

High Performance Work Systems (Hpws) and Employee Satisfaction (Study at Companies In Warri Delta State, Nigeria)

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Abstract

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The study examined the influence of a high-performance work system on employee satisfaction. The study mainly covered three selected companies in Delta State: Hallmark Business Solutions, Kleekit and Unicus. Four research questions were posed, from which the study objectives and hypotheses were derived. The cross-sectional research design was adopted for the study. The structured questionnaire was used as the main instrument of data collection while Yamane's formula was used to determine the sample size and the simple random sampling technique was utilized for selecting the samples from the population and simple percentage, frequency distribution table, mean and Pearson product-moment correlation statistical techniques were used to analyze the generated data. Findings showed that there is no significant relationship between selective hiring and employee satisfaction and there is no significant relationship between high results-based competition and employee satisfaction. The study further found that there is a significant relationship between training by the commitment and employee satisfaction and that there is a significant relationship between sharing key information and employee satisfaction. Following the findings, the study recommends that every organization should provide relevant training to its employees over time as this will enables employees to acquire needed skills and capabilities that enhance their confidence and level of satisfaction in an organization. The study also recommends that the management of every organization should provide compensation to employees based on exceptional or significant performance and organizations should eliminate or minimize the element of selective hiring from their high-performance work system. Finally, the study recommends that efforts should be made by organizations to boost employee satisfaction through modern mechanisms of employee-focused administration and management.

INTRODUCTION

The high performance work system (HPWS) is a human resource mechanism for enhancing the efficiency and performance of employees and by extension, enhancing the organisation's overall productivity. It is a human resource management concept that was created to enhance employee satisfaction in an organisation (Suchitra, Padma & Sasmita, 2019). The HPWS help managers to prevent workers from working below their capacity or organisational expectations. It is simply a method of getting the best out of employees for the overall benefit of the organisation. According to Alatailat, Elrehail and Emeagwali (2019), HPWS is a performance enhancement solution to the problem of employee, inefficiency, underperformance, lack of commitment and unproductivity. The system is created to stimulate employees to give their best in the workplace. It must be stated that

HPWS does not involve a single approach, but is a combination of several human resource management approaches or tools.

Employee satisfaction has to do with how fulfilled and happy employees are from working in a given company (Alatailat, Elrehail and Emeagwali, 2019). It is the gratification that employees derive from task performance within a given organisation (Lee, Mazzei, & Kim, 2018). An employee can be said to be satisfied with his or her job when he derives pleasure and happiness from performing the job. Generally, organizations try as much as possible to keep their employees satisfied knowing full well that employee performance is largely influenced by their level of satisfaction. Since humans are complex to understand, there has been no particular technique that is generally agreed upon to enhance the satisfaction of employees unfailingly. Hence, organizations develop different techniques. One of such techniques, is the high performance work system on (Lee, Mazzei, & Kim, 2018).

Over the years, numerous organisations have developed a dynamic way to improve staff's ability or performance through a series of integrated mechanisms known as HPWS. Although several studies have been conducted to examine the impact of HPWS on employees' performance and organisational productivity, it must be stated that there is still huge disagreement on whether HPWS is impactful on employees' performance or not. The indisputable fact however is that organisations developed HPWS based on the knowledge of the relevance of employees to the overall productivity of the organisation. The idea is that trained and motivated employees can make organisations become increasingly creative, productive, innovative and profitable (Lee, Mazzei, & Kim, 2018).

Contemporarily, human resource managers are aware of the fact that employees' output can be improved through strategic management tactics and practices leading to better organizational performance (Maung, 2020). Basically, HPWS entails human resource management mechanism to enhance employees' effort towards improved performance and effectiveness through power delegation and flexibility. Management tactics are often described as part of the overall HPWS that may raise employees' productivity (Ogbonnaya & Valizade, 2018). HPWS is a modern employee management approach and involves things like corporate culture, employee training, performance measurement, high pay levels, group-based performance pay, among others. It is claimed that increased implementation of HPWS results in better performing organisation. HPWS is becoming the preponderant human resource management mechanism in organisational sphere globally. This is why this study has been dedicated to the subject matter.

There is no doubt that employees (human resources) are the most important unit of every organisation. This implies that, in every organisation where employees are unsatisfied and underperform, the organisation will inevitably experience low productivity, lack competitiveness and struggle for survival. In Nigeria, many organisations are facing the challenge of employee dissatisfaction, inefficiency and underperformance and are finding it difficult to develop a viable approach or mechanism to improve satisfaction of employees. This has contributed to the unproductivity problem of many companies in Nigeria. The level of unproductivity in many Nigerian organisations has become alarming. The use of outdated human resource management approach can be said to be the bane of organisational productivity and employee satisfaction in many companies in Nigeria. This is highly problematic.

What is necessitating this study is this study is the upsurge in employee dissatisfaction, inefficiency and underperformance which is linked to the poor performance work system of many organisations in Nigeria. Furthermore, many managers do not have a

clear understanding of the impact that having a high performance system has on employee satisfaction, thereby creating a lag in the type of employee satisfaction system they adopt. This is why this study has been designed to investigate the impact of high performance work system on employee satisfaction.

The main objective of the study is to examine the influence of high performance work system on employee satisfaction. Specifically, the study seeks to:

1. Determine the effect of selective hiring on employee satisfaction.
2. Examine the extent to which high results based compensation affects employee satisfaction.
3. Find out the impact of training by commitment on employee satisfaction.
4. Ascertain the impact of sharing key information on employee satisfaction.

LITERATURE REVIEW

High Performance Work System (HPWS)

HPWS as a concept has been described and defined by different scholars based on their individual understanding of the term and concept. Scholars describe HPWS as a set of distinct but interrelated HR practices together with selecting, developing, upholding, and motivating a workforce with a view to gaining the perceived performance of organizations and sustainable competitive advantage (Way, 2020). Panigrahi *et al.* (2019) defined High Performance Work System is as interconnected human resource practices designed to enhance employees' skills and efforts to make a difference in employee performance and organizational productivity. Voorde and Beijer (2015) see HPWS as a group of separate but interconnected HR practices designed to enhance employee and firm performance through enhancing employee skills, motivation and opportunity to contribute. Hefferman and Dundon (2016) describe HPWS as including a range of innovative HR practices and work design processes that, when used in certain combinations or bundles, are mutually reinforcing and produce synergistic benefits. HPWS as a bundle of HRM practices that are designed to make use of the strength of the HRM system in a way that employee's appropriate interpretation of HRM practices within their firm can lead them to increase their perceptions of organisational climate, and trust in the employer a stimulating source of shaping employee innovative behaviours, and subsequent firm innovation.

HPWS consists of such HR practices as innovation-led strategy, innovation-led HR policy, training, information sharing, performance appraisal, compensation systems, interdepartmental service, teamwork, service discretion and job design. In this study, these HR practices are combined as a coherent system in order to foster individual creativity, which subsequently contribute to firm innovation. I therefore discuss these individual HR practices in greater detail.

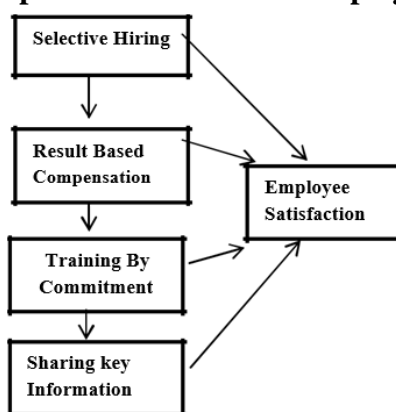
Employee Satisfaction

Employee satisfaction is considered to be a critical success factor for organizations. The concept of employee satisfaction has defined by several of scholars and management —gurus. It involves the fulfillment and happiness that an employee derives from working in a given organisation. It is the overall gratification that employees have from performing their tasks in a company (Lewis, 2020). Wickramasinghe (2009) defined employee satisfaction as the general attitudes of employees towards their jobs. Krishantha 2018 ascertained that Employee Satisfaction, as a concept, refers to the overall quality of an employee's experience and functioning at work. Generally, a recognized definition of

employee satisfaction would be the active state of pursuing good health and life skills to achieve sound physical and emotional health as well as financial security. It is the confidence that a person possesses and the ability, tools, and support to sustain individual good health and productivity.

Employees' job satisfaction is a multi-disciplinary concept that results from employees' perception of their jobs and the degree to which there is a good fit between them and the organization (Ivancevich, et.al, 2019) and has been defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. It is also defined as a set of favorable or unfavorable feelings and emotions which employees view with their work (Newstrom, 2019). Specifically, it represents how employees feel and what they think about their jobs. Conceptually employees with high job satisfaction are expected to have positive feelings when they think about their duties or take part in task activities.

Figure 1, Conceptual Framework of Employee Satisfaction



Measurement of Employees Satisfaction

Minnesota satisfaction questionnaire is widely used to measure job satisfaction based on activities, independence, variety, social status, supervision, moral, job security, authority, abilities, policies, advancement, creativity, work conditions, recognition, achievement, co-workers etc.

Most theory of job satisfaction is driven from these factors and many studies have been done by using that scale. This study also aims to measure the factors affecting performance, satisfaction level at current position and expectations/importance, determining applied performance method, responsible authorities of performance evaluation, expectations from work, enjoyment of current work, image of current job, appropriation of management and co-workers, cooperation with work friends, problem solving skills of organization, the supports of management at solving social and economical problems, salary adequacy, physical and economic conditions provided by organization and ethical considerations of job.

Selective Hiring (Employee Selection)

Hiring selection simply involves the evaluation of information about an applicant in order offer him/her employment. According to Stoner, et al. (2019), selection is the process of collecting information with the goal of evaluating it and deciding who should be employed for the short and long term interests of the organization.. According to Mathis and Jackson (2010) selection is the process of choosing the most suitable applicants for a job position. The selection

exercise is guided by pre-established criteria which include job description, specifications and profiling and kicks-off once the hiring process has ended. Central to the operation of

organisational activities is the employer decisions about the selection of employees and to the outcomes that the organization gets. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are engaged in employee hiring have to understand the skills and abilities that are required in a particular job and choose applicants who have those capabilities. Interviews, reference checks, tests, applications and résumés among others help determine differences among candidates.

According to Beardwell and Claydon (2017), the hiring and selection policies of an organization usually have certain objectives that are highlighted below:

- Hiring the right employee
 - i. Recruitments of employees that suit the culture and environment of the organization.
 - ii. Undertaking a vast and extensive search of the potential candidates for a given position.
 - iii. Job evaluation to discover the gender that will perform the job most efficiently. For instance, many organizations have policies that favour women to occupy customer care positions and also as receptionists.
 - iv. Hiring of applicants by utilising a model that emphasizes the organisational objectives.
 - v. Assigning employees to job positions with responsibilities that will contribute positively to their personal development.

Hiring and Selection Policy

Hiring and selection of employees must be a priority in every organisation. Hiring and selection should comprise a series of steps directed to assess the needs and essence of a position, the organisational culture, and most importantly to select the person that is best for the position. hiring and selection policy must therefore have the following objectives:

To hire the right employee

1. hire employees that suit the organizational culture and environment.
2. Carry out a vast and extensive search of the potential position candidates.
3. Evaluate the work to find out the gender that will perform job efficiently.
4. hire applicants by utilising a model that emphasizes the organisational objectives.
5. Assign employees to positions with responsibilities that will contribute positively to their personal development.

Training and Development.

Through training, employees become capable of performing tasks that they initially did not know how to perform. This helps to boost their level of satisfaction overtime in an organization. Training is one of the most crucial investments because it improves the knowledge, skills, attitudes and behaviour of employees (Bulut & Culha, 2020), and employees are considered as a key part of an organisation's resources, with the potential to give the firm a source of sustainable competitive advantage. This practice has therefore been extensively used by recent researchers (Ramdani *et al.*, 2014). Its focus is on equipping employees with the skills, knowledge and competences that they need for their work. It is for this reason that when employees start their training programmes, they usually attempt to seize the opportunities to increase the knowledge, skills and abilities (Selden *et al.*, 2013). Firms investing extensively in employee training aim to signal that they highly value employees, which in turn employees are likely to repay firm investment by acquiring the skills, knowledge and motivation to contribute to firm outcomes (Selden *et al.*, 2013). In support of these arguments, research suggests that training HR practices relate to higher innovation performance.

Compensation Systems

Alfred (2018) sees compensation as incentive which is contingent upon performance (individual or group incentive pay). Tsai (2006) further argues that the effectiveness of skilled employees is likely to be modest if they are not motivated to perform. Therefore, if properly implemented, compensation systems are said to increase individual employees' extrinsic motivation to perform their job demands. In support of this argument, a bundle of HR practices including compensation systems are found to positively influence employee human capital, psychological empowerment and perceived organisational support, which subsequently lead to employee service performance (Liao et al., 2009). Using the same HPWS practices, Aryee et al. (2012) demonstrate that firm-level HPWS contributes to market performance via cross- and individual-level impact on employee service performance. Grounded in the above empirical demonstrations, compensation systems are by far one of the components of integrated HPWS practices that influence employee creativity and firm-level innovation, which in turn impact firm market performance.

Sharing Key Information

According to Posthuma et al. (2013), the practice of sharing key information involves the channels and methods whereby information is exchanged. Hence, Selden et al. (2013) argue that it might be valuable in enhancing new workers' perceptions of organisational membership, which should result in lower quit rates. In this sense, Selden et al. (2013) note that crucial information is said to be circulated to workers via varieties of channels, including group meetings, annual reports, company web sites, memos, and e-mails. Therefore, it assists quick transmission of new knowledge and innovative opinions about the new information and knowledge brought or created by individuals, which will keep a high level of shared cognition among individuals" (Jiang and Liu, 2018). The most important process in an organization, satisfaction is linked with communication on a personal as well as on an organizational level. Communication in the organization motivates and stimulates employees to meet the organizational goals. Professional communicator should always link the diverse communication dimensions to the organizational strategies and the outcomes.

Lack of communication creates a ripple effect in the organization and ultimately jeopardizes the business goals. Lack of communication from the superiors also results in a plethora of problems. It results in proliferation of the grapevine and hence leads to low morale and loss of the individual and organizational productivity. A relationship has to do with the communication aspect of individuals and the connection between employees and employers of the organisation (Grant et al., 2007). According to Adler and Kwon (2002), the social satisfaction consists of few terms such as conviction, social support, reciprocity, leader-member exchange, collaboration, harmonisation, and incorporation. Social satisfaction refers to the quality of one's relationships with other people and communities (Krishantha 2018). Whereas psychological satisfaction and physical satisfaction are properties of the individual employee social satisfaction focuses on the interactions that occur between employees (Brad and Lichtenstein 2000). That is, it is dependent on the relationship that exists between employees and management.

Theoretical Framework Human Capital Theory

According to Armstrong and Baron (2012), humans, their collective skills, qualities and knowledge in addition with the ability to deploy these to help achieve organizational interests and goals are generally regarded as making a significant contribution to the success of an organisation and giving the organisation competitive advantages. This is the fundamental principal on which the human capital theory is built. The theory postulates that people possess inherent qualities that make up the human capital in the work environment (Armstrong, 2012). Organizational values are created by the skills and abilities of the

employees. This explains why the focus of organisations is on attracting, retaining and developing the human capital. Individuals create, retain and utilize knowledge and techniques which is the human capital. The interaction among employees further enhances their knowledge.

The Social Exchange Theory

Social exchange theory (SET) offers rationale for explaining how HPWS affects employee performance and suggests that when individuals get favors from the other party, are likely to exchange benefits to the giver in return. SET is defined as —favors that create diffuse future obligations, not precisely specified ones, and the nature of the return cannot be bargained about but must be left to the discretion of the one who makes it. Similarly termed as, a long-term and socio-emotional exchange relationship and is characterized by commitment, obligation and mutual trust between employees and organizations (Colquitt et al., 2014). withdrawing upon the social exchange theory, employees enjoying higher-level of social exchange are likely to reciprocate the beneficial treatment by behaviors that the organization values (e.g., task performance).

The System Theory

The system theory has its chief proponent as David Easton, the tenet of the theory are as follows. System theory can be looked at, as a whole that is made up of interrelated parts. These parts which compose the unit are called subsystems . Subsystem contribute to the effective functioning of the whole and produces output greater than would have been the output of the constituent units when perform independently (Nnabuife 2019). It deals with input and output analysis. System theory find its justification in the functional interrelatedness of parts (Okoli 2014). The system theory enthronebrhe criterion of efficiency and concerns its self with organizational survival; and its continued existence as a unit. The system theory also concerns itself with attainment of its states goals . On this score, the system model breaks down into two strands— the system survival model, and the system effectiveness model. The system survival deals with the organizational functions that promote and ensure the survival of the organization itself.

Empirical Review

Bernard (2022) study examines the effect of employee training on employee job satisfaction in Western Uganda with a focus on Mbarara University of science and technology (MUST). A mixed methods approach and cross-sectional design were used with a sample size of 230, and selected the sample using Simple random sampling technique. Self-administered Questionnaire and interview guide helped in collection of data; then after collected data were processed and analysed using SPSS version 20. Study results show a significant and moderate positive relationship between on-job training, off-job training and job satisfaction Daniel *et al.* (2021) examine the underlying mechanisms inside the so-called black box that relate high performance work systems (HPWS) with employees' well-being and job performance in hospitality. They surveyed a sample of 494 hotel workers to test a research model that related the variables: The result confirmed that HPWS directly influence employees' motivation, organizational commitment, job satisfaction, and QoL. Additionally, workers' motivation and organizational commitment positively influence job satisfaction, which, in turn, enhances workers' QoL.

Naveed, M. Sidra S. Ayesha B. (2022) the study explored the effects of High-Performance Work System practices (HPWS - AMO model) on the employee and organizational performance and mediating role of employee commitments between these two. Hypotheses were tested with a sample of 205 employee-supervisor dyads working in

public sector banks and insurance companies of Sargodha and Lahore. The proposed direct and indirect relationships among study variables were tested using structural equation modeling (SEM). Results showed that ability and opportunity enhancing HPWS practices had a positive effect on the employee and organizational performance.

Based on the review of extant literature and empirical studies, it is glaring that that high performance work system as a phenomenon has been studied by different scholars. These studies have helped to expand the existing literature and information about high performance work system. However, there still exist a lacuna in knowledge. First, there exists a geographical gap in knowledge because most of the reviewed studies have been carried out in places outside Delta State. This means there is a paucity of research on high performance work system in the context of Delta State. Also, many reviewed studies on high performance work system failed to look at the impact of key variables like selective hiring, high results based compensation and training by commitment on the satisfaction of employees in Delta State and Nigeria in general. These constitute the gap in knowledge that this study aims to fill.

The following null hypotheses have been formulated to guide the study:

1. There is no significant relationship between selective hiring and employee satisfaction in companies in Warri Delta State.
2. There is no significant relationship between high results based compensation and employee satisfaction in companies in Warri Delta State.
3. There is no significant relationship between training by commitment and employee satisfaction in companies in Warri Delta State.
4. There is no significant relationship between sharing key information and employee satisfaction in companies in Warri Delta State.

METHOD

The design adopted descriptive survey. The population comprises of 227 employees of the 3 selected companies in Warri, Delta State. These companies are Unicus (50), KleeKit (95) and Hallmark Business Solutions (83) with a sample size of 145 via Taro Yamane’s formula. The data obtained will be analysed using Pearson Product Moment Correlation.

RESULTS AND DISCUSSION

Results

Table 1. Descriptive statistics of High Performance Work System & Employee Satisfaction

Statements		Likert Scale				X̄	Std.	Remark
		SA	A	D	SD			
Strict hiring policies affect employee satisfaction	Count	88	21	30	168	2.44	.82	Rejected
	%	28.6	4.5	9.7	56.8			
Selection method affects the satisfaction of employees	Count	44	30	9	197	2.51	.96	Rejected
	%	32.1	61.1	2.9	60.1			
Selective hiring affects the satisfaction of employees	Count	-	20	23	133	2.40	.79	Rejected
	%	-	13	25	54.1			
Without proper hiring tests employees will lack satisfaction	Count	10	14	32	96	2.47	.66	Rejected
	%	9	10	10.4	72			
Promoting creativity in the work place allows employees to be innovative in their work	Count	83	163	40	22	3.32	.71	Accepted
	%	26.9	52.9	12.9	7.1			
Emphasis on creativity enables employees to perform their tasks more efficiently	Count	87	180	29	12	3.56	.57	Accepted
	%	28.3	58.4	9.2	3.9			
Emphasis on problem solving enables employees to always think outside the box to get things done	Count	79	152	77	-	3.55	.64	Accepted
	%	25.6	49.4	25	-			
Emphasis on solving creativity and problem solving allows employees to come up with the most effective way of completing task	Count	101	163	35	9	3.41	.57	Accepted
	%	32.8	59.2	11.4	2.9			
Group performance pay increases cooperation and brainstorming among employees.	Count	56	216	32	4	3.57	.59	Accepted
	%	32.1	61.1	2.9	3.9			
When employees brainstorm, they always perform more efficiently	Count	98	133	77	-	3.45	.71	Accepted
	%	31.8	43.2	25	-			
Group-based pay makes all employees to work together, put in their best and motivate themselves to perform assigned tasks excellently.	Count	99	188	9	12	3.52	.71	Accepted
	%	60.9	33.0	1.7	3.5			
Dividing employees into groups and delegating tasks usually creates an atmosphere of positive competition	Count	88	169	30	21	3.44	.62	Accepted
	%	28.6	54.9	9.7	6.8			
Sharing key information to	Count	101	163	35	9	3.41	.57	Accepted
	%	32.8	59.2	11.4	2.9			

employee increases their level of satisfaction	%	32.8	59.2	11.4	2.9			
When employees know a lot about their organization, it makes them feel like they belong	Count	79	152	77	-	3.55	.64	Accepted
	%	25.6	49.4	25	-			
Withhold key information from employees alienate them	Count	83	163	40	22	3.32	.71	Accepted
	%	26.9	52.9	12.9	7.1			
Employees cannot be satisfied is some information about their job is hidden from them	Count	87	180	29	12	3.56	.57	Accepted
	%	32.3	62.6	1.5	2.6			
Average						3.47	0.62	

SPSS (2022)

In Table 4.5, it is clear that all the first four items had means less than 3.00. This means that they were rejected. On the other hand, the remaining 12 items had means above 3.00, which means that they were accepted. This means that not all the items were accepted. Therefore, selective hiring does not affect employee satisfaction. What is the effect of selective hiring on employee satisfaction? high results based compensation affects employee satisfaction to a very great extent. Training by commitment had a significant impact on employee satisfaction. Lastly, the respondents agreed that sharing key has an impact on information on employee satisfaction. It must be stated that for the items with means greater than 3.00, the average S.D value was less than 1.41. This implies low variability among responses. Hence, the majority of the respondents agree that high performance work system has a strong impact on employee satisfaction.

Test of Hypotheses

The researcher used the Pearson product moment correlation to test the three hypotheses formulated in the study.

Hypothesis I

There is no significant relationship between selective hiring and employee satisfaction.

Table 2. Correlation between selective hiring and employee satisfaction

		Selective Hiring	Employee satisfaction
Selective Hiring	Pearson Correlation		.010
	Sig. (2-tailed)		.234
	N	138	138
Employee satisfaction	Pearson Correlation	.010	1
	Sig. (2-tailed)	.234	
	N	138	138

SPSS, 2022

Base on Table 2, it can be seen that the Pearson $r = .010$ and the probability (significance) value based on the 2-tailed test is 0.234. This shows that there is no correlation between selective hiring and employee satisfaction in an organization. It must be stated as also that the observed correlation is not statistically significant. Therefore, we accept the initially formulated null hypothesis which stated that there is no significant relationship between selective hiring and employee satisfaction.

Hypothesis II

There is no significant relationship between high results based compensation and employee satisfaction.

Table 3. Correlation between compensation and employee satisfaction

		compensation	Employee satisfaction
Compensation	Pearson Correlation	1	.395**
	Sig. (2-tailed)		.000
	N	138	138
Employee satisfaction	Pearson Correlation	.395**	1
	Sig. (2-tailed)	.000	
	N	138	138

SPSS (2022).

Based on Table 3, it can be seen that the $r = .395$ and the probability (significance) value based on the 2-tailed test is >0.000 . This shows that there is a positive correlation between high result based compensation and employee satisfaction. It must be stated as also that the observed correlation is statistically significant. Therefore, we reject the initially formulated hypotheses and state that there is a significant relationship between high results based compensation and employee satisfaction.

Hypothesis III

There is no significant relationship between training by commitment and employee satisfaction.

Table 4. Correlations between training by commitment and employee satisfaction

		Training	Employee Satisfaction
Training	Pearson Correlation	1	.513**
	Sig. (2-tailed)		.000
	N	138	138
Employee satisfaction	Pearson Correlation	.513**	1
	Sig. (2-tailed)	.000	
	N	138	138

SPSS (2022).

Based on Table 4, it can be seen that the $r = .513$ and the probability (significance) value based on the 2-tailed test is >0.000 . This shows that there is a positive correlation between training and employee satisfaction. It must be stated also that the observed correlation is statistically significant. Therefore, we reject the initially formulated hypotheses and state that there is a significant relationship between training by commitment and employee satisfaction.

Hypothesis IV

There is no significant relationship between sharing key information and employee satisfaction.

Table 5: Correlations between sharing key information and employee satisfaction

		Training	Employee Satisfaction
Training	Pearson Correlation	1	.428**
	Sig. (2-tailed)		.000
	N	138	138
Employee satisfaction	Pearson Correlation	.428**	1
	Sig. (2-tailed)	.000	
	N	138	138

SPSS (2022)

Based on Table 5, it can be seen that the $r = .428$ and the probability (significance) value based on the 2-tailed test is >0.000 . This shows that there is a positive correlation between

sharing key information and employee satisfaction. It must be stated also that the observed correlation is statistically significant. Therefore, we reject the initially formulated hypotheses and state that there is a significant relationship between sharing key information and employee satisfaction.

Discussion

In line with the results of the data analyses and the review of relevant literature, the findings of the study are presented as follows:

Selective Hiring and Employee Satisfaction

The correlation coefficient in Table 4.6. showed that there was no correlation between selective hiring and employee satisfaction ($r=.010$, $p .234$). This implies that selective hiring has no impact on employee satisfaction. Precisely put, strict hiring policies affect employee satisfaction. Selection method affects the satisfaction of employees. Selective hiring affects the satisfaction of employees and without proper hiring tests employees will lack satisfaction. This contradicts the findings of Dean (2018), who asserted that different components of HPWS impact satisfaction of employees positively. These factors include selection strategy, compensation, training, goal certain, team work among others. Hence, he concluded that organizations with an appropriate HPWS will have a highly satisfied group of employees. Also, Huselid (1995) argued that HPWS is perceived increasingly to affect firm turnover positively and significantly. He argued that workers will always become very competent with a high performance work system and will in turn lead to great turnover for the organization concerned.

High results based compensation and employee satisfaction

The correlation coefficient in Table 4.7. showed that there was a correlation between high results based competition and employee satisfaction ($r=.395$, $p 0.000$). This implies that there is a significant relationship between high results based competition and employee satisfaction. This implies that promoting creativity in the work place allows employees to be innovative in their work. Emphasis on creativity enables employees to perform their tasks more efficiently. Emphasis on problem solving enables employees to always think outside the box to get things done. Emphasis on creativity and problem solving allows employees to come up with the most effective way of completing tasks and enhances satisfaction in the long run. This is in line with the findings of Tsai (2006) who argued that the effectiveness and satisfaction of skilled employees is likely to be modest if they are not motivated to perform through adequate compensation. Also, Li *et al.*(2019) provided evidence for the underpinning model of social exchange theory and ability, motivation and opportunity framework. The study emphasizes that Practitioners should develop strategies that could foster positive work attitude and increase perceived organizational support to achieve high level of performance. Dean (2018) found out upon analysis that compensation is a component of HPWS impact on employee satisfaction. However, Naveed, M. Sidra S. Ayesha B. (2022) proposed direct and indirect relationships among ability and motivation, enhancing HPWS practices and subjective organizational performance. Compensation is very important in getting employees to be satisfied.

Training by Commitment and Employee Satisfaction

The correlation coefficient in Table 4.7. showed that there was a correlation between training by commitment and employee satisfaction ($r=.513$, $p 0.000$). This implies that there is a significant relationship between training by commitment and employee satisfaction. Group performance pay increases cooperation and brainstorming among employees. When

employees brainstorm, they always perform more efficiently. Group-based pay makes all employees to work together, put in their best and motivate themselves to perform assigned tasks excellently. Dividing employees into groups and delegating tasks usually creates an atmosphere of positive competition in which every group tries to produce the most outstanding output. All of these combine to improve employee satisfaction with their job and make them more committed. This finding agrees with the study of, Maung (2020) whose study found that training and performance appraisal were the second and third important variables in high performance work system on employee job satisfaction in banking industries in Myanmar. Similarly, this study is also supported by Jiang et al. (2012), who demonstrated that training is not significantly correlated with employee creativity but is correlated with employee satisfaction. Furthermore, this study is also supported by Ramdani et al. (2014) who found that employee training positively relates to employee satisfaction but fails to influence organisational outcome. Despite the mixed outcomes, training is one of the most important components of integrated HPWS practices in terms of enabling employees to acquire the skills, knowledge, competence and motivation needed to perform their job demands. If properly designed and implemented, training is more likely to influence employee outcomes, and consequently contribute to overall organisational performance.

Sharing key information and Employee satisfaction

The correlation coefficient in Table 4.7. showed that there was a correlation between sharing key information and employee satisfaction ($r=.428, 0.000$). This implies that there is a significant relationship between sharing key information and employee satisfaction. This implies that sharing key information to employee increases their level of satisfaction. When employees know a lot about their organization, it makes them feel like they belong. Withholding key information from employees alienate them Employees cannot be satisfied if some information about their job is hidden from them. Employees are very interested in information about the company in which they work. This corroborates the findings of Miles, Patrick and King (1996) that job level can act as a systematic variable in predicting the relationship between supervisory communication and job satisfaction. Four dimensions of superior-subordinate communication (positive relationship communication, upward openness communication. Zhu, Liu, & Chen, (2018) proposed that HPWS can positively affect organizational performance through the mediating role of entrepreneurial orientation. An organization with high performance work system can perform better if it enjoys high level of organisational learning. Similarly, Maung (2020) proposed that communication among employees and department was the most essential requirement for employees. Yazid et al., (2017) studied employee attitude as a mediating variable influencing organizational performance and HPWS with a resource based view. A survey conducted on 65-business school lectures showed that positive relationship exists between employee involvement and empowerment as factor within HPWS. Communication relationship managers have with their subordinates, is a critical lever in effecting subordinates' job satisfaction. However, the lever appears to operate differently for different job levels depending on the nature of communication. The research study showed that sharing key information between superior and subordinates is an important aspect of job satisfaction and this relationship is moderated by the level of job.

CONCLUSION

The goal of every high performance work system is to facilitate job performance and overall organisation productivity. However, since employees are a crucial part of the system, their satisfaction becomes affected by the elements inherent in the high performance work

system. Contemporarily, human resource managers are aware of the fact that employees' output can be improved through strategic management tactics and practices leading to better organizational performance. These practices are all integrated into the high performance work system. It must be stated that HPWS is capable of creating increased performance, productivity and profits. Basically, HPWS entails human resource management mechanism to enhance employees' effort towards improved performance and effectiveness through power delegation and flexibility. Management tactics are often described as part of the overall HPWS that may raise employees' productivity and satisfaction. HPWS is a modern employee management approach and involves things like corporate culture, employee training, performance measurement, high pay levels, group-based performance pay, among others. It is claimed that increased implementation of HPWS results in highly satisfied employees. The study has shown that selective hiring has no impact on employee satisfaction. This implies that having strict selection policies in the hiring and selection process of an organization has no impact on the satisfaction of employees. Also, high results based compensation is capable of improving the satisfaction of employees. Similarly, providing training to employees in an organization based on their commitment in an organization can boost their level of satisfaction. It must also be stated that sharing key information to employees increases their overall level of satisfaction.

Based on the findings of the study, it has been recommended that:

1. Every organisation should provide relevant training to its employees overtime. This is because training enables employees to acquire skills and capabilities that enhance their confidence and level of satisfaction in an organization.
2. The management of every organization should provide compensation to employees based on exceptional or significant performance. This is because recognizing the exceptional performance of employees makes them feel satisfied and eliminates feelings of alienation.
3. Organizations should eliminate or minimize the element of selective hiring from their high performance work system. This is because of its lack of impact on the satisfaction of employees in organizations.
4. Management of organizations should endeavour to share important messages with employees and limit the act of withholding information from employees. This is because employees are in possession of key organizational information, their sense of belonging is enhanced and satisfaction is boosted.
5. Efforts should made by organizations to boost employee satisfaction through modern mechanisms of employee focused administration and management.

The study made the following contributions to knowledge:

1. The study revealed that high performance work system does not only have an impact on their employee performance, but also exert some influence on employee satisfaction.
2. Through the study, it was revealed that the hiring process in an organization was insignificant in determining the level of satisfaction of employees in the organization.
3. The study has helped to show that see themselves not as outsiders but as part of the organization. Hence, they are interested in knowing key organizational information to keep them abreast with happenings in the organization.
4. The study also showed that employee training is a very important element in enhancing the satisfaction of employees in any organization.

The study has been able to reveal the relationship between high performance work system and employee satisfaction. However, there are areas that the study failed to cover that can serve as basis for further studies. These include;

1. The study was carried out in only Delta State limiting the extent of generalisation that can be made from the findings. Hence, it will be interesting to see a study that will cover more states in Nigeria.
2. Also, the study dealt with on four high performance work system variables and their impact on employee satisfaction. It is clear that there are over seven variables of high performance work system. Hence, it will be interesting to see a study that incorporates all these variables.
3. Lastly, the study was mainly carried out on private companies in Delta State, leaving a gap in literature for the study of a similar subject matter using public companies.

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