

Impact of High-Performance Work System on Emotional Exhaustion: Mediation of Work Demands and Moderation of Perceived Organizational Support

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Abstract

This study investigates the effects of a high-performance work system on emotional exhaustion, mediating the role of job demand and moderating the role of perceived organizational support in SMEs. Prior studies have discussed the positive side of the high-performance work system, but in this research, the researcher highlights the negative side of the high-performance work system. Literature shows that, the empirically tested high-performance work systems enhance emotional exhaustion as well as job demand but the lack of studies of perceived organizational support as a moderate mitigate the relation of high-performance work systems. The JD-R model was used as a theoretical foundation in this research. Our result showed that the high-performance work system has a direct positive and significant impact on emotional exhaustion but indirectly, negatively correlated, and perceived organization support was significant but negatively moderate in this mechanism. Results show that perceived organization support buffers the relationship between variables. This is a significant sign of this research. The JD-R model also explains when job demand is high and some resources positively play role in the behavior of the employees, which shows their motivation rather than frustration. The second direct relationship is significant but the indirect relation is insignificant, this means high through high-performance work system over job demand is not the actual cause of emotional exhaustion, rather the employee take high-performance work system is positively oriented. Our findings extend the research on the negative side of the high-performance work system as well as those organizations that adopt a high-performance work system and understand one of the key elements for high performance. The cross-sectional approach was used in this research. Through convenient sampling technique, the data was collected from 211 employees in the service sector and manufacturing sectors. Regression analysis revealed a

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direct effect of a high-performance work system on employee emotional exhaustion and used the macro process for indirect relation and investigating the effect of perceived organizational support.

Keywords: HPWS, Job Demand, Employee Exhaustion, Perceived Organization Support

1. Introduction

In the previous two decades, the Strategic Human Resource Management (SHRM) study has been centered on why and how firms can accomplish their hierarchical objectives through the utilization of human resource practices (Guest, 2017). This flood of research is based specifically on the impacts of high-performance work systems (HPWS), a pack of HRP ensures that workers all around are prepared, talented and enabled to direct their employment. Research has demonstrated that these HRP upgrade individuals' capacity which is an inspiration and a chance to perform, related to positive outcomes for firms. For example, higher efficiency, improved performance of services, upgraded well-being and performance rate of low turnover, more prominent responsibility, and better performance in terms of finance (Chuang & Liao, 2010).

Many empirical studies in the previous decades have proposed that high-performance work systems (HPWS) conduce the growth of performance and effectiveness of organizations (Jyoti & Dev, 2016). Moreover, the resource-based view (RBV) theory has been used in most of the studies to support it theoretically and provide a rational understanding of the relationship between HPWS and organizational effectiveness and organizational phenomena. Zhang and Talat, (2018) recommend that an early comprehension of how HPWS improves the efficiency of organizations derived by analyzing other or intermediate outcomes before the final result. Such intermediate outcomes could be analyzed and identified through the worker's response, effectiveness, behavior, and attitude. As of late, various examinations have started to look at the procedures that explicate the impact of HPWS on organizational effectiveness and employee exhaustion (Wright et al., 2001). In literature, HPWS discussed both ways, the positive outcomes and the negative consequences. However, to date, unequivocal grounds are absent about which factors and to what extent they mediate the connection between HPWS and employee exhaustion and to what degree they do as such.

Several studies discovered various intermediate employee outcomes Weller et al., (2019) For instance: workers' abilities, employee competencies, job commitment, satisfaction, and motivation, etc. Some researchers contended that the impact of HPWS on employee exhaustion is through the intermediate outcomes, such as psychological, that create mental illness and anxiety. However, to conclude, extant literature and empirical evidence illustrate that there are still some factors missed in the HPWS and employee exhaustion. According to recent advancement in theory and exploration, more and more intermediate factors are needed to be discovered that can improve our comprehension of the procedures through which HPWS impact job demand and effectiveness. So, in this research, intermediate and contingent variables are used to test the negative side of the HPWS in SMEs.

Regardless of the way that HPWS contribute categorically to the outcomes of firms, critics contend that HPWS likewise increase the work for the workers (Oppenauer & Van De Voorde, 2018). As indicated by researchers, workers who work inside an HPWS environment are bound to encounter high work demands (WD) which is connected to, for instance, emotional exhaustion (Bai et al., 2008; Ramsay et al., 2000). Employee exhaustion is one of the more outrageous sorts of business-related strain and is characterized as passionate exhaustion that outcomes from excessive work demand (Wright & Cropanzano, 1998). Consequently, this investigation looks at the connection between HPWS, WD and Employee exhaustion. As per literature the dimension of employee exhaustion that a worker encounters, because of high work demand, additionally relies upon individual conditions or the perceived organizational support.

As characterized, the perceived organizational support incorporates worldwide convictions of workers about the degree to which the firm appreciate their prosperity and qualities and their (Bakker et al., 2003) expansion at work (Eisenberger et al., 1986) contended that a firm's perspectives, similar to perceived organizational support, causes people to adapt to work demands to anticipate employee exhaustion. Accordingly, this examination will research the impact of perceived organizational support as a moderating variable in the connection between work demand and employee exhaustion.

There is little uncertainty that the basic components through which HPWS impacts Work demand and employee exhaustion have been both hypothetically and observationally settled in the SHRM writing such as (De Cuyper et al., 2012; Nadeem et al., 2019). In any case, it is recognized that ongoing researchers still keep on calling for additional top to bottom and empirical investigations to completely see such systems (Bunner et al., 2018). It is consequently that there exist various issues in regard to the distributed reports and works in the SHRM field. As indicated by Heffernan and Dundon (2016) a standout amongst the most significant issues is that the essential analysis leveled at HPWS concerns its absence of development in theory and the requirement for a superior explanation of the discovery wonder. This view is very much lined up with previous researchers that the field of SHRM is reprimanded for its absence of speculations.

It is in this manner contended that there is an absence of strong hypothetical points of view that best support the HPWS, Work demand, and Employee exhaustion linkages. To this end, there is a need to embrace, expand, and refine existing frameworks to give increasingly profitable bits of knowledge into the image of the linkage between HPWS, Work demand, and Employee exhaustion. Moreover, it is likewise recognized that researchers are starting to look at new factors as basic systems through which HPWS impacts (Jiang & Liu, 2015). Even though intrigue expanded on HPWS and its belongings, the impacts of HPWS on workers' well-being got less research consideration.

Notwithstanding, the significance of this idea is as yet present because of its association with outcomes of the firm, for example, rate of turnover, satisfaction in work, truancy, and a reduction of performance of workers. Besides, though later exact examinations have given constrained knowledge into the impacts of HPWS, for example, workers' frame of mind and conduct, this exploration centers around the apparent HPWS by workers. Workers' well-being and prosperity are significant for firms since work requests can be considered to contribute adversely to the quality of the work and accordingly the performance of the firm. Worker well-being and prosperity are significant for firms since Work demand can be considered to contribute adversely to the quality of the work and along these lines the performance of firms.

Different investigations have experienced the examination of direct association between Work demand and Employee exhaustion (Callea et al., 2019), HPWS and Work demand HPWS and Employee exhaustion and HPWS and Perceived organization support (Nadeem et al., 2019). Moreover, these examinations are led in various parts yet not in SMEs. Along these lines, the examination explored these factors in SMEs. Likewise, the connection between them altogether is missing. Furthermore, the mediating role of Work demand isn't exceptionally engaged between the connection of HPWS and Employee exhaustion. Besides, the moderating relationship of perceived organization support is likewise absent in the surviving writing between the association of Work demand and Employee exhaustion. This examination has taken every one of these holes in the thought while investigating the association among HPWS, Work demand, Employee exhaustion and Perceived organization support.

It is significant for firms to discover reasons for experienced Work demand or Employee exhaustion to give arrangements to address the issues of the workers. When businesses endeavor to comprehend the reasons for Employee exhaustion, workers may see bolster which declines the

side effects of Employee exhaustion. By this as contending by Bakker et al. (2005), given the JD-R model, the experience of occupation resources and demands should be operationalized to make a few intercessions, for example, workshops, training sessions or campaigns. Besides, found that the context of the firm, for example, cooperation influences the accomplished dimension of Employee exhaustion. Specifically, this examination recommended that by giving workers openings in, for instance, basic leadership forms and making decisions, their Employee exhaustion lessens. Moreover, social help from co-workers, a top-notch association with the manager, and feedback on performance support the impact of Work demand on Employee exhaustion (Bakker et al., 2005).

1.1 Research Gap

Different investigations have experienced the examination of direct association among WD and EE Callea et al. (2019), HPWS and WD, HPWS and EE and HPWS and Perceived organization support (Zhong et al., 2016). Moreover, these examinations are led in various parts yet not in SMEs. So need the examination of explored these factors in SMEs. Likewise, the connection between them altogether is missing. Furthermore, the mediating role of Work demand isn't exceptionally engaged between the connection of HPWS and Employee exhaustion. Besides, the moderating relationship of Perceived organization support is likewise absent in the surviving writing between the association of Work demand and Employee exhaustion. This examination has taken every one of these holes in the thought while investigating the association among HPWS, Work demand, Employee exhaustion and Perceived organization support.

1.2 SMEs in Pakistan

SMEs are one of the biggest and most significant areas of Pakistan's economy. SMEs assume a key job informing national development procedures, work age, and social attachment by improving the way of life of powerless sections of a nation. In many nations, it establishes over 90% of everything being equal and essentially contributes to comprehensive monetary development (Dar et al., 2017). It adds to improvement in different ways; making work for a growing work power, giving genuinely necessary adaptability and advancement in the economy, upgrading fares, and adding to expanded worth expansion in GDP.

1.3 Research Question

Q1. What exactly degree does job demand to intercede the connection between High-performance work system and Employee exhaustion?

Q2. Does the Perceived organization support moderate the connection between job demand and employee exhaustion?

2. Hypothesis

2.1 High performance work system and Emotional exhaustion

High performance work system as practices that impact the inspiration of workers all together to improve the firm performance HPWS incorporate for example HRP in the region of enrollment and choice techniques, systems for managing performance and motivating force remuneration, exhaustive contribution and different activities for training. Be that as it may, as referenced previously, workers' real behavior and frame of mind rely upon the apparent practices by workers rather than what is expected by the firm (Bowen & Ostroff, 2004). Such distinction between expected and perceived practices is in accordance with the pluralist point of view, which portrayed conceivable negative impacts of HPWS on worker prosperity. Particularly, pluralists see that firm's objectives are definitely not continuously in accordance with worker interests and their prosperity (Zhang et al., 2013).

Burnout is characterized as a disorder of enthusiastic depletion, depersonalization, and diminished individual achievement that can happen among individuals by Demerouti et al. (2001). Especially, EE can be clarified as an enthusiastic exhaustion that outcomes from extreme WD (Demerouti et al., 2001). At the end of the day, EE is a reaction to an over-burden of WD and in this manner firmly identified with the focal point of this examination. As expressed by the standard on the impacts of HPWS on wellbeing of the worker is in accordance with the previously mentioned pluralist point of view, which is additionally called the skeptical view. Key to this view is the possibility that further developed elite practices by firms could prompt more abuse of workers which affect their prosperity.

He additionally said the practically speaking, this is frequently joined by expanded management monitoring in every day work exercises, since workers have less control and need to work under more prominent work pressure. Moreover, contends that it is conceivable that HPWS have negative impacts, like interests in different exercise for training the employees. As a result, long haul passionate speculations may prompt EE. This relationship is tried in various experimental investigations which found that HPWS practices will lead to an expanded dimension of EE (Zhang et al., 2013). Henceforth, in view of the above mentioned, the accompanying hypothesis is defined:

H1: *High performance work system positive impact to the emotional exhaustion.*

2.2 High performance work system and work demand

Kroon et al. (2009), contended that HPWS which intend to make upper hand and competitive advantage in the market, are the expenses of worker work intensification i.e. it builds the Work demand (Ramsay et al., 2000). Work intensification has been expanded in the course of the most recent twenty years (Bunner et al., 2018). They contend that workers feel required to take more obligations and undertakings so as to perform well. Social exchange plays a significant role by clarifying the connection between the HR ventures of the firm and the reaction of the workers (Ananthram et al., 2018; Zhang et al., 2013).

Particularly, if workers experience more interests in practicing performances, for example, giving opportunities for training, they may feel committed to reaction in for instance discretionary exertion which may prompt for instance job over-burden or pressure of time (Zhang et al., 2013). Henceforth, the work intensification theory (WIT) adds to the connection among HPWS and WD, which is tried by various exact examinations (Ehrnrooth & Björkman, 2012). This prompts the accompanying hypothesis:

H2: *HPWS positive relation with WD*

2.3 Work demand and Emotional exhaustion

According to Callea et al. (2019) the theory of conservation of resources (COR) is a theory that clarifies burnout. As guaranteed by Lawrence et al., (2019), it suggests that burnout related manifestations happen at the point when certain resources are fragmented or lost to meet work demand, for example, job vagueness, job strife, high outstanding burden, and pressure of job. In addition, Bakker et al. (2005) extend the view through job demands resources (JD-R) model. It expresses that work demand, which is work qualities that advance strain consistently, lead to steady straining which will prompt consistent consumption and at last lead to employee exhaustion (Bakker et al. 2003). Proof from a few examinations recommends that WD have a positive association with employee exhaustion (Oppenauer & Van De Voorde, 2018). In this way, in view of the above mentioned, the following hypothesis is derived:

H3: *Work demand is positive impact to emotional exhaustion.*

2.4 High performance work system, Work demand and emotional exhaustion

Concentrating on the strengthened work demand as the interceding variable inside this examination, (Kroon et al., [2009](#)) expressed that HPWS are expected to expand the performance of firm which can be seen in an alternate way, for example as a tool of management to control behavior of worker. Appelbaum and Mackenzie ([1996](#)) expressed that workers feel the need to trade the ventures from the firm with for instance additional job behavior or additional exertion which can prompt the experience of high work demand. Late investigations demonstrated that when a sentiment of high work demand is experienced for a long-time frame, the danger of employee exhaustion expands (Jyoti & Dev, [2016](#); Kroon et al., [2009](#)). Hence, in this examination, it is normal that workers who see more HPWS will have a larger amount of work demand and in this way lead to a more elevated amount of employee exhaustion. This is detailed in the accompanying hypothesis:

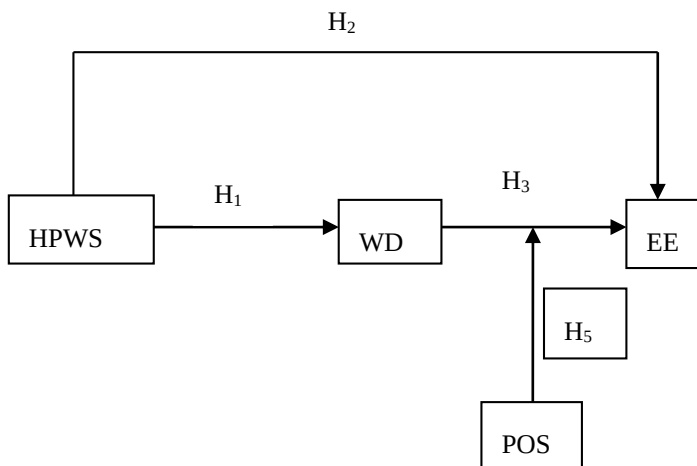
H4: Work demand mediates the relationship between High performance work system and Emotional exhaustion.

2.5 Work demand, Emotional exhaustion and perceived organization support

In spite of the fact that in numerous firm's workers are authorized to work seriously, the firms can adapt to the negative impacts of intensification of work. As indicated by organizational support theory (OST), workers build up an observation with respect to the degree to which the firm thinks about their prosperity, which is called Perceived organization support. So as to clarify how Perceived organization support impacts the work demand and employee exhaustion interface, the JD-R model could be utilized. It expresses that specific employment resources can buffer the effect of Work demand on Employee exhaustion (Xanthopoulou et al., [2007](#)). The purported buffering speculation implies that the connection among work demand and Employee exhaustion is more fragile for workers who experience a bigger number of assets in their activity than others. As per Bakker et al. ([2003](#)) perceived organization support can be viewed as a social asset from occupation which causes workers to adapt to high Work demand. Consequent, many researchers tended to the impact of Perceived organization support (Bakker et al., [2005](#); Zhong et al., [2016](#)). Hence, the accompanying hypothesis is derived:

H5: Perceived organization support moderates the relationship between work demand and emotional exhaustion.

3. Theoretical Framework



4. Methodology

To examine the relationship, we used positivist paradigm as scholars have mostly used this paradigm in theory testing (Christiansen & Higgs, 2008). Quantitative research method was used to collect data from respondents to address the research questions and test the proposed hypotheses. This method for developing in-depth understanding of the phenomena in social science research. The target population of current study is the SMEs working in Pakistan. Small and Medium Enterprises Development Authority (SMEDA) is the regulatory body in Pakistan for SMEs. A list of SMEs operating in Pakistan was obtained from SMEDA. State bank of Pakistan defined SMEs as “the organizations having a maximum of 250 employees and rupees 400 million annual turnovers but organizations having more than 250 employees are also registered with SMEDA as many SMEs having more than 250 employees have a low turnover. This study has included SMEs with up to 500 employees to ensure that the SMEs having formal HR department and structure and HPWS phenomena prevail there. In this study Quantitative approach is used to inspect the relation of HPWS, EE, POS, and work demand. A total of five hypotheses are tested in this study.

Convenient sampling is using for sample selection and data collect through a cross-sectional research survey design. This study has used questionnaire as a measuring tool to collect data because questionnaire offers reliable primary data for large sample size (Saunders et al., 2009). Closed-ended questionnaire was used to encourage higher response, as close-ended questionnaire are easier for respondents to answer (Saunders et al., 2009). As this research is conducted in Pakistan, data will be collected from different SME's. Questionnaire filled from employees because they are facing all the challenges of the corporate sector. First email to the HR manager for a meeting and after appointment researcher discuss the research worth and authenticity how it's important for all SMEs. During meeting assure to the manager about confidentiality about the data and responses of all the employees will be fully secret. After confirmation sent to emails and provided hard form to the employees. After two to three follow ups getting response from the respondents. After receiving the response start first screening and drop responses where information was missing.

The unit of analysis is individual as the researchers investigated the perceptions of employees regarding high performance work system and employee exhaustion and mediating role of work demand and moderation perceived organization support. Surveys were distributed to 370 respondents 225 participants returned the survey. After eliminating questionnaires for which it was missing the information, as well as outliers, 150 useable questionnaires were included in the statistical examination, giving a response rate of 65.7 percent. Taking response on all variables from one respondent may lead to common method bias.

4.1 Measuring Scale

For this study, already developed and tested questionnaires were adopted. Responses for the variables were graded on a 5-point agreement Likert scale with 1= “strongly disagree” and 5= “strongly agree”. For each variable, higher scores indicated increased levels of construct. Dependent variable; Emotional exhaustion was measured with a 9-item scale based on the Utrecht Burnout Scale (UBOS). One represents is strongly disagree, and fifth strongly agree. Independent variable; High performance work systems are measured with a scale developed by (Chuang & Liao, 2010). Mediation variable; Work demands was measured with the VBBA scale “pace and amount of work” developed by (Oppenauer & Van De Voorde, 2018). This scale includes six items that refer to quantitative, demanding aspects of the job. Ask from respondents how you perceive these statements and how you rate these items in one to five. 1= little extent and 5= great extent, the respondents rate the items 1 to 5. Moderation Variable; Perceived organizational support was measured with a scale which is developed by Wiesenberger et al. (1990). This scale consists of four items. Respondents can answer the extent of their agreement on a five-point scale (1 = strongly

disagree, 5 = strongly agree).

4.2 Control Variables

Previous research showed that individual characteristics like gender, qualification, and experience that may influence the relationships (Chen & Hou, 2016). In this study, we used Gender, Organization Age, Organization Type, Organization size, employees Qualification as control variables. The similar control variables were used in research related to HPWS.

4.3 Data Analysis

Data analysis for this study was carried out using Statistical Package for the Social Sciences (SPSS) version 23. Macros PROCESS software application for SPSS was used for testing the hypothesized relationships between variables. For assessing direct and indirect effects, Model 4 of macros (Hayes & Preacher, 2014) was used. Initially data was screened for omissions and missing values, while the presence of outliers was assessed using boxplots. Following data cleaning, preliminary analysis included calculation of descriptive and frequencies as well as tests of normality. Normality is the basic assumption of multivariate data analysis and a requirement for accurate results. One manner of testing normality of data is to measure item-wise skewness and kurtosis. Skewness refers to asymmetry in data distribution particularly when value is greater than ± 2 , whereas Kurtosis measures the “peakness of distribution” and indicates abnormality when scores are greater than ± 3 (Hair et al., 2010).

Reliability of a measure is an indication of its internal consistency. For this study, reliability of the measures used was determined through Cronbach’s alpha value, where $0.7 \leq \alpha$ is regarded to be acceptable. Moreover, variance inflation factor (VIF) scores and the tolerance statistics were also obtained to measure collinearity among the predictor variables. Collinearity is defined as the condition wherein the independent variables are found to be highly correlated, leading to an inflated level of variation and in accuracy of results. As a general rule of thumb, VIF scores greater than 2 and tolerance statistics less than 0.1 are regarded as an indication of multicollinearity (Hair et al., 2010).

A correlation between two variables is considered to be strong and significant when their R-value is greater than 0.7 and p-value is less than 0.05, however and R-value greater than 0.85 may be an indication of collinearity between variables (Gravetter & Wallnau, 2013).

4.4 Common Method Bias

Particularly in developing countries such as Pakistan, organizations generally tend to not reveal or share accurate information, especially concerning their work practices and employee behaviors. Therefore, in light of such evidence and challenges present, the use of self-report was considered to be justified for current research. Nevertheless, the threat of social desirability is a recognized issue and certain measures were incorporated in order to mitigate its impact (both ex-ante and ex-post). Following Podsakoff et al. (2003) guidelines, identities of participants and their respective enterprises were kept completely anonymous. Furthermore, the participants were also informed that there are no right or wrong answers and temporal separation was applied in the questionnaire to keep the predictor and criterion variables separated from each other.

Table 1: Demographic Characteristics of Sample

Demographic Measures	F	%
Gender		
Female	91	0.38
Male	143	0.6
Org Age		
6-10 Years	41	0.17
11-15 Years	53	0.22
16-20 Years	140	0.59
Education		
intermediate	1	10.9
bachelors	121	0.51
graduation	11	4.6
Master	104	0.43
Organization type		
Manufacture	14	6
Service	211	94

The table 1 depicts the frequency distribution regarding the demographic characteristics of the respondents. The gender demographics represents that the majority of the respondents 143 were male, while 91 were female. Moreover, the statistics of age represents the majority of respondents to lie in middle age range of 16- 20 years. Furthermore, that majority of the respondents hold graduation degree.

Table 2: Correlation

Variable	1	2	3	4
1. High performance work system	(0.90)			
2. Emotional exhaustion	.551**	1		
3. job demands	.430**	.156*	1	
4. perceived organizational support	.133*	-.081	.171**	1

Note. N = 210. Values along the diagonal are Alpha reliabilities. * $p < .05$. ** $p < .01$.

Table 1 depicts the values of inter-correlations, of the variables. HPWS has a strong relationship with emotional exhaustion ($r = 0.551$, $p < 0.01$), job demands ($r = 0.430$, $p < 0.01$) as well as with POS ($r = 1.333$, $p < 0.01$). Emotional exhaustion has strong positive relationship with work job demand ($r = 0.430$, $p < 0.01$) but negatively related with perceived organizational support ($r = -0.81$, $p < 0.01$).

4.5 Hypothesis testing

Table 3: The results of the regression analysis are presented in table no 2, 3, 4 and 5.

Job demand	β	SE	t	P
High performance work system	0.49	.06	7.25	0.00

Table 3 supports hypothesis 1 that high performance work system impact significantly on job demand ($B = .49$).

Table 4: Emotional Exhaustion link High performance work system

Emotional exhaustion	β	SE	t	p
Job demand	0.224	0.09	2.40	0.00
High performance work system	0.908	0.09	10.0	0.00

Table 4 supports the hypothesis 2 that job demand has the significant positive relationship with emotional exhaustion ($B=.224$). Table 4 also explain the hypothesis 3 that high performance work system has the positive significant impact on emotional exhaustion ($B=.224$).

Table 5: Mediation

	Effect	SE	L.C. L	U.C. L	p Value
Direct effect	.975	.097	.078	1.17	Sig
Indirect effect	-.70	.046	-.15	.0029	InSig

Table 5 is not supporting the hypothesis 4 that job demand does not mediate between HPWS and emotional exhaustion. Job demand effect directly to the emotional exhaustion but does not impact indirectly. So, there is insignificant indirect relationship shown in table 4.

Table 6: Moderation

	β	S. E	t	P
JD*POS	-0.366	0.12	-2.9	0.03

Table 6 is supporting the hypothesis 5. Results shows that the p value is less than 0.05 which shows that POS is moderating between job demand and emotional exhaustion.

5. Discussion

The present investigation expected that there is a direct connection between the HPWS of a worker and employee Exhaustion. On the basis of social exchange theory, it was assumed that HR ventures from the firm may prompt long-haul enthusiastic speculations of workers as shown by Zhang et al., (2013). To put it plainly, as posited by Kroon et al. (2009), the persevering speculation on emotions may at last lead to Employee exhaustion. Moreover, these discoveries are in accordance with what is found in this investigation, on the grounds that this examination uncovered that there is a significant connection between HPWS and Employee exhaustion. Various past research and investigations have demonstrated that HPWS could improve the productivity, efficiency and effectiveness of workers. As aforementioned all research was conducted on the positive side of the High-performance Work Systems. In this research, we have pointed out some negative consequences of a High-performance work system.

In this research Demerouti and Bakker (2006) “job demands and job resource model take as a theoretical foundation. Job demands are the physical or emotional stressors in your role. These include time pressures, a heavy workload, a stressful working environment, role ambiguity, emotional labour, and poor relationships. Job resources (job positives) are the physical, social, or organizational factors that help you achieve goals, and reduce stress. They include autonomy, strong work relationships, opportunities for advancement, coaching and mentoring, and learning and development.

Previous investigation has shown that if the practices of HPWS are aligned with HR then, the employees feel authoritative, satisfied, and committed and ownership diminishes their Employee exhaustion. Another addition of this investigation in the literature was work demand as a mediating variable in the connection between HPWS and Employee exhaustion. As per JD-R model, the job demand is enhanced through a high-performance work system due to employee exhaustion (Demerouti & Bakker, 2006). Initially, it was normal that on account of more spotlight on HPWS,

the strong victimization of workers increments which lead to the growth of work in accordance with the discoveries of (Kroon et al., [2009](#)).

Despite the fact that there was no strong investigation found for this impact in the extant literature, post-hoc investigations uncovered two impacts of two practices of HR on the intensification of work. From one viewpoint, training investments had negative results in the high demand for work. Then again, caring for the workers contributed emphatically to WD which means when the firm deals with workers with care, they experience less work demand. Further, the study investigated that higher work demand leads to employee exhaustion, which depended on the contemplations of (Bakker et al., [2005](#)). As per the first hypothesis High performance enhances work demand is accepted, and one more thing is that the relationship has already tested in Western cultures or sectors. But lots of evidence are available that the environment and culture of Pakistan have totally different from western, so researcher expecting about different results.

As per result in our SMEs sector if we adopting a high-performance work system is the key element to enhance employee performance in different ways. But as per JD-R model job demand will create employee exhaustion in SMEs employees. Particularly, if workers experience more interest in practicing performances, for example, giving opportunities for training, they may feel committed to reaction in for instance discretionary exertion which may prompt for instance job over-burden or pressure of time (Zhang et al., [2013](#)). Henceforth, the work intensification theory (WIT) adds to the connection between HPWS and WD, which is tried by various exact examinations (Ehrnrooth & Björkman, [2012](#)). As per them raise in the demand for jobs increment workers' sentiments of exhaustion, which was built upon the model of JD-R (Bakker et al., [2005](#)). Moreover, discoveries of this examination bolster this view, which infers that more work demand led to progressively Employee Exhaustion. The study also supported Legge, HPWS practices lead to high work demand that eventually leads to Employee Exhaustion. And this research also approved HPWD to raise work demand.

Meant this examination, this exploration studied if HPWS lead to Work demand and at last to Employee exhaustion. In any case, results demonstrated that there was a non-noteworthy intervening relationship except for two practices of HR. The examination seconds the investigation by Zhang et al. ([2013](#)); a clarification for this outcome could be that prior analysts contended that HPWS were not practiced which can be executed in one explicit manner. This prior work proposed that executing HR practices from associations recognises forerunners, development, application and staff's discernments or response dependent on translation (Zhang et al., [2013](#)). All in all, there isn't even one impact of HPWS on WD or EE, since it relies upon individual observations or different settings. But after the empirically tested results are showing differences from previous research. HPWS direct relation is significant with employee exhaustion but the indirect relation is insignificant.

Adjacent to the work demand mediation in the connection between HPWS and Employee exhaustion. The results of this investigation illustrated significant role of POS on work demand and Employee exhaustion underpinned under the theory of organizational support and JD-R model. Although the extant literature has supported the strong existence and impact of POS on work demand and EE relation (Bakker et al., [2005](#); Zhong et al., [2016](#)). According to them, high Perceived organization support leads to a feebleness effect of work demand on Employee exhaustion. As per JD-R model two main elements one is job demand and the second is resources, if job demand leverages the impact of employee exhaustion and resources diminish the stress of the employees. So, in this study perceived organization support moderating role play in job demand and employee exhaustion. And that hypothesis is accepted perceived organization support mitigates the relationship of job demand.

5.1 Theoretical Implications

In light of the outcomes and the constraints of this examination, there are a few significant practical implications to make reference to. It is significant for firms to discover reasons for experienced work demand or employee exhaustion to give approaches to address the issues of the workers. For instance, when bosses attempt to understand the reasons for employee exhaustion, workers may see the support which reduces the side effects of employee exhaustion. In accordance with this, in view of the JD-R model, the experience of resources of job and work demand should be operationalized so as to make a few interventions, for example, crusades or workshops.

5.2 Practical Implications

The presence of HPWS gives rise to perceptions of an inflexibility-tightened environment, which contributes to the anxiety, and stress of employees' in response to which employees don't show his/her efficiency regarding job tasks. Accordingly, given the distressing effects of HPWS on employees, organizations as a policy should adopt a more welcoming attitude towards providing an environment where employees that they are able to cope with their feeling and stress in a more constructive manner. When the organization has adopted such type of practices (HPWS) they know well the positive and negative consequences of tightened processes. So, organizations support employees in different ways. Because they are well known about this employee one of the key resources of every organization. Organizations and upper management to establish better communication channels, and environment and incorporate supporting with different ways of strategy, and supportive human resource practices, such as establishing an organizational system, that provide employees with an outlet through which they can raise their concerns without fear of being reprimanded.

The findings of this study extend the knowledge of; High-performance work systems (Kroon et al., 2009; Lawrence et al. 2019), Job demands (Demerouti et al., 2001), Emotional exhaustion (Cheung et al., 2022), Perceived organizational support, JDR Theory. The findings provide evidence to HR practitioners and policymakers to utilize high-performance work systems very carefully as they may affect employees negatively i.e. employee dissatisfaction, anxiety, and comprised well-being.

5.3 Limitations and Future Research

Despite confirmation of the hypothesized relationships, this study was not without its drawbacks and certain limitations were present that need to be acknowledged. The focus of this study was primarily on the SMEs employees who due to HPWS enhance employee exhaustion, however, employees may also engage in exhaustion due to work demand. Given that in the case of HPWS, employees may face engaging in work demand for the sake of their existence and a stable working relationship with the Company, or they may engage in Exhaustion here mitigate the effect of work demand this is perceived organization support. In this regard, further study may be carried out assessing other forms of contingent variables to obtain a more comprehensive understanding of the relationship between HPWS and Employee exhaustion.

Moreover, given the nature of the variables under study, self-reports are considered to be appropriate in current research Chan (2009). The findings of Harman's single-factor test also indicate that CMV did not significantly impair the results of this study. As noted by (Chang et al., 2020), the risk of CMB in studies assessing moderating effects tends to be lower. However, future studies would benefit from incorporating a three-wave design or using a more longitudinal approach (such as a period of 6 months or more) to draw more reliable inferences of causality.

Moreover, data for this study was drawn from a single city in Pakistan, which limits the generalizability of findings. Additionally, from a cross-cultural perspective, while the findings of this study may be applicable to other collectivist countries, cultural differences from western countries may pose another obstacle concerning the generalizability of results. As such, more

research is warranted, both in similar and different contexts to assess the true scope of HPWS and its relationship with employee exhaustion and perceived organization support to enhance the generalizability of findings.

5.4 Conclusion

The objective of this exploration was to examine to what degree mediating variable, WD, intervene the connection among HPWS and EE, and if POS moderates the connection among WD and EE among workers working in SMEs. To start with, as opposed to our desires, investigations have appeared that the heap of practices of HPWS does not fill in as a huge indicator of WD or EE. Notwithstanding, it is discovered that the different training and caring are the two practices of HR affects WD. Moreover, the outcomes uncovered that the participation of HR practice directly affect EE. Also, the connection among WD and EE appeared to be noteworthy. At long last, the outcomes brought up that the moderating impact of POS on the connection among WD and EE was not bolstered statistically.

The findings suggest that the implementation of HPWS in organizations may raise the job demands from employees. The results also assert that HPWS and job demands also become the source of emotional exhaustion due to the organization's high expectation from employees to achieve higher financial performance and competitive advantage. However, the findings show that the job demands didn't mediate the effect of HPWS on employee exhaustion. This is may be due to the fact the employees consider these job demands as source of learning, capacity building, and career progression. Finally, the findings suggest that the contextual factors i.e. perceived organizational support reduce the negative affect of job demands on emotional exhaustion.

6. References

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