

THE EFFECT OF *HIGH PERFORMANCE WORK SYSTEM* ON JOB SATISFACTION EMPLOYEE IN CLASS I DETENTION CENTER LABUHAN DELI



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ABSTRACT

This research aims to measure the influence of the high-performance work system on employee job satisfaction at the Labuhan Deli Class I Detention Center. This research was conducted using a quantitative approach, emphasizing numerical data analysis using statistical methods. The research sample was 115 respondents. The data analysis technique was carried out using Smart PLS (Partial Least Square) software using the Structural Equation Modeling (SEM) approach. The research results show that implementing the human resource management strategy, namely the high-performance work system, significantly influences employee job satisfaction at the Labuhan Deli Class I Detention Center.

Keywords: *High-Performance Work System; Job Satisfaction; Labuhan Deli Class I Detention Center*



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INTRODUCTION

Referring to the state foundation of Pancasila and the constitution of the 1945 Constitution of the Republic of Indonesia, the development of Apparatus Human Resources hereinafter referred to as Apparatus Human Resources is intended to develop Apparatus Human Resources that are professional, honest, and able to carry out public services to the Indonesian people. Therefore, the importance of human development, especially in the development of human resource apparatus with good quality, because with this, the resources owned by Indonesia can also be utilized properly, driven by providing the best public services to the community. The Human Development Index will help measure the Quality of Human Resources, which includes knowledge, decent standard of living, longevity, and health.

The development of an increasingly dynamic era has changed society's view of the workforce, that the workforce is no longer seen in an organization as a robot, but more humanely seen that there is a need for human resource management in order to improve the ability and performance of the workforce which will benefit the company. However, Human Resources in carrying out organizational activities are often based on targets, limits, and standards.

In addition to education, training is also an element that is taken into account when improving the quality of the Apparatus' human resources. According to Heidjrachman and Suad (1997), employees will be helped by training due to the practical knowledge gained and the use of this knowledge to improve the skills, skills, and attitudes that the organization needs to achieve its goals. One type of investment can be considered as training. The High-Performance Work System, hereafter HPWS, is a way of improving employee competence, motivation, and performance. Different but correlated HR practices are included in HPWS that can add to the competitiveness of employees, such as rigorous training and development, workload flexibility and empowerment of hiring procedures and rigorous selection, performance-based compensation, and performance appraisal (Chen et al., 2016).

Class I Labuhan Deli Detention Center still has problems related to employee performance that is not optimal. This is because the Labuhan Deli Class I Detention Center has not been able to provide awards that can increase employee motivation. This has an impact on the performance of Class I Labuhan Deli Detention Center employees is still not optimal, because there are only a few innovations created. This is due to excessive employee workload and lack of support from the organization for employee HR development. The dissatisfaction of these employees has the potential to affect the performance for which they are responsible.

Several studies show a significant positive effect of the High-Performance Work System on employee Job Satisfaction. One of the studies that show a positive relationship between the High-Performance Work System on Employee Job Satisfaction is research conducted by Chathurika, (2016), Rahmatullah & Siddiqui, (2019), and Maung, (2020). This study intends to find out the effect of the High-Performance Work System on Employee Job Satisfaction at Class I Labuhan Deli Detention Center and provide criticism and suggestions for implementing the High-Performance Work System to increase employee job satisfaction at Class I Labuhan Deli Detention Center.

LITERATURE REVIEW AND HYPOTHESIS

High Performance Work System (HPWS) theory, HPWS is a system designed to improve employee motivation and performance through interrelated human resource practices. Research by Ghautama (2019) shows that HPWS can improve employee performance and

motivation, which contributes to job satisfaction. Jyoti & Rani (2017) found that HPWS implementation is positively related to company performance, supporting the idea that high-quality work systems increase job satisfaction. Wahid & Hyams (2018) asserted that HPWS can foster positive work attitudes, which in turn improve performance and job satisfaction. Lukito & Alriani (2018) identified that HPWS has a significant effect on job satisfaction, despite the potential for increased workload for employees.

Based on this, the hypothesis proposed is that HPWS has a positive influence on employee job satisfaction at the Labuhan Deli Class I Detention Center.

METHOD

This research was conducted using a quantitative approach method which emphasizes numerical data analysis using statistical methods. The research sample was 115 respondents. Then, the data analysis technique was carried out using Smart PLS (Partial Least Square) software using the Structural Equation Modeling (SEM) approach.

RESULT AND DISCUSSIONS

Validity Test

In conducting a validity test to measure the accuracy of the high performance work system variable instrument, namely the High Performance Work System Scale by (Kloutsiniotis & Mihail, 2020). Researchers used a measure of 20 statement items about the high performance work system which were then distributed to 30 sample respondents in the form of a questionnaire. It is known that the r table value of 30 respondent samples is 0.361 so that the statement items can be declared valid if $r_{\text{count}} > 0.361$. The results of testing the High Performance Work System Scale (X) variable are as follows:

Table 1
Validity Test of High Performance Work System Scale (X)

No	Sig	R Count	R Table	Description
X_1	0,001	0,890	0,361	Valid
X_2	0,001	0,924	0,361	Valid
X_3	0,001	0,817	0,361	Valid
X_4	0,001	0,884	0,361	Valid
X_5	0,001	0,834	0,361	Valid
X_6	0,001	0,862	0,361	Valid
X_7	0,001	0,905	0,361	Valid
X_8	0,001	0,886	0,361	Valid
X_9	0,001	0,807	0,361	Valid
X_10	0,001	0,872	0,361	Valid
X_11	0,001	0,849	0,361	Valid
X_12	0,001	0,809	0,361	Valid
X_13	0,001	0,928	0,361	Valid
X_14	0,001	0,766	0,361	Valid
X_15	0,001	0,928	0,361	Valid
X_16	0,001	0,649	0,361	Valid
X_17	0,001	0,816	0,361	Valid
X_18	0,001	0,903	0,361	Valid
X_19	0,001	0,814	0,361	Valid
X_20	0,001	0,838	0,361	Valid

Source: Analyzed Data, 2024

Based on the results of the validity test which is known through the comparison of the calculated r value and r table, it can be concluded that there are 20 statement items that have $r \text{ count} > r \text{ table}$, so it can be seen that all statement items are valid.

The results of testing the Job Satisfaction (Y) variable in this study are as follows:

Table 2
Validity Test of Job Satisfaction (Y)

No	Sig	R Count	R Table	Description
Y_1	0,001	0,873	0,361	Valid
Y_2	0,001	0,834	0,361	Valid
Y_3	0,001	0,762	0,361	Valid
Y_4	0,001	0,871	0,361	Valid
Y_5	0,001	0,912	0,361	Valid
Y_6	0,001	0,840	0,361	Valid
Y_7	0,001	0,553	0,361	Valid
Y_8	0,001	0,795	0,361	Valid
Y_9	0,001	0,769	0,361	Valid
Y_10	0,001	0,722	0,361	Valid
Y_11	0,001	0,646	0,361	Valid
Y_12	0,001	0,836	0,361	Valid
Y_13	0,001	0,725	0,361	Valid
Y_14	0,001	0,777	0,361	Valid
Y_15	0,001	0,814	0,361	Valid
Y_16	0,001	0,649	0,361	Valid
Y_17	0,001	0,815	0,361	Valid
Y_18	0,001	0,579	0,361	Valid
Y_19	0,001	0,902	0,361	Valid
Y_20	0,001	0,794	0,361	Valid
Y_21	0,001	0,721	0,361	Valid
Y_22	0,001	0,846	0,361	Valid
Y_23	0,001	0,737	0,361	Valid
Y_24	0,001	0,866	0,361	Valid
Y_25	0,001	0,809	0,361	Valid

Source: Analyzed Data, 2024

Based on the results of the validity test which is known through the comparison of the calculated r value and r table, it is found that 25 statement items have a value of $r \text{ count} > r \text{ table}$, so it can be concluded that all statement items are valid.

Reliability Test

In conducting the reliability test to test the consistency of the instrument of the high performance work system variable, namely the High Performance Work System Scale by (Kloutsiniotis & Mihail, 2020). Researchers used 20 statement items about the high performance work system as a measure which was then distributed to 30 respondents as a sample in the form of a questionnaire. If Cronbach's Alpha is obtained $\alpha > 0.6$ (greater than 0.6) then the measurement instrument is reliable and can be used. The results of testing the high performance work system scale variable are as follows:

Table 3
Reliability Test of High Performance Work System Scale (X)

Reliability Statistics	
Cronbach's Alpha	N of Items
0,979	15

Source: Analyzed Data, 2024

The Cronbach's Alpha value of 20 statement items is 0.979. Based on the results of these calculations, it can be concluded that the measuring instrument used by researchers has a level of reliability that is very high. Therefore, this measuring instrument can be said to be suitable for use in measuring current research. The following are the results of the reliability test on the job satisfaction variable (Y):

Table 4
Reliability Test of Job Satisfaction (Y)

Reliability Statistic	
Cronbach's Alpha	N of Items
0,971	25

Source: Analyzed Data, 2024

The Cronbach's Alpha value of 25 statement items is 0.971. Based on the results of the above calculations, it can be concluded that the measuring instrument used by researchers has a level of reliability including a very high category. Therefore, this measuring instrument can be said to be suitable for measuring job satisfaction variables in the current study. Based on the data from the distribution of questionnaires, it can be seen that the gender classification of respondents is as follows:

Table 5
Gender of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	106	91.4	91.4	91.4
Female	10	8.6	8.6	100.0
Total	116	100.0	100.0	

Source: Analyzed Data, 2024

In the table 5, it can be seen regarding the gender distribution of respondents that the majority of respondents in this study were Class I Labuhan Deli Detention Center employees who were male with a total of 106 people or 91.4% of the total respondents. Meanwhile, respondents who were employees of Class I Labuhan Deli Detention Center who were female amounted to 10 people or 8.6% of the total respondents. Based on the data above, it can be concluded that the majority of officers in Labuhan Deli Class I Detention Center are male. On the results of distributing questionnaires, the classification of the age range of research respondents is as follows:

Table 6
Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27 Years	84	72.4	72.4	72.4
	28-37 Years	21	18.1	18.1	90.5
	38-47 Years	9	7.8	7.8	98.3
	48-57 Years	2	1.7	1.7	100.0
	Total	116	100.0	100.0	

Source: Analyzed Data, 2024

Based on the table 6, it is known regarding the distribution of the age range of respondents, it is explained that the majority of respondents in this study were respondents who had an age range of 18-27 years with 84 people or equal to 72.4% of the total respondents. Furthermore, the second position is dominated by respondents with an age range of 28-37 years, totaling 21 people or 18.1% of the total respondents in this study. Then, respondents with the third position are respondents who have an age range of 38-47 years, totaling 9 people or 7.8% of the total respondents. And, the lowest number is respondents who have an age range of 48-57 years, totaling 2 people or 1.7% of the total respondents. The data above shows that the majority of employees at the Labuhan Deli Class I Detention Center are still classified as young or ideal age with an age range of 18-27 years where at this age they tend to have a good level of productivity at work. Based on the data from the distribution of questionnaires, the classification of the last education of the respondents can be seen as follows:

Table 7
Education of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA	74	63.8	63.8	63.8
	DI	1	.9	.9	64.7
	DIII	6	5.2	5.2	69.8
	S1	30	25.9	25.9	95.7
	S2	5	4.3	4.3	100.0
	Total	116	100.0	100.0	

Source: Analyzed Data, 2024

In the table related to the distribution of respondents' latest education, it is explained that the majority of respondents in this study were respondents with the latest high school education level, totaling 74 people or 63.8% of the total respondents. Furthermore, the respondents in this study in the second position were respondents who had the last level of education S1 with a total of 30 people or 25.9% of the total respondents. Then, the respondents in the third position were respondents with the last level of education DIII, totaling 6 people or 5.2% of the total respondents. Meanwhile, the number of respondents with the lowest position is respondents with the latest education level S2, totaling 5 people or 4.3% of the total respondents and respondents with the latest education level DI, totaling 1 person or 0.9 of the total respondents. This data shows that the majority of employees at the Labuhan Deli Class I Detention Center have the latest level of education, namely high school. The level of education of the last employee is one of the important factors that greatly affects the competence of each employee,

especially in carrying out their duties and functions as correctional officers in improving the quality of work so that it has an impact on organizational performance. Based on the results of distributing questionnaires, data related to the classification of the length of work of respondents in this study were obtained as follows:

Table 8
Length of Work of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid.	1-5 years	80	69.0	69.0	69.0
	6-10 years	21	18.1	18.1	87.1
	11-15 years	4	3.4	3.4	90.5
	16-20 years	8	6.9	6.9	97.4
	21-25 years	3	2.6	2.6	100.0
	Total	116	100.0	100.0	

Source: Analyzed Data, 2024

In the table 8, which is the distribution of respondents' length of service, it is explained that the majority of respondents in this study were respondents with a tenure of 1-5 years, totaling 80 people or 69% of the total respondents. Furthermore, followed by respondents with a tenure of 6-10 years, totaling 21 people or 18.1% of the total respondents. Then, in the third position there are respondents with a tenure of 16-20 years, totaling 8 people or 6.9% of the total respondents. And finally, the lowest number is respondents with a tenure of 11-15 years, totaling 4 people or 3.4% of the total respondents and respondents with a tenure of 21-25 years, totaling 3 people or 2.6% of the total respondents. These results indicate that the majority of employees at the Labuhan Deli Class I Detention Center have a tenure of 1-5 years. This is certainly very likely for organizations, especially correctional, to prepare young correctional leaders.

Coefficient Determination (R^2)

The value of the Coefficient Determination (R^2) is used to measure how much the dependent variable is influenced by the independent variable. When the value of Coefficient Determination (R^2) of the dependent latent variable is 0.67 and above in the structural model, it is identified that the effect of the independent variable on the dependent variable is in the strong category. Meanwhile, when the result is 0.33-0.67, it is included in the medium category, and is included in the weak category if the result is 0.19-0.33. The data processing that has been done using smartPLS 4.0, the R-Square value is obtained as follows:

Table 9
Coefficient Determination (R^2)

	R-Square (R^2)	R Square Adjusted
High Performance Work System (HPWS)	0,596	0,593

Source: Analyzed Data, 2024

The table 9 shows that the value of R-Square is 0.596 which shows the influence of the High Performance Work System (HPWS) on Job Satisfaction which is stated to have a value in the medium category.

F-Square Testing

F-Square testing aims to determine how much influence the High Performance Work System has on employee job satisfaction at the Labuhan Deli Class I Detention Center. This influence can be seen through the acquisition of the effect size value of the high performance work system variable on job satisfaction. When the value of the F-Square is between 0.02 - 0.15 with a note <0.15 , it is included in the small or low category. Furthermore, if the value of the F-Square is between 0.15 - 0.35 with a note <0.35 , it is included in the medium or medium category. And, if the F-Square value is >0.35 , it is categorized as large or strong. The results of the F-Square test in this study is as follows:

Table 10
F-Square Test

Variable	F-Square	Description
High Performance Work System → Job Satisfaction	1,478	Strong

Source: Analyzed Data, 2024

Based on the test results in the table 10, it can be seen that the F-Square value is 1.478, which indicates that the F-Square value is <0.35 or less than 0.35. This data shows that the influence given by the high performance work system on employee job satisfaction is included in the large or strong category so that it meets the criteria.

Hypothesis Testing

Based on the data processing that has been done, the results obtained can be used to answer the hypothesis in this study by reviewing the r Statistics value and P Values. If the P Value value <0.05 then the hypothesis can be stated as accepted. In this research, there are direct and indirect effects because there are independent variables and dependent variables. Hypothesis testing in this study can be found through the Bootstrapping Technique Path Coefficient test in the smartPLS program as follows:

Table 11
Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Description
High Performance Work System (HPWS) → Job Satisfaction	0,772	0,775	0,091	8,531	0,000	Positive and Significant

Source: Analyzed Data, 2024

In the table 11, it can be seen that the P Value value used to determine the effect of the High Performance Work System variable on Job Satisfaction. The results of this test show a P Value of 0.000 where the P Value value is <0.005 so that it can be concluded that there is a positive and significant effect of the High Performance Work System on Job Satisfaction. In other words, the hypothesis in this study, namely H_a is accepted and H_o is rejected.

This study was conducted to determine and measure the effect of the High Performance Work System on employee job satisfaction at the Labuhan Deli Class I Detention Center. Based on the results of data analysis that has been carried out by researchers, it can be concluded that the implementation of human resource

management strategies, namely the High Performance Work System, has a major influence in increasing employee job satisfaction at Class I Labuhan Deli Detention Center. The impact felt by employees when the human resource management strategy, namely the High Performance Work System, is maximally implemented is quite significant, especially in employee job satisfaction. If employee job satisfaction is fulfilled, it will be a supporting factor for improving organizational performance, namely Labuhan Deli Class I Detention Center. The influence given by the High Performance Work System on Job Satisfaction is 59% and the remaining 41% is influenced by other variables. These other variables have the meaning of other factors that can affect job satisfaction. Therefore, further research is needed regarding other human resource management strategies that can be applied to increase employee job satisfaction in addition to the high performance work system variable.

Basically, the High Performance Work System in the context of human resource management refers to a set of human resource work practices. These human resource work practices are considered effective in organizational sustainability (Benítez-Núñez et al., 2024). In essence, this high performance work system concept does not focus on the impact of individual human resource practices but on each system or process of a set of practices so that it will make employees feel recognized at work and generate job satisfaction in employees. One of the things that can be used as supporting data by the author in this study is the response or perception given by employees. Therefore, it is important for the author to measure the responses or perceptions given by employees to the implementation of this human resource management strategy, namely the High Performance Work System to determine the extent to which this set of practices has an impact on employee job satisfaction at the Labuhan Deli Class I Detention Center.

Based on the results of data analysis conducted on job satisfaction variables, it shows that overall the employees of the Labuhan Deli Class I Detention Center are quite satisfied with their work, which includes five dimensions of job satisfaction. The response or perception given by employees is influenced by factors from the external and internal environment of the organization such as employees' views on their own work, the salary or wage system given to employees, the supervisory style of the leadership, the promotion policy in the organization, and the existence of good relations between coworkers.

The results of this study are in accordance with the opinion of Kaswan (2015) that job satisfaction is influenced by various factors, both factors related to the organization and factors from the employees themselves related to the work environment which includes salary, security, supervision and promotion opportunities. The existence of promotional opportunities and policies given to employees will provide encouragement or motivation for employees to work more optimally so as to increase employee job satisfaction. Promotion policies in organizations must also be carried out fairly and transparently. Therefore, it is necessary to have a special policy that regulates the promotion of positions in the organization so as to revive the enthusiasm and motivation of employees to work better with the aim of getting the opportunity to be promoted for promotion.

The results of this study are in accordance with previous research, (Haiyan et al., 2018) argue that job satisfaction can be measured through one indicator, namely supervisors, which means leaders in the organization. When there are efforts to improve leadership styles, direction, attention and motivation that are fair and equal for all employees regardless of factors such as gender, race or other backgrounds, the

organization, namely Rutan Kelas I Labuhan Deli, can increase employee job satisfaction and create a positive and productive work environment for all employees.

Based on some of the previous research results above, it is concluded that the high performance work system as a human resource management strategy is one of the important factors affecting employee job satisfaction. This positive relationship between the high performance work system and job satisfaction is implemented through factors that influence employee responses to organizational strategies in developing human resources. When organizations are able to understand and manage clearly and precisely each dimension of the high performance work system as an organizational strategy to build and develop employee job satisfaction levels consisting of recruitment and selection, training and development, performance management, incentives and rewards, job security, participation in decision making, and job design, it can maximize in increasing employee job satisfaction. This does not only focus on employees but on organizational performance so that it is adaptive to changes that occur, competitive, innovative so that the organization's goals can be achieved properly.

CONCLUSION AND SUGGESTIONS

This study was conducted to determine and measure the effect of the High Performance Work System on employee job satisfaction at the Labuhan Deli Class I Detention Center. Based on the results of data analysis that has been carried out by researchers, it can be concluded that the implementation of human resource management strategies, namely the High Performance Work System, has a major influence in increasing employee job satisfaction at Class I Labuhan Deli Detention Center. The impact felt by employees when the human resource management strategy, namely the High Performance Work System, is maximally implemented is quite significant, especially in employee job satisfaction. If employee job satisfaction is fulfilled, it will be a supporting factor for improving organizational performance, namely Labuhan Deli Class I Detention Center. The influence given by the High Performance Work System on Job Satisfaction is 59% and the remaining 41% is influenced by other variables. These other variables have the meaning of other factors that can affect job satisfaction. Therefore, further research is needed regarding other human resource management strategies that can be applied to increase employee job satisfaction in addition to the high performance work system variable.

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