

Exploration of High Performance Work System and Job Characteristics Theory in Indian Insurance Industry

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ABSTRACT

Top Work System has strong effect over definitive execution yet revises part through which impact of HPWS transcends to various leveled execution is still under investigation. The present examination tends to research interceding effect of occupation qualities speculation amidst association between High Performance Work System and legitimate execution. Mediation examination is explored with the help of two strategies i.e. framework delineated by Baron and Kenny (1986) and through Structural Equation Modeling. Paper completes fragmentary mediation effect of occupation characteristics theory. Practical criticalness, requirements and degree for future research have also been analyzed.

Keywords: - High Performance Work System, job characteristics theory, Organizational performance.

INTRODUCTION

Execution has turned into a trendy expression in the twenty-first century and everybody endeavors to expand it. Each association—regardless of whether open or private, independent of their size, time and place—attempts to enhance execution in both subjective and quantitative terms (Punia and Garg, 2012). Regardless of whether a firm is benefit arranged or welfare intention driven, each firm tries to exceed expectations as far as execution. Today, execution writes efficiency or benefit as well as manages human part of work, as well. Worker fulfillment, inspiration, confidence, representative responsibility, work inclusion and Organizational Citizenship Behavior are not just the way to enhance execution; these are considered as the final product, as well. In this time of Human Capital Management, an ever increasing number of organizations are embracing different novel ways to deal with inspire most extreme execution from its worker. One of such novel approach is regulation of suitable model of High Performance Work Practices (HPWPs). Individuals love to take obligations and function admirably for most extreme effectiveness, and that is the manner by which his needs of self-advancement and social belongingness are taken into account adequately. In this manner, an association searches for certain imaginative and whimsical practices to accomplish the coveted objective which might be named as superior work framework (HPWS). HPWS has a tendency to include the worker in work rehearses, improve aptitudes and capacity of representatives and encourage their steadfastness for the association. Along these lines, they approach workers with an all encompassing system of building a sound connection amongst representative and

association. Additionally, these practices help to acknowledge reasonable structure of open, community, trustful and commonly gainful workplace and hierarchical culture.

LITERATURE REVIEW

High Performance Work System

Asks about on High Performance Work System investigate created standard prominence around the mid-1990s. Number of pros, for instance, Arthur (1994), Pfeffer (1994), Huselid (1995), Mac Duffie (1995), Delery and Doty (1996), Becker and Gerhart (1996) and Youndt et al. (1996) and Wood (1999) have introduced the idea and locale of High Performance Work System to the universe. These examinations of renowned investigators are pioneer ponders in the field of High Performance Work System. Early examinations gave essential exploratory fact to enhance legitimate improvement and practicality in the midst of specialist capacities headway and dynamic interest in workplace works out (Pfeffer, 1994; Youndt et al., 1996; Wood, 1999). First class Work System's structure is starts from two basic and fundamental organization models. One of the two measures was high-obligation organization spread by Walton (1985) and other one was high-commitment organization broadcasted by Lawler (1986). High-obligation organization develops essential mental contracts among supervisor and delegates. Promoters of high-obligation perspective reinforced mental contract among business and agents through laborer obligation and specialist fortifying, discretionary occupation design and the change of laborers' level of motivation at work (Walton, 1985; Arthur 1994; Gould-Williams, 2004, Punia and Garg, 2013). Incredibly committed organization ensures modestly level and less dynamic various leveled structures, diminished power expel among organization and agents and as needs be straightforward approach of specialists to organization, and also extended open entryways for laborers to make imperative business related capacities. As demonstrated by Arthur (1994), workers are outfitted with more unmistakable opportunities to research and effect the nature and degree of their occupations. Agents are similarly impelled to utilize their creative, animated and inventive limits at work. Such created expansion at workplace prompts extended opinions of trust and duty among delegates (Arthur 1994; Gould-Williams, 2004). Basically, high-commitment organization is connected with dynamic and purposeful relationship of agents at workplace and workplace works out (Lawler, 1986). The high-commitment organization system incorporates discretionary work, free gathering, aggregate based work courses of action, Management by Objective, Quality Circle and participative fundamental authority works out. All creates of high-incorporation organization perspective are showed up diversely in connection to control-based kinds of work (Whitener, 2001; Boxall and Macky, 2009). High-commitment organization included four central portions: control (P), information (I), rewards (R) and learning (K); which is generally known as the 'PIRK' appear (Lawler 1986). In light of the PIRK show, supervisors will presumably fulfill various leveled execution if their specialists are empowered to make profitable responsibilities regarding legitimate strategies, remained educated concerning supportive information as for their livelihoods, and compensated similarly for their positive duties towards achieving progressive destinations.

To the degree importance of High Performance Work System, no one has dependably described, or even reliably named High Performance Work System (Baker, Olson and Morisseau, 1994). The system has been suggested with various names as 'predominant work structures', 'trade work practices', 'empowered work practices' and 'versatile work practices' (Delaney and Godard, 2001). Combination of phrasing, definitions and speculations are reinforced by various specialists (Punia and Garg, 2012). These practices have been portrayed as a gadget of critical worth creation and regard change. First class Work System invigorates whole deal and extensive enthusiasm for delegates by the affiliation (Sun et al., 2007; Garg and Kardam, 2016). Agents' own particular comprehension of HR practices and goodness of their execution shapes their relationship with the affiliation. Additionally, upgraded work relationship can basically influence their work practices and perspectives (Guest, 1998). Tsui et al. (1997) explored the effects of different delegate affiliation relationship approaches on specialist comes about. The social occasion of experts completed four techniques of agent affiliation relationship. These four approaches are shared wander, overinvestment, underinvestment, and semi spot-contract. The makers reported that the mutual hypothesis and overinvestment approaches are more intense and whole deal affect than the semi spot-contract and underinvestment approaches. The mutual theory and overinvestment approaches are more extreme in delivering incredible specialist comes about to the extent better occupation execution and legitimate citizenship and more enthusiastic obligation.

Finally, High Performance Work System was represented to have positive effect on legitimate execution (Liu et al. 2006). Diverse examinations drove by Delery and Doty (1996), Garg (2015), Punia and Garg (2017), Fan et al. (2014), Becker and Huselid, 1998; Delery and Shaw (2001) and Black and Lynch (2001) in like manner supported a certifiable association between High Performance Work System and firm execution. Distinctive pros in the space of High Performance Work System have completed a positive linkage between High Performance Work System and firms' budgetary execution in different organizations, for instance, Semiconductor setup firms (Tsai 2006), Pharmaceutical industry (Zhang and Li 2009), recuperating focus industry (Zhang et al. 2013), assurance industry (Garg and Punia, 2017) and Healthcare territory (Fan et al. 2014). In light of past examinations following hypothesis is drafted.

Hypothesis 1: High Performance Work System positively correlates with organizational performance.

Job Characteristics Theory

Hackman and Oldham's (1975) job characteristics theory gives academic and experimental basis for importance of enrichment in a job profile. Theory provides a perfect linkage between HPWPs and organizational performance. Job characteristics theory states that higher work performance could be elicited by job engineering in such a way that it maximizes 1) skill variety (different skills and expertise involved in job profile); 2) task identity (portion of work that employees is allowed to do from start to finish); task significance (importance of one's job for self, colleagues and society); autonomy (discretion in job profile); and feedback (information sharing about job performance and unachieved goals). HPWPs empower and enrich employees through information sharing and decentralized decision making (Wood, 1999; Punia and Garg, 2012).

The Job Characteristics Theory presumes that specific HR practices are associated with employees' feeling of meaningfulness of work. These practices enrich employees with greater sense of responsibility and expertise at work. It results into increased feelings of contentment and job satisfaction (Bhuyan et al., 1996; Barling et al., 2003; Mohr and Zoghi, 2008). According to Hackman and Oldham (1976), the probability of employee motivation and job satisfaction is greatest when the job is engineered by at least three, if not all of these five work dimensions. The Job Characteristics theory have positive effects of organizational commitment, employees' trust and job satisfaction (Hunter and Hitt, 2001; Combs et al., 2006). Several authors (Boisard et al., 2003; Wood and De Menezes, 2011) have concluded that workers who have greater autonomy and control over their work experiences higher level of job satisfaction and employee commitment. Further, researchers have reported positive association between employee outcomes like job satisfaction, employee commitment etc. with organizational outcome. Based on these studies following hypothesis has been drafted.

***Hypothesis 2:** Job Characteristics theory mediates the association between High Performance Work Practices and organizational performance.*

RESEARCH FRAMEWORK

The fundamental objective of the present paper is to explore the mediating effect of job characteristics theory in the relationship of High Performance Work System and organizational performance. The research setting for this empirical analysis is various insurance companies located at four major metros of India. These four major metros are Delhi- NCR region, Mumbai, Bangalore and Chennai. The study is based upon an exploratory-cum descriptive research design. Random sampling is used to collect data from a wide range of insurance companies comprising of LIC, HDFC Ergo, Reliance, Star Health, Oriental insurance, National Insurance, New India Assurance, Bajaj finance, Royal Sundaram, L&T. Sample size of the study is 244 employees engaged in various insurance companies. Both public and private sector insurance companies contributed 50% (122 respondents each) to the present study. 60% respondents were from general insurance companies while rest of 40% respondents was from life insurance companies. Female respondents comprised of 41% of the total respondents and male employees contributed 59% of the total respondents. Primary data is collected through a structured questionnaire. Part A of the questionnaire captures the respondents' demography such as age, gender, work experience and educational qualifications and it also captures organization related information such as sector- public or private etc. Part B comprises of 21 High Performance Work Practices taken from exploratory study of Garg and Punia (2017). The authors have developed an elaborative High Performance Work System for Indian insurance industry. The present paper used the same model to investigate mediating effect of social exchange theory. Five-point rating scales ranging from highly available to unavailable and from highly effective to ineffective have been used. Part C measures job characteristics model with the help of scale developed by Morgeson and Humphrey (2006). Part D measures organizational performance with the help of scale of Singh (2004).

Mediation analysis has been done with the help of two methods i.e. through steps as prescribed by Baron and Kenny (1986) and through Structure Equation Modeling using AMOS. Baron and Kenny's (1986) method of mediation analysis comprises of four steps.

- I) Firstly, direct effect of independent variable (X) on dependent variable (Y) is explored. It could be represented through following regression equation.

$$Y = a + a X + e_1 \text{ (Direct effect)}$$

- II) Secondly, effect of independent variable on mediating variable (M) is observed through the following regression equation.

$$M = a + b X + e_2$$

- III) Further, the effect of mediating variable (M) on dependent variable (Y) is investigated taking independent variable (X) as controlled variable. It explains effect on mediating variable on dependent variable without inclusion of any effect of independent variable.

$$Y = a + c X + d M + e_3$$

- IV) Lastly, association of the dependent and independent variables is investigated after controlling the mediating variable. Equation as used in step 3 is also used here.

Now, if $d=0$ then the complete mediation is present and if d is significantly lower than 'a' then partial mediation is present.

Second method used in present study is Structural Equation Modeling (SEM) using AMOS. The methodology adopted here is developed by Rai and Singh (2013). Model fit is analyzed by two aspects: Overall model fit using Chi-square and SRMR & Relative model fit using TLI and RMSEA. The following criteria of goodness of-fit indices were used to assess the model fit: value of SRMR ranges from 0 to 1 and a well fit model has a very low value (less than 0.05). A value less than 0.05 of RMSEA confirms good fit and value in the range of 0.05 to 0.08 indicates reasonable fit. Values between 0.08 and 0.1 shows mediocre fit and value greater than 0.1 signifies poor fit. TLI ranges from 0 to 1 and a higher value (close or above 0.95) indicate good fit.

ANALYSIS AND RESULTS

Reliability of variables is tested with the help of Cronbach alpha. Result shows acceptable values of Cronbach alpha for all variables of the study. Table 1 gives mean value, standard deviation and correlation statics among all variables of the study. Result reveals that variables are significantly correlated to each others.

Table-1: Mean, Standard Deviation and Correlation among Variables

Variables	Mean	SD	HPWS	JCT	OP
HPWS	3.45	1.12	1 (.83)	.79*	.76*
JCT	3.29	1.93	--	1 (.75)	.70*
OP	3.95	0.87	--	---	1 (.73)

HPWS- High Performance Work System, JCT- Job Characteristics Theory, OP- Organizational Performance
Cronbach's alpha is in parentheses, * $p < .001$, ** $p < .05$, *** $p < .01$

As reported in table-1, all values of cronbach alpha is greater than 0.70 thus reliability of the variable is confirmed. High Performance Work System is also reported to correlate positively with both Social exchange theory and also with organizational performance. This confirms acceptance of first hypothesis of the study i.e. High Performance Work System is positively associated with organizational performance.

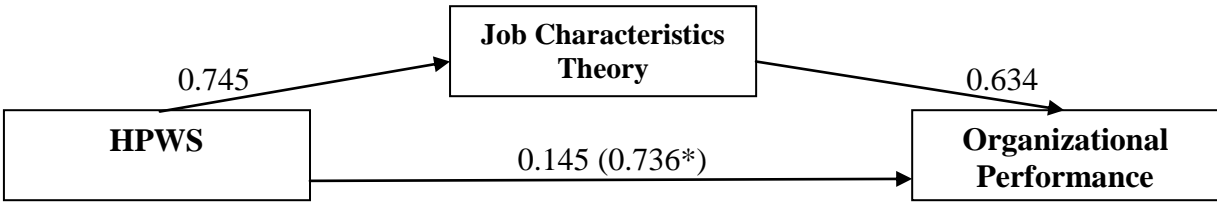
Table-2: Direct Effect of HPWS on Organizational Performance (Model- I)

<pre> graph LR HPWS[HPWS] -- 0.736 --> OP[Organizational Performance] </pre>				
AMOS Result	Unstandardized Estimate	Standardized Estimate	SE	CR
Regression Weight	.723	0.736	0.343	2.8**
Fit Measures	Chi-Square value	SRMR	TLI	RMSEA
	24.93	.80	.93	.049

*Significant at $p < .05$

Table-2 represents direct effect of High Performance Work System on Organizational performance. Regression coefficient (standardized estimate) is 0.736. Critical ratio (ratio of unstandardized estimate and standard error) is significant at 0.05 level that means High Performance Work System significant positive effect organizational performance. Fit of the model is good from both aspects: - overall fit and relative fit. SRMR value is slightly above the good fit model. Value of TLI (0.93) and RMSEA (.049) also indicate good fit model.

Table-3: Mediating Effect of Job Characteristics Theory (HPWS and Organizational Performance)

						
AMOS Result		Unstandardized Estimate	Standardized Estimate	SE	CR	
HPWS	→ JC	0.723	0.736	0.102	7.52**	
JC	→ OP	0.698	0.634	0.211	3.30*	
HPWS	→ OP	0.231	0.145	0.192	1.20	
Fit Measures		Chi-Square diff.	SRMR	TLI	RMSEA	
		1.11	0.047	0.95	0.071	
SPSS results						
		Reg. Coefficient	S.E	T-value	Sig.	
Equation 1 :- b(YX)		0.783	0.291	7.344	**	
Equation 2 :- b(MX)		0.721	0.082	6.742	**	
Equation 3 :- b(YM.X)		0.693	0.123	8.374	***	
Equation 4 :- b(YX.M)		0.153	0.152	1.838		
Sobel Test		Value	S.E	Z-value		
		0.832	0.236	7.732*		
Bootstrapping Result (Number of bootstrap samples= 2500)						
Effect	Mean	S.E.	LL 95% CL	UL 95% CL	LL 99% CL	UL 99% CL
	0.814	0.102	0.539	0.845	0.402	0.893

* for $p < .01$, ** for $p < .05$, *** for $p < .001$

Table-3 explores probable mediation effect of job characteristics theory. Data concludes a strong support for hypothesis 2. Job characteristics theory is reported to have partial mediating effect in the relationship between High Performance Work System and organizational performance. Table suggests that direct effect of High Performance Work System on organizational performance is statistically insignificant in the presence of job characteristics theory. The bracketed value is statistically significant and it represents standardized regression coefficient in the absence of job characteristics theory. It confirms partial mediating effect of High Performance Work System. Fit of the model is good from both aspects: - overall fit and relative fit. Significance of mediating effect is measured with the help of two models: first in which regression weight is freely estimated and second in which regression weight is taken as zero. The difference of chi-square of two models has p-value greater than 0.05 thus it confirms partial mediation effect. Further SPSS result also confirms as all steps of Baron and Kenny (1986) are satisfied. Sobel test and bootstrapping confirms that mediation effect of Job characteristics theory is statistically significant.

DISCUSSION

Elite Work System emphatically impacts authoritative execution (Youndt et al., 1996; Delery and Doty, 1996 and Black and Lynch, 2001). The present examination tries by investigating administrative and representative parts of High Performance Work System and authoritative execution through researching the intercession of employment qualities points of view of High Performance Work System in Indian protection industry. The paper affirmed incomplete intervention impact of employment qualities hypothesis in connection between High Performance Work System and hierarchical execution. Positive view of representatives towards bosses' drives like HR hones inspires more elevated amount of execution shape workers and it at last prompts expanded authoritative results (Gould-Williams and Davies, 2005; Wayne et al. 1997; Whitener, 2001). Paper finds exact confirmations to help assignment criticalness, ability assortment, errand personality, input and self-rule and affirms work qualities hypothesis.

A champion among the most fundamental and essential commitment of Human Resource overseers is upgrade of execution of open HR. In addition, a champion among the most cherished and extraordinary instruments to intensify execution are effective, synergetic and beneficial utilization of High Performance Work System. These practices concentrate on empowering and propelling delegates through perceiving, vital and self-overseeing occupation design. Captivating and distinctive occupation arrangement prompts extended level of specialist productivity and unwavering quality for affiliation (Wood, 1999). Tip top Work System is useful for all: business, laborer and moreover for the union also; as they make open entryways for union to restore their part, engaging them to discard their standard part for another, affiliation one. Subsequently, they help in building an important association between these three segments (Kochan and Osterman, 1994). Examiners don't have a united point of view of the instrument through which first class work system prompts progressive execution.

These substitute perspectives of High Performance Work System offer huge elucidation on the issue of intervening effect. A High Performance Work System should be arranged to such an extent that is prompts change of genuine relationship among delegates (Relational coordination see), occurs into more noteworthy obligation and self-administration (Job characteristics perspective), makes an extraordinary, imitable and imperative workforce (Resource based view), manages agents' manner and thriving (Psychological impact perspective), redesigns specialists' ability and motivation level (AMO illustrate). Further, the present sets up work properties perspective as basic interceding variable that transmit effect of High Performance Work System to legitimate execution. In clear words, systematizing of High Performance Work System prompts reasonable business sketching out which in the long run incite bigger measure of legitimate execution. By and by, it is the commitment of the chiefs to ensure that predominant practices are seen earnestly by agents. A High Performance Work System which is created with the help of business qualities perspective contributes in building a workforce, which is more devoted, more content with their occupations and work-life alter. This prompts redesigned execution and commitment of agents, diminished non-appearance and turnover. Another fundamental

estimation got from the disclosures is that the agents in current affiliations are induced by higher demand needs. Better execution could be motivated by ensuring more troubles, more prominent commitment, more self-manage and more open entryways for delegates at work put. Progressive air that ensures strong relationship among delegates and positive perception and perspective of specialists are correspondingly basic for viable use of any High Performance Work System.

Given the preparatory idea of the investigation in the field of intercession examination of occupation qualities viewpoint of High Performance Work System, additionally look into should be led on different reasonable models of High Performance Work System, their fruitful usage and their plausible association with other non monetary execution markers like representative engagement, hierarchical responsibility, work inclusion. The present paper investigated intercession impact of employment qualities hypothesis through cross-sectional approach. Causal relations and intercession impact couldn't be affirmed with surety and certainty on the premise of cross sectional investigations as it were. Along these lines consequences of present examinations should be investigated with the assistance of longitudinal investigation as well. The examination is defaced with couple of constraints as well. Right off the bat, a bigger example size would have made the examination more advantageous. Also attributable to absence of past perceptions if there should be an occurrence of various speculations, consequences of the investigation couldn't be looked at for coherence or deviation. Another confinement of study is subjective hierarchical execution measure. Additionally inquires about could incorporate both money related and non-budgetary measures to gauge hierarchical execution. All in all, sufficient interest in representatives moves the laws of correspondence as foundations who have grasped and installed this idea in their way of life will procure what they have sown.

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