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High-performance work practices and hotel employee performance: The mediation of work engagement

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Abstract

This study proposes and tests a research model that investigates whether work engagement functions as a mediator of the effects of high-performance work practices (HPWPs) on job performance and extra-role customer service. These relationships were assessed through LISREL 8.30 using structural equation modeling (SEM). Data were obtained from full-time frontline hotel employees and their managers in the Poiana Brasov region in Romania. The results suggest that work engagement acts as a full mediator of the effects of HPWPs on job performance and extra-role customer service. Specifically, HPWPs, as manifested by frontline employees' appraisal of training, empowerment, and rewards, enhance work engagement. Such HPWPs in turn trigger job performance and extra-role customer service. Implications of the results are discussed and avenues for future research are offered.

Highlights

• Training, empowerment, and rewards are considered as the indicators of high-performance work practices predicting work engagement. • Work engagement seems to have a stronger relationship with extra-role customer service than with job performance. • Work engagement acts as a full mediator of the effects of high-performance work practices on job performance and extra-role customer service.



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Keywords

High-performance work practices; Hotel employees; Performance outcomes; Romania; Work engagement

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