


The Role Of Human Capital Attribution In Driving Employee Well-Being And Performance In Indonesia

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Article Info	ABSTRACT
<p>Keywords: HR attribution of employee well-being, HR attribution of employee performance, high-performance work system (HPWS), thriving at work, village-owned enterprises (BUM Desa).</p>	<p>Although previous research has documented substantive knowledge about the benefits of high-performance work systems (HPWS), results related to both sides of HPWS are inconsistent. To reconcile this inconsistency, the researcher identified two specific HR attributions, well-being HR attribution and employee performance HR attribution, and examined their role in the relationship between HPWS at the individual level that develops in the workplace. Data were collected from 177 employees in 21 BUM Desa, data processing used SmartPLS 3 to conduct structural equation modeling and hypothesis testing. The results show that HR attributions of well-being and employee performance influence HPWS, which drives job flourishing, the role of HPWS also positively and significantly mediates the relationship to flourishing at work. Previous literature has ignored the key identification of internal HR attributions and only focused on HPWS as the dependent variable, so this study develops a mediation model of HPWS influencing employee thriving at work. This research helps reconcile inconsistent findings regarding the two-sided nature of HPWS, in addition the researcher focuses on individual-level HPWS which is less explored in existing research. This study only used 21 BUM Desa in the tourism sector in Lebak Regency and a relatively small sample size and only focused on internal attributions, future research is recommended.</p>
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INTRODUCTION

A high-performance work system (HPWS) is defined as a set of independent and interrelated HR practices that can improve organizational performance by enhancing employee knowledge, motivation, and opportunity. (Huselid, 1995; Sun et al., 2007). Previous theoretical and empirical evidence suggests that HPWS leads to favorable outcomes for employees, such as increased job satisfaction. (Takeuchi et al., 2009), greater work engagement (Huang et al., 2016), greater psychological empowerment (Bartram et al., 2021; Liao et al., 2009), and improvement of organizational citizenship behavior (Elorza et al., 2016; Gong et al., 2010; Sun et al., 2007). However, as research in this area has progressed, researchers have recently paid greater attention to the negative impact of HPWS on individual outcomes. For example, Heffernan & Dundon (2016) found that HPWS

was associated with lower employee well-being, including lower satisfaction and commitment. [Ogbonnaya & Messersmith \(2019\)](#) suggested that all three dimensions of human resource management (HRM) practices are associated with increased job demands and job stress. However, investigations into the positive and negative impacts of HPWS on employee outcomes have yielded inconsistent results. For example, as mentioned earlier, [Heffernan & Dundon \(2016\)](#) suggests that HPWS may lead to lower job satisfaction and organizational commitment, which contradicts the conclusions of previous HPWS research ([Macky & Boxall, 2007](#); [Takeuchi et al., 2009](#)). Identifying key contingencies for both sides of the HPWS effect on employee outcomes is therefore not only theoretically urgent ([Han et al., 2020](#)), but also critical to the HPWS implementation process in practice.

To reconcile these inconsistent findings, this study draws on HR attribution theory. ([Nishii & Wright, 2012](#)), and Job Demands-Resources Model ([Demerouti et al., 2001](#)) to determine the conditional processes through which HPWS influences employee work outcomes. HR attribution refers to an employee's interpretation of the organization's intentions regarding HR practices ([Nishii & Wright, 2012](#)). In other words, employees may interpret HR practices in different ways and use these causal attributions to explain why the organization implements these HR practices ([Guest et al., 2021](#)). Some employees may perceive HR practices as a concern for employee well-being ([Nishii & Wright, 2012](#)), that demonstrate a positive employee-oriented organizational philosophy. For example, HR practices, such as extensive training and decision-making opportunities, tend to convey the organization's motivation for long-term investment and inherent respect for employees. However, some employees may see HR practices as an increase in work effort where the organization emphasizes achieving their goals rather than employees' feelings ([Jensen et al., 2013](#)). As attribution theory suggests, individuals assign different meanings to clues they encounter in the social environment, which in turn leads to appropriate attitudes and behaviors ([Koys, 1991](#); [Newcomb & Heider, 1958](#)). Therefore, employees' HR attributions regarding why the organization implemented HPWS may influence whether HPWS is perceived as a job resource or a job demand, ultimately affecting employee follow-through outcomes ([Hewett et al., 2018](#); [Nishii & Wright, 2012](#)). The current study examines two types of internal HR attributions namely employee well-being HR attributions and performance HR attributions and asserts that these different HR attributions act as independent variables that can make up the light and dark sides of HPWS. Employee well-being HR attributions are defined as employees' interpretation of the intent and purpose of HR practices to improve their well-being ([Nishii & Wright, 2012](#)), while the HR attribution of employee performance captures that employees view HR practices as maximizing their performance rather than well-being ([Nishii & Wright, 2012](#)).

Furthermore, according to the job demands-resources model ([Demerouti et al., 2001](#)), HR attributions also influence how HR practices affect employees' internal psychological states regarding whether HR practices are job resources or demands, and subsequent human sustainability outcomes (i.e., employee flourishing at work and emotional exhaustion). They suggest that when HR attributions of employee well-being are high, HPWS is more likely to be perceived as a job resource provided to enhance employee

benefits (Agarwal & Farndale, 2017), which leads to more employees thriving at work (i.e. a combined psychological state of vitality and learning) (Porath et al., 2012; G. Spreitzer et al., 2005). Conversely, when HR attribution of employee performance is high, HPWS is more likely to be seen as a job demand that the organization uses to maximize performance and enhance employee values (Nishii & Wright, 2012; Shantz et al., 2016), which in turn can trigger employee emotional exhaustion (e.g., a person feels tired and has no energy to face a new day) (Maslach C., 1982). In summary, they asserted that HPWS may have differential effects on human sustainability (i.e. employee thriving at work and emotional exhaustion) that depend on HR attributes manifested through two different pathways of psychological availability, which refers to the physiological, emotional, or psychological resources felt by an individual at any given time (Kahn, 1990; May et al., 2004), and role overload, which occurs when job expectations exceed an employee's available time, resources, and personal abilities (Dougherty & Pritchard, 1985; Rizzo et al., 1970). In addition, the authors argue that HR attributions of employee well-being and HPWS will interact to influence role overload and emotional exhaustion, and HR attributions of employee performance and HPWS will interact to influence psychological availability and thriving at work.

In this study, the authors focus on individual-level HPWS rather than organizational-level or team-level HPWS in Village-Owned Enterprises (BUM Desa) in Lebak Regency in the tourism sector. While previous theoretical and empirical research has emphasized the linkage between HPWS intended by the organization and HPWS perceived by employees and teams (Cao et al., 2024; Nishii & Wright, 2012; Sikora et al., 2015), These studies have focused on perceptual differences among individuals in teams and organizations. However, little attention has been paid to the individual-level variability of HR practices and its effect on key outcomes (Fan et al., 2021). Given that employees are an important link in the nested structure between the organization and the team, different individuals may not have the same HPWS experience (Kehoe & Han, 2020; Liao et al., 2009). As noted by Pak & Kim, (2018), Individual-level HPWS require further investigation as within-individual variability is critical to understanding consensus on the HPWS implementation process. A number of empirical studies have also shown that individual-level HPWS can deliver favorable outcomes, such as employee satisfaction (Den Hartog et al., 2013) and discretionary behavior (Elorza et al., 2016). Thus, by answering the call Fan et al., (2021), to more individual-level HRM research, this study focuses on employees' individual-level HPWS and its impact on employees thriving in the workplace.

In summary, the authors propose a mediation model in which individual-level HPWS and HR attributions of well-being and employee performance interact to influence flourishing at work. This study makes several theoretical contributions to the existing literature. First, the authors reconcile previous inconsistent results on the impact of HPWS on employee work outcomes by illustrating the key role of employee well-being HR attributions and performance HR attributions in the process by which HPWS influence employee flourishing at work. Although previous theoretical and empirical research has documented substantive evidence for both positive and negative effects of HPWS on employee work outcomes (Cao et al., 2024; Han et al., 2020; Liao et al., 2009; Macky &

Boxall, 2007; Ogbonnaya & Messersmith, 2019; Van De Voorde et al., 2012), There have been no inclusive findings related to the contingencies of the various effects of HPWS on employee outcomes. Second, this study contributes to the literature on human sustainability outcomes (thriving at work). Although workplace thriving has received attention from various academics and practitioners (Cao et al., 2024; Jiang et al., 2020; G. Spreitzer et al., 2005; Walumbwa et al., 2018), few studies have investigated how social context and individual factors interact to influence employee flourishing in the workplace (Kleine et al., 2019). Therefore, the authors explore the interaction effects of HPWS and employee HR attributions on flourishing in the workplace, which also answers the call for more research. Walumbwa et al., (2018) for further research examining the synergistic impact of social context and individual factors on workplace flourishing. Lastly, the authors focus on HPWS at the individual level rather than the organizational and team levels, which extends the HPWS literature by shedding light on HPWS implementation within employees. Although recent research has shown substantial variation across units and between individuals (Kehoe & Han, 2020; Pak & Kim, 2018), Few studies have investigated HPWS at the employee level, leaving a lack of understanding of how HPWS is implemented by employees. Therefore, this research can provide new insights into the HPWS implementation process at the employee level as can be seen in Figure 1.

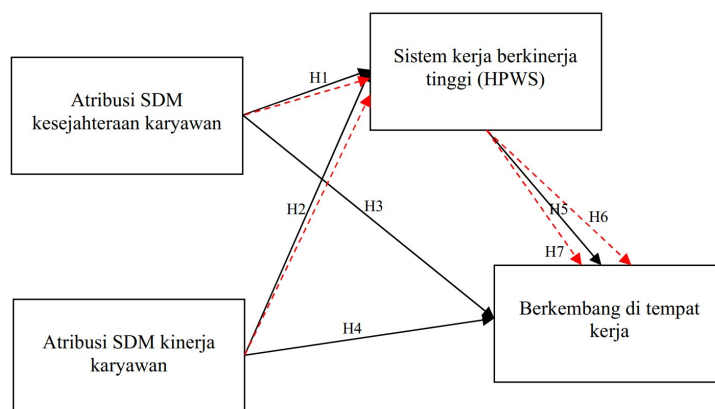


Figure 1. Conceptual model

Literature Review and Hypothesis

The influence of HR attributions of well-being and employee performance on HPWS and thriving at work.

According to HR attribution theory, HR attribution is defined as “causal explanations made by employees regarding management's motivations for using certain HR practices” (Nishii & Wright, 2012). Attribution theory suggests that individuals have a basic need to predict the social environment; inferring the inherent causality of behaviors and events is conducive to achieving this goal (Newcomb & Heider, 1958). In addition, attribution is important because interpreting behaviors and events can determine an individual's subsequent attitudes and behaviors (Kelley & Michela, 1980). In line with previous attribution theories, Nishii & Wright, (2012) categorizes HR attributions into internal HR attributions and external HR attributions. Since internal attributions are more informative

than external attributions and thus tend to predict an individual's subsequent attitudes and behaviors, HR attributions can be categorized into internal HR attributions and external HR attributions (Nishii & Wright, 2012; Shantz et al., 2016). This research focuses on two specific internal HR attributions namely employee well-being HR attribution and employee performance HR attribution and examines the mediating role of HPWS in the implementation process of workplace flourishing at the employee level.

The authors argue that when employees' HR attributions of well-being are high, HPWS at the employee level may cause them to feel increased psychological availability, which is defined as the physiological, emotional or psychological resources felt by an individual at any given time, through which, as a member of the overall social system, they can confidently participate in necessary activities (Kahn, 1990; May et al., 2004). Individuals need to mobilize and utilize resources and then have a certain level of physical strength and energy to cope with daily work activities. (May et al., 2004). In general, individual-level HPWS involving various HR practices provide employees with a variety of resources in the workplace (Agarwal & Farndale, 2017; Bakker & Demerouti, 2007). For example, individual-level HPWS involving extensive training can improve employee skills and knowledge (Huselid, 1995; Sun et al., 2007), thereby increasing their knowledge resources. Decision-making opportunities can effectively give employees more freedom at work, thus stimulating their intrinsic motivation and self-realization (Ryan & Deci, 2000; G. M. Spreitzer & Porath, 2013). However, the extent to which employees perceive greater psychological resources from individual-level HPWS may depend on employees' HR attributions regarding the reasons for implementing HPWS (Nishii & Wright, 2012). Employees who view the individual-level HPWS as enhancing their well-being rather than simply emphasizing and leveraging their values are likely to perceive this individual-level HPWS as a key support. These employees readily accept and effectively use the individual-level HPWS to achieve their goals and are therefore more likely to get the resources needed for their own growth and development from the HPWS (Agarwal & Farndale, 2017). This may ultimately contribute to high levels of psychological availability. In contrast, employees with low HR attributions tend to perceive individual-level HPWS as a resource, and thus have lower psychological availability.

H1: There is an influence of HR attribution of employee welfare on HPWS

H2: There is an influence of employee performance HR attribution on HPWS

H3: There is an influence of HR attribution of employee welfare on thriving at work

H4: There is an influence of employee performance HR attribution on thriving at work

The influence of HR attributions of well-being and employee performance on workplace flourishing through HPWS

Conversely, when HR attributions of employee performance are high, HPWS at the individual level may make employees feel less psychologically available. Instead of focusing on employee well-being, HR's attribution of employee performance suggests that employees may perceive HPWS as a way to maximize their efforts at work to achieve organizational goals (Kroon et al., 2009). Similarly, Koys, (1991) suggests that individuals may interpret HRM practices as management's inclination to improve performance. Thus, in

this case, individual-level HPWS can be perceived as greater job demands than job resources as it connotes that the organization places more emphasis on performance maximization rather than paying attention to employee welfare and benefits. High performance expectations are likely to lead to increased effort and intensity as well as greater work pressure (Kroon et al., 2009). For example, employees need to put in extra time or push themselves to improve their performance beyond their capabilities (Wang et al., 2021). This leads to employees experiencing high demands at work and more drained psychological resources. In contrast, those with less performance-focused HR attributions will make fewer assumptions about HPWS implementation as an instrumental motive. In this case, they are likely to perceive more work resources related to team-level HPWS. Therefore, the authors argue that when employees make performance-focused attributions, individual-level HPWS will lead to reduced psychological availability.

Job demands-resources model (Demerouti et al., 2001) and social embedded model (G. Spreitzer et al., 2005) suggests that individuals with adequate occupational resources (physiological, psychological and social) are more likely to engage in agentive behaviors (e.g., task focus, exploration, and attentive relationships) and ultimately thrive at work. Thriving at work is defined as a combined psychological state of vitality and learning (G. Spreitzer et al., 2005) and is a key concept with respect to human sustainability, where individuals achieve growth and development (Porath et al., 2012; Russo et al., 2018; G. Spreitzer et al., 2005). First, employees who feel high psychological availability are better able to handle the work issues they face and focus on their work, and thus have higher levels of work engagement (Kahn, 1990). Secondly, psychological availability also encourages exploration. Employees who have access to a variety of resources, such as knowledge and psychological resources, are more likely to apply their skills and feel secure in seeking new ways to solve problems (Davis et al., 1998). Third, psychological availability leads to employees' attentiveness in relating to others. Individuals with a sense of psychological availability have more opportunities to combine their resources and pay attention to the needs of others, which allows them to relate attentively to each other (Miller & Stiver, 1997). Furthermore, these agent behaviors (task-focus, exploration, and attentive relationships) allow employees to thrive in the workplace (G. Spreitzer et al., 2005).

Employees with high levels of well-being HR attributions are likely to experience an increased sense of psychological availability with individual-level HPWS likely to increase employees' feelings of learning and vitality, allowing them to thrive at work. Moreover, HPWS and psychological availability may be key mediators and employees' performance-focused HR attributions of thriving at work. Employees with high-level performance-focused HR attributions tend to have lower psychological availability with respect to individual-level HPWS, which then affects workplace flourishing.

H5: There is an influence of HPWS on thriving at work

H6: There is an influence of HR attribution of employee welfare on thriving at work through HPWS

H7: There is an influence of employee performance HR attribution on thriving at work

METHODS

This research sample used 21 village-owned enterprises (BUM Desa) in the tourism sector in Lebak Regency, Banten Province. With the support of the local government, the author was finally able to collect important data including the research questionnaire data.

To avoid the common method bias that often occurs, the authors collected data from multiple sources, including BUM Desa leaders and employees, where leaders reported on organizational-level HPWS, while employees rated HPWS and thriving in the workplace, HR attribution of employee well-being, HR attribution of employee performance, gender, age, education, and tenure at the individual level. The initial sample included 201 employees from 21 BUM Desa. After eliminating unpaired and incomplete questionnaires, the final sample consisted of 171 employees. Individual response rate, 57% were male and 43% were female; 0.5% were 20 years old and below, 21.7% were 21-25 years old, 35.9% were 26-30 years old, 21.7% were 31-35 years old, 8.1% were 36-40 years old, 8.1% were 41-45 years old, 2.5% were 46-50 years old, and 1.5% were 51-55 years old.

All measures of focal variables were adopted from reputable management journals strictly following the procedures recommended by (Hair et al., 2019). HPWS is assessed with a 6-item scale derived from Nishii & Wright, (2012) using a 5-point Likert-type scale (1 strongly disagree, 5 strongly agree). The sample items are The company conducts individual performance appraisals to help employees better achieve performance goals, The company develops appropriate incentive plans, profit-sharing plans, or sharing plans for employees, and The company provides training courses to help employees get promoted.

Thriving at work is measured by a 5-item scale adopted from Russo et al., (2018). using a 5-point Likert-type scale (1 strongly disagree, 5 strongly agree), Example items are “I can learn new things at work” and “I feel active and energetic at work.” HR attribution of employee well-being is measured by a 9-item scale proposed by Nishii & Wright, (2012) using a 5-point Likert-type scale (1 strongly disagree, 5 strongly agree). Example items are The company provides training and development so that employees feel valued and respected, and The company provides work schedules (working hours, flexibility, leave policies) so that employees feel valued and respected.

HR attribution of employee performance is measured by a 12-item scale proposed by Nishii & Wright, (2012) using a 5-point Likert-type scale (1 strongly disagree, 5 strongly agree). The sample items are The company provides training and development to get more work from employees, and The company provides work schedules (working hours, flexibility, leave policies) to get more work from employees. This research uses the SmartPLS 3 tool to conduct structural equation modeling (SEM) and hypothesis testing.

RESULTS AND DISCUSSION

Result

Table 1. Validity and reliability test

Variable Construct	Item code	Item loading	Cronbach's alpha	Rho A	CR AVE
HR attribution of employee well-being	AtSDMKes1	0,769	0,896	0,9020,918	0,614

Variable Construct	Item code	Item loading	Cronbach's alpha	Rho A	CR	AVE
being	AtSDMKes2	0,794	0,799	0,8090,861		
	AtSDMKes3	0,793				
	AtSDMKes4	0,778				
	AtSDMKes7	0,780				
	AtSDMKes8	0,792				
	AtSDMKes9	0,777				
	HR attribution of employee performance	ASKin1				
ASKin3		0,690				
ASKin4		0,785				
ASKin7		0,692				
ASKin8		0,784				
high-performance work system (HPWS)	HPWS1	0,786	0,871	0,8810,902		0,606
	HPWS2	0,830				
	HPWS3	0,771				
	HPWS4	0,784				
	HPWS5	0,781				
	HPWS6	0,715				
Triving at work	BdTK1	0,831	0,849	0,8640,892		0,624
	BdTK2	0,846				
	BdTK3	0,769				
	BdTK4	0,706				
	BdTK5	0,789				

Source: SmartPLS 3 data processing.

Confirmatory factor analysis (CFA) was conducted to analyze the reliability and validity of the collected data. In Table 1, the Cronbach's alpha and Rho A values were found to be greater than 0.7 (Hair et al., 2010) for all the constructs taken in this study, which explains the measure of construct reliability. Similarly, convergent validity was recorded to be greater than 0.7 (Hair et al., 2010; Preacher et al., 2010) and the average variance extracted (AVE) was found to be greater than 0.5 (Choi, 2017; Preacher et al., 2010) for all constructs while those that did not qualify were discarded and not used in further data processing. In Table 2, discriminant validity which helps identify whether all the constructs taken in the study are independent of each other. The explained value of more than 0.5 of the root AVE for each construct the authors follow the advice of (Kraimer et al., 2022; McKay et al., 2007), so it can be concluded that this study has a satisfactory measurement model.

Table 2. Discriminant validity (Fornell-Larcker criterion)

	HR attribution of employee well-being	HR attribution of employee performance	High-performance work system (HPWS)	Triving at work
HR attribution of employee well-being	0,783			
HR attribution of employee performance	0,494	0,744		
High-performance work system (HPWS)	0,429	0,558	0,790	
Triving at work	0,457	0,639	0,581	0,778

Source: SmartPLS 3 data processing.

Table 3. Relationships between HR Attribution of employee well-being, HR Attribution of employee performance, High-performance work system (HPWS), and Triving at Work

Variable	Path Coefficient (β)	Direct Effect (R^2)	Critical ratio	p -value
Atr SDM Kes \rightarrow HPWS	0,203	0,204	3,070	0,002
Atr SDM Kes \rightarrow BdTK	0,125	0,124	2,055	0,040
Atr SDM Kin \rightarrow HPWS	0,458	0,466	7,316	0,000
Atr SDM Kin \rightarrow BdTK	0,411	0,409	5,694	0,000
HPWS \rightarrow BdTK	0,298	0,305	3,395	0,001

Source: SmartPLS 3 data processing.

Table 4. Direct, indirect and total effects between HRM attributions of employee well-being, HRM attributions of employee performance, high-performance work system (HPWS), and triving at work

Predicted relationship	Standardised path loading (β)	t value	p -value	Indirect effect	Total effect
Atr SDM Kes \rightarrow HPWS	0,203	3,070	0,002	0,061	0,264
Atr SDM Kes \rightarrow BdTK	0,186	2,956	0,003	-	0,186
Atr SDM Kin \rightarrow HPWS	0,458	7,316	0,000	0,137	0,595
Atr SDM Kin \rightarrow BdTK	0,547	9,010	0,000	-	0,547
HPWS \rightarrow BdTK	0,298	3,395	0,001	-	0,298

Source: SmartPLS 3 data processing.

To determine whether HR attributions of employee well-being and HR attributions of employee performance as independent variables influence the dependent variables, namely HPWS and thriving at work, a path analysis was conducted as shown in Table 3.

Based on the analysis obtained in Table 3, HR attributions of employee well-being were found to have a positive and significant correlation with HPWS (β 0.203, R^2 0.204, $p < 0.002$). Therefore, it is concluded that HR attributions of employee well-being emerged as a strong predictor of high-performance work system among employees, thus hypothesis 1 is supported.

According to the analysis described in Table 3, HR attributions of employee well-being were found to have a significant relationship with thriving at work (β 0.125, R^2 0.124, $p < 0.040$). Therefore, it was concluded that HR attributions of employee well-being emerged as a predictor of thriving at work among employees, thus hypothesis 3 was supported.

As per the analysis described in Table 3, HR Attribution of employee performance is shown to have a strong correlation with HPWS (β 0.458, R^2 0.466, $p < 0.000$). Hence, it is concluded that HR Attribution of employee performance emerges as a positive and significant contributor to employee HPWS, thus hypothesis 2 is supported. As Table 3 displays, HR attributions of employee performance are shown to have a strong correlation with thriving at work (β 0.411, R^2 0.409, $p < 0.000$). Therefore, it is concluded that HR attributions of employee performance emerged as a positive and significant contributor to thriving at work for employees, thus hypothesis 4 is supported. Then Table 3 also shows, HPWS is shown to have a strong correlation with thriving at work (β 0.298, R^2 0.305, $p < 0.001$). It was concluded that HPWS emerged as a strong predictor of thriving at work for employees, thus hypothesis 5 was supported.

Further regression analysis was used to test the mediating effect of HPWS in the relationship between HR attributions of employee well-being, and HR attributions of employee performance to flourishing at work significantly correlated, see Table 4 (Atr HR Kes \rightarrow HPWS = β 0.203, t 3.070, $p < 0.002$), (Atr HR Kes \rightarrow BdTK = β 0.186, t 2.956, $p < 0.003$), (Atr HR Kin \rightarrow HPWS = β 0, 458, t 7.316, $p < 0.000$), (Atr HR Kin \rightarrow BdTK = β 0.547, t 9.010, $p < 0.000$), (HPWS \rightarrow BdTK = β 0.298, t 3.395, $p < 0.001$). Thus, the direct and positive relationships between the variables of HR attributions of employee well-being, HR attributions of employee performance and HPWS to thriving at work explain the significant relationship with each other, thus proving to be a case of partial mediation. Table 4 also explains the indirect effects of employee well-being HR attributions, and employee performance HR attributions through HPWS are significantly and positively related (Atr HR Kes \rightarrow HPWS \rightarrow BdTK = β 0.061, $p < 0.002$) with a total effect (β 0.264, $p < 0.002$) and (Atr HR Kin \rightarrow HPWS \rightarrow BdTK = β 0.137, $p < 0.000$) with a total effect (β 0.595, $p < 0.000$). It is concluded that HPWS was found to partially mediate (0.061) the relationship between HR attributions of employee well-being and thriving at work, hence hypothesis 6 is supported. And HPWS also mediates (0.137) the relationship between HR attributions of employee performance and thriving at work in BUM Desa employees in Lebak Regency, thus hypothesis 7 is supported. Direct and indirect findings are in line with previous findings (Agarwal & Farndale, 2017; Cao et al., 2024; Nishii & Wright, 2012; Shantz et al., 2016; G. M. Spreitzer & Porath, 2013).

Discussion and implication

Existing literature has shown inconsistent findings with respect to both sides of the impact of HPWS on employee outcomes. To reconcile these inconsistencies, this study identified employee HR attributions (i.e. employee performance HR attributions, employee well-being HR attributions) as independent variables to HPWS and thriving at work as dependent variables to influence the sustainability outcomes of employee thriving at work. The results show that HPWS positively and significantly mediates the relationship of thriving at work and employee well-being HR attributions by 6% and employee performance HR attributions by 13%. In addition, the direct effect of HR attribution of employee welfare on HPWS is 20%, and on developing in the workplace is 12%, then HR attribution of employee performance on HPWS is 45%, and on developing in the workplace is 41%, then the effect of HPWS on developing in the workplace is 29%, while the rest is influenced by other variables outside this research model, these results can be seen in Figure 2.

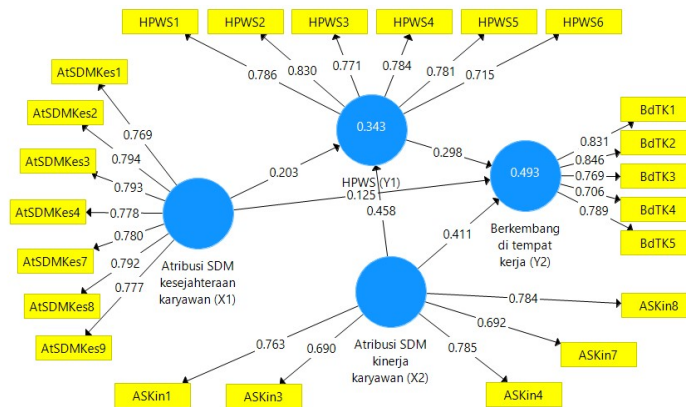


Figure 2. Model results of PLS- SEM, and the mediating role of HPWS

Theoretical contribution

This study has several theoretical contributions. First, this study extends the literature on HPWS and thriving at work by identifying and examining the key role of HR attributions. Although previous research has documented the benefits of HPWS and thriving in the workplace, such as increased job satisfaction, this study also examines the role of HR attributions (Takeuchi et al., 2009), HPWS at team level (Cao et al., 2024), and increased OCB behavior (Elorza et al., 2016; Gong et al., 2010; Sun et al., 2007), research has grown to explore the dark side of HPWS and thriving in the workplace. However, research results regarding both sides of HPWS are inconsistent. Therefore, the authors focus on employees' HR attributions and explore the mediating role of HPWS in influencing workplace flourishing, extending the current literature on HPWS and providing a more nuanced understanding of the HPWS implementation process. Specifically, individual-level HPWS and employee HR attributions of well-being interact to influence psychological availability, which in turn promotes thriving at work. These findings also answer the call for (Cao et al., 2024; Han et al., 2020) to do more research on the boundary conditions of the HPWS effect.

Second, drawing on HR attribution theory and the job demands-resources model, the authors integrate one facet of the HPWS related to human sustainability outcomes (i.e., thriving at work) into a cohesive framework, answering recent calls for more research on human sustainability (Brown et al., 2017; Porath et al., 2012). Organizations are mostly focused on organizational performance and sustainability, therefore, less attention is paid to human sustainability (G. M. Spreitzer & Porath, 2013), which connotes increased individual development and decreased feelings of burnout. The findings of this study suggest that HPWS at the individual level acts as an important social context to influence employees' thriving at work. Thus, this study expands the nomological network of thriving at work from an HRM perspective and provides new insights for future research on thriving at work.

Finally, the authors focused on individual-level HPWS rather than organizational-level or team-level HPWS, in order to broaden the authors' understanding of the HPWS implementation process and thrive in the workplace. Previous research has focused on the content of HR systems, i.e. the practices adopted by organizations to achieve specific strategic goals (Bowen & Ostroff, 2004). More recently, academics and practitioners have begun to emphasize the process by which HR systems are implemented across the organizational hierarchy (Ostroff & Bowen, 2016), which reported significant differences in the implementation of HPWS at different levels (Cao et al., 2024; Pak & Kim, 2018; Sikora et al., 2015). As such, examining HPWS and evolving in the workplace at the individual level contributes to the current literature on its implementation process.

Practical Implication

Increased work pressure can result in employees' negative experiences at work, leading to frequent physical and mental health problems at BUM Desa, such as "Monday syndrome". Employee human sustainability is therefore a major social issue. The findings of this study suggest that individual-level HPWS enhances employees to thrive at work by increasing employees' sense of psychological availability. Therefore, in practice, BUM Desa organizations should take steps to provide various resources for employees including paying attention to their work facilities and well-being, improving their social behaviors, and encouraging learning and vitality in the work process.

In addition, researchers found that, during HPWS implementation and thriving at work, employees' attributions of HPWS had a significant impact on their work outcomes. When employees' HR well-being attributions were higher, the individual-level impact of HPWS on workplace flourishing was stronger. This indicates that the influence of HPWS is not direct or automatic as described in previous research. Employees' interpretations and attributions of HPWS influence their subsequent attitudes and behaviors. Managers need to promote positive HR attributions in employees by ensuring fairness in HPWS implementation and paying more attention to communicating HR practices.

Limitations and future research directions

This study has several limitations. First, although the data was collected from 21 BUM Desa in the tourism sector in Lebak Regency, the authors were unable to confirm a cause-and-effect relationship. Future research could use a multi-wave and multi-source research design to further test this model. Secondly, although the researchers conducted data

collection in various BUM Desa, the final sample size was relatively small. Therefore, future researchers are advised to collect more data to maximize the representativeness of the sample. Third, given that HPWS and thriving in the workplace are also theoretically correlated, the correlation between the two variables is relatively high. According to the Socially Embedded Model of Thriving at Work model (G. Spreitzer et al., 2005), individuals who possess psychological and emotional resources will have high levels of thriving at work. Thus, psychological availability, defined as an individual's perception of resources, is theoretically correlated with thriving at work. Future researchers should pay further attention to this issue. Fourth, this study only focused on internal HR attributions, employee well-being HR attributions, and employee performance HR attributions, and did not examine external HR attributions, such as labor unions or legal compliance. As complained by Hewett et al., (2018), External HR attributions have been neglected by the current literature. Future research could explore and compare the different roles of these HR attributions.

CONCLUSION

This study provides new insights into the HPWS and workplace flourishing literature by illustrating the critical role of employee HR attributions in the relationship between employee-level HPWS and workplace flourishing. When employees attribute HPWS as more well-being-focused, individual-level HPWS may increase employees' perceptions of psychological availability, which in turn contributes to job flourishing. Drawing on HR attribution theory and the job demands-resources model, this study reconciles inclusive findings from both sides of the HPWS and helps managers to better understand the process of HPWS implementation and workplace flourishing as perceived by BUM Desa employees.

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