
Human Resource Management Practice and Eudaimonic Wellbeing: Conservation of Resource Perspective

Ade Irma Anggraeni¹

¹Management Department, Faculty of Economic and Business, Universitas Jenderal Soedirman, Indonesia

Abstract

Human resource management studies and positive psychology develop hand in hand in finding employee development strategies in changing situations. The perspective of conservation of resource theory explains the mechanism for managing employees in situations of change. This study aims to examine the effect of HRM practice on eudaimonic wellbeing and employee resilience. The results of this study contribute to explaining the effect of high involvement in human resource management on positive employee behaviour.

Keywords

Conservation of Resource Theory, Employee Resilience, Eudaimonic Wellbeing, Human Resource Management Practice, Regulatory Focus

INTRODUCTION

Study on HRM practice penetrated on the involvement of positive psychology to explain the impact on the attitudes and behaviours of employees. It is relating to positive psychology. Employee resilience is the psychological capacity that is explicitly in measuring, developing and managed it effectively to build a base of excellence competing organizations. However, Wanberg and Banas (2000) explain that employee resilience is not in the prediction of the contribution plus the change in the place of work. For it requires HRM practices that are specific can be in use for a encourages employee resilience. Focusing on the arguments of Lengnick- Hall et al. (2011), a strategic HRM approach is needed to develop employee competencies so that organizations can successfully adapt to change and respond to diversity in order to build competitive advantage.

Bardoel et al. (2014) explain that there is a set of HRM practices that can be in use to build employee resilience. More further on to explain that some HRM practices that can encourage employee resilience, in particular, include social support, work-life balance and diversity management. Braun et al. (2017) explain that the organization needs to build flexibility in the organization to implement tactics that can by quickly changing the strategy in order to face the changes in the environment business. For this reason, HR

practices are needed that can encourage collaboration, cooperation, sharing of knowledge and empowerment of employees so that employees understand and can manage their reactions to change. The end goal is for employees to have social support as a guide that is easy to remember and apply in carrying out work in the context of change. This argument is in line with empirical evidence from Warner and April (2012) regarding the effect of social support -based HRM practice on employee resilience.

Social support is a concept that is built to develop career and talent for employees in the long term by building a supportive work environment. The environment is encouraging employees have engaged actively in developing a career with a way to develop autonomy, ability and motivation of employees. It is in tune with the concept of eudaimonic wellbeing, which emphasizes the aspect of individual development and self-realization. Research Villajos (2019) explains that there is influence between HRM practices against eudaimonic wellbeing.

Eudaimonic wellbeing is related to individual experiences in feeling the significance of work and personal growth. Research Caroli and Sagone (2014) explains that perspective eudaimonic in the concept of wellbeing include self-actualization, the optimal functional and maturity influence on resilience. Increasingly higher wellbeing someone, the level of resilience, is getting higher. Based on the

above arguments, this study examined the effect of HRM practice on employee resilience mediated by eudaimonic wellbeing.

Employee Resilience

Resilience makes individuals recover after experiencing stressful situations such as change, diversity and great difficulty. Bonnano (2004) explain that resilience is a form of response to the individual in a condition that in identity with experience of exposure to the risk significantly, and adapt positively and keep running its activity is expected. Youssef and Luthans (2007) argued that resilient individuals respond to the situation, to understand its impact, provide time, energy and resources to bounce back in order to look for a point of balance. Braun et al. (2017) explain that organizations that focus on efforts to build employee agility and resilience will be more effective in implementing change initiatives.

Eudaimonic Wellbeing

Perspective eudaimonic in the context of wellbeing refers to personal growth and self-fulfilment that occur due to the environment in the surrounding people. In the context of work, eudaimonic wellbeing is built in the perspective of social context theory and is defined as an employee's subjective evaluation of his or her ability to build and optimize functions in the workplace (Ryff, 1989). Social context theory underlies the interpersonal and intrapersonal dimensions of eudaimonic wellbeing in a work context (Bartels, 2019). Interpersonal dimension is in tune with social integration and social acceptance. Intrapersonal dimension is in line with the concept of social contribution, social actualization and social coherence.

HRM Practice

The effect of HRM Practices is not only related to organizational performance but also related to employee outcomes. Studies on the impact of HRM on employee wellbeing is a critical principle in explaining the effect of HRM practices on the performance of individuals and the performance of the organization (Peccei, 2004). HRM practices based on wellbeing develop along with changes in the role of HR (Van Burren et al. (2011), multigenerational workforce management (Wesolowski, 2014) and opportunities for flexible working (Joyce et al. (2010). A theoretical study of HRM and its contribution to employee attitudes and behaviour develops

the paradigm of social support (Karasek and Theorell, 1990) and the conservation of resources theory (Hobfoll, 2002) which are simultaneously giving guide the management of HR for sustainable through conservation of resources which in case this is the employee. Effect of HRM Practice on Employee Resilience and Eudaimonic Wellbeing COR theory is used as a framework to explain and manage organizational change in the research of Shin et al. (2012). The results explain that HR management in the context of change that focuses on employee resilience can reduce stress and maintain employee commitment in the face of change. Model theoretical, which was developed by Van De Voorde and Van Velhoven (2013) was the first advance explaining the mechanism of the relationship between HRM practices, wellbeing and employee performance. Jiang et al. (2012) stated that the required HRM practices specific to ensure employee outcomes included in them are employee resilience. Cooper (2014) explains that HRM practice has an essential role in creating a work environment that encourages employee resilience. Arguments are in supported by the results of research Kuntz (2017) which prove that the regulatory focus and workplace resource is a component of HRM practices impacting on employee resilience. Villas research (2019) explains that HRM practices have a significant effect on eudaimonic wellbeing. Research Sagone and Caroli (2014) proved that the components wellbeing effect on employee resilience.

METHOD

The population in this study were business owners in Central Java. Determination of the sample that is used in research this is a non-probability sampling using technique purposive sampling: purposive sampling technique, namely the selection of samples based on specific characteristics. Hair et al. (1995) suggest that the size of the sample minimum in the study were using SEM is five times the number of parameters in the model research. Research is using ten times the number of parameters so that the total overall sample in the study is totalled 270. Retrieval of data is done with a questionnaire that has been prepared. Questionnaires were used in the research is contains two parts of the main. Portions were first on the profile of social respondents, shows the data of respondents are associated with the identity of the respondent and state social such as age,

type of sex, education last and long work. While part two concerns about HRM practices, employee resilience and eudaimonic wellbeing.

Methods of collecting primary data in the study are performed by using the method of the survey, which aims to collect information from respondents by using a questionnaire containing a list of statements were delivered directly to the respondent. The questionnaire in the research is to use the format of a questionnaire to the statement enclosed, powered by questions open, which require answers brief of the respondent to obtain a more profound answer. Grain questions in the questionnaire were made by using a scale of 1-10 which depict assessment of respondents on a scale of 1 to criteria very not agree to the scale ten on criteria highly disagree. Analysis of the data is done by using Structural Equation Modeling (SEM).

RESULT AND DISCUSSION

The population and Samples

The questionnaire was given to the employees who work in the business -based industry creative Jawa Tengah. Determination of the sample using a purposive sampling approach. There are 27 parameters in the model when using the structural equation modelling approach. Determination of 10 samples for each parameter, the number of samples in this study were 270 samples.

Questionnaires were amounted to 257 copies and then in doing screening and obtained 232 questionnaires that meet the criteria for in the analysis is more advanced. Based on the results of the analysis, the majority of respondents were male (67%), with a high school education level (55%) and a length of two years of work as much as 78%.

Validity and Reliability Test

Measurement of validity and reliability using the calculation of the corrected item-total correlation and Cronbach's alpha values. The test results show that all questions meet the validity and reliability criteria when referring to the criteria for the corrected item-total correlation and Cronbach's alpha values. Calculation of the df value of 220 shows the number 0.11 07 on the r- table with a significance value of 0.05. Values corrected item-total correlation indicates that the whole item is located at the top of the value of 0.1 104, so it can be said that the indicators of each variable used in the study is valid. Measurement reliability in a study using the

value of Cronbach's alpha. The results of the testing showed that the value Cronbach alpha for each construct is in the top 0.7 so it can be in say has the reliability high.

Table 1. Validity and Reliability Test

Composite Index Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
ER1	0.763	
ER2	0.875	
ER2	0.579	0.711
ER2	0.898	
ER2	0.552	
ER2	0.677	
HRP1	0.532	
HRP1	0.724	
HRP1	0.661	
HRP1	0.747	0.839
HRP1	0.592	
HRP1	0.521	
HRP1	0.599	
HRP1	0.713	
EWB1	0.793	
EWB2	0.737	
EWB3	0.692	
EWB4	0.683	0.802
EWB5	0.527	
EWB6	0.589	
EWB7	0.733	
EWB8	0.535	

Analysis of the Structural Equation Model

The subsequent analysis is structural equation modelling testing using three variables with five indicators for each variable. The test results show that the value for each index is in the right criteria.

Table 2. Result of Feasibility Model

Goodness of Fit Index	Result Analysis	Cut-Off Value	Evaluation
Chi-Squared (χ^2)	54,536	Low Score	Good
Sig.Probability	0.187	≥ 0.05	Good
CMIN/DF	1.274	≤ 2.00	Good
GFI	0.935	≥ 0.90	Good
AGFI	0.949	≥ 0.90	Good
TLI	0.927	≥ 0.90	Good
CFI	0.931	≥ 0.90	Good
RMSEA	0.028	≤ 0.08	Good

Hypothesis Testing

Hypothesis Testing

Testing the hypothesis first use criteria t-test and critical ratio obtained values each individual for the critical ratio and probability value. The first hypothesis regarding the effect of HRM Practice on eudaimonic wellbeing is proven to be accepted. Testing the hypothesis both gain value each individual's critical ratio and for a probability value. The second hypothesis regarding the effect of HRM practice on employee resilience is proven to be accepted. Testing the hypothesis third gain value of each individual for the critical ratio and probability value. The third hypothesis regarding eudaimonic wellbeing on employee resilience is proven to be accepted.

Table 3. Hypothesis Test

Hypothesis	C.R	P	Evaluation
HRP → EWB	2.675	0.026	Accepted
HRP → ER	3.578	0.017	Accepted
EWB → ER	2.624	0.000	Accepted

Discussion

This research uses a framework of conservation of resource theory. The model is aligned with industry creative that is continually demanding a change to generate innovation in terms of the development of the product. This framework is also used in explaining employee management which aims to be adaptive to change. HRM practice constructs that focus on regulatory focus can increase employee resilience. Regulatory focus explains eudaimonic orientation which is essential in building meaningful work for employees.

CONCLUSION

The use of high involvement management paradigm in HRM practice and eudaimonic wellbeing variables is based on the consideration of job characteristics in creative industries. Research the need to explore the components of the key in the practice of management of human resources in the context of the creative industry. This research contributes to explaining employee self - development-oriented management. Future research needs to explore the mechanism of conservation of resource theory, especially the consequences of eudaimonic orientation on employee creative attitudes and innovative behaviour.

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