The effect of High-involvement HRM practices and employee voice on well-being

How does employee perception influence these relationships?

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Abstract

With the percentages of employee burnout or stress escalating around the world because of increased job demands or the high unpredictability of our society, we considered it significant to study how organizations could protect their employees' well-being. This study focuses on investigating to what extent high-involvement HRM (HI HRM) practices and employee voice contribute to better employee well-being as perceived by employees. More specifically we aimed to prove if employees themselves believe that the use of HI HRM practices from their leader and the promotion of employee voice actually helps them maintain high levels of well-being. To have a clearer view of the situation the researcher decided to do a dyadic study, so both leaders and their employees were surveyed to explore what leaders believe about the contribution of the HI HRM practices on employee well-being and how employees interpret the effect on them. The researcher collected primary data through online questionnaires to test the hypothesis created. The sample was of 109 dyads from different sectors that worked part-time or full-time in the Netherlands. Contrary to our predictions HI HRM practices did not show a significant effect on employee well-being. Additionally, employee perceptions of HI HRM implemented by their leaders did not indicate any significant effect. Employee voice though had a significant effect on job satisfaction.

Keywords: employee well-being, HI HRM practices, employee voice, employee perception

Preface

This study was conducted aiming to complete the Strategic Human Resources Leadership Mater at Radboud University, Nijmegen. The overall topic was 'Leadership for sustainable careers and employee well-being'. This topic captured my attention immediately and the reasons for that are stated below in the motivation letter I wrote back in December:

"This topic seems fascinating to me as I was always interested in the ways in which organizations can initiate sustainable career practices, contribute to the well-being of their employees, and support them in creating a healthy work-life balance. The tendency for hard work and constant development may be the factor employees neglect their well-being and relaxation. This can be costly for the employees themselves as well as for the organization's performance. Employees may experience burnout or other mental or physical health issues, consequently, stop being productive in the long term and contributing to the organizations' performance."

The process of writing the thesis was both challenging and rewarding. Challenging because the process itself is demanding and needs dedication and good time management. And rewarding because I learned so much about the importance of employee well-being, employee voice, the effect of HI HRM, and the different perspectives between management and employees.

At this point, I would like to thank some people who helped me during this process. First of all, I would like to thank Sofija Pajic for her valuable guidance, help, and constructive feedback. I would also like to thank Annabel Buiter for her feedback which helped me improve my paper. Furthermore, I would like to thank my team of the thesis circle: Amber Jurok, Yola Guiking, Thomas Hoogendoorn, and Britt Korsten, who accompanied me in this procedure and were always willing to hear my concerns and provide me with great ideas.

I hope you enjoy reading my paper and like the topic as much as I did!

Sonila Greca

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1. Introduction

In the last 10 years, there is a tremendous increase in the importance of employee well-being which escalated even more with the appearance of the COVID-19 pandemic (Wong et al., 2021). Our lives changed within a day, resulting in a completely different reality nobody expected. However, COVID-19 was only one incident, as we live in an extremely volatile and intensive world where we often need to handle change or unexpected events. This instability of our society demands quick adaptation and constant development of new skills so we can cope with our work environment or generally with our lives.

Many studies have proven that the volatility of our world has detrimental effects on employee well-being (Wong et al., 2021). A recent report from Medscape Lifestyle showed that American physicians had a 42% prevalence of self-reported burnout (Wong et al., 2021). A similar study was conducted in the UK, regarding the psychological impacts of the pandemics on healthcare workers (Wong et al., 2021). According to this study, 45% of the health workers experienced anxiety, 38% experienced depression and 31% experienced acute stress disorder (Wong et al., 2021). Those data are an example of studies in the healthcare sector; however, the problem is not limited there. The pandemic was a chance to bring to the forefront more dynamically the struggles of employees with their well-being not only in the healthcare sector but in many other sectors. Many people for instance stived with working from home, or maintaining a work-life balance, deal with isolation and a lack of social life (Wirawan Irawanto et al., 2021). In contrast, others were strong supporters of the flexibility given after the pandemic (Wirawan Irawanto et al., 2021). Regardless of employees' preferences, organizations need to seriously consider their employees' well-being, because many of them suffer from anxiety or burnout. Especially now that employee well-being has received immense attention, is more imperative than ever to focus on creating and promoting 'healthier' working conditions for all employees. Considering that, it is significant for organizations to realize what is 'best' for their employees' well-being. Many studies focus on individual strategies to ensure employee well-being, but organizational support is vital as employees need tools or guidance to cope with their challenges (Wong et al., 2021). That is why in this study we will focus on the effect of High-involvement HRM practices (HI HRM) leaders implement and employee voice on well-being.

Employee well-being is an important topic since it is related to the employees' physical and psychological health (Kaluza et al., 2020). Generally, well-being is connected to the feeling of happiness and fulfillment people experience in their lives (Ryan and Deci, 2001). Employee well-being is a delicate topic as research shows that many factors can affect it (Kaluza et al., 2020). It is important to maintain employee well-being as it is proven that when employees experience good well-being, they perform better, and demonstrate a higher willingness to endeavor and contribute to organizational success (Keeman et al., 2017).

To make it more concrete, when employees experience positive events at their workplaces, they create positive impressions about their jobs, which eventually leads to job engagement and satisfaction (Kaluza et al., 2020; Renee Baptiste, 2008). This means that the work environment needs to be adapted to employees' needs to provide them the comfort and support which is necessary to maintain or increase their well-being (Renee Baptiste, 2008). Employees are also in need of a balance between their work and life as in this way they can have the necessary breaks or relaxation to be able to sustain their well-being over time (Renee Baptiste, 2008).

On the contrary, when employees are not happy with their workplaces, because, for example, they experience stress or different other negative experiences then they have negative feelings and ideas about their jobs (Kaluza et al., 2020). Those negative ideas though should not, in any event, be ignored, as they have detrimental effects on employees' well-being, resulting for instance in burnout (Kaluza et al., 2020).

According to the above well-being is significant, as it affects employees' overall job satisfaction and performance, so organizations need to ensure that their employees' well-being is maintained high. One way to do that is by implementing high-involvement HRM (HI HRM) practices, which are defined as a collection of practices aiming to create an autonomous working environment where employees can participate more actively, express themselves, and have control over their jobs (Böckerman et al., 2011; Ouyang et al., 2016). By HI HRM practices implemented by leaders we mean the official practices belonging to the HRM strategy which views employees as important for organizational success (Shin et al., 2018). Those HI HRM practices are a 'bundle' of practices, and their main focus is to provide a better working environment for employees (Böckerman et al., 2011). According to previous research HI HRM practices have a positive effect on employees' well-being as they do focus on employees' growth (Liu, 2007). For example, they provide training and development opportunities, aiming to give employees the chance to acquire new skills and potentially

explore new capabilities (Liu, 2007). Employees are also encouraged to work in teams, which is imperative as they have the chance to socialize and learn from each other (Böckerman et al., 2011). With HI HRM practices implemented by leaders, we mean the official practices that leaders need to follow.

However, even if HI HRM practices that are implemented by leaders are proven by research to have a positive effect on employee well-being, employees themselves may perceive this differently. This happens because employees tend to make their own attributions and interpret those practices in different ways (Nishii et al., 2008). Those interpretations are vital to be considered by organizations and researchers as they create a gap between what is actually implemented by leaders and what employees perceive (den Hartog et al., 2013). This means that if employees have a different understanding of the HRM practices implemented by their leaders, then potentially the positive effects those practices can have on their well-being will never be achieved. This is logical as employees will not have the right ideas and understanding of how beneficial those practices are for them (den Hartog et al., 2012). Another reason why employees' perceptions are important to be considered by organizations, is that if employees perceive HI HRM practices as (not)helpful this could have an impact on their well-being and job satisfaction (Maier et al., 2013).

With that being said, listening to employees' views/perceptions is important to understand their needs. Hence, it is necessary to encourage them to 'speak up', or differently give employees a voice so they can express their views regarding organizational practices. According to previous studies, HI HRM practices provide opportunities for employees to share their opinions regarding their work activities (Mowbray et al., 2020). As, those practices are characterized by high autonomy, and teamwork, where employees have the chance to express their ideas and make decisions together (Mowbray et al., 2020). This means that voice is facilitated by HI HRM practices, so in organizations where those practices are adopted, employees have more freedom to talk about their ideas and participate in decision-making. Additionally, previous research has proven that employee voice has a positive effect on employee well-being since employees feel they have more control over their work and they also feel they contribute to the overall organization (Avey et al., 2012). This makes employees feel an important part of the organization which could contribute to their well-being. Studies have also proven that when employees have a voice in the organization, they show more engagement, and when they do not have a voice, they can experience burnout (Conway et al., 2016). That is why in this research, employee voice has a mediating role between HI HRM practices implemented by leaders and employee well-being.

This means that this study aims to investigate if HI HRM practices implemented by leaders have a positive effect on employee voice, so if they create a working environment where employees are given more opportunities to express themselves. Furthermore, we aim to investigate if employee voice is positively related to well-being, so if employees experience better levels of well-being when they have more voice within their organization.

The research question is*: To what extent do high-involvement HRM practices (perceived and implemented) have a positive impact on employee well-being and what is the role of employee voice in this relationship?*

In sum, the following research aims to investigate to what extent employees perceive HI HRM practices implemented by their leaders and employee voice as beneficial for their well-being. Overall, this study will contribute to employee voice and well-being literature in several ways. First, many studies have been conducted regarding the positive effects of HRM practices on organizational performance (Katou., 2021), however, there are not many studies regarding employee voice effect on employee well-being (Almeida et al., 2020). So, our research will provide sufficient information on the effect of HI HRM practices implemented by the leaders on employee voice. We will also provide sufficient information on the effect of employee voice on well-being. Providing in that way a better understanding of how HI HRM practices initiate employee voice and how this affects employee well-being. Second, previous studies have researched the positive effects of HI HRM practices on employee well-being (Böckerman et al., 2012; Kilroy et al., 2016), but no distinction was made in investigating what leaders actually do or intend to achieve and how employees perceive or understand that. In this study, we will focus on investigating HI HRM practices from two perspectives to have a better understanding of the benefits or potential disadvantages of those practices. However, our biggest interest is employee perception of the benefits of those practices on their well-being, or if they even believe that there are benefits. Most studies focus on the positive effect of those practices; however, employees may have a different view (Böckerman et al., 2012). They may even experience stress, since HI HRM may provide autonomy and rewards, but job demands also increase (Böckerman et al., 2012). Although there is a small number of studies investigating the potential disadvantages of HI HRM practices (Kilroy et al., 2016).

Finally, the findings of this study will be of practical importance for organizations that implement HI HRM practices or are in search of HI HRM practices that can positively affect

employee well-being. Those organizations will have the opportunity to realize that adopting the 'best' HI HRM practices is not enough, since if employees question the effectiveness of those practices, then this may even lead to deteriorating their well-being. Organizations can also use this study to understand the importance of giving voice to their employees to understand their true needs, opinions, and perceptions regarding HI HRM practices. Lastly, organizations can use this research to understand the impact of voice on employee well-being and re-evaluate the opportunities they provide to their employees to express themselves.

2. Theoretical Background and Hypothesis Development

2.1 Employee well-being

 Well-being is more than mental and physical health as it is related to peoples' feelings and ideas about their lives (Kaluza et al., 2020). Well-being is also classified into three different aspects, valence, which is the positive or negative well-being, temporal stability, referring to short and long-term well-being, and domain specification which is distinguished into job-related and general well-being (Kaluza et al., 2020). The last one can be distinguished into someone's general well-being such as life satisfaction and the job-related side of well-being such as work engagement (Kaluza et al., 2020). Well-being at work is an important aspect as positive well-being leads to positive perceptions of work, personal resources, and social relationships (Kaluza et al., 2020). Thus, positive situations at the workplace are highly related to positive well-being, and negative situations have a high relation to negative well-being (Kaluza et al., 2020). For instance, 'personal or job resources' result in better well-being, like engagement (Kaluza et al., p.7, 2020). However, 'resource-depleting factors' like job demands lead to a health-damaging situation, involving negative well-being such as burnout (Kaluza et al., p.7, 2020). Negative well-being is also connected to increased work strain and 'work-family conflict' (Kaluza et al., p.7, 2020). Thus, well-being is affected by different work-related factors (Kaluza et al., 2020). That is why organizations need to use necessary practices to minimize those negative factors affecting employee well-being otherwise the organizations' vitality as a whole will be affected.

Well-being is defined by two perspectives, the hedonic and eudaimonic (Keeman et al., 2017). The hedonic perspective explains well-being as the feeling of happiness people experience (Ryan and Deci, 2001). This perspective emphasizes life satisfaction, a positive

attitude, and the absence of negative feelings (Keeman et al., 2017). The eudaimonic perspective considers the engagements of employees in activities, which help them develop themselves or be more specialized in their field, as significant for well-being (Keeman et al., 2017).

Employee well-being is important not only for employees but also for organization-relevant outcomes because when employees feel happy, they are also more productive, absenteeism and turnover decrease and they present stronger aspirations to work harder (Keeman et al., 2017). On the contrary, when employees do not enjoy their jobs, they are unhappy, so their well-being is affected, this poses a threat to the organizational success too as employee well-being is a vital component that helps organizations flourish (Kemman et al., 2017). That is why organizations need to promote decisions or practices that contribute to ensuring employee well-being, one example is the HI HRM we will discuss below.

Thus, investing in employee well-being is beneficial for the organizations (Dewe & Cooper, 2012; Hone et al., 2015). In sum, organizations should not solely put their focus on providing high salaries or promotions, but they need to focus on building a supportive and inspiring work atmosphere with fruitful communication, in which employees feel both trusted and valued, have a voice, and can create a healthy work-life balance (Dewe & Cooper, 2012). In other words, a positive work environment does influence well-being, so in case the environment is exciting, inspiring, and filled with joy, this makes employees have a more positive attitude which leads to improving their well-being (Renee Baptiste, 2008). That is why we will focus on HI HRM, because those practices encourage a positive, supporting working environment which can facilitate well-being.

Physical and mental health is another way to define well-being (Renee Baptiste, 2008). Employees aspire to work in a place that has a positive contribution to their mental and physical needs such as social support and encouragement through imperative moments in their life (Renee Baptiste, 2008). The majority of people spend many hours of their lives at work, so employees need employers who support them in showing their capabilities and thriving in life (Renee Baptiste, 2008).

In this research employee, well-being will be studied based on, job satisfaction and work-life balance (Renee Baptiste, 2008). The article of Renee Baptiste (2008) also supports that these two variables lead to employee well-being at their workplace. Additionally, many researchers agreed that work-life balance is related to an individual's well-being and the overall feeling of harmony in life (Hoffmann-Burdzinska & Rutkowska, 2015). The work-to-family

conflict literature suggests that the way people manage work and family roles has huge consequences on well-being, job performance, and family functioning (Hoffmann-Burdzinska & Rutkowska, 2015). For many years scientists have proven that the failure of employees to balance work and life results in decreased well-being (Hoffmann-Burdzinska & Rutkowska, 2015). Thus, in this research, we will measure well-being also through work-life balance.

Job satisfaction refers to the situation when employees feel satisfied both with their work and the organization (Renee Baptiste, 2008). In other words, job satisfaction is a 'pleasurable or positive emotional state' which constitutes the outcome of employees' job appreciation from the firm (Renee Baptiste, p.9, 2008). Hence, there is a subconscious improvement in employees' performance at work when they feel appreciated and are rewarded for their performance, (Renee Baptiste, 2008). Job satisfaction is highly connected to employees' general perception of their work, including their physical working environment, their employment conditions, and the autonomy or responsibilities they are provided with (Renee Baptiste, 2008).

Work-life balance satisfaction is related to the chances employees have to "balance" work and leisure activities like hobbies, exercising, or traveling (Renee Baptiste, p.10, 2008). However, employees' preferences might vary, since some might desire to work in an organization that supports them in balancing work with family activities, and others may be in search of a flexible workplace that allows them to work when and from where they choose (Renee Baptiste, 2008).

2.2 The role of High Involvement HRM Practices in Employee Well-being

In this section, we will specify the role of HI HRM in ensuring employee well-being and the ways they achieve that. Studies are proving that HRM practices benefit both employees through ensuring their well-being and employers via increasing organizational performance, this belief is distinguished as the 'mutual gains' perspective (van de Voorde et al., 2011). HI HRM reflects an HRM strategy in which employees are perceived as vital for the success of the organization, and through these practices, the organization encourages them to be more involved in their jobs, show their abilities, and stay motivated (Shin et al., 2018). This is vital

because as we discussed in the well-being section employees generally desire a positive working environment that values them to feel happy with their job and consequently continue being productive. High involvement HRM practices are not represented by one or two 'best practices' but encompass a 'bundle' of practices that combined provide more autonomy or control to employees, something that is believed to be effective in creating a better work environment (Böckerman et al., 2011). There are also five constructs of HRM practices, recognition, competence development, empowerment, information sharing, and fair rewards (Appelbaum et al., 2000). Those constructs are of high significance as they add value to the organization by enlarging the importance of the human capital (Liu, 2018).

There is plenty of research on the positive effect of those practices on organizational performance (e.g Katou, 2021) but their effect on well-being is still not clear (Böckerman et al., 2011). Some studies show that employees are benefited from those practices as they offer more job autonomy, better mental stimulation, and social interaction via team working which potentially improves employees' well-being (Böckerman et al., 2011). However, HI HRM may lead to increased job demands and intensification of work which results in a negative effect on employee well-being, as employees may experience stress or burnout (Böckerman et al., 2011).

High-involvement HRM (HI HRM) practices aim to contribute to developing employees' skills, provide the opportunity to participate more actively in the organization, and focus on employees' involvement by providing them the opportunity to make decisions regarding their job (Ouyang et al., 2016). So, High involvement practices refer to practices that aim to increase employee involvement in the organization, promote teams, problem-solving via group working, sharing information, and support through training and development (Böckerman et al., 2011). Studies have shown that HI HRM has a positive effect on employees' work engagement, creativity, and orientation of learning (Maden, 2015; Shin et al., 2018). Considering all those opportunities HI HRM provides to the employees, we decided to study the effect of those practices on employee well-being, as those practices do focus on creating better working conditions for their employees.

Organizations that adopt HI HRM practices give the impression that they care about their employees' development and needs, which makes employees happy and consequently more willing to try harder for both their aspirations as well as the organizations' ones (Liu, 2018). By doing so, they potentially contribute to employee well-being, that is why it is vital to study the effect of HI HRM on employee well-being. HI HRM intends via investing in

their employees, to attract, develop them, and simultaneously maintain their capabilities (Liu, 2018).

HI HRM practices aim for a dual positive effect, both for the organization and the employees by offering them more job control and better chances to get involved in the organization as a whole (Liu, 2018). As mentioned above the HI HRM practices increase employee organizational involvement which increases employees' skills and competencies to perform in their jobs (Liu, 2018). Those practices also offer employees more autonomy in their work which results in employees taking more responsibility for their jobs (Liu, 2018). Recognition practices consist of non-financial awards the organization provides to its employees because of their performance, in this way the organization shows its appreciation to the employees by providing positive feedback which results in motivating employees to perform even better (Liu, 2018). Competence development involves programs and opportunities for development within the organization, aiming to improve domain-related knowledge and skills, for example, training for employees or job rotation (Liu, 2018). Competence development, for instance, helps organizations to promote messages regarding employers' thoughts about their employees' development in the long term (Liu, 2018). Empowerment is the freedom that employees are offered by their organization to decide how to organize their work-related activities as well as their everyday tasks (Liu, 2018). When organizations provide this freedom to their employees, they are more willing to take responsibility and initiatives to be more involved in engaging in different tasks (Liu, 2018). Information sharing practices support employees in learning about the organization, external markets, and management, which leads to employees potentially showing commitment or trust to the organization given that they substantially understand the information they receive (Liu, 2018). Fair rewards consider the perception of employees on the fairness of their salary, gains, evaluation of performance, and job tasks (Liu, 2018). When employees perceive those rewards as fair or satisfying then they feel like the organization cares about their well-being, which increases the chances of employees showing greater interest in working harder for the organization (Maden., 2015).

H1 HI HRM practices implemented by leaders are positively related to employees' well-being.

2.3 Employee perception of HRM practices implemented by leaders

However, those high-involvement HRM practices are adopted by the organizations and then implemented by the leaders, to increase employee well-being and, consequently, organizational economic performance (van de Voorde et al., 2011). This is the reason why the positive effect of those practices on employees' well-being is often questioned, as some researchers support that those practices mainly focus on the organization's success rather than on employees' well-being (van de Voorde et al., 2011). At this point, it is of importance to stress that HRM practices can positively affect employee well-being if employees support organizational goals and aspirations (van de Voorde et al., 2011). That is why it is highly important to also include the employee perceptions in our model because in this way we can investigate not only the effect of HI HRM on employee well-being but also how employees themselves perceive this effect.

HI HRM practices implemented by leaders consist of the official, well-designed practices that leaders implement to enhance employee motivation, well-being, or performance (den Hartog et al., 2013). However, well-designed implemented HRM practices do not guarantee positive effects on employees, because, in reality, employees tend to create their own interpretation of those practices which may lead to different outcomes from what was intended by the managers during implementation (den Hartog et al., 2013). This means that employees may perceive reality differently, so employees may demonstrate different interpretations of the HRM practices (den Hartog et al., 2013). Those different interpretations create a misalignment as employees do not have the right perceptions of HRM practices, so the impact of those practices on employees may be weakened (den Hartog et al., 2013).

Additionally, employees even make their own attributions about the management's intentions behind the HI HRM practices implemented (Nishii et al., 2008). This makes it vital to study employees' perceptions as they may even experience or translate the HI HRM practices usefulness or necessity differently, so more insight and attention need to be given to ensure that employees do understand the benefits they get from HI HRM practices presented to them by their leaders (Nishii et al., 2008). Some employees might consider HI HRM practices as positive for them, as an 'investment' in them and their development (van de Voorde et al., 2011). When employees perceive their organization's actions as beneficial or

generally positive, they will potentially have a more positive attitude towards the organization and work harder and more productively for it (Senasu & Virakul, 2015).

In contrast, other employees might perceive those practices negatively, connecting them to job intensification, cost reduction, stress, and pressure (van de Voorde et al., 2011). Employees might even show resistance to those practices which results in employees showing attitudes like disengagement or turnover (Razali & Vrontis, 2010). When an employee perceives his/her organizational behavior as damaging, then he/she will possibly demonstrate a negative attitude at work (Senasu & Virakul, 2015). Thus, it is significant for organizations to consider their employees' perception of those HI HRM practices to avoid negative implications.

There is already research verifying a strong relationship between HI HRM practices, job satisfaction, and different forms of commitment (Mendelson et al., 2008). So, when employees perceive the HI HRM practices positively or effective, they show bigger commitment, job satisfaction, and trust in the management of their organization (Mendelson et al., 2008). Employees' commitment and job satisfaction are relevant to our study as together they are part of employees' well-being (Renne Baptiste, 2008).

To make it more concrete, in this research we refer to employees' perception of HI HRM, so we will study employees' own perceptions based on their underlying 'ethical imperative of normative treatment' (Senasu & Virakul, p.5, 2015). Employees' perceptions are vital to be considered as everyone has different needs, so employees differ in terms of job or work-life satisfaction. This means that if organizations ignore employees' perceptions, they 'miss' insight into what employees think about their organizations' support or policies (HI HRM practices in our case) (Senasu & Virakul, 2015).

H$_2$ Employees' perceptions of HI HRM implemented by the leader will moderate the relationship between HI HRM implemented by the leader and the employee well-being.

2.4 The Mediating Role of Employee Voice in the Relationship between High Involvement HRM Practices and Employee Wellbeing

We already discussed above the importance of well-being for employees themselves and their job performance. We also discussed that employees need a working environment that takes into consideration their well-being. We believe that one way for organizations to do that is by adopting HI HRM practices which promote employee job autonomy, and development opportunities and generally give employees the feeling they are valuable by allowing them to 'speak up' and be more active in the decision-making as we already mentioned. Additionally, we mentioned that employees tend to perceive reality differently and consequently they may view HI HRM practices contribution to their well-being differently, even negatively. That is why including employee voice in this study is significant as we believe that by encouraging employee voice within the organization, then it will be easier to understand what employees really need from their workplaces to be satisfied and consequently experience high levels of well-being.

Employee voice is defined as 'any attempt at all to change rather than to escape from, an objectionable state of affairs' (Hirschman., p.30, 1970). Voice consists of the behavior of employees expressing themselves, by providing their suggestions, ideas, information, and opinion to the organization (Schlosser & Zolin., 2012). Employees' ideas and perceptions of organizations are vital as they are the ones who work to achieve organizational goals and result in its growth, so employees' views need to be considered. Employees make use of silence and voice to demonstrate their desire or reluctance to get involved in the organizational procedures (Schlosser & Zolin., 2012). Voice is believed to be positive in contrast to silence which is often connected to negative effects (Schlosser & Zolin., 2012). Employees choose silence, also called deaf or mum effect defensive silence as a way to protect themselves, which results in minimizing organizational learning, innovation, participation, and receptiveness to change (Schlosser & Zolin., 2012). Defensive silence is created by fear and self-protection, while voice is encouraged by cooperation (Schlosser & Zolin., 2012).

Employee voice is another important factor that influences employees' well-being, as in this way they express their agreement or disagreement with the organization's decision, in our case the HI HRM practices (Chou et al., 2019). Consequently, the organization can identify what are their employees' struggles and react to them (Dedahanov et al., 2016). This

means that employee voice should be encouraged as it is a way to understand employees better. When employees are encouraged by HRM practices implemented by their leaders to use their voices, they feel more comfortable expressing themselves and sharing their thoughts (Avey et al., 2012). This type of voice behavior is connected to feelings of personal empowerment, which results in employees feeling they contribute to the organization, provides them with a sense of control, and consequently is associated with employees' performance and well-being (Avey et al., 2012). So, voice is associated with positive results as employees feel they have a sense of direction and control over their job demands (Conway et al., 2015). In contrast, the absence of a voice is associated with mental health problems, because employees feel they have little control or opportunity to deal with situations of stress (Conway et al., 2016). Additionally, previous studies have proven that participation in decision-making and exchanging information are negatively related to burnout and positively linked to engagement (Conway et al., 2016).

Direct leaders need to encourage employees' voices and minimize silence to create an atmosphere of communication and trust within the organization (Schlosser & Zolin., 2012). The HI HRM practices implemented by leaders are vital as they provide opportunities for employee voices to be expressed (Mowbray et al., 2020). This happens in three ways, first via high autonomy jobs, where employees have freedom regarding their task accomplishment; second, working in autonomous or semi-autonomous teams, where employees contribute to decision making in their teams; and third, the presence of common voice mechanisms, like 'suggestion schemas' (Mowbray et al., p. 4, 2020). HI HRM can encourage employee voice conduct via staffing, training, and rewarding employees who show a willingness to share knowledge within the organization (Rasheed et al., 2017). HI HRM can also give work security and courage to employees, so they feel secure to use their voice and express themselves even when they criticize the organization (Rasheed et al., 2017). Another influence of HI HRM in encouraging employees' voices is through lowering hierarchy and providing financial and non-financial benefits to employees who dare to use their voices and share their thoughts (Rasheed et al., 2017).

So, HI HRM practices seem to help in promoting employee voice, and employee voice seems to affect employee well-being (Mowbray et al., 2020; Conway et al., 2016). This means that employee voice has a mediating role between HI HRM practices implemented by leaders and employee well-being. However, as we already mentioned HI HRM practices are effective only when employees consider them as such. If employees perceive the practices

their leaders implement as insufficient then those practices will not make any difference (Frenkel et al., 2013). Thus, in our case, if employees believe that HI HRM practices do not facilitate employee voice then no matter how those practices are implemented, they will not have the expected results. Employees perceive things differently (Nishii et al., 2008), which means that the practices that their leaders may consider ideal to increase employee voice might not align with what employees need to express themselves more. That is why in this study we will also investigate how employee perception of HI HRM practices moderates the relationship between HI HRM practices implemented by leaders and employee voice.

All in all, in this study we focus on the positive effect of HRM practices implemented by leaders on employee well-being and voice and how those relationships are moderated by employee perception of HI HRM practices. But to identify their perceptions, employees need to be given more opportunities to express their thoughts. Consequently, leaders need to make sure that the practices they implement encourage employee voice.

H_3 HI HRM practices implemented by leaders have a positive relationship with employee voice.

H_4 Employee voice has a positive effect on employee well-being.

H_5 Employee voice mediates the relationship between HI HRM practices implemented by leaders and employee well-being.

H6 The indirect effect of HI HRM practices implemented by leaders on employee well-being through employee voice depends on employee perception of HI HRM.

2.5 Conceptual model

The model below is depicted the conceptual model of this study. First, we hypothesize that HI HRM practices implemented by leaders have a positive direct effect on employee well-

being. Secondly, HI HRM practices implemented by leaders have a positive effect on employee voice, consequently, employee voice has a positive effect on employee well-being. So, the more HI HRM practices are implemented, the more voice employees have, and the more their well-being is increased. HI HRM practices have both a direct positive effect on employee well-being and a mediating positive effect through employee voice. However, those relationships are moderated by employee perception of HI HRM, so when employees perceive HI HRM positively or useful, then indeed HI HRM has a positive effect on their well-being. When employees perceive that HI HRM practices implemented by leaders provide them the opportunity to 'speak up', then they will express themselves more. Consequently, the more they feel stimulated by HI HRM to talk, the more they will talk, and the more their well-being will increase.

Figure 1. Conceptual model
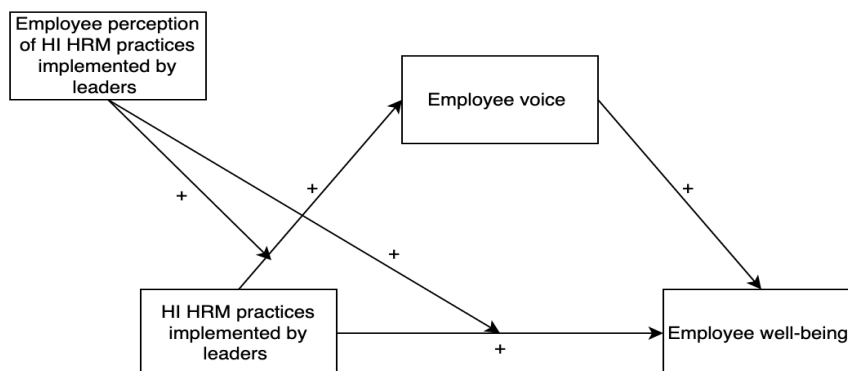
1. **Methodology**

This chapter presents in detail the methodology which was followed in this research. We will thoroughly discuss the different parts of the methodology aiming to explain how the research goal was achieved. First, we discuss the research approach and design. After that, the characteristics of the participants and the procedure are presented, followed by the measures

we used for the variables of this research. Lastly, the control variables, the analytical strategy, and research ethics are discussed.

3.1 Research approach and design

In order to answer the research question, a quantitative approach was chosen. A quantitative approach is suitable since we are interested to study the relationships between the variables we presented above. For this study, we used a hypothetical-deductive approach since our hypotheses are derived from existing theory (Symon & Cassell, 2012). A hypothesis is not a 'guess' but a theory-driven effort to explain what has been observed and mostly, phenomena that remain still untested (Field, 2018). This is a characteristic of quantitative data as after a thorough study of existing theory, hypotheses are generated which are later tested by gathering a large amount of data (Field, 2018). Thus, the data gathered are significant as based on them the hypotheses are tested (Field, 2018). This results in accepting or rejecting those hypotheses (Field, 2018). Finally, the hypothetico-deductive approach aim is to derive generalizable knowledge through hypothesis testing (Symon & Cassell, 2012).

This study had also a cross-sectional design as all data were gathered at a particular point in time (Sedgwick, 2014). This was achieved by the use of online surveys which were distributed to the potential respondent. Cross-sectional studies are quick, easy, and cheap to perform (Sedgwick, 2014). This design is appropriate for this study considering the short period of time it needed to be completed. However, this design does not allow for investigating cause-and-effect relationships (Wenger, 1999) which could be a limitation for our study as we will discuss more thoroughly later.

Finally, this is a dyadic study, as in order to collect the data both leaders/ direct supervisors and their employees were required. Two questionnaires were made, one for leaders and one for the employees, both in Dutch and English, so four in total. All questionnaires were constructed on the software Qualtrics. By including both leaders and employees we will have a more complete idea about the HI HRM practices effect on well-being and voice. This is because we will be able to see what leaders think of the HI HRM practices, they implement, and at the same time how employees perceive those practices. As we mentioned above, we aim to measure the effect of the HI HRM practices implemented by the leaders on employee well-being and voice. By this we mean the official practices or

efforts leaders take to ensure or enhance employee well-being and employees' opportunities to use their voice within the organization.

However, previous research has proven that employees tend to 'translate' or perceive management actions differently (Nishii et al., 2008), so we decided to measure the effect of HI HRM practices on employee well-being and voice also from the employee side. More specifically, by employee perception, we mean the overall opinion of the employees. So, if employees think that HI HRM practices are beneficial or not for their well-being. We aim to investigate if employees feel supported within their organization. We made this decision, so we have a better idea of how and if HI HRM practices have a positive effect on employee well-being and voice. Because leaders may believe that the practices, they implement are appropriate or ideal to ensure employee well-being. However, employees potentially do not feel the same way, or they do not believe that the current practices are effective for them. We do not aim to investigate the different perspectives of the employees as in that case, a qualitative study would be more appropriate. With a qualitative study, it would be possible to explore in detail the different opinions of employees over the HI HRM practices. However, here our goal is to explore the impact of employee perception on HI HRM practices, employee voice, and well-being not the diversity in perceptions between employees.

To gather our data, we chose an online survey as it is convenient, can be easily distributed, and participants can answer at their own convenience. Online surveys are quick, inexpensive, and help collect data on a large scale (Andrews et al., 2003). Another advantage of a quantitative survey is that results are more objective and consequently reliable if they are analyzed critically (Choy, 2014).

3.1.1 Participants and procedure

For this research, we used a non-random, namely voluntary sample of employees from the population of working adults in the Netherlands. This sample is appropriate as it is easier to

approach respondents. We approached people from our working/ academic environment and asked them if they knew other people who would like to participate in this research (snowballing technique). We were a group of five master's students working together in a thesis cycle, so we all followed the same technique to approach respondents. Additionally, there is a chance of bias as most of the participants knew us, so they were enthusiastic to participate. This means that they did not potentially give the answers they really thought but provided answers they thought could be more helpful to us. In other words, our role as a researcher here could have possibly created bias as people identified us as their colleagues/ friends. In an attempt to minimize the bias, we emphasized to the participants, to be honest, and choose the answers they truly wanted to provide.

Participants were approached through personal emails or via face-to-face communication. We also asked people we knew to share the questionnaire with colleagues or friends so we could avoid contacting everyone personally, aiming for potentially less biased answers. To participate in the study, employees needed to be at least 15 years old, have a legal contract, work at least fifteen to twenty hours per week, and have a direct supervisor. We aimed for the questionnaires to be completed by 200 leader-employee dyads, meaning 100 direct leaders and about 100 employees but some employees might also share the same supervisor with another employee of the sample. We provided the supervisor with a personal code they needed to fill in first in their own questionnaire but also share it with their employees, so we could create dyads in SPSS based on that code. Questionnaires were sent on May 4, 2022, and the data collection process was finalized on May 18, 2022. After the first week, a reminder was sent to all the potential participants. We selected different companies with whom we had contact and could distribute online our questionnaire.

After we finalized our data collection, we first transferred the questionnaires to SPSS. We merged the two employee questionnaires together, then we did the same with the leader ones and then we merged them all together carefully. We checked if managers and employees shared identical codes and deleted participants who had wrong codes or replied to less than 60% of the questions. Eventually, we achieved to collect 109 dyads in total.

Our final dataset includes 50 women and 59 men, so 45.9% and 54.1% respectively, which makes our gender differences almost equal. The average age of the respondents is 34.44 years ($SD =10.68$), ranging from 19 to 64 years. The average age demonstrates that we are dealing with a relatively young sample. Regarding the education of the respondents,

12.8% completed high school, 20.2% have an Intermediate Vocational Education (MBO) diploma, equally 20.2% are Bachelor of applied sciences graduates. An 8.3% received a Master of applied sciences, 11% finished a Bachelor of Science, and 17.4% have a Master of Science. Finally, respondents with a PhD belong to a 2.8%, and 7.3% followed another type of education.

3.1.2 Measures

In this section, we will discuss the measures we used for our variables. We had four variables, namely HI HRM practices, employee voice, job satisfaction, and work-life balance. Of those variables only the HI HRM practices one was included in both the employee and leader survey. This is because we aimed to investigate the effect of HI HRM practices on employee well-being from both leaders' and employees' sides. Leaders are asked to evaluate the HI HRM practices they implement, so what they do to provide employees with development opportunities, voice, or simply create a positive environment for them. Which consequently will contribute to better employee well-being. Employees are asked to provide their own perspective/opinion on those HI HRM practices. Aiming to explore if employees consider those practices beneficial for their well-being. We derived the scales below from existing literature and they can be found in appendix 1.

High involvement HRM practices implemented by leaders were measured using nine items, in a five-point Likert scale starting from 1=strongly disagree and 5=strongly agree, with items regarding training and development, opportunities that are given to employees to participate and express their opinions, information sharing, compensation, and employee empowerment (Harmon et al., 2003). Leaders were asked to indicate how present HI HRM practices are in their organization. They needed to indicate how and if they try to ensure employee well-being and employee voice through HI HRM practices. For example, leaders are asked to indicate to what extent their employees 'are rewarded for providing high-quality products and services to customers'. This scale is reliable as in the reliability analysis the Cronbach's alpha was .857 (>.70).

For employee perception of HI HRM practices we used the same scale from Harmon et al. (2003), with slightly differently formulated sentences. In the employee questionnaire, they were asked to evaluate the effectiveness of the HI HRM practices implemented by their leaders. So, employees were asked to provide their opinion/perspective on the positive effect

of HI HRM practices on their well-being and voice. For instance, they were asked to indicate if their 'managers let them know how their work contributes to the organization's mission and vision'. This scale is reliable as in the reliability analysis the Cronbach's alpha was .799 (>.70).

For employee voice, six items were used in a seven-point scale, in which employees were asked to evaluate how good or bad their management is in providing opportunities for employees to use their voices. We adopted this scale from Van Dyne & LePine, (1998). Hence, participants will be asked for instance if their direct supervisors let their employees 'develop and make recommendations concerning issues that affect their work', 'keep employees well informed about issues where their opinion might be useful to their work group' or let employees 'speak up in their group with ideas for new projects or changes in procedures' (Van Dyne & LePine, 1998). The Cronbach's alpha for this scale is .941 (>.70), which means that it is a reliable scale.

Job satisfaction was measured with three items, on a five-point scale ranging from 1=strongly disagree to 5=strongly agree. Respondents will need to answer statements like 'In general, I like working here' or 'In general, I do not like my job' (Zhou & George, 2001). For this scale the Cronbach's alpha was first negative so we needed to reverse item 2, this led to a Cronbach's alpha of .657 which is still lower than .70. That is why we deleted item 2, and then we had an alpha of .746 (>.70).

Work-life balance was measured with four items, on a five-point scale ranging from 1=strongly disagree to 5=strongly agree, including items such as 'I currently have a good balance between the time I spend at work and the time I have available for non-work activities', or 'I feel that the balance between my work demands and non-work activities is currently about right' (Brough et al., 2014). This scale also had a really low Cronbach's alpha because of negatively worded items. Thus, we reversed item 2 which led to an alpha of .845 (>.70). For most of the scales above, Cronbach's alpha could be even higher if we deleted one item. However, we chose not to do that, to prevent a decrease in the validity of our data. Validity refers to the degree to which we make accurate measures of what is supposed to be measured (Hair et al., 2014).

3.1.3 Control Variables

Based on other studies related to HI HRM, employee voice, and well-being, we used the control variables age, gender, and education aiming to reduce the possible effect of demographic characteristics (Chou et al, 2020; Hoffmann-Burdzinska & Rutkowska, 2015; Shin et al., 2018). Respondents were asked to indicate their age by choosing from a list starting from '15 years old' to '75 and older'. Gender is determined based on five categories, 1= Male, 2= Female, 3= Non-binary, 4= Other, and 5= Prefer not to say. For education level, respondents were asked to choose between 1= High School, 2= Intermediate Vocational Education (MBO), 3= Bachelor of Applied Sciences (HBO), 4= Master of Applied Sciences (HBO), 5= Bachelor of Science, 6= Master of Science, 7= PhD, and 8= Other. With these control variables, we can investigate if those demographic characteristics potentially have an effect on our model.

3.2 Analytical Strategy

The data will be analyzed with the statistical program SPSS. To begin with, before the analysis, all data needed to be organized and prepared for the analysis, by controlling for missing data (<10%) and identifying the amount of missing data (Hair et al., 2018). Additionally, we needed to test if they are completely at random (check Little's MCAR test) or they show a particular pattern (Hair et al., 2018). In our dataset none of the items has more than 5% missing data, let alone 10%. Little's MCAR test was not significant x^2 (47) = 29.20, p= .981, which means that the missing data are completely at random. If we had missing data then we would delete them one by one (list-wise deletion) in order to ensure that the validity of the measures is not decreasing (Hair et al., 2014). The reliability of all measures was also assessed by running a reliability analysis and checking the Cronbach's α, which needs to be above .7 (Hair et al., 2014). In this way, the internal consistency of the scales was evaluated (Hair et al., 2014). Factor analysis was also conducted as this method enables us to better understand our concepts (Hair et al., 2014). Factor analysis is useful as it results in data reduction and groups a set of items into a limited number of factors. In this way, the underlining meanings of the factors can be defined (Hair et al., 2014). First, we run oblique rotation (direct oblimin) to check if the factor correlation matrix shows that there is at least one correlation between factors that is above .30. If not, then we would change to orthogonal rotation (varimax). Apart from that, we checked the Kaiser-Meyer-Oklin (KMO) to identify

the appropriateness of factor analysis. KMO needs to be higher than .50. After that, we checked if Bartlett's Test of Sphericity was significant to ensure if there are enough correlations between the items to conduct a factor analysis. We also checked if all communalities were above .20 and if there were cross-loadings between items. Lastly, we checked if the Eigenvalues were larger than 1 and if the explained variance was at least 60%. After that, we checked for outliers to identify the characteristics of our sample. Next, checked the descriptive statistics to ensure that there was nothing wrong with our data. Finally, we tested our hypotheses by using a regression analysis done via PROCESS macro which is an addition to SPSS (Hayes, 2013). In this case, we needed to use models 4 and 8, since we have a mediation-moderation model (Hayes, 2013). Mediation analysis is used to quantify and explore the direct and indirect pathways through which a dependent variable X transfers its effect on an independent variable Y through one or more mediator variables (Hayes, 2017). A moderation analysis is used to explore how the effect of the dependent variable X on the independent variable Y depends on a third variable (Hayes, 2017).

More specifically, we started with Model 4, to test the significance of the total effect of X on Y (c), the direct effect of X on Y (c'), and the indirect effect of X on Y (ab). After that, we used Model 8 to test the moderator effect of W. Figure 2 illustrates both models 4 and 8 we used to test our hypotheses.

Figure 2. *Statistical model*
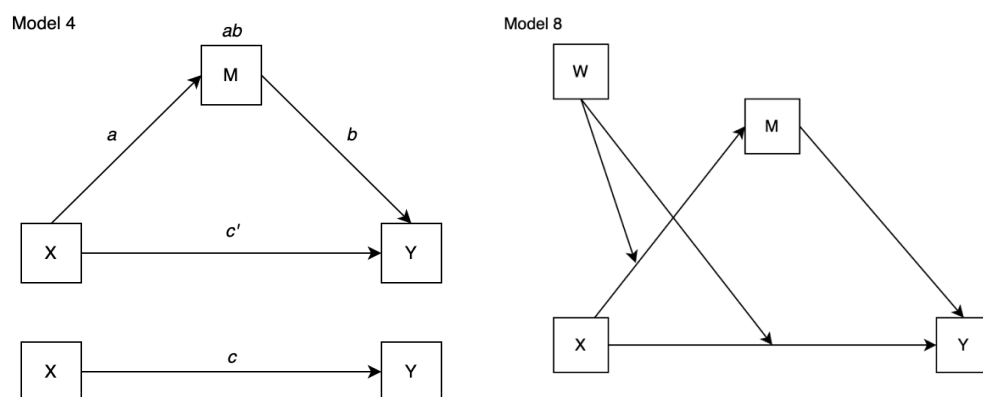
3.2.1 Research Ethics

This study takes into consideration ethical issues as all answers provided by respondents will be treated confidentially (Sekaran & Bougie, 2016). All the data derived from the questionnaires will be only used for the purpose of this research and will not be shared with other parties or for other studies. The anonymity of the participants will be respected in the survey as we will not ask for names or addresses, and they are free to decide whether to complete the survey or not. We will ask all respondents to give us permission to use the data they provided for our research. All the above ensure that participants have provided us with permission to use their answers in our research (Sekaran & Bougie, 2016). The research will be transparent as respondents will clearly know the exact purposes and use of the survey. Considering the data management, the investigator of this study is fully informed about ethical and legal principles that should be addressed and will protect the rights of the participants (Goosen, 2018). The researcher will also ensure that the data collected are true, accurate, and reliable (Goosen, 2018). Each of the students of the group approached people from their network via email without sharing their emails with the rest of the group to protect the anonymity of the respondents. Additionally, after the data collection was finalized, we deleted all emails we exchanged with the participants.

4. Results

In the following section, we will discuss the results of this study and the statistical procedures that were followed to test our hypotheses. First, the sample distribution and normality will be presented. After that, we present the results from the factor analysis, followed by the descriptive statistics of our variables. Lastly, we will report the results of the hypotheses testing which includes the mediation and moderation analyses.

4.1 Sample Distribution

The normality of the sample distribution is vital to be checked to have a better idea of the responses we received. For that reason, we checked the skewness and the kurtosis. When a distribution is normal, then both skewness and kurtosis will have values close to 0 (Pallant, p.57, 2010). A positive skewness indicates that for some measures the sample is clustered

towards the left (Pallant, 2010). In the case of a negative skewness, the values cluster towards the right (Pallant, p.57, 2010). Regarding kurtosis, a positive one shows a rather peaked and when values are below 0 then the distribution is relatively flat (Pallant, p.57, 2010). As we can see in Table 1, generally the skewness and kurtosis of our sample were close to 0 which indicates a normal distribution (Pallant, 2010).

Table 1
Descriptive statistics

	N	Minimum	Maximum	Mean	SD	Skewness	Skewness	Kurtosis	Kurtosis
Job satisfaction	104	2.50	5.00	4.2500	.54417	-.461	.237	.831	.469
Work-life balance	104	2.00	5.00	3.6779	.74527	-.436	.237	-.092	.469
Employee voice	106	2.00	7.00	4.2626	100.815	.827	.235	.638	.465
HI HRM Leader	109	2.33	4.78	3.6249	.61786	-.426	.231	-.355	.459
HI HRM Employee	106	2.67	5.00	3.8218	.48534	-.154	.235	-.113	.465
Valid N (listwise)	104								

4.2 Factor Analysis

In order to test the fit to the measurement model and the internal structure of the items, factor analysis was performed. First, we performed a factor analysis for the employee-rated questionnaire including all our variables, namely employee perception of HI HRM, employee voice, work-life balance, and job satisfaction which were part of how we measured well-being. The first step is to check which is the appropriate rotation method to follow. We first run an oblique rotation (direct oblimin), but none of the factors showed correlation >.30, consequently, we chose the orthogonal (varimax) rotation method. Factor analysis is considered appropriate only if certain criteria are met. The first criterion is the Kaiser-Meyer-Oklin (KMO), to verify the sampling adequacy for the analysis. The KMO varies between 0 and 1 and needs to be close to 1 to ensure that the factor analysis will result in distinct and reliable factors (Field, 2018). The value of KMO needs to be at least >.50, but in our analysis, it was .811, which is considered a great value (Field, 2018). Following this, we need to check Bartlett's Test of Sphericity which requires that there is at least one significant correlation between the items (Field, 2018). Here we make two hypotheses, the H0: there are 0 correlations between the items (null hypothesis) and H1= there is at least one correlation between the items (Field, 2018). The factor analysis is appropriate only if Bartlett's Test of Sphericity is significant (p< 0.5), and the null hypothesis is rejected (Field, 2018). In our

employee-rated questionnaire Bartlett's Test of Sphericity was significant ($p < 0.01$), hence the assumption of sphericity has been met, which means that there are enough correlations between the items (Field, 2018). Next, we needed to decide the number of factors that needed to be extracted, which we did by following Kaiser's criterion. According to this criterion, factors need to be retained when the eigenvalue is greater than 1, this means that the factor should capture at least as much information as one item (Field, 2018). SPSS by default uses the Kaiser's criterion to extract factors, so we decided to specify the number of factors we aspired to retain. Considering our research, we decided to retain four factors, namely HI HRM practices, employee voice, work-life balance, and job satisfaction. The four factors extracted; all together explain the 61.50% which is higher than the 60% that is required. We also chose to suppress all factor loadings which were smaller than .30, aiming to have a clearer view of our data (Field, 2018). After that, we needed to check the communalities, which are related to the proportion of an item's explained variance (Field, 2018). The factors that are retained will not explain all the variance in the data, so after extraction, communalities will always be less than 1 (Field, 2018). The closer the communalities are to 1, the better our retained factors will explain the original data (Field, 2018). The threshold for all communalities is .20. All our items have communalities higher than .20, except for one which was .26, this item is also the only item that loads in two factors (factors 2, employee voice, and 4, job satisfaction). However, it does not seem to be a problematic cross-loading as the difference between the highest and second-highest factor loading of the item is not smaller than .20 (.70) (Field, 2018). We did not delete this item as it was loading more on factor two and because we already had short scales. So, it would be better if we did not delete more items.

As we mentioned above the HI HRM practices implemented by the leaders were measured twice as we also aim to investigate how leaders themselves evaluate the effect of those practices on employee well-being and voice. Even if we used the same scale, the items were formulated slightly differently, so we perfumed two separate factor analysis. Since we included only one variable in the factor analysis, we decided to extract only one factor. The first two criterions are met as the Kaiser-Meyer-Oklin (KMO) was .809 (>.50), and Bartlett's Test of Sphericity was significant (<.01). Which means that performing a factor analysis is considered appropriate as the sample size is adequate and there are enough correlations between the items (Field, 2018). We could not check for correlations between factors as we have only one variable, so the varimax rotation method was chosen. The factor showed an explained variance of 48.25%.

4.3 Correlations

In this section we will present the results from our Pearson correlation analysis which tests the correlations between the variables: HI HRM practices implemented by leaders, employee perception of HI HRM practices, employee voice, job satisfaction, work-life balance, and the control variables. We use the Pearson correlation coefficient to estimate whether there is a correlation between two variables, and it varies between -1 and +1 (Field, 2018). A +1 coefficient indicates that the two variables have a perfect positive correlation, meaning that when variable increases, the other one increases to (Field, 2018). Contrary, a -1 correlation indicates a negative perfect correlation, so when one variable increases, then the other one decreases (Field, 2018). Our independent variable, HI HRM practices implemented by leaders positively correlates with employee perception of HI HRM practices (r= .274, p <.01). Employee perception of HI HRM correlates negatively with age (r= -.239, p <.05), positively with employee voice (r= .282, p <.01), and job satisfaction (r= .311, p <.01). Employee voice also correlates negatively with age (r= -.209, p <.05), and positively with job satisfaction (r= .267, p <.01). This means that the more employees use their voice the younger they are. Additionally, when employee voice increases then job satisfaction increases too. Finally, work life balance correlates positively with educational level (r= .239, p <.05), and job satisfaction (r= .296, p <.01). Hence when education level increases so does work-life balance and job satisfaction. All the significant correlations indicated a small effect, as they were higher than +/- 1(Field, 2018). Only the correlation between employee perception of HI HRM practices and job satisfaction had a medium effect, as it was higher than +/- 3 (Field, 2018). This indicates that our variables do not strongly correlate with each other, which potentially will have implications on the hypothesis testing analysis. Table 2 summarizes all the correlation between our variables.

Table 2

Correlations

Variable	1.	2.	3.	4.	5.	6.	7.	8.
1.Age								
2.Gender	.050							
	.604							
N	109							
3.Education	.108	-.169						
	.264	.079						
N	109	109						
4.HI HRM Employee	-.239*	-.076	.099					
	.013	.440	.312					
	106	106	106					
5.HI HRM Leader	-.144	-.094	.081	.274**				
	.135	.332	.405	.005				
N	109	109	109	106				
6.Employee voice	-.209*	-.051	.181	.282**	.169			
	.032	.604	.063	.003	.083			
N	106	106	106	106	106			
7.Job satisfaction	-.046	.080	.070	.311**	.127	.267**		
	.640	.418	.479	.001	.198	.006		
N	104	104	104	104	104	104		
8.Work-life balance	.075	-.075	.239*	.073	-.040	.154	.296**	
	.452	.452	.014	.459	.688	.119	.002	
N	104	104	104	104	104	104	104	

Note. * Correlation is significant at the 0.05 level (2-tailed).

  ** Correlation is significant at the 0.01 level (2-tailed).

4.4 Hypothesis Testing

In this section, we will test the conceptual model and all the hypotheses we made above. We performed a moderation and mediation analysis via PROCESS which is an extension of SPSS. PROCESS has different models through which hypotheses could be tested, but for our conceptual model, we need to use Models 4 and 8 (Hayes, 2013). We used Model 4 to test the direct and indirect relationships (Hayes, 2013), so we used it for H1, H3, H4, and H5. In this model, we added HI HRM practices implemented by leaders as the independent variable (X),

employee well-being as the dependent variable (Y), and employee voice as the mediation variable (M). As we mentioned above, we measure the dependent variable well-being (Y), based on job satisfaction (Y1) and work-life balance (Y2). Thus, in order to test the effect of HI HRM practices implemented by leaders (X) on well-being (Y), we need to perform the analysis twice. Hence, we first checked the effect of HI HRM practices implemented by leaders (X) on job satisfaction (Y1) and then we repeated the same process for work-life balance (Y2). As control variables, we added age, education level, and gender. After that, we used Model 8 to perform a moderation analysis, aiming to test the moderation effect of employee perception of HI HRM practices implemented by leaders (W) on well-being and employee voice. With this model, we tested H2 and H6.

Our first hypothesis (H1) assumed that HI HRM practices implemented by the leaders will have a positive effect on employee well-being, both on job satisfaction and work-life balance. All results are summarized on Table 3. To test this hypothesis, we assessed the main effect between HI HRM practices implemented by leaders and well-being (job satisfaction and work-life balance), so the total effect of X on Y without the influence of the mediating variable. The results showed that those practices do not have a significant effect on employee job satisfaction (beta = .10, p >.05). Thus, H1 was rejected. Similarly, HI HRM practices implemented by the leaders did not significantly affect work-life balance (beta = -.08, p >.05), which means that this hypothesis was not confirmed either.

For our third hypothesis (H3), we needed to test the effect of HI HRM practices implemented by leaders on employee voice. According to our outcome, those practices do not have a significant effect on employee voice (beta = .18, p > .05), as shown on Table 5. Resulting in rejecting H3.

Our fourth hypothesis (H4) was tested by checking the effect of employee voice on employee well-being, both work-life balance, and job satisfaction. We first tested the effect of employee voice on work-life balance, which was not significant (beta = .10, p >.05). Following we tested the effect of employee voice on job satisfaction which was positive and significant (beta = .13, p= <.05). Thus, H4 is partially accepted.

Table 3
Process model 4 analysis

	Job satisfaction						Work-life balance					
	Model Summary						Model Summary					
	R^2	F	p	b	SE	p	R^2	F	p	b	SE	p
HI HRM Leader	.0321	.8215	.5145	.1055	.0896	.2418	.0644	1.7047	.1550	-.0808	.1206	.5044
Employee voice	.0892	1.9188	.0980	.1349	.0545	.0149	.0823	1.7583	.1289	.1035	.0749	.1701

Note. N=104

For our fifth hypothesis (H5) to be tested, we needed to check the mediating effect of employee voice on the relationship between HI HRM practices implemented by leaders (X) and employee well-being (Y). The mediating or intervening variable is conceptualized as the mechanism through which X influences Y (Hayes, 2017). So, basically with mediation analysis, we test if any variation of X causes variation in one or more mediators M, which consequently causes variation in Y (Hayes, 2017). In our case, the mediating effect between HI HRM practices implemented by the leader and well-being (Y1, job satisfaction and Y2, work-life balance), is not significant. In the case of job satisfaction, the bootstrap confidence interval levels included zero values (Nafiu Zadawa et al., 2018; Field, 2018), LLCI and ULCI [-.0144, .0899]. The mediating effect is not significant for work-life balance either as LLCI and ULCI [-.0315, .0695]. The aforementioned results can be found on Appendix 2, Table 6.

Finally, for H2 and H6, we needed to test the moderation effect of employee perception of HI HRM practices by using Model 8 in PROCESS. The moderation analysis is used to explore the different conditions which affect the relationship between two variables X and Y (Hayes, 2017). Here, the size or the sign of a relationship between X and Y depends on the third moderator variable W (Hayes, 2017). The moderation effect is also called interaction effect (Hayes, 2017). So, with our H2, we expected that employee perception of HI HRM practices (W) will moderate the relationship between HI HRM practices implemented by leaders (X) and employee well-being (Y: Y1= Job satisfaction and Y2= work-life balance). First, we tested if the effect of HI HRM practices implemented by leaders on job satisfaction would be different because of employee perception of HI HRM practices. To test that we needed to check the interaction effect, which was not significant (beta = -.05, p >.05). The interaction effect for work-life balance was also not significant (beta = -.19, p >.05). These results indicate that employee perception of HI HRM practices (W) has no effect

on the relationship between HI HRM practices implemented by leaders (X) and employee well-being (Y). Therefore, H2 is rejected.

Table 4

Process model 8 analysis

| | Job satisfaction | | | | | | Work-life balance | | | | | |
| | Model Summary | | | | | | Model Summary | | | | | |
	R^2	F	p	b	SE	p	R^2	F	p	b	SE	p
HI HRM Employee	.1487	2.3956	.0265	-.0537	.1747	.7594	.0911	1.3749	.2247	-.1952	.2473	.4319

Note. N=104

For H6 we needed to test if the indirect effect of HI HRM practices implemented by leaders (X) on employee well-being (Y, Y1=job satisfaction and Y2= work life balance) via employee voice (M) is moderated by employee perception of HI HRM practices (W). Our analysis showed that the indirect effect of HI HRM practices on job satisfaction is not significant as 0 fell within the limits of the confidence interval LLCI and ULCI [-.0599, .0293]. Which means that employee perception of HI HRM practices does not have any influence in this relationship. For work-life balance the indirect effect was also not significant as LLCI and ULCI [-.0938, .0238]. This means, that employee perception does not cause any changes in the mediating relationship between HI HRM practices implemented by leaders and work-life balance. Therefore, H6 was also rejected. Both results can be found on Appendix 2, Table 7.

Additionally, we found two significant effects (Model 4) we did not include in our hypothesis. Age and educational level have a significant effect on employee voice (beta= -.02, p < .05) and (beta= .10, p < .05) respectively, as it is shown on Table 5.

Table 5

Results for the effect of HI HRM, age, and educational level on employee voice

| | Employee voice | | |
	b	SE	P
HI HRM Leader	.1837	.1612	.2571
Age	-.0207	.0092	.0257
Educational level	.1003	.0481	.0395
	R^2=.1034		
	F=2.8538 p=.0276		

Note. N=104

5. Discussion and Conclusion

This study aimed to investigate if employees perceive that HI HRM practices implemented by their leaders and employee voice have a positive effect on their well-being. Previous studies have proven that HI HRM practices are positively related to employee well-being, as they provide numerous opportunities for growth, autonomy, employee voice, and participation in decision making (Appelbaum et al., 2000; Böckerman et al., 2011). Previous studies also verified that it is vital to consider employee attitude and perception over management's decisions, as employees tend to create their own ideas about those decisions or in our case HI HRM practices, which sometimes are far from the actual intentions of the organization (den Hartog et al., 2013; Nishii et al., 2008). Thus, HI HRM practices have a positive effect on employee well-being, only when employees have a positive perception of those practices (Boxall & Macky, 2016). Employee voice is also proven by research that is encouraged by HI HRM practices and that it has a positive effect on employee well-being (Mowbray et al., 2020; Conway et al., 2016). However other studies have proven that HI HRM leads to higher job demands which results in stress and burnout (Kilroy et al., 2016). Hence, in this study, we aimed to investigate what leaders actually implement and what are the expected benefits of the implemented HI HRM practices. Additionally, we aim to explore how employees perceive those benefits, to have a better understanding of the contribution of those practices. Based on that we formulated the following research question:

To what extent do high-involvement HRM practices (perceived and implemented) have a positive impact on employee well-being and what is the role of employee voice in this relationship?

For this research question to be answered, we made six hypotheses. With our first hypothesis we expected that HI HRM practices are positively related to employee well-being. Contrary to our predictions we found no evidence regarding the direct effect of HI HRM practices implemented by the leaders on employee well-being. We measured well-being based on job satisfaction and work-life balance, but HI HRM does not have an effect on both of them. The findings of this study are not in line with previous research which has proven that HI HRM practices are strongly related to higher job satisfaction and work-life balance (Boxall & Macky, 2016). Autonomy and opportunities to participate in decision-making are

two of the most important characteristics of HI HRM practices and they are related to employee well-being (Boxall & Macky, 2016). According to existing literature, control and autonomy are crucial to quality of life (Boxall & Macky, 2016). It is imperative to provide employees with the opportunity to have the 'freedom' to decide about their jobs (Boxall & Macky, 2016), because this leads to higher levels of well-being as employees feel valued and heard (Chou et al., 2019). HI HRM practices consider employees as significant for the organizational success and encourage them to show their abilities, creativity and help them stay motivated at work (Shin et al., 2018; Boxall & Macky, 2016). Moreover, employees are facilitated with a positive working environment and are given opportunities for skill development (Böckerman et al., 2011; Ouyang et al., 2016; Liu, 2018). Hence, all those opportunities given by the implementation of HI HRM practices contribute to employee well-being (Liu, 2018; Boxall & Macky, 2016; Böckerman et al., 2011).

However, this did not reflect on our results. One explanation could be that, exiting literature has not explored thoroughly the negative effects or ineffectiveness of HI HRM practices (Böckerman et al., 2011). Those practices are also connected to work intensity, which results in significant implications for employee well-being (Boxall & Macky, 2016). In previous research, was found that teams with more autonomy experience more stress or pressure (Boxall & Macky, 2016). Thus, our results may be an opportunity for future researchers to start considering the impact of work intensity on employee well-being (Boxall & Macky, 2016). More research could be done to explore the factors or circumstances that can affect the effectiveness of HI HRM practices.

We also hypothesized that HI HRM practices implemented by the leaders have a positive effect on employee voice, however, this hypothesis was rejected too. This result contrasts existing literature, which has proven that HI HRM practices constitute in increasing employee voice through autonomy (Mowbray et al., 2020). In that way employees are given more opportunities to decide over their jobs and express themselves (Mowbray et al., 2020). Additionally, those practices encourage employees to participate in decision making and express their thoughts in general (Mowbray et al., 2020; Rasheed et al., 2017). One potential explanation for our results could be that employee voice is an innovative concept that is becoming more popular over the years (Townsend et al., 2020; Schlosser & Zolin., 2012). However, still, many employees hesitate to express themselves as they fear they will lose their jobs or are concerned about their future development in their organization (Townsend et al., 2020; Schlosser & Zolin., 2012). Thus, this potentially resulted in showing no effect as

employees may still feel not encouraged enough to 'speak up' by the HI HRM practices their leaders implement. Additionally, the way leaders initiate voice through HI HRM practices may not be done in the proper way to actually have an effect and encourage employees to share their thoughts. Moreover, commitment and loyalty to the organization is proven to discourage voice, which means that employees will not often use their voice to 'judge' their organizations' decision (Townsend et al., 2020). So, even if HI HRM practices encourage employees to express their opinions, they may still choose to avoid doing so. This could be another reason for our insignificant results. Previous research also proved that the use of employee voice to challenge management is accompanied with uncertainty, which explains why employees often decide to remain silent (Townsend et al., 2020). This could be another reason why this relationship was proven insignificant, because employees needed to evaluate/judge the HI HRM practices their managers implement. Future research could focus on exploring potential factors that influence the relationship between HI HRM practices and employee voice.

Additionally, we expected that employee voice will have a positive effect on employee well-being. Previous research has proven that employee voice is positively related to employee well-being, as they feel a sense of control over their jobs (Avey et al., 2012). Employee voice is also connected to well-being as employees feel heard and able to express their opinions regarding the decisions of their organizations (Chou et al., 2019). However, in our study employee voice was not entirely connected to well-being, as no effect was found between employee voice and work-life balance. This result could be explained if we consider that this study was conducted after a global pandemic that affected our lives tremendously for almost two consecutive years. Many people could not manage to keep a work-life balance when working from home even if organizations provided guidance to them (Kniffin et al., 2020; Hamouche, 2021). Others, because of the nature of their jobs could not even work from home which resulted in completely different everyday life, which apart from isolation included fear of losing their jobs (Hamouche, 2021). In this case, work-life balance probably was not an important aspect to consider for some people as for the last two years they were not working as much or at all.

Contrary to that, the effect of employee voice on job satisfaction was significant. Thus, this hypothesis was not entirely rejected as it has an effect on one of the aspects, we measured well-being. According to previous research, when employees are given a voice, they also

experience job satisfaction as they feel empowered and that they contribute to the organizational success (Avey et al., 2012). Employees feel they have more control over their jobs, which results in employees showing more job engagement (Conway et al., 2016). We also hypothesized that employee voice has a mediating role between HI HRM implemented by leaders and well-being. This indirect mediating relationship was also not significant.

Employee perception of HI HRM also showed no moderation effect on the relationship between HI HRM implemented by leaders and employee well-being. This finding is contrary to existing literature which has proven that employee perceptions about occurrences at their work environment strongly influence their well-being as well as their attitude and behavior at work (Boxall & Macky, 2016). Employees tend to express disbelief in management's true intentions (den Hartog et al., 2013; Nishii et al., 2008). Employees tend to believe that the use of HRM practices true goal is to increase organizational success rather than to truly care about their personnel (den Hartog et al., 2013; Nishii et al., 2008). Consequently, HI HRM practices have a positive effect on employee well-being only when they perceive those practices positively (Boxall & Macky, 2016).

Similarly, employee perception of HI HRM did not show any moderator effect on the mediating relationship between HI HRM implemented by leaders, employee voice, and well-being. Previous research has proven that when employees have more positive attitudes towards HI HRM practices then their well-being increases (Boxall & Macky, 2016; Senasu & Virakul, 2015). When employees perceive managements' practices as damaging then they may show resistance and even experience stress or job dissatisfaction (Senasu & Virakul, 2015; van de Voorde et al., 2011). One explanation to why this relationship showed no effect potentially could be the dyadic study, as employees knew they needed to evaluate their leaders, so probably they were not providing completely honest answers and leaders overestimated what they do. Additionally, since many respondents were our colleagues, they probably did not desire to be negative against their leaders/colleagues, so this fact could have caused additional bias in their answers. Another reason could also be that our sample was too small and cross-sectional, which means that the data were collected at one point in time (Sedgwick, 2014). Hence, employees potentially did not perceive HI HRM practices implemented by their leaders and the provision of employee voice as beneficial for their well-being at this particular point in time. As we already mentioned, we all just left a global pandemic behind which had major effects on our lives. This means that employees' ways of

viewing or evaluating their workplaces could have changed. This is unequivocally just an assumption; hopefully, future research could help clarify how and to what extent COVID-19 influenced employees' perceptions or the expectations they have from their organizations or employers.

One goal of this research was to contribute to the employee voice literature, by providing a better understanding of the effect of HI HRM practices on encouraging voice and consequently the effect of voice on employee well-being. We could not achieve to provide all the contributions we aspired to, but we proved that employee voice has a positive effect on job satisfaction and consequently on employee well-being. As stated in existing literature job satisfaction leads to employee well-being (Renee Baptiste, 2008). This happens because when employees are satisfied with their jobs, they feel appreciated and valued by their organization, consequently, they are happier and more willing to work harder (Renee Baptiste, 2008).

Another goal was to contribute to demonstrating more explicitly the effect of HI HRM practices on employee well-being by studying this relationship from both the leader and employee side. We could not achieve to provide this contribution to the existing literature, but our study could be a chance for future researchers to investigate more thoroughly if those HI HRM practices are always effective. According to the aforementioned, research on the negative effects of HI HRM practices or their ineffectiveness is limited (Böckerman et al., 2011; Kilroy et al., 2016). That is why it is vital to conduct research on the potential disadvantages of those practices, so we could verify their effectiveness better.

5.1 Limitations and future research

To begin with, this research is cross-sectional as all data were collected at one point in time (Sedgwick, 2014). Consequently, the study cannot say anything about cause-and-effect relationships (Wenger, 1999). Ideally, a longitudinal study should have been conducted but the time we had was very limited for that. Secondly, we had a small sample which restricts our ability to generalize to the population. Additionally, we chose people from our circle belonging to different sectors which means that one sector may have more respondents than the other. There are probably differences between sectors, as the characteristics of one sector or its intensity may influence employee well-being and the effect of the implemented HI HRM practices. Furthermore, even though we tried to minimize the bias of the snowballing

technique as we stated above, there is a high potential that there is still some bias. Most participants knew us or were our colleagues so potentially their answers were not objective, as they were overenthusiastic to help us have good results for our study. The fact that employees needed to evaluate the HI HRM practices their leaders implement might be another factor causing bias. One more potential limitation to this study is the common method variance bias which is affected by the choices we made for this study (Reio, 2010). We tried to minimize that by including both leaders and employees in the survey to have a more complete view of the situation. However, the data were still collected from the same context (e.g., friends and colleagues, Reio, 2010).

Another limitation could be the use of quantitative study, as in this way we could just explore the overall perceptions of employees without having a deeper understanding of those perceptions. A qualitative study would help in exploring in more details what employees think and the underlying reasons behind those perceptions. Moreover, employees would have the opportunity to elaborate on their perceptions and explain why they consider HI HRM practices effective or ineffective.

Future studies could focus on conducting longitudinal research in which data will be collected from different points in time. In this way, it will be easier to identify the true relationships between the variables and other potential factors influencing those relationships. Employees may change opinions or management may adjust the way they implement the HI HRM or the way they encourage employee voice which potentially may have different outcomes. Thus, it is significant to investigate the cause-and-effect relationships created not only for understanding this topic but also to help management to implement those practices and promote employee voice more effectively. Furthermore, a distinction between sectors would be vital for future research to identify the potential effects of industry. Researchers could also focus on exploring better the effect of age and educational level on employee voice as in our study they had a significant effect. Lastly, we had mostly short scales, so future research could focus on including scales with more items which might provide a more explicit explanation of the effects of those variables.

Considering that the HI HRM practices effect on well-being was insignificant, future research could focus on investigating the potential implications of HI HRM practices. As we already mentioned those practices are also accompanied with increased workload which is damaging for employee well-being and leads to lower job satisfaction (Boxall & Macky,

2016). Thus, it is vital for future research to clarify what are the implications those practices have on employee well-being and why. HI HRM practices do provide many opportunities for employees, but research should not be restricted there. Future researchers should not only focus on the benefits those practices provide but should also investigate the potential threats they may have on employee well-being. Furthermore, autonomy is one of the key characteristics of HI HRM (Boxall & Macky, 2016) but in that way employees have more responsibilities. Future research could also focus on exploring the possible implications of autonomy.

As we already mentioned, employees may choose to remain silent for different reasons (Townsend et al., 2020). Future research could also focus on exploring how employees could be encouraged to 'speak up' and how HI HRM practices could help in minimizing employees' hesitation to express their thoughts. According to research the behavior of managers can also decease employee voice (Townsend et al., 2020). Future research could investigate how managers/leaders facilitate or restrict employees' ability to voice their opinions.

5.2 Practical implications

Our study proved that employee voice is positively related to job satisfaction. This means that when employees are given more opportunities to participate in decision making and express their thoughts, then they are more satisfied with their jobs. Organizations should use the results of this study as an opportunity to evaluate their current practices and if they provide enough 'voice' to their employees. Leaders could consider taking into consideration employees' opinions/ideas and increase employee participation in decision-making. Organizations could also arrange more often meetings between managers and employees aiming to evaluate their cooperation. Since power relations distance between managers and their employees is one factor which may decrease employee voice (Townsend et al., 2020), it is significant for organizations to monitor the quality of the cooperation between their employees and managers. Organizations need to ensure that their employees are encouraged enough to express to their managers what they like or dislike from their work environment. It is also important for organizations to ensure that multiple perspectives are heard, that is why they need to constantly evaluate if employees are given opportunities to 'speak up'. The use of surveys could help to explore how employees feel about the voice opportunities withing their working environment. Considering the increase in the use of technology, organizations

could also enable their employees to anonymously declare potential struggles they have with their managers. In this way organizations could explore if there are incidents of harassment or bullying which result in employees remaining silent (Townsend et al., 2020).

Considering the rest of our results, we can still advise organizations to use HI HRM practices aiming to ensure better employee well-being. However, we would advise them to focus on the potential implications of those practices. Organizations could use questionnaires or open interviews to ensure that those practices do not put extensive pressure on employees. As those practices are linked to stress, job intensification and burnout (Boxall & Macky, 2016; Böckerman et al., 2011), it is vital for organizations to monitor these implications. Additionally, we would also advise organizations to carefully take into consideration their employees' perceptions of the implemented organizational practices. Even if this relationship was proven insignificant in our research, employees value organizations that listen to them and appreciate their contribution (Renee Baptiste, 2008). Thus, organizations should focus on exploring if their employees also believe that those practices contribute to their well-being. Moreover, organizations need to ensure employee job satisfaction, as it results in better organizational performance (Renee Baptiste, 2008). This happens because when employees are satisfied with their job or organization, they tend to desire to work harder as a gesture of showing thankfulness (Renee Baptiste, 2008).

5.3 Conclusion

This study focused on investigating the effect of employee perception of HI HRM implemented by their leaders on their well-being. Furthermore, the effect of those practices on initiating employee voice and the consequent effect of voice on well-being was also examined. Even though our results verified only the effect of employee voice on job satisfaction, this study is valuable. This is because it provides contradictory results which could help in a better future focus on explaining the effect of HI HRM practices on employee well-being and employee perception of those practices.

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8. Appendix

Appendix 1. Questionnaire

Please indicate to what extent you agree or disagree with the statements below.

In my organisation I feel that: (HI HRM)

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Employees are rewarded for providing high-quality products and services to customers.					
Managers let employees know how their work contributes to the organisation's mission and goals.					
Employees are kept informed on issues affecting their jobs.					
Sufficient effort is made to get the opinions and thinking of people who work here.					
Employees have a feeling of personal empowerment and					

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ownership of the work processes.					
A spirit of cooperation and teamwork exists.					
There is trust between employees and their supervisors/team leaders.					
I am given a real opportunity to improve my skills in the organisation.					
I feel encouraged to come up with new and better ways of doing things.					

Please indicate to what extent you agree or disagree with the statements below.

In my job: (Voice)

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I develop and make recommendations concerning issues that affect my work group.							
I speak up and encourage others in my group to get involved in issues that affect the group.							
I communicate my opinions about work issues to others in my group even if my opinion is different and others in the							

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
group disagree with me.							
I keep well informed about issues where my opinion might be useful to my work group.							
I get involved in issues that affect the quality of work life here in my group.							
I speak up in my group with ideas for new projects or changes in procedure.							

Please indicate to what extent you agree or disagree with the statements below. (Job Satisfaction)

	Strongly Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
All in all, I am satisfied with my job.					
In general, I don't like my job.					
In general, I like working here.					

Please indicate to what extent you agree or disagree with the statements below. (Work-life balance)

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
I currently have a good balance between the time I spend at work and the time I have available for non-work activities.					
I have difficulty balancing my work and non-work activities.					
I feel that the balance between my work demands and non-work activities is currently about right.					
Overall, I believe that my work and non-work life are balanced.					

Appendix 2. Mediation & Moderation effects

Table 6

Indirect effect of HI HRM Leader on well-being through employee voice

	95% bootstrap confidence interval			
Mediation Paths	**β**	**SE**	**Lower limit**	**Upper limit**
HI HRM Leader→Employee Voice→ Job Satisfaction	.0248	.0260	-.0144	.0899
HI HRM Leader→Employee Voice→ Work-life balance	.0190	.0244	-.0315	.0695

Table 7

Indirect effect of HI HRM Leader on well-being through employee voice controlled by employee perception

Moderation Paths	β	SE	95% bootstrap confidence interval	
			Lower limit	Upper limit
HI HRM Leader→Employee Voice→ Job Satisfaction	-.0084	.0213	-.0599	.0293
HI HRM Leader→Employee Voice→ Work-life balance	-.0081	.0294	-.0938	.0238