

# Fostering Adaptive Performance in Employees: A Study on the Impact of Well-being Focused HRM and Leadership Engagement

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## ABSTRACTS

This study well-being oriented human resource management practices and engaging leadership joint together covers the gap in understanding the concept of adoptive performance of employee working in banking sector of Pakistan. In addition in depth knowledge as how HRM is implemented by leaders are required based on social exchange theory. There has been broad debate on how HRM improve performance by means of employee well-being measured by happiness at work, trust, exhaustion. The study plan to explore the direct and indirect influence of WBHRM on Adoptive Performance among employees. The data were collected by self-administered questionnaire through convenience sampling technique. Smart PLS and Structural equation modeling (SEM) was utilized for hypotheses testing. Results of the study reveals that well-being oriented human resource management practices that are employee centered are expected to increase well-being and performance.

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## Introduction

It is a joint discussion that in any organization, the work changes and the changes in the environment have a more significant impact on its employees and negatively affect the firm (Bakker, 2007). This is the main reason behind the shift of human resource management for employee management. Since 2008, due to the financial crisis, the increased workload has impacted employee performance and productivity (Bowen, Understanding HRM firm--performance Linkage, 2004). There are now poor conditions that have been introduced on the organization strategy and have been a shift towards reducing fairness, justice, and hopefulness (Demerouti, 2001). The need is to introduce the strategic rules by HR to increase the performance of the employees and create a better environment for the organization (Huettermann, Health-related HRM collective well being and organizational performance, 2019). The company strategies must include the basic rules for making the environment more comfortable and adjustable (Wood, High involvement management, economic recession, well being and organizational performance, 2018). Such techniques can have a positive effect.

There are some of the main concerns regarding HR employee management. Different theories describe the solutions for such organizational issues for such situations. The first rule of any firm is to provide a better environment and mainly comfortable area for the employees. This can better affect different aspects related to employee and firm progress (Woodrow, 2014). There are three main factors: psychological, physical, and social elements that have been under discussion and have a significant impact on employee well-being. There are many factors like anxiety, depression, and other job-related issues that can affect the employee working mode in the organization. There are different concepts regarding human well-being,

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and every person has their idea for human being satisfaction (Schaufeli, Engaging leadership in the job demand resources model, 2015). According to Messersmith, affective commitment is necessary to focus the feelings of the employee regarding social and physiological well-being (Nikolova, 2019).

There is a new concern proposed for the better development in the health, job, and work regarding issues for the employees. Much research is done regarding social and emotional development for better workout. Future studies regarding the outcome of employees must include their feelings and emotions related to work and work environment. The literature has mainly focused on employee satisfaction, job criteria, and environment (Huettermann, Health-related HRM collective well being and organizational performance, 2019).

The current study has taken Grant's assumptions for the work happiness regarding employee work. The conceptualization of human well-being is considered in two ways: by considering the three dimensions and taking into account the concepts of HAW (Heffernan, 2016). HAW has been deemed to be different ways to note employee behavior and development in the organization. The employee is considered the most initial factor for the organization's progress. The satisfaction regarding their work and workload must be considered and taken into account by the organization strategies. Job satisfaction is needed chiefly and deemed adequate for a better work environment. HAW is a concept regarded as an effective tool and focuses on job satisfaction and employee engagement. Job satisfaction is mainly concerned with people's work, salary, and the environmental pressure on employees (Godard, 2004). The career and the future development of the employees are related to job satisfaction. The second factor in the HAW concept is engagement, which refers to employees' total commitment to their work. It's employee energy and passion towards the work and the employees dealing with their customers and organization. The main important factor regarding employees is commitment, which gives a positive attitude and is related to the emotional behavior, identification, and involvement of employees in work (Coo, 2018). As mentioned above, HAW has focused on these attributes and has given a wide range of positive features. All these attributes are overlapped and interlinked with one another.

The literature has focused on another critical factor for employee development: employee relationship. This relationship has a more significant effect on employees and employers. There would be a positive employee relationship effect by taking the interests of both employees and employers with a high level of interest, fair treatment, and promotion of employee liberty. To study this employee relation based on employee liberty and satisfaction, this literature has focused on Well-being human resource management under HR management (Bowen, The role of Strength of the HRM system, 2004). This focuses on the issues concerning HR issues that harm work-related problems and enhance employee well-being. HR practices consider all the factors that provide a positive and fair environment for work and decrease work pressure in the work area. Every organization considers HR practices regarding employee development, employee engagement, and employee relationship (Godard, 2004).

According to Huettermann and Bruch, the literature has also focused on the leadership role in Human resource management (Huettermann, Health-related HRM collective well being and organizational performance, 2019). Their prior studies have mainly focused on the interrelationship of leadership and human resource management. Both have focused on human performance. There must be the thickness in the messages of the higher authority for the employees to have positive behavior under high authority leadership. The statements must be even, and there must be consistency for the positive link between WBHRM and employee well-being. Positive leadership is needed to engage the employees in work and have positive effects for strengthening and empowering the employee (Coo, 2018). Hiring in leadership style is different and has an elementary factor in the employee's well-being and mental health. This leadership style has a positive impact and increases the employee and employer's interrelationship (Fisher, 2010).

This literature has mainly focused on the WBHRM effects on well-being and better performance. HR practices positively impact physical, mental, and psychological well-being. Secondly, there is a role of engaging leadership between WBHRM and employee development. Thirdly, the research is about the HR practices on employees' growth and positive well-being. The study is all about employee development and making an environment that can positively affect the organizational structure (Bowen, The role of Strength of the HRM system, 2004).

## Literature Review

There is a need to emphasize the importance of organizational performance. The main aim of every organization is to increase performance by increasing the internal valuable, unique, and rare resources. Like other departments, HRM has an important tool in improving the practical version of the organization. Different aspects have an efficient effect on HRM strategies (Walton, 1985). There are main influencers that have a positive impact. These include adaptive performance, high-performance work strategies, high involvement work systems, and high commitment systems. There is an explanation by Boxall and Macky that for the self-management, development phase, and solving the problems, the main indicator is HIWS which has a great impact on the usage of employee capacities (Boxall, 2009).

In any organization, the main factor is performance; it's the basic level that includes the behavioral attributes and provides better output. In these behavioral terms, behavior refers to the people's actions shown in the organizational task (Borman, 2018). In contrast, the term output includes the individual employee activity. Performance is defined as an employee's performance in the organization's changing environment. Such employees are more adjustable to climate changes, which refers to their adaptive environment. According to the research, employees must try to change their attitude and work behavior in different setting modes (Harrison, 2006). After achieving a certain level of perfection in the job mode, the employees then adjust to different job roles. The basic requirement for good adaptive performance is the employee's ability to work effectively in other job roles (Hauff, 2019). Any employee needs to work effectively in any organization is to have a strong grip on learning styles and must change their style and working mode according to the changes in the job area. The changes can be any technology change, the difference in any assignment, or the change of organizational infrastructure (Barney, 1998). Organization action needs effective employees that can change their behavior and attitude according to the changes in the environment for working effectively in a group of different individuals. Any individual's skills are needed for a better job, but there is a need to have the ability to change job positions, as stated by Griffin and Neal's research work (Grossman, 2018).

The word adaptability is being named with different meanings, and it's used for adapting the behavior according to the situation and interest. Adaptability is studied in various literature, mainly evolutionary research and psychological study (Leiter, 2005). In any research or study, the word is linked with the human reaction ability towards the changes in the routine of work mode. In new studies, this word is connected with such intense changing characteristics. The organizations and workplaces of variable work modes can communicate and adjust according to their needs for some adaptive advantages (Gallie, 2012)

Future organizations demand to have such employees who understand the need and change their work mode according to their demands and are keen to understand the new learning styles and business strategies. Organizations emphasize learning new developments and are therefore focusing on adaptive performance make the employees capable of showing their talent rather than focusing on their abilities (Barney, 1998). Any adaptive organization demands the collection of such skills demonstrated in the organization. The need is to develop such skills for best performance.

Adaptive performance is one of the key features of the organization's version. There is a great impact of the intercession process of HRM on the good performance of the organization. Using different resources can help the organization (Hu, 2018). Other factors like human capital characteristics, employee behavior and action, and motivational concepts can increase productivity and performance. The main aim of the literature is to move the concept of the readers towards a better knowledge of HRM for having an effective impact on organizational infrastructure (Northouse, 2015).

Any employee's well-being is not only related to the absence of any disease. It is defined as the state of mental, physical, and social well-being for adjusting to any organization (WHO, 1946). The research of Grant et al. describes well-being as the quality of any employee experience and effective work in any organization (Warr, 1987). The main focus has been on three dimensions and is highly affected by Grant al.'s model characteristics. The main focus is on happiness, and it can be linked with positive traits such as job satisfaction and organizational commitment with the employees. These positive attitudes greatly affect an organization's infrastructure (Griffin, 2003).

Using the idea of the Grant approach, the main aim of the literature is to support and step forward by exploring new ideas for pressure, trust, and HAW (al, 2007). The good working mode of employees in an organization is rewarded with the best rewards for their encouragement and better performance. The best version is not beneficial for himself but also has a positive effect in increasing the company's profit (Harrison, 2006). The WBHRM is a term mentioned in HRM strategies to improve the employees' performance. Employees can have a look at them to increase their progress. Different factors impact employee performance, described as employee safety, training, and other development phases (Huettermann, 2019). According to job demand resource modeling, these factors lead to better behavior and well-being. The work resource model describes the social exchange linkage with WBHRM (Geare, 2015).

**Hypothesis 1:** WBHRM is positively related to Adoptive performance.

**Hypothesis 2a:** Happiness at work (HAW) positively mediates the relationship between WBHRM and Adoptive performance.

**Hypothesis 2b:** Exhaustion negatively mediates the relationship between WBHRM and Adoptive performance.

**Hypothesis 2c:** Trust positively mediates the relationship between WBHRM and Adoptive performance

The leaders have the main impact on the employee opinion and keeping in view this point, two main factors are more important for the effective development of HR strategies. There is a need to emphasize managerial support, and there must be a dedication for the effective development in the performance (Nishii, 2008). The main aim of this literal water emphasizes WBHRM employee welfare by linking the WBHRM with engaging leadership for positively impacting adaptive performance (Cappelli, 2014).

Human resource management focuses on employee actions, and leadership often focuses on personal flexibility. Any organization needs to achieve its organizational goals (Northouse, 2015). The first step is to study the relationship between WBHRM and effective leadership. HRM has the main focus on the characteristics that affect employee work. In contrast, leadership mainly focuses on such interpersonal elements that affect the employee performance once they move towards the company goals (Shantz, 2016). The leaders' main goal is to implement the HR strategies in business goals. The HRM strategies and leadership are two different characteristics, and their common interconnection affects the action of

employees (Wood, High involvement management, economic recession and organizational performance, 2018).

Leadership is said to be the most important resource of any organization. The most important factor in achieving the objectives is reducing work pressure. The negative effects of work demands can be decreased by linking the engaging leadership with the job demand resource model in leadership literature, resulting in more advanced results (Blau, 1964). Most importantly is how the leadership style will have a positive effect. The way they had their impact on the company strategies is uncertain. Some leadership styles are not theory-based, and they can be premature (Gouldner, 1960). Different leadership styles are not based on theory and can be explained practically in the literature (Borman, 2018). Leadership style has been considered the resource tool that helps achieve the work objectives by reducing work pressure and increasing employee performance; if there is positive leadership in the company, it would have an efficient effect on the employee's well being rather than focusing on other attributes (Nishii, 2008). Their main focus is increasing individual performance in the workplace. There must be the linkage of job demand resources into leadership literature, which can positively affect load (Schaufeli, The measurement of engagement and burnout, 2002).

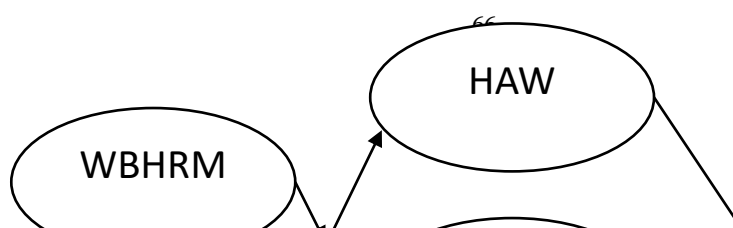
There is a need to understand the efficient role of managers in the company by considering the relationship between staff and leaders as an important characteristic (Lievens, 2015). Inclusive leadership positively balances the relationship between WBHRP and employee well-being while the motivational leaders ensure the implementation of real WBHRM for effective, empowering leadership (Chuang, 2016). There is a need to implement HRM strategies in the company profile for better employee performance. These strategies can have a positive effect on the system.

Leaders empower and motivate the ones who follow them. Christian, Garza, and Slaughter have explained that work characteristics like self-determination are linked. Job satisfaction and work engagement positively impact achieving the job requirements, while laziness and tiredness can result in the loss of job demands. Hence, it is concluded that engaging leadership and WBHRM have a beneficial effect on employee well-being and achieving the company goals.

**Hypothesis 3a:** Engaging leadership moderates the relationship between WBHRM and HAW in such a way that WBHRM leads to higher (lower) HAW under high (low) engaging leadership.

**Hypothesis 3b:** Engaging leadership moderates the relationship between WBHRM and exhaustion in such a way that WBHRM leads to lower (higher) exhaustion under high (low) engaging leadership.

**Hypothesis 3c:** Engaging leadership moderates the relationship between WBHRM and trust in such a way that WBHRM leads to higher (lower) trust under high (low) engaging leadership



## Methodology

The purpose of study is to test the relationship among Well-being oriented Human Resource Management, Happiness at work, Trust, Exhaustion and Adoptive performance, with a moderation role of Engaging Leadership. As per the requirement of problem and topic this study will be quantitative in nature and cross sectional study. Purposes of the study would be Exploratory. A survey questionnaire was used to collect the data for study. The population of the study are managers working in banking sector of Pakistan located within the boundary of Punjab province. The independent variable is Well-being oriented Human Resource Management (WBHRM) that measured on the basis of the six dimension named (employment security, training and development, job quality, information sharing, use of teams, relationship with the immediate manager) and 31-item measurement scale proposed by Cooper et al. (2019), based on Salas-Vallina and Joaquin Alegre and Alvaro Lopez (2020). An example item was "This group has provided me with training opportunities enabling me to extend my range of skills and abilities." Engaging leadership was measured at individual level, using Schaufeli's (2015) engaging leadership scale. This is a nine-item scale, ranging from 1 (disagree) to 5 (agree) (i.e., "My supervisor is able to enthuse others about his/her plans";  $\alpha = 0.93$ ). HAW was measured at individual level using Salas-Vallina and Alegre's (2018) shortened HAW scale. This is a nine-item scale ranging from 1 (disagree) to 5 (agree) (e.g., "At my work I feel plenty of energy";  $\alpha = 0.90$ ). Exhaustion was measured at individual level using the 5-item scale drawn up by Schaufeli, Salanova, González-Romá, and Bakker (2002), ranging from 1 (disagree) to 5 (agree) (e.g., "I feel used up at the end of a workday";  $\alpha = 0.91$ ). Trust was measured at individual level using the 5-item scale, ranging from 1 (disagree) to 5 (agree), developed by Robinson and Rousseau (1994). The word "employer" was changed to "manager" (e.g., "My manager is open and upfront with me";  $\alpha = 0.89$ ). Adoptive Performance was reported at individual level using Pradhan and Jena (2017) measurement scale. It is a 4-item scale, ranging from 1 (disagree) to 5 (agree), e.g., "This employee meets the formal performance requirements of the job";  $\alpha = 0.95$ .

Sampling technique would be convenient sampling. Sample of the study is drawn through the ratio of response suggested by Bentler & Chou (1987) for true representation of population. for the current study sample size were drawn 248. All the 248 employees respond to the questionnaire but out of which 36 questionnaires were incomplete and there was no such pattern of missing value found in the responses. Factor analysis based on correlation and

SEM is on covariance and their reliability is based on the sample size. To check the relationship between latent variable correlation coefficient were utilize in current study for analysis of data. SEM was used to test hypothesized conceptual in current study. Model fit test were used to determine the fitness of the model. If model would be accepted then the structure path coefficient of variable conducted by the researcher.

We deploy quantitative study in our research. Smart PLS will be used for data analysis. Firstly descriptive statistics will be calculated. Reliability and validity analysis for all variables will be tested including discriminant and convergent validity. A number of confirmatory factor analysis will be conducted for variables such as factor loading and cross-loading to ensure construct as well as discriminant validity among variables.. Hypothesis will be tested and verified through Structural Equation Modelling. Regression analysis will be conducted for the variables.

### Analysis

There is a detailed analysis provided, The research is about (wellbeing-oriented Human Resource Management (WBHRM), engaging leadership (EL), Happiness at work (HAW), Exhaustion Trust, and Adoptive Performance (AP). There are different results related to this analysis shown in the tables, an enhanced relationship between WBHRM and adoptive performance. The Smart PLS software is used to show structural equation modeling.

**Table 1:** Demographic characteristics of participants

Profile	Category	Percentage
Gender	Male	80%
	Female	20%
Job Experience (Current Organization)	Less than 05 years	24%
	06 to 10 years	36%
	11 to 15 years	34%
	16 to 20 years	05%
	More than 20 years	01%
Job Experience (Overall)	Less than 05 years	20%
	06 to 10 years	34%
	11 to 15 years	28%
	16 to 20 years	12%
	More than 20 years	06%

Some of the statistics like Mean, Skewness, standard deviation, and Reliability measures have been obtained by considering the understudy variables. The criterion for the normality test in this research shows that skewness between -1 and +1 is considered best while between 2 and +2 is under the acceptable range, just like Kurtosis (Hair, Hult, Ringle & Sarstedt, 2013).

**Table 2:** Mean, Standard deviation, Skewness, Kurtosis, Cronbach, Items Description

Latent Variable	Indicator's	Mean	Std. Dev	Skewness	Kurtosis	Cronbach's Alpha

WBHRM	WBRM1	3.867	1.086	-0.836	0.205	0.925
	WBHRM2	3.752	1.19	-0.382	-0.996	
	WBHRM4	3.679	1.078	-0.392	-0.862	
	WBHRM10	3.881	0.911	-0.604	-0.333	
	WBHRM11	3.899	0.766	0.051	-1.018	
	WBHRM12	3.917	0.744	0.067	-1.029	
	WBHRM13	3.917	0.756	0.075	-1.097	
	WBHRM14	3.61	1.241	-0.385	-0.903	
	WBHRM17	3.826	0.855	-0.366	-0.036	
	WBHRM18	3.899	0.967	-0.961	1.2	
	WBHRM21	3.894	1.01	-0.565	-0.553	
	WBHRM22	3.647	1.087	-0.101	-1.146	
	WBHRM23	4.073	0.926	-0.845	0.694	
	WBHRM24	3.89	0.902	-0.838	0.961	
	WBHRM27	3.852	0.73	0.095	-0.822	
EL	EL1	3.743	1.145	-0.758	-0.173	0.941
	EL2	3.862	1.133	-0.793	-0.255	
	EL3	3.835	0.963	-0.719	0.035	
	EL4	3.986	0.897	-0.769	0.348	
	EL5	3.876	1.087	-0.938	0.426	
	EL6	3.858	1.139	-0.976	0.286	
	EL7	3.689	1.014	-0.372	-0.721	
	EL8	3.752	1.098	-0.774	-0.108	
	EL9	3.894	1.11	-0.985	0.366	
	EL10	3.881	0.931	-0.55	-0.504	
	EL11	4.124	0.8	-0.823	1.022	
	EL12	3.977	0.936	-1.138	1.757	
HAW	HAW1	4.078	0.765	-0.134	-1.285	0.907
	HAW2	3.986	0.798	-0.52	-0.088	
	HAW3	3.862	0.878	-0.015	-1.176	
	HAW4	3.766	1.012	-0.936	0.728	
	HAW5	3.716	0.939	-0.205	-0.864	
	HAW6	3.835	0.824	-0.228	-0.077	
	HAW7	3.55	0.981	-0.289	-0.469	
	HAW8	3.385	1.061	-0.357	-0.185	
	HAW9	3.55	1.1	-0.535	-0.231	
Trust	T1	2.087	0.74	0.407	0.453	0.852
	T2	3.523	0.91	-0.161	-0.118	
	T3	3.564	1.074	-0.626	-0.189	
	T4	3.716	1.001	-0.814	0.718	
Exhaustion	E1	3.078	0.866	-0.152	-0.663	0.892
	E3	3.44	1.062	-0.375	-0.525	
	E4	3.628	0.81	-0.213	0.388	
	E5	3.326	0.962	-0.88	-0.003	
	E6	3.326	1	-0.441	-0.353	



	E7	3.495	1.024	-0.672	-0.112	
	E8	3.44	1.173	-0.449	-0.576	
AP	AP1	3.922	0.99	-1.185	1.637	0.876
	AP2	3.739	0.889	-0.646	-0.234	
	AP3	3.858	0.706	-0.027	-0.496	
	AP4	3.95	0.808	-0.747	0.955	
	AP6	3.596	1.063	-0.888	0.3	
	AP7	3.789	1.019	-0.615	-0.392	

In this study, Smart PLS (partial most miniature Square) was used to analyze and measure the structure model. The study results have taken the metrics for the estimation of the measurement specs for the outer model. The specifications are variable/constructs and the indicators known as PLS-SEM. There are different specs like indicator loadings, path coefficients, cross-loadings, inter construct correlations, Cronbach alphas, composite reliability, latent variable scores, and much more for the detailed analysis. The main criteria were to examine the loadings and remove all the remaining indicators below 0.70.

In this research and study, some factors like Average extracted (AVE) and factor loading were examined to study the discriminate and convergent validity. Two more calculations like composite reliability and Cronbach alphas were calculated for the measurement reliability. The relevant structural equation model was examined to estimate the relationship among constructs. Initially, there was a measurement model presented by CFA. Alpha values for all the latent constructs lie between 0.852 to 0.941. A table of alpha values for the constructs provides the minimum requirement of 0.70. Those variables that exceed the structure value of 0.70 range from 0.901 to 0.943. There is a need for the instrument to measure latent construct in this study. Standardized factor loading for the items is from 0.71 to 0.84, with a significant value at 0.01. Some values lie between 0.62 to 0.70, and those values are acceptable. The values calculated satisfied the convergent validity. All values of AVE lie in the range of 0.577 to 0.694. This is above the minimum criterion of 0.50. This range shows maximum inconsistency shown from the constructs (Fornell & Larcker, 1981). For testing the discriminant validity, some values of AVE were compared with squared correlations for the representation of discriminant validity (see Table). In short, the above analysis has shown that there is enhanced accuracy for the function of latent construct.

**Table 3:** *Confirmatory factor analysis*

Construct	Items	SFL
WBHRM Cronbach's $\alpha$ = 0.925 CR = 0.935 AVE = 0.490	Things look secure for me in the future in this organization	0.762
	I can expect to stay with this organization for as long as I wish	0.771
	My company is committed to a goal of long-term employment security	0.643
	This organization is committed to the training and development of its employees	0.684
	In this organization, we are provided with the training needed to achieve high standards of work	0.639
	I can actively offer suggestions to improve work procedures or processes	0.586
	Managerial decisions are significantly influenced by the view of employees	0.626
	People feel involved in main company decisions	0.730
	The quality of information exchange in our team is good	0.715
		0.736

	<p>I get new facts, insights, and ideas from my colleagues</p> <p>Team members depend on each other's work to be able to do their job</p> <p>Team members jointly decide how the work is to be done</p> <p>Teams are given collective responsibility for specific products or services</p> <p>I receive support and guidance from my supervisor</p> <p>Help is available from my immediate manager when I have a problem</p>	0.690
<p>EL</p> <p>Cronbach's <math>\alpha</math> = 0.941</p> <p>CR = 0.949</p> <p>AVE = 0.609</p>	<p>My supervisor encourages team members to develop their talents as much as possible</p> <p>My supervisor delegates tasks and responsibilities to team members</p> <p>My supervisor encourages team members to use their own strengths</p> <p>My supervisor encourages collaboration among team members</p> <p>My supervisor actively encourages team members to aim for the same goals</p> <p>My supervisor promotes team spirit</p> <p>My supervisor gives team members enough freedom and responsibility to complete their tasks</p> <p>My supervisor encourages team members to give their own opinion</p> <p>My supervisor recognizes ownership of team member's contributions</p> <p>My supervisor is able to enthuse team members with his/her plans</p> <p>My supervisor makes team members feel that they contribute to something important</p> <p>My supervisor is inspiring</p>	<p>0.743</p> <p>0.799</p> <p>0.825</p> <p>0.786</p> <p>0.793</p> <p>0.855</p> <p>0.809</p> <p>0.836</p> <p>0.754</p> <p>0.792</p> <p>0.669</p> <p>0.679</p>
<p>HAW</p> <p>Cronbach's <math>\alpha</math> = 0.907</p> <p>CR = 0.924</p> <p>AVE = 0.577</p>	<p>At my job, I feel strong and vigorous</p> <p>I am enthusiastic about my job</p> <p>I get carried away when I am working</p> <p>How satisfied are you with the nature of the work you perform?</p> <p>How satisfied are you with the pay you receive for your job?</p> <p>How satisfied are you with the opportunities which exist in this organization for advancement</p> <p>I would be very happy to spend the rest of my career with this organization</p> <p>I feel emotionally attached' to this organization</p> <p>I feel a strong sense of belonging to my organization</p>	<p>0.735</p> <p>0.695</p> <p>0.753</p> <p>0.762</p> <p>0.835</p> <p>0.896</p> <p>0.648</p> <p>0.766</p> <p>0.720</p>
<p>Trust</p> <p>Cronbach's <math>\alpha</math> = 0.852</p> <p>CR = 0.901</p> <p>AVE = 0.694</p>	<p>I am not sure I fully trust my employer (reverse score).</p> <p>My employer is open and upfront with me.</p> <p>I believe my employer has high integrity.</p> <p>In general, I believe my employer's motives and intentions are good.</p>	<p>0.780</p> <p>0.793</p> <p>0.904</p> <p>0.851</p>
<p>Exhaustion</p> <p>Cronbach's <math>\alpha</math> = 0.892</p> <p>CR = 0.912</p> <p>AVE = 0.597</p>	<p>At work, I feel mentally exhausted</p> <p>After a day at work, I find it hard to recover my energy</p> <p>At work, I feel physically exhausted</p> <p>When I get up in the morning, I lack the energy to start a new day at work</p> <p>I want to be active at work, but somehow I am unable to</p>	<p>0.663</p> <p>0.794</p> <p>0.767</p> <p>0.837</p> <p>0.715</p> <p>0.798</p>

	manage When I exert myself at work, I get tired quicker than normal At the end of my working day, I feel mentally exhausted and drain	0.819
AP Cronbach's $\alpha$ = 0.876 CR = 0.907 AVE = 0.619	I use to perform well to mobilize collective intelligence for effective team work I could manage change in my job very well whenever the situation demands I can handle effectively my work team in the face of change. I always believe that mutual understanding can lead to a viable solution in organization. I am very comfortable with job flexibility I use to cope well with organizational changes from time to time	0.775 0.821 0.814 0.674 0.829 0.798

There were different tests like the Chi-Square test, and several fit features were done and estimated to evaluate the model's fitness for the analysis of the Confirmatory factor. Chi-Square Goodness of fit was 871.80. Conclusion: there was a comparative fit index of 0.89 and was above the standard value as mentioned and described by Bentler (1990.). The value of the Normed fit index was 0.138. Some statistical results indicated the overall fitness model for the correlation analysis (Anderson & Gerbing, 1988). There was the use of Composite reliability and Cronbach's alpha which was estimated under HTMT, Fornell-Lacker criterion, and the cross-loading methods were mainly used. There is an estimation of HTMT for the factor correlation. For clear discrimination, the HTMT should be smaller than one. Below table 4. Shows those variables that have got the discriminant validity.

Table : *Fornell–Larcker test for discriminant validity*

	AP	EL	Exhaustion	HAW	Trust	WBHRM
AP	0.699					
EL	0.640	0.678				
Exhaustion	-0.43	-0.241	0.643			
HAW	0.616	0.612	-0.175	0.591		
Trust	0.451	0.638	-0.186	0.676	0.674	
WBHRM	0.589	0.696	-0.359	0.663	0.634	0.575

There is a clear understanding between the variables, which shows that WBHRM positively impacts Adaptive Performance. (Performance ( $p$ -value < 0.024 and T value <2.256). WBHRM has a positive indirect relation with HAW providing the best results to adoptive performance ( $p$ -value < 0.000 and t value < 4.853) while WBHRM has the negative impact on the consumption ( $p$ -value < 0.023 and t value > 2.115). According to the rule of thumb, the coefficients with standard values are above 0.10, which are more prominent, and those below 0.10 are considered inappropriate (Hair, Hult, Ringle, & Sarstedt, 2013). The latest study has conducted bootstrapping, which is considered the latest technology. In this study, there were about 5000 bootstraps used to measure the importance of path coefficient.

Table: *Results of Main effect model*

Hypothesis	Hypothesis path	Path's Coefficient	T-Value	Accepted/ Rejected Significance
H1	WBHRM $\rightarrow$ AP	0.024***	2.256	H1 (+): Supported
H2a	WBHRM $\rightarrow$ HAW $\rightarrow$ AP	0.000***	4.853	H2a (+): Supported
H2b	WBHRM $\rightarrow$ Exhaustion $\rightarrow$ AP	0.023***	2.115	H2b (-): Supported

H2c	WBHRM → Trust → AP	0.000***	4.823	
H3a	WBHRM → EL → HAW	0.180***	1.577	H3a (+): supported
H3b	WBHRM → EL → Exhaustion	0.389	0.862	H3b (-): not supported
H3c	WBHRM → EL → Trust	0.22***	4.823	H3c (+): supported

The main focus of this literature is to study the HRM adoptive performance by fundamental analysis of the role of HRM adoptive performance and the engaging leadership with an emphasis on the relationship between HRM and employee wellbeing. The main focus of this literature is to have a view inside the different aspects of wellbeing and adoptive performance interrelationship. (Guest, 2017). The results and outputs of the analysis show some innovative steps taken for the HRM. Initially, there was the measurement of HRM characteristics. Second, the focus was on the three-dimensional aspects of work-related wellbeing. The third was the model, which shows how the WBHRM and wellbeing affect performance. The last and final was the demonstration that the innovative role of engaging leadership has increased the positive impact of WBHRM on well-being and performance. The main focus was to reduce the adoptive performance and decrease exhaustion. There was a significant effect of three well-being characteristics on the complicated relationship between HRM and performance. The innovative ideas like engaging leadership more clearly explain the positive impact of HR practices on employee well-being. The theoretical concepts behind the social exchange theory and the job demands resource model described the model between well-being and adoptive performance (Blau, 1964). There is a positive response of the employees who have received the supportive and more understanding management response. The theory behind the positive reaction is based on the amount of positivity provided to the employees in the organization (Gouldner, 1960).

## Conclusion

There are four ways the research has contributed to HRM well-being.

Initially, the results there are dependent on the theory explaining the wellbeing and performance of the group of practices rather than the single one. These practices contribute to each other. The combined impact of WBHRM (Cooper et al., 2019; Huettermann & Bruch, 2019) on wellbeing has focused on the elemental composition of HRM bundles (cooper et al., 2019). The above research has focused not only on the employees' positive response but also on the term exhaustion as the result of the implementation of WBHRM strategies. The organization can benefit from the enhanced adaptive performance (Guest, 2017). The Coherent HRM-based wellbeing characteristics have provided the benefits as WBHRM represents these strategies. There is another contributor known as engaging leadership, which has improved the impact of WBHRM on HAW, exhaustion, and trust. An interaction between HRM and leadership has contributed to the engaged, productive, and more developed work area. There is a tremendous impact through engaging leadership at the individual level, and there is an enormous impact of HRM on systems and processes. Leroy et al. (2018) and Leroy et al. (2018) has described different perspective to capture the leadership and HR practices. The basic demonstration was how leadership could positively impact the promotion of value-based people management and how administration can improve well-being.

There is an idea that has been explained in theory that a positive response of engaging leadership can increase the impact of WBHRM on adoptive performance. This idea has been said in HRM but not proved (Leroy et al., 2018). The result of the study has shown that engaging leadership fulfills the basic needs of self-determination, capability, and relatedness for employees' healthy function and output. There is a positive response of engaging leadership for the employees well-being. The need is to focus on the employees' well-being by motivating their mission, plans, and strategies. This can have a positive impact on the employee's psychological terms. There is a relationship between the leadership and

WBHRM. When the leaders positively respond to employees, there is a strong effect of WBHRM on employees' performance. Due to the strong interrelation between the WBHRM and engaging leadership, there is the elimination of the negative factors associated with job demand. By studying the HRM practices on the level of individual aspects, there can be a better implementation of HRM practices, as mentioned by Leroy et al. (2018) and Leroy et al. (2018). The best creation of a job environment is by merging both WBHRM and engaging leadership, which can increase adaptive performance and reduce exhaustion.

### Practical Implication

This study found that WBHRM can increase performance through well-being. Organizations need to understand and aware that employees need to experience well-being, and that they play a vital role of well-being through HR practices. Organizations can establish a series of well-being oriented HR practices that together lead employees to increased performance through HAW and trust. A safer employment program helps to enhance employees' well-being in which employees perceive that the organization values them in the long term.

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