on EWB. Because the VAF yields a value of less than 80% this would be regarded as partial mediation.

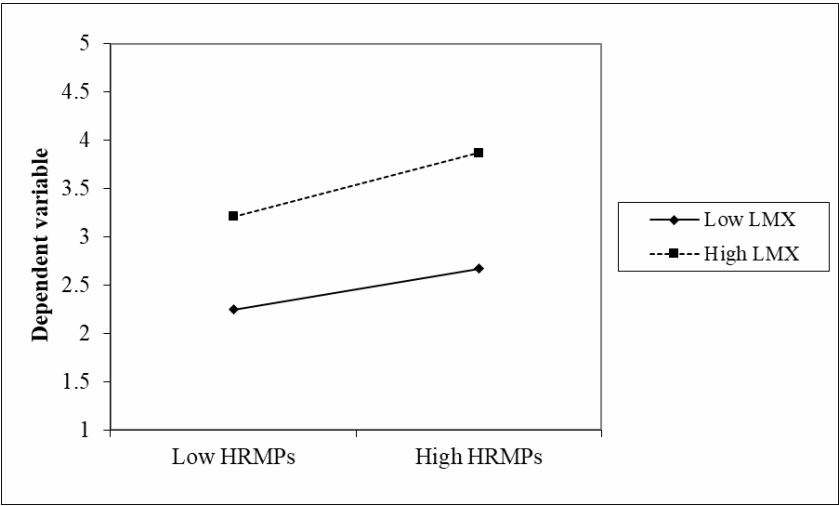
Furthermore, we investigated the moderating role of LMX in the interaction between HRMPs and EWB, for hypothesis-4. We hypothesised that LMX moderates the association between HRMPs and EWB. The higher the LMX, the higher the relationship between the two constructs. The findings are indicated in Table 12.

Table 12 Results of PLS-SEM moderation model

<i>Hypothesis</i>	<i>Relationship</i>	<i>β-value</i>	<i>t-value</i>	<i>p-value</i>	<i>Decision</i>
H4	Interaction \rightarrow LMX	0.059	2.137	0.033	Accepted

The interaction of LMX with HRMPs had a positive effect on EWB, with a value of 0.059. The association between HRMPs and EWB had a value of 0.271 which is the simple and direct effect in the moderator model. The findings of this study indicate that the interaction of the moderator variable was found to be significant in the association between HRMPs and EWB but the direct effect seems to be more efficient in order to enhance the best utilisation of HRMPs for the well-being of employees in the surgical industry of Sialkot. So the moderating effect somehow strengthens the relationship of HRMPs and EWB but the utilisation of the HRMPs seems to be much stronger in the enhancement of EWB. A moderating effect of LMX can also be seen in Figure 4.

Figure 4 Interaction between HRMPs and LMX



5 Discussion

In the manufacturing industry, EWB is a serious obstacle and adversely impacts organisational progress. The aim of this investigation is to highlight the importance of HRMPs in the way of encouraging EWB in the manufacturing sector. In this investigation, finding the moderating and mediating roles of other constructs in the interaction of HRMPs and EWB has received more attention. The core intent of this investigation was to examine this relationship in the surgical staff of the Sialkot area Industry with the utilisation of mediator and moderator interplay of OJ and LMX by using the quantitative technique.

This study measures HRMPs with the predicted variables developed based on AMO theory, denote as ability, motivation, and opportunity. The findings highlighted that HRMPs enhance the implementation of OJ among the employees which further increases the well-being of the employees at the life, job, and psychological level. Moreover, LMX

moderated the relationship between HRMPs and EWB, when the leader-member interaction was higher the EWB increased. Furthermore, the findings showed that HRMPs and EWB are positively associated with each other.

The results of our investigation are consistent with the finding of (Pawar, 2016; Zhang et al., 2020) study, which suggests that HRMPs are also worthwhile to the employees' life, job, and psychological well-being. According to this positive association, it is revealed that HRMPs encourage employees by assessing their abilities, motivating them to boost their confidence, and providing them opportunities to grow in their charisma and responsibilities. Our findings support the AMO theory and signalling theory, in which HRPs ensure the employees' ability, active participation, and involvement, and make them able to get the chances to show their abilities and for the fulfilment of self-actualisation. Consequently, positive signals of HRMPs are transmitted towards the employee and they feel mentally satisfied, motivated and eager to perform better in the future.

Our findings showed that OJ positively mediates in the interaction of HRMPs and EWB. Our findings are consistent with earlier findings which showed that OJ has a deep association with HRMPs and increases EWB (Khoreva and Wechtler, 2018; Knight and Gunatilaka, 2011; Simons and Roberson, 2003; Zhang and Agarwal, 2009). In this study, we investigated the OJ as a mediator between the relationship of HRMPs and EWB. HRMPs enhance the AMO-based practices among the workers and transmit positive signals for the OJ, which further leads to the EWB in terms of their life, job, and psychological level. When the positive signals of OJ transmit among the staff they will feel more devoted to their jobs when managers and co-workers interact with each other's and supervisor listen to employees carefully, (Reed and DeFillippi, 1990). The findings are pertinent to the AMO and signalling theory (Connelly et al., 2011), which states that the best utilisation of HRMPs sends out positive signals to motivate employees while also incorporating ethical ideals, resulting in better professional, psychological, and life outcomes.

Additionally, our findings showed that LMX moderates the relationship of HRMPs and EWB but somehow it does not strengthen the association between HRMPs and EWB. The direct effect of HRMPs on EWB seems to be much stronger in the best implementation of HRMPs for the betterment of surgical industry employees. In this study, we explored the LMX as a moderator between the relationship of HRMPs and EWB and the results of our study are somehow favourable with the idea of Vermeeren et al. (2014), with the finding that leadership style may play a part in the transmission and implementation of HRMPs among employees. The findings of our study also got support from another investigation in which researchers found not a high-quality LMX relationship for the employee-related outcomes (Mumma, 2010). Our study supports the AMO and signalling theory, which states that when the leader transmitted the positive signals of HRMPs to the subordinates they feel motivated and openly share their ideas which as a result, increased the self-confidence of the employees. Consequently, they feel good at the emotional and job level.

This study got support from the previous literature which suggested that leader's interaction with the subordinates and management practices leads towards not only the employee well-being but also effective performance (Schilling and Phelps, 2007). Another study also highlighted the importance of HRMPs to enhance the optimistic performance of employees not only for the organisation but also for the well-being of

workers (Godbout, 2000; Sadikoglu and Zehir, 2010). Other schools of thought revealed that leader's interaction and team building with the subordinates and effective management of the HRM positively influence the employees (Tajeddini et al., 2020).

6 Practical implications

Findings obtained from this investigation can be significant in many manners. Initially, organisations have to plan the detailed and effective HRMPs that operate and execute in the presence of a high-quality LMX relationship. Then authorise a limited number of active, vibrant, and integral leaders with having fair and ethical values of organisational justice to make the HRMPs more productive and powerful so that EWB can be enhanced. When organisations considered the employees as a key asset, their supervisors and leaders make plans for their growth and development and facilitate a well organise and operative HR strategies. That yielding positive organisational outcomes on one side and employees devoted to their overall life on the other hand.

An organisation can achieve its goals and objectives by increasing the integration of HRMPs if leaders provide chances and inspire their subordinates to actively contribute workplace. Therefore, an organisation can achieve its objective and its employees that may have overall EWB. Organisational justice plays an important part in transmitting the optimistic signals of HRMPs for the EWB. So administrators can come up with multiple methods that enhance the perceptions of the workers in the context of organisational justice by delivering support, enthusiasm, and opportunities for HR. Moreover, LMX is a moderator which regulates the influence of leader-member exchange in the association between HRMPs and EWB. Administrations should highlight the high and low-quality relationships and what outcome can have been seen in both outer and inner group members' well-being.

7 Limitations and future research

Although all of the efforts were put out to meet all of the research's particular feasibility, this study also has limitations. These limitations provide insight to future investigators. One of the major constraints is that data is collected from respondents with the assumption that they provide factual responses and are familiar with their company. The truthiness of the facts can be undermined by employees' biased responses. Another limitation is that the respondents of this study represent only the surgical industry of Sialkot, Pakistan and past studies revealed that data obtained from only one specific sector cannot able to generate generalisable results for other sectors, cultures, and geographical areas (Jo and Joo, 2011; Rhoades and Eisenberger, 2002). Therefore, it is suggested that future research could add other sectors, for example, the service and hospitality industry for ensuring the generalisability of the result in their study.

Moreover, this study utilised a one-point or cross-sectional survey for the data collection. Literature suggested that a one-point survey for the collection of data has a negative impact on the quality of participants (Podsakoff et al., 2003). As a result, variations in the participants' responses over time are ignored. A longitudinal study may be used to generate better results and validate the causal relationship among studied variables. This study tested the mediating role of OJ, future research could add and

evaluate the other variables, i.e., organisational culture and their dimensions, for example, organisational bureaucratic, supportive, and competitive culture. This study was limited to only testing the HRMPs individual dimensions (A-M-O) effect on EWB. However, the future researcher could consider the individual effect of HRMPs on the mediator and moderator, which would also be an effective contribution.

8 Conclusions

Facing the most competent and challenging era, there is a need to consider employees as intellectual capital and an important part of the mission statement to attain competitive advantage. Our study presented the significant and optimistic association among the constructs of HRMPs and EWB. Moreover, the result indicates that organisational justice mediates in the relation between HRMPs and EWB. Previous literature presented numerous studies on the predictor of HRM traditional practices and construct of individual dimension (for example, subjective well-being or psychological well-being) of EWB, yet there is needed to consider the other dimensions of EWB (i.e., well-being related to life, well-being related to the job, and mental well-being) to have a clear understanding to investigate the interplay of moderating and mediating roles to bridge the research gap.

Therefore, this study explores this phenomenon by underpinning ability, motivation, and opportunity model and signalling theories by testing the framework empirically to enhance the existing body of knowledge with the depiction of other beneficial contributions. The results of this investigation show that organisational justice transmits the encouraging signals of HRMPs and enhances the well-being of employees. In addition, LMX ensures that the high-quality relationship is favourable and employees are considered as human capital for the organisation to carry the well-being of the employees.

References

- Ab Hamid, M., Sami, W. and Sidek, M.M. (2017) 'Discriminant validity assessment: use of Fornell & Larcker criterion versus HTMT criterion', *Journal of Physics: Conference Series*, Vol. 890, No. 1, p.012163, IOP Publishing.
- Ackoff, R. (1953) *The Design of Social Research*, University of Chicago, Chicago.
- Adams, J.M. (2019) 'The value of worker well-being', *Public Health Reports*, Vol. 134, No. 6, pp.583–586.
- Adams, J.S. (1965) 'Inequity in social exchange', *Advances in Experimental Social Psychology*, Vol. 2, pp.267–299, Elsevier.
- Alfes, K., Shantz, A. and Truss, C. (2012) 'The link between perceived HRM practices, performance and well-being: the moderating effect of trust in the employer', *Human Resource Management Journal*, Vol. 22, No. 4, pp.409–427.
- Al-Tit, A.A. (2016) 'The mediating role of knowledge management and the moderating part of organizational culture between HRM practices and organizational performance', *International Business Research*, Vol. 9, No. 1, p.43.
- Andreeva, T. and Sergeeva, A. (2016) 'The more the better... or is it? The contradictory effects of HR practices on knowledge-sharing motivation and behaviour', *Human Resource Management Journal*, Vol. 26, No. 2, pp.151–171.

- Anwar, F., Ahmed, I., Waqas, M., Ismail, W.K.W. and Islam, T. (2019) 'Effects of external prestige on emotional labour: mediation by organisational identification and moderation by perceived organisational support', *Middle East Journal of Management*, Vol. 6, No. 2, pp.186–203.
- Appelbaum, E. and Batt, R.L. (1994) *The New American Workplace: Transforming Work Systems in the United States*, Cornell University Press, USA.
- Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A.L. and Bailey, T.A. (2000) *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*, Cornell University Press, USA.
- Armstrong, C., Flood, P.C., Guthrie, J.P., Liu, W., MacCurtain, S. and Mkamwa, T. (2010) 'The impact of diversity and equality management on firm performance: beyond high performance work systems', *Human Resource Management*, Vol. 49, No. 6, pp.977–998.
- Ashraf, A.A. (2023) 'Exposure of workplace bullying and post-traumatic stress disorder among female health care workers – a developing country's perspective', *Review in Business and Economics*, Vol. 3, No. 1, pp.18–34.
- Bailey, T., Berg, P. and Sandy, C. (2001) 'The effect of high-performance work practices on employee earnings in the steel, apparel, and medical electronics and imaging industries', *ILR Review*, Vol. 54, No. 2A, pp.525–543.
- Barrena-Martinez, J., López-Fernández, M. and Romero-Fernández, P.M. (2019) 'The link between socially responsible human resource management and intellectual capital', *Corporate Social Responsibility and Environmental Management*, Vol. 26, No. 1, pp.71–81.
- Battaglia, M. (2008) *Convenience sampling. Encyclopedia of Survey Research Methods*, SAGE Publications, London.
- Beer, M., Spector, B.A., Lawrence, P.R., Mills, D.Q. and Walton, R.E. (1984) *Managing Human Assets*, Simon and Schuster, USA.
- Bello-Pintado, A. (2015) 'Bundles of HRM practices and performance: empirical evidence from a Latin American context', *Human Resource Management Journal*, Vol. 25, No. 3, pp.311–330.
- Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A. and Bou-Lluisar, J.C. (2008) 'Human resource flexibility as a mediating variable between high performance work systems and performance', *Journal of management*, Vol. 34, No. 5, pp.1009–1044.
- Bhal, K.T. and Ansari, M.A. (1996) 'Measuring quality of interaction between leaders and members', *Journal of Applied Social Psychology*, Vol. 26, No. 11, pp.945–972.
- Bies, R.J. (2001) 'Interactional (in)justice: the sacred and the profane', in Greenberg, J. and Cropanzano, R. (Eds.): *Advances in Organizational Justice*, pp.89–118, Stanford University Press, Stanford, CA.
- Bies, R.J. and Moag, J.S. (1986) 'Interactional justice: communication criteria of fairness', in Lewicki, R.J., Sheppard, B.H. and Bazerman, M.H. (Eds.): *Research on Negotiation in Organizations*, Vol. 1, pp.43–55, JAI Press, Greenwich, CT.
- Bos-Nehles, A.C. and Veenendaal, A.A. (2019) 'Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate', *The International Journal of Human Resource Management*, Vol. 30, No. 18, pp.2661–2683.
- Boxall, P. and Macky, K. (2007) 'High-performance work systems and organisational performance: bridging theory and practice', *Asia Pacific Journal of Human Resources*, Vol. 45, No. 3, pp.261–270.
- Brockner, J. and Wiesenfeld, B. (2005) 'How, when, and why does outcome favorability interact with procedural fairness?', in *Handbook of Organizational Justice*, pp.525–553, Psychology Press.
- Brockner, J. and Wiesenfeld, B.M. (1996) 'An integrative framework for explaining reactions to decisions: interactive effects of outcomes and procedures', *Psychological Bulletin*, Vol. 120, No. 2, p.189.
- Brockner, J., Konovsky, M., Cooper-Schneider, R., Folger, R., Martin, C. and Bies, R.J. (1994) 'Interactive effects of procedural justice and outcome negativity on victims and survivors of job loss', *Academy of Management Journal*, Vol. 37, No. 2, pp.397–409.

- Brunetto, Y., Farr-Wharton, R. and Shacklock, K. (2011) 'Supervisor-nurse relationships, teamwork, role ambiguity and well-being: public versus private sector nurses', *Asia Pacific Journal of Human Resources*, Vol. 49, No. 2, pp.143–164.
- Budur, T. and Poturak, M. (2021) 'Transformational leadership and its impact on customer satisfaction. Measuring mediating effects of organisational citizenship behaviours', *Middle East Journal of Management*, Vol. 8, No. 1, pp.67–91.
- Cafferkey, K. and Dundon, T. (2015) 'Explaining the black box: HPWS and organisational climate', *Personnel Review*, Vol. 44, No. 5, pp.666–688.
- Chand, M. and Katou, A.A. (2007) 'The impact of HRM practices on organisational performance in the Indian hotel industry', *Employee Relations*, Vol. 29, No. 6, pp.576–594.
- Cheng, S.Y. (2014) 'The mediating role of organizational justice on the relationship between administrative performance appraisal practices and organizational commitment', *The International Journal of Human Resource Management*, Vol. 25, No. 8, pp.1131–1148.
- Cohen-Charash, Y. and Spector, P.E. (2001) 'The role of justice in organizations: a meta-analysis', *Organizational Behavior and Human Decision Processes*, Vol. 86, No. 2, pp.278–321.
- Colquitt, J.A. (2001) 'On the dimensionality of organizational justice: a construct validation of a measure', *Journal of Applied Psychology*, Vol. 86, No. 3, p.386.
- Colvin, A.J. (2006) 'Flexibility and fairness in liberal market economies: the comparative impact of the legal environment and high-performance work systems', *British Journal of Industrial Relations*, Vol. 44, No. 1, pp.73–97.
- Combs, J., Liu, Y., Hall, A. and Ketchen, D. (2006) 'How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance', *Personnel Psychology*, Vol. 59, No. 3, pp.501–528.
- Connelly, B.L., Certo, S.T., Ireland, R.D. and Reutzel, C.R. (2011) 'Signaling theory: a review and assessment', *Journal of Management*, Vol. 37, No. 1, pp.39–67.
- Cottini, E., Kato, T. and Westergaard-Nielsen, N. (2011) 'Adverse workplace conditions, high-involvement work practices and labor turnover: evidence from Danish linked employer-employee data', *Labour Economics*, Vol. 18, No. 6, pp.872–880.
- Cropanzano, R., Bowen, D.E. and Gilliland, S.W. (2007) 'The management of organizational justice. *Academy of Management Perspectives*, Vol. 21, No. 4, pp.34–48.
- Cuéllar-Molina, D., García-Cabrera, A.M. and de la Cruz Déniz-Déniz, M. (2019) 'Emotional intelligence of the HR decision-maker and high-performance HR practices in SMEs', *European Journal of Management and Business Economics*, Vol. 28, No. 1, pp.52–89.
- Danford, A., Richardson, M., Stewart, P., Tailby, S. and Upchurch, M. (2004) 'High performance work systems and workplace partnership: a case study of aerospace workers', *New Technology, Work and Employment*, Vol. 19, No. 1, pp.14–29.
- Dansereau Jr., F., Graen, G. and Haga, W.J. (1975) 'A vertical dyad linkage approach to leadership within formal organizations: a longitudinal investigation of the role making process', *Organizational Behavior and Human Performance*, Vol. 13, No. 1, pp.46–78.
- Dastgeer, G. and Asad, M. (2023) 'Life satisfaction and career satisfaction in a collectivist culture: the mediating and moderating mechanisms', *Middle East Journal of Management*, Vol. 10, No. 3, pp.244–261.
- Diener, E. (2000) 'Subjective well-being: the science of happiness and a proposal for a national index', *American Psychologist*, Vol. 55, No. 1, p.34.
- Dienesch, R.M. and Liden, R.C. (1986) 'Leader-member exchange model of leadership: a critique and further development', *Academy of Management Review*, Vol. 11, No. 3, pp.618–634.
- Dornyei, Z. (2007) *Research Methods in Applied Linguistics*, p.748, Oxford University Press, New York.
- Duchon, D., Green, S.G. and Taber, T.D. (1986) 'Vertical dyad linkage: a longitudinal assessment of antecedents, measures, and consequences', *Journal of Applied Psychology*, Vol. 71, No. 1, p.56.

- Etikan, I., Musa, S.A. and Alkassim, R.S. (2016) 'Comparison of convenience sampling and purposive sampling', *American Journal of Theoretical and Applied Statistics*, Vol. 5, No. 1, pp.1–4.
- Farndale, E., Hope-Hailey, V. and Kelliher, C. (2011) 'High commitment performance management: The roles of justice and trust', *Personnel Review*, Vol. 40, No. 1, pp.5–23.
- Folger, R.G. and Cropanzano, R. (1998) *Organizational Justice and Human Resource Management*, Vol. 7, Sage, USA.
- Gelens, J., Dries, N., Hofmans, J. and Pepermans, R. (2013) 'The role of perceived organizational justice in shaping the outcomes of talent management: a research agenda', *Human Resource Management Review*, Vol. 23, No. 4, pp.341–353.
- Godbout, A.J. (2000) 'Managing core competencies: the impact of knowledge management on human resources practices in leading-edge organizations', *Knowledge and Process Management*, Vol. 7, No. 2, pp.76–86.
- Graen, G. and Cashman, J.F. (1975) 'A role-making model of leadership in formal organizations: a developmental approach', *Leadership Frontiers*, Vol. 143, No. 165, pp.86–96.
- Graen, G., Novak, M.A. and Sommerkamp, P. (1982) 'The effects of leader-member exchange and job design on productivity and satisfaction: testing a dual attachment model', *Organizational Behavior and Human Performance*, Vol. 30, No. 1, pp.109–131.
- Graen, G.B. and Scandura, T.A. (1987) 'Toward a psychology of dyadic organizing', *Research in Organizational Behavior*, Vol. 9, pp.175–208.
- Graen, G.B. and Uhl-Bien, M. (1995) 'Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain perspective', *The Leadership Quarterly*, Vol. 6, No. 2, pp.219–247.
- Graen, G.B., Liden, R.C. and Hoel, W. (1982) 'Role of leadership in the employee withdrawal process', *Journal of Applied Psychology*, Vol. 67, No. 6, p.868.
- Grant, A.M., Christianson, M.K. and Price, R.H. (2007) 'Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs', *Academy of Management Perspectives*, Vol. 21, No. 3, pp.51–63.
- Greenberg, J. (1990) 'Organizational justice: yesterday, today, and tomorrow', *Journal of Management*, Vol. 16, No. 2, pp.399–432.
- Guerci, M., Radaelli, G., Siletti, E., Cirella, S. and Shani, A.R. (2015) 'The impact of human resource management practices and corporate sustainability on organizational ethical climates: an employee perspective', *Journal of Business Ethics*, Vol. 126, No. 2, pp.325–342.
- Hair Jr., J., Ringle, C. and Sarstedt, M. (2013) 'PLS applications in strategic management: partial least squares modeling in strategy research', *Long Range Planning*, Vol. 46, Nos. 1–2, pp.1–194.
- Hair, J.F., Anderson, R.E., Babin, B.J. and Black, W.C. (2010) *Multivariate Data Analysis: A Global Perspective*, Vol. 7, Pearson, Upper Saddle River, NJ.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2016) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Sage, USA.
- Hair, J.F., Ringle, C.M. and Sarstedt, M. (2011) 'PLS-SEM: Indeed a silver bullet', *Journal of Marketing theory and Practice*, Vol. 19, No. 2, pp.139–152.
- Heffernan, M. and Dundon, T. (2016) 'Cross-level effects of high-performance work systems (HPWS) and employee well-being: the mediating effect of organisational justice', *Human Resource Management Journal*, Vol. 26, No. 2, pp.211–231.
- Huang, L.-C., Ahlstrom, D., Lee, A.Y.-P., Chen, S.-Y. and Hsieh, M.-J. (2016) 'High performance work systems, employee well-being, and job involvement: an empirical study', *Personnel Review*, Vol. 45, No. 2, pp.296–314.
- Huang, Q., Xing, Y. and Gamble, J. (2019) 'Job demands–resources: a gender perspective on employee well-being and resilience in retail stores in China', *The International Journal of Human Resource Management*, Vol. 30, No. 8, pp.1323–1341.

- Inceoglu, I., Thomas, G., Chu, C., Plans, D. and Gerbasi, A. (2018) 'Leadership behavior and employee well-being: an integrated review and a future research agenda', *The Leadership Quarterly*, Vol. 29, No. 1, pp.179–202.
- Ishtiaq, S., Bashir, I., Ashraf, A.A., Tariq, J. and Wain, A.M. (2022) 'Effect of employee empowerment on affective organizational commitment; mediating role of work engagement', *Competitive Social Science Research Journal*, Vol. 3, No. 1, pp.497–509.
- Jaiswal, A. and Dyaram, L. (2019) 'Towards well-being: role of diversity and nature of work', *Employee Relations*, Vol. 41, No. 1, pp.158–175.
- Javed, U., Wain, A.M., Ashraf, A.A. and Bashir, I. (2022) 'Impacts of green HRM on organizational citizenship behavior towards environment: mediating role of workplace spirituality and organizational engagement', *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, Vol. 13, No. 6, pp.1–11.
- Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C. (2012) 'How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms', *Academy of Management Journal*, Vol. 55, No. 6, pp.1264–1294.
- Jiang, Z., Hu, X., Wang, Z. and Jiang, X. (2019) 'Knowledge hiding as a barrier to thriving: the mediating role of psychological safety and moderating role of organizational cynicism', *Journal of Organizational Behavior*, Vol. 40, No. 7, pp.800–818.
- Jin, F., Ashraf, A.A., Ul Din, S.M., Farooq, U., Zheng, K. and Shaikat, G. (2023) 'Corrigendum: organisational caring ethical climate and its relationship with workplace bullying and post traumatic stress disorder: the role of type A/B behavioural patterns', *Frontiers in Psychology*, Vol. 13, p.1042297.
- Jo, S.J. and Joo, B-K. (2011) 'Knowledge sharing: the influences of learning organization culture, organizational commitment, and organizational citizenship behaviors', *Journal of Leadership & Organizational Studies*, Vol. 18, No. 3, pp.353–364.
- Kahneman, D., Diener, E. and Schwarz, N. (1999) *Well-Being: Foundations of Hedonic Psychology*, Russell Sage Foundation, USA.
- Kaushik, N.K., Kaushik, N., Attri, P., Kumar, N., Kim, C.H., Verma, A.K. and Choi, E.H. (2013) 'Biomedical importance of indoles', *Molecules*, Vol. 18, No. 6, pp.6620–6662.
- Kenny, D. and McIntyre, D. (2005) 'Constructions of occupational stress: nuisances, nuances or novelties', *Research Companion to Organizational Health Psychology*, pp.20–58.
- Khoreva, V. and Wechtler, H. (2018) 'HR practices and employee performance: the mediating role of well-being', *Employee Relations*, Vol. 40, No. 2, pp.227–243.
- Klopotan, I., Mjeda, T. and Kurečić, P. (2018) 'Exploring the motivation of employees in a firm: a case-study', *Business Systems Research: International Journal of the Society for Advancing Innovation and Research in Economy*, Vol. 9, No. 1, pp.151–160.
- Knight, J. and Gunatilaka, R. (2011) 'Does economic growth raise happiness in China?', *Oxford Development Studies*, Vol. 39, No. 1, pp.1–24.
- Kooij, D.T., Guest, D.E., Clinton, M., Knight, T., Jansen, P.G. and Dikkers, J.S. (2013) 'How the impact of HR practices on employee well-being and performance changes with age', *Human Resource Management Journal*, Vol. 23, No. 1, pp.18–35.
- Krejcie, R.V. and Morgan, D.W. (1970) 'Determining sample size for research activities', *Educational and Psychological Measurement*, Vol. 30, No. 3, pp.607–610.
- Kuvaas, B. and Dysvik, A. (2010) 'Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes', *Human Resource Management Journal*, Vol. 20, No. 2, pp.138–156.
- Le, H., Jiang, Z. and Radford, K. (2020) 'Leader-member exchange and subjective well-being: the moderating role of metacognitive cultural intelligence', *Personnel Review*, Vol. 50, No. 3, pp.954–970.
- Lee, H.W., Pak, J., Kim, S. and Li, L-Z. (2019) 'Effects of human resource management systems on employee proactivity and group innovation', *Journal of Management*, Vol. 45, No. 2, pp.819–846.

- Liao, S-S., Hu, D-C., Chung, Y-C. and Chen, L-W. (2017) 'LMX and employee satisfaction: mediating effect of psychological capital', *Leadership & Organization Development Journal*, Vol. 38, No. 3, pp.433–449.
- Liden, R.C. and Graen, G. (1980) 'Generalizability of the vertical dyad linkage model of leadership', *Academy of Management Journal*, Vol. 23, No. 3, pp.451–465.
- Liden, R.C. and Maslyn, J.M. (1998) 'Multidimensionality of leader-member exchange: an empirical assessment through scale development', *Journal of Management*, Vol. 24, No. 1, pp.43–72.
- Liu, W., Guthrie, J.P., Flood, P.C. and MacCurtain, S. (2009) 'Unions and the adoption of high performance work systems: does employment security play a role?', *ILR Review*, Vol. 63, No. 1, pp.109–127.
- Masterson, S.S., Lewis, K., Goldman, B.M. and Taylor, M.S. (2000) 'Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships', *Academy of Management Journal*, Vol. 43, No. 4, pp.738–748.
- Mathieu, J.E., Gilson, L.L. and Ruddy, T.M. (2006) 'Empowerment and team effectiveness: an empirical test of an integrated model', *Journal of Applied Psychology*, Vol. 91, No. 1, p.97.
- McFarlin, D.B. and Sweeney, P.D. (1992) 'Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes', *Academy of Management Journal*, Vol. 35, No. 3, pp.626–637.
- Mira, M., Choong, Y. and Thim, C. (2019) 'Mediating role of port supply chain integration between involvement of human resource practices and port performance in Kingdom of Saudi Arabia', *Uncertain Supply Chain Management*, Vol. 7, No. 3, pp.507–516.
- Mumma, S.M. (2010) *Student Leader LMX Relationships as Moderated by Constructive-Developmental Theory*, The University of Nebraska-Lincoln, USA.
- Nystrom, P.C. (1990) 'Vertical exchanges and organizational commitments of American business managers', *Group & Organization Studies*, Vol. 15, No. 3, pp.296–312.
- Paauwe, J. (2009) 'HRM and performance: achievements, methodological issues and prospects', *Journal of Management Studies*, Vol. 46, No. 1, pp.129–142.
- Paré, G. and Tremblay, M. (2007) 'The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions', *Group & Organization Management*, Vol. 32, No. 3, pp.326–357.
- Park, O., Bae, J. and Hong, W. (2019) 'High-commitment HRM system, HR capability, and ambidextrous technological innovation', *The International Journal of Human Resource Management*, Vol. 30, No. 9, pp.1526–1548.
- Patton Quinn, M. (2002) *Qualitative Research and Evaluation Methods*, 3rd ed., Sage Publications Inc., California.
- Pawar, B.S. (2016) 'Workplace spirituality and employee well-being: an empirical examination', *Employee Relations*, Vol. 38, No. 6, pp.975–994.
- Peccei, R. (2004) *Human Resource Management and the Search for the Happy Workplace*, No. 9058920593.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J-Y. and Podsakoff, N.P. (2003) 'Common method biases in behavioral research: a critical review of the literature and recommended remedies', *Journal of Applied Psychology*, Vol. 88, No. 5, p.879.
- Punjab Portal (2016) [online] https://www.punjab.gov.pk/sialkot_key_industry.
- Reed, R. and DeFillippi, R.J. (1990) 'Causal ambiguity, barriers to imitation, and sustainable competitive advantage', *Academy of Management Review*, Vol. 15, No. 1, pp.88–102.
- Reina, G.L. and Marin, G.S. (2019) 'Human resources practices and firm performance: exploring the AMO model in Spanish SMEs', *Small Business International Review*, Vol. 3, No. 1, pp.67–85.

- Rhoades, L. and Eisenberger, R. (2002) 'Perceived organizational support: a review of the literature', *Journal of Applied Psychology*, Vol. 87, No. 4, p.698.
- Ryan, R.M. and Deci, E.L. (2001) 'On happiness and human potentials: a review of research on hedonic and eudaimonic well-being', *Annual Review of Psychology*, Vol. 52, No. 1, pp.141–166.
- Sadikoglu, E. and Zehir, C. (2010) 'Investigating the effects of innovation and employee performance on the relationship between total quality management practices and firm performance: an empirical study of Turkish firms', *International Journal of Production Economics*, Vol. 127, No. 1, pp.13–26.
- Saunders, M., Lewis, P. and Thornhill, A. (2007) *Research Methods*, Business Students 4th ed., Pearson Education Limited, England.
- Schilling, M.A. and Phelps, C.C. (2007) 'Interfirm collaboration networks: the impact of large-scale network structure on firm innovation', *Management Science*, Vol. 53, No. 7, pp.1113–1126.
- Shin, S.J., Jeong, I. and Bae, J. (2018) 'Do high-involvement HRM practices matter for worker creativity? A cross-level approach', *The International Journal of Human Resource Management*, Vol. 29, No. 2, pp.260–285.
- Simons, T. and Roberson, Q. (2003) 'Why managers should care about fairness: the effects of aggregate justice perceptions on organizational outcomes', *Journal of Applied Psychology*, Vol. 88, No. 3, p.432.
- Statista (2020) [online] <https://www.statista.com/statistics/383256/pakistan-gdp-distribution-across-economic-sectors/>.
- Subramony, M. (2009) 'A meta-analytic investigation of the relationship between HRM bundles and firm performance', *Human Resource Management*, Vol. 48, No. 5, pp.745–768.
- Tajeddini, K., Martin, E. and Altinay, L. (2020) 'The importance of human-related factors on service innovation and performance', *International Journal of Hospitality Management*, Vol. 85, p.102431.
- Tavakol, M. and Dennick, R. (2011) 'Making sense of Cronbach's alpha', *International Journal of Medical Education*, Vol. 2, p.53.
- Tekleab, A.G., Bartol, K.M. and Liu, W. (2005) 'Is it pay levels or pay raises that matter to fairness and turnover?', *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, Vol. 26, No. 8, pp.899–921.
- Tharenou, P., Saks, A.M. and Moore, C. (2007) 'A review and critique of research on training and organizational-level outcomes', *Human Resource Management Review*, Vol. 17, No. 3, pp.251–273.
- Trading Economics (2020) [online] [https://tradingeconomics.com/pakistan/employment-in-industry-percent-of-total-employment-wb-data.html#:~:text=Employment%20in%20industry%20\(%25%20of%20total%20employment\)%20\(modeled%20ILO%20estimate,compiled%20from%20officially%20recognized%20sources.came%20from%20the%20industry.](https://tradingeconomics.com/pakistan/employment-in-industry-percent-of-total-employment-wb-data.html#:~:text=Employment%20in%20industry%20(%25%20of%20total%20employment)%20(modeled%20ILO%20estimate,compiled%20from%20officially%20recognized%20sources.came%20from%20the%20industry.)
- Van de Voorde, K. (2009) *HRM, Employee Well-Being and Organizational Performance: A Balanced Perspective*, Tilburg University, Tilburg.
- Van de Voorde, K., Paauwe, J. and Van Veldhoven, M. (2012) 'Employee well-being and the HRM-organizational performance relationship: a review of quantitative studies', *International Journal of Management Reviews*, Vol. 14, No. 4, pp.391–407.
- Vermeeren, B., Kuipers, B. and Steijn, B. (2014) 'Does leadership style make a difference? Linking HRM, job satisfaction, and organizational performance', *Review of Public Personnel Administration*, Vol. 34, No. 2, pp.174–195.
- Wright, T.A. and Huang, C.C. (2012) 'The many benefits of employee well-being in organizational research', *Journal of Organizational Behavior*, Vol. 33, No. 8, pp.1188–1192.

- Yammarino, F.J. and Dansereau, F. (2001) 'A multiple-level approach for understanding the nature of leadership studies', *Developing Non-Hierarchical Leadership on Campus: Case Studies and Best Practices in Higher Education*, pp.24–37, USA.
- Yin, Y., Wang, Y. and Lu, Y. (2019) 'Why firms adopt empowerment practices and how such practices affect firm performance? A transaction cost-exchange perspective', *Human Resource Management Review*, Vol. 29, No. 1, pp.111–124.
- Yu, W., Chavez, R., Feng, M., Wong, C.Y. and Fynes, B. (2020) 'Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective', *International Journal of Production Economics*, Vol. 219, pp.224–235.
- Zhang, H. and Agarwal, N.C. (2009) 'The mediating roles of organizational justice on the relationships between HR practices and workplace outcomes: an investigation in China', *The International Journal of Human Resource Management*, Vol. 20, No. 3, pp.676–693.
- Zhang, X., Lin, Z., Liu, Y., Chen, X. and Liu, D.M. (2020) 'How do human resource management practices affect employee well-being? A mediated moderation model', *Employee Relations: The International Journal*, Vol. 42, No. 4, pp.903–919.
- Zheng, X., Zhu, W., Zhao, H. and Zhang, C. (2015) 'Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation', *Journal of Organizational Behavior*, Vol. 36, No. 5, pp.621–644.

Annexure

Questionnaire

Respected respondents					
I am a student of MS business administration in University of Sialkot and conducting research on Employee well-being of surgical industry in Sialkot. You are one of the potential respondents for my study. Thank you for taking the time to fill in this questionnaire; it should only take 10 to 15 minutes. Your answers will be treated with complete confidentiality and will be entirely anonymous.					
Gender:	Male			Female	
Age group:	25-35	35-45	46+		
Qualification:	Graduate	Post graduates	Masters	PhD	Other
Length of employment:	<1	1–3 years	3–5 years	5+ years	
Statement	Rating scale				
	1	2	3	4	5
HRMP's (ability motivation opportunity)					
Ability					
In our organisation, there are training to develop interpersonal communication skills					
In our organisation, there are training for teamwork skills					
The organisation provides training to develop skills of self-reflection and knowledge externalisation					

Questionnaire (continued)

<i>Statement</i>	<i>Rating scale</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>HRMP's (ability motivation opportunity)</i>					
Motivation					
Our organisation specifically rewards knowledge sharing with monetary incentives.					
Our organisation specifically rewards knowledge sharing with non-monetary incentives.					
In our organisation, knowledge sharing is a component in employees' performance evaluation					
To what extent is your job characterised by the following:					
The freedom to carry out my job the way I want to					
The opportunity for independent initiative					
High level of variety in my job					
Opportunity					
The organisation holds get together, trips, and other hours together activities that promote friendship among employees					
The organisation invites high-performance employees to share their knowledge with others in meetings					
The organisation invites employees who have just acquired new knowledge from outside sources to share what they have learned with others.					
The organisation holds regular meetings where employees can share successful experiences or resolve work problems.					
The organisation allows employees to consult their coworkers on problems during work time					

Questionnaire (continued)

<i>Statement</i>	<i>Rating scale</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Opportunity					
There are annual conferences concerning certain products that require in-depth discussion among employees in our organisation					
There are restrooms available where employees can talk to each other and share experience in our organisation					
The organisation assigns every new employee a senior employee and coaching to help him/her during orientation					
The company has mentoring programs in which employees can receive their mentor's help at any time					
Leader-member exchange					
Do you know where you stand with your boss and do you usually know how satisfied your boss is with what you do?	Rarely	Occasionally	Sometimes	Fairly often	Very often
How well does your boss understand your job problems and needs?	Not a bit	A little	A fair amount	Quite a bit	A great deal
How well does your boss recognise your potential?	Not at all	A little	Moderately	Mostly	Fully
Regardless of how much formal authority your boss has built into his or her position, what are the chances that your boss would use his or her power to help you solve problems in your work?	None	Small	Moderate	High	Very high
Again, regardless of the amount of formal authority the boss has, what are the chances that he or she would 'bail you out' at his or her expense?	None	Small	Moderate	High	Very high
I have enough confidence in my boss that I would defend and justify his or her decision if he or she were not present to do so.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
How would you characterise your working relationship with your boss?	Extremely ineffective	Worse than average	Average	Better than average	Extremely effective

Questionnaire (continued)

<i>Statement</i>	<i>Rating scale</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Organisational justice</i>					
Distributive justice					
The evaluation of my performance provides a good assessment of the effort I have put into my work.					
The evaluation of my performance provides an appropriate assessment of the work I have completed.					
The evaluation of my performance assesses what I have contributed to the organisation.					
My performance evaluation is justified, given my performance.					
Procedural justice					
I am able to express my views and feelings about my organisation's procedures.					
I have influence over the assessments made as a result of my organisation's procedures.					
The procedures used in my organisation have been applied consistently.					
The procedures used in my organisation are free of bias.					
The procedures used in my organisation are based on accurate information.					
I am able to appeal the assessments made by procedures used in my organisation.					
The procedures used in my organisation uphold ethical and moral standards.					

Questionnaire (continued)

<i>Statement</i>	<i>Rating scale</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Interpersonal justice</i>					
My supervisor treats me in a polite manner.					
My supervisor treats me with dignity.					
My supervisor treats me with respect.					
My supervisor refrains from improper remarks or comments.					
<i>Informational justice</i>					
My supervisor is candid in his/her communications with me.					
My supervisor explains procedures thoroughly.					
My supervisor's explanations regarding procedures are reasonable.					
My supervisor communicates details in a timely manner.					
My supervisor tailors his/her communications to my specific needs.					
<i>Employee well-being</i>					
I am satisfied with my work responsibilities.					
In general, I feel fairly satisfied with my present job					
I find real enjoyment in my work.					
I can always find ways to enrich my work					
Work is a meaningful experience for me.					
I feel satisfied with my work achievements in my current job.					
I feel I have grown as a person.					
I handle daily affairs well.					
I generally feel good about myself, and I'm confident					
People think I am willing to give and to share my time with others.					

Questionnaire (continued)

<i>Statement</i>	<i>Rating scale</i>				
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
I am good at making flexible timetables for my work.					
I love having deep conversations with family and friends so that we can better understand each other					