



High-performance work system and hospital performance: Mediating role of emotional intelligence in healthcare workers during COVID-19

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Abstract. *Purpose.* This study aims to evaluate the impact of high-performance work systems on organizational performance in healthcare settings, focusing on the mediating role of emotional intelligence among healthcare workers. *Methodology.* Utilizing the ability, motivation, and opportunity model, this research examines the relationship between high-performance work systems and emotional intelligence among healthcare professionals. The HPWS-scale and Schutte's self-assessment questionnaire measure the relevant constructs. Regression path analysis is used to assess the mediating effect of emotional intelligence on the relationship between high-performance work systems and organizational performance. *Findings.* The findings indicate a significant positive relationship between high-performance work systems and emotional intelligence among healthcare workers. Moreover, high-performance work systems demonstrate a substantial impact on organizational performance, with emotional intelligence playing a mediating role in enhancing this relationship. *Practical implications.* The results underscore the importance of implementing effective high-performance work systems strategies to enhance organizational performance in healthcare organizations. Furthermore, they highlight the significance of nurturing emotional intelligence among healthcare professionals to optimize the impact of high-performance work systems on organizational outcomes. *Value of the results.* This study contributes to the existing literature by providing empirical evidence of the interplay between high-performance work systems, emotional intelligence, and organizational performance in the healthcare sector. It offers insights for healthcare managers and policymakers to develop tailored strategies for improving workplace practices and enhancing overall performance.

Keywords: high-performance work system, emotional intelligence, organizational performance, healthcare management, Schutte's emotional intelligence measurement scale.

Introduction

The COVID-19 pandemic has imposed unprecedented challenges on healthcare systems worldwide, with frontline hospital nurses bearing a profound burden. This relentless crisis has exposed nurses to extreme stress, emotional turmoil, and heightened burnout, significantly impacting their

mental health and well-being. Nurses, often described as ‘emotional jugglers,’ navigate a delicate balance in their daily roles, managing their emotions amidst the demanding and often traumatic circumstances they face (Schaubroeck, Jones, 2000). In response to these escalating challenges, the field of human resource management (HRM) has increasingly emphasized practices that not only enhance organizational performance but also safeguard and promote the health and resilience of employees. Among these practices, high-performance work systems (HPWS) have emerged as a critical strategy to bolster employee outcomes in healthcare settings. HPWS are designed to improve job performance and productivity by equipping employees with essential skills, motivation, and opportunities for professional growth and development (Zacharatos et al., 2005; Appelbaum et al., 2000; Kloutsiniotis, Mihail, 2020). Extensive research underscores the pivotal role of HPWS in achieving business objectives and enhancing overall organizational effectiveness (Huselid, 1995; Becker, Huselid, 2006; Macky, Boxall, 2007). In the healthcare sector specifically, HPWS have shown promise in reducing turnover rates among healthcare professionals and fostering patient satisfaction and loyalty (Lee, Lee, Kang, 2012). However, there remains a significant gap in understanding how HPWS specifically impact the wellbeing of hospital nurses, particularly during crisis situations such as the ongoing COVID-19 pandemic.

This study aims to explore in-depth the intricate relationship between HPWS and the wellbeing of hospital nurses amidst the ongoing challenges posed by COVID-19. By shedding light on this critical issue, the study seeks to inform HRM practices aimed at promoting the resilience, health, and overall well-being of frontline healthcare workers. Previous research has highlighted the multifaceted impact of HPWS on various employee behaviors, organizational performance metrics, and individual outcomes across different sectors (Zhang et al., 2013; Kloutsiniotis, Mihail, 2020; Panigrahi et al., 2019). Additionally, emotional intelligence (EI) has emerged as a crucial factor in managing the mental wellness of healthcare workers, particularly in times of heightened stress and uncertainty (Elshaer et al., 2018; Soto-Robio et al., 2020). The role of EI in mitigating stress, fostering adaptive coping strategies, and preventing burnout among healthcare professionals is increasingly recognized and valued (Junne et al., 2018).

This study further investigates the mediating role of emotional intelligence in the relationship between HPWS and hospital performance, providing valuable insights into how strategic organizational initiatives can support employee wellbeing and enhance overall organizational effectiveness in healthcare settings. India’s healthcare sector has experienced rapid expansion, emerging as a vital driver of economic growth and job creation. With its extensive coverage and increasing investments from both public and private sectors, the Indian healthcare industry faces unique challenges and opportunities in optimizing workforce management strategies, enhancing organizational performance, and ensuring sustainable growth.

Theoretical background

High-performance work system

High-performance work systems and their impact on organizational performance (OP) have sparked intense scholarly discourse and empirical investigation in human resource management (HRM) over recent decades (Guest, 1997; Hartog, Verburg, 2004; Rasool, Nouman, 2013). HPWS, a conceptually varied yet cohesive framework within HRM, consistently emphasizes a constellation of HR practices, organizational structures, and operational processes designed to optimize employee motivation, skill development, and adaptability (Bohlander, Snell, 2007).

Unlike isolated HRM practices, HPWS represent a synergistic bundle of strategies aimed at collectively enhancing organizational effectiveness. Early seminal studies laid foundational groundwork by identifying clusters of HRM practices capable of driving superior organizational outcomes (Huselid, 1995; McDuffie, 1995; Delany et al., 1996). Over time, HPWS have evolved into a strategic subset of HRM practices firmly embedded within the broader domain of strategic human resource management (SHRM) (Becker, Huselid, 2006).

G. Bohlander and S. Snell define HPWS as a strategic amalgamation of meticulously selected HRM practices intended to elevate employee competencies, commitment levels, and operational flexibility (Bohlander, Snell, 2007). Theoretical advancements in HPWS research have introduced various models and perspectives. S. E. Jackson with colleagues introduced the behavior-motivation approach, J. B. Barney pioneered the resource-based view of the firm, E. Appelbaum with colleagues formulated the ability motivation opportunity model, and P. Wright with colleagues developed the human capital path framework (Appelbaum, 2000; Barney, 1991; Jackson, 1989; Wright, 2001). These frameworks offer nuanced insights into high performance, emphasizing organizational resources, individual motivations and capabilities, and the strategic cultivation of human capital.

Among these models, the ability motivation opportunity (AMO) framework has gained prominence for its comprehensive approach to understanding HPWS. It highlights three essential components: Ability (A), Motivation (M), and Opportunity (O). Ability pertains to the skills and competencies of employees, Motivation includes factors such as performance feedback and intrinsic rewards, and Opportunity encompasses initiatives aimed at fostering employee engagement, teamwork, and task alignment (Takeuchi et al., 2007). This integrated perspective underscores the strategic importance of HPWS in enhancing organizational performance through holistic human resource management practices

The impact of high-performance work systems on employee skill and commitment

Initial research on HPWS suggested that it could enhance employee skill, ability, and commitment, encouraging greater participation in decision-making processes (McDuffie, 1995; Huselid, 1995). However, as the understanding of HPWS deepened, researchers began to explore many individual and organizational variables that could influence its effectiveness. Drawing from diverse theoretical perspectives in psychology, sociology, and other fields, researchers sought to explain the complex relationship between HPWS and individual and firm performance (Blau, 1964; Tajfel Turner, 1986; Rousseau, 1990).

Theoretical perspectives on high-performance work systems

Various theoretical frameworks have been employed to elucidate the mechanisms underlying HPWS. For instance, E. Appelbaum with colleagues emphasized the importance of how firms manage human capital in enhancing organizational performance (Appelbaum et al., 2000). Utilizing three independent components — power, incentive, and engagement ability — beyond job descriptions, Appelbaum et al. demonstrated that a supportive organizational environment, characterized by high-quality work-life balance, employee welfare, and productivity, can lead to superior organizational outcomes.

Gaps in research and the role of emotional intelligence

Despite extensive research on HPWS in manufacturing and service sectors, there remains a gap in understanding its implications for healthcare workers, particularly concerning their emotional intelligence as a mediating factor in hospital performance. While previous studies have contributed to the development of taxonomies and models, few have examined HPWS in the context of healthcare, let alone explored its impact on nurses' emotional intelligence and subsequent effects on hospital performance (Messersmith, Guthrie, 2010; Panigrahi et al., 2019). This paper aims to address this

gap by investigating the role of HPWS in bringing about significant positive changes in hospital performance, with nurses' emotional intelligence as a mediating variable. In addition to HPWS as an independent variable, the study considers organizational performance as the dependent variable, further exploring the mediating role of emotional intelligence in this relationship.

Emotional intelligence in nurses

Emotional intelligence (EI) is recognized as a critical skill for nurses, enabling them to develop empathy and assertiveness in their interactions with patients (Rego et al., 2010; Soto-Rubio et al., 2020). The literature on EI offers ample evidence of its relevance to various business entities, providing a foundation for empirical studies (Petrides, Furnham, 2001). Research indicates that emotional intelligence among healthcare workers plays a significant role in controlling patient outcomes, enhancing psychological resilience in handling work-related stress, and improving overall physical and mental well-being and quality of life (Akerjordet, 2007; Freshwater, Stickley, 2004).

Frameworks and measures of emotional intelligence

P. Salovey and J. Mayer created a comprehensive framework for understanding emotional intelligence, which includes assessing, expressing, regulating, and utilizing emotions in oneself and others (Salovey, Mayer, 1990). They distinguished between social and emotional intelligence and proposed models for high EI at various levels. The Affect Sensitive Test (AST), Communication of Affect Receiving Test (CARAT), and Profile of Nonverbal Sensitivity Test (PONS) have been utilized for the evaluation of specific criteria within each construct (Salovey, Mayer, 1990; Mayer, Salovey, 1997; Mayer, Caruso, Salovey, 2000). Subsequently, C.-S. Wong and K. S. Law introduced the Wong and Law Emotional Intelligence Scale (WLEIS), which is grounded on the ability model of EI and comprises 16 Likert scale items that gauge the expression, recognition, regulation, and application of emotional intelligence in performance (Wong, Law, 2002). The researchers conducted an analysis on the measurement invariance of the WLEIS scale across various countries, affirming its validity and reliability by establishing factor correlations for the expression, recognition, and regulation of emotion (Libbrecht, de Buckeleer, Lievens, 2014). One of the most extensively researched and employed scales for the assessment of emotional intelligence is Schutte's Self-Report Emotional Intelligence Scale (SSREI) (Schutte et al., 1998).

Organization performance

Numerous studies have consistently demonstrated a strong connection between HPWS and organizational achievement (Bowen, Ostroff, 2004; Gong et al., 2010; Preuss, 2003). Research has shown that HPWS is associated with positive business outcomes, including increased sales growth and innovation (McDuffie, 1995; Messersmith and Guthrie, 2010). Moreover, firm performance has been found to be strongly linked to HPWS and entrepreneurship, with a significantly positive effect on corporate performance (Seong, 2011). The adoption of HPWS has been shown to have positive implications for organizational ambidexterity (Patel, Messersmith, Lepak, 2013), satisfaction, and social performance of companies (Zhang, Di Fan, Zhu, 2014), as well as the efficacy of staff, employee position, and commitment to HRM practices (ibid). J. Paauwe and P. Boselie introduced the Guest's model to understand the connection between human resource management and organizational outcomes (Guest, 1997; Paauwe, Boselie, 2005). The model categorizes HRM into six categories: HRM planning, HRM implementation, HRM outcomes, efficiency, and financial results. Each category is represented in a separate box, providing a framework for analyzing the impact of HRM practices on organizational success. For this research, the success effects of the Guest's model were considered. The relationship between high-performance work systems and organizational success has been extensively studied. HPWS encompass comprehensive HR activities that significantly contribute to corporate success in the healthcare industry (Lee, Lee, Kang, 2012, p. 18). Numerous studies

have demonstrated a strong connection between HPWS and various measures of organizational achievement (Bowen, Ostroff, 2004; Gong et al., 2010; Preuss, 2003; Nazila Razi, 2012). It was found a positive relationship between HPWS and staff costs, as well as individual managerial success (Chi, Lin, 2011). Similarly, HPWS positively influence workplace productivity (Demirbag et al., 2014). Effective coordination between leadership and counselors in implementing HPWS can enhance compliance within organizations (Klaas, Semadeni, Klimchak, Ward, 2012). Positive business outcomes, including sales growth and innovation, have been associated with the implementation of HPWS (Armstrong et al., 2010; Messersmith, Guthrie, 2010). Moreover, company performance has been strongly linked to HPWS and entrepreneurial activities (Seong, 2011), with significant positive effects on corporate performance (Rasool, Nouman, 2013).

The benefits of HPWS extend to ambidexterity within organizations, contributing to both exploration and exploitation activities (Patel, Messersmith, Lepak, 2013). Additionally, HPWS have been shown to enhance satisfaction and social performance in companies (Zhang, Di Fan, Zhu, 2014), improve staff efficacy (Demirbag et al., 2014), and foster a positive employee position and commitment to HRM practices (Zhang et al., 2014).

High-performance work systems and organizational performance

Data collection from 21 HR management personnel, 21 senior operations managers, and 1,129 staff was reviewed in the Taiwan semiconductor design sector concerning HPWS and organizational performance (Tsai, 2006). The results of this study suggest that the mere presence of some procedures does not prove that such policies have been successfully enforced. Positive use of workplace leadership was consistent with the success of the company. The Irish times top 1000 results were obtained by Guthrie with colleagues, and the maximum replies from 165 human resources managers and managers of the organizations were examined (Guthrie et al., 2009). Control models covered business scale, company sex, union intensity, and the primary sector. The result reported that HPWS has also been correlated with an extra 4.8% in the absenteeism levels of workers ($F = 7.602$; $p < 0.01$), with a rise in employee turnover rates by 3.9% ($F = 6.627$; $p < 0.05$), revealing a significant reduction in employee turnover ($F = 8.171$), with a difference of 4.7% ($p < 0.01$) in efficiency level showing increased labor turnover. The study found that increased use of HPWS enhanced both people's resources and organizational performance. A. Savaneviciene and Z. Stankeviciute summarized the results of several scholars and explained the technique used in the diagrams HRM and results (Savaneviciene, Stankeviciute, 2010). A. A. Katou and P. S. Budhwar identified a strong, clear, and constructive influence on an organization's success on employee competence ($\beta = 0.90$), employee attitudes ($\beta = 0.48$), and employee conduct ($\beta = 0.44$) (Katou, Budhwar, 2010). The findings revealed that the connection between HRM and organizational success was mediated by the outcomes of HRM, namely skills for employees (competencies, co-operation), employees (motivation, engagement, satisfaction), and employees (presence, retention).

C. Gavrea with colleagues performed an operational efficiency determinants analysis of 92 pre-equipped samples of the Chamber of Commerce and Industry licensed Romanian manufacturing companies (Gavrea et al., 2011). The researcher created a model to classify organizational success determinants. External and internal worlds were the main elements of the design. 'The variables in external environments were competitiveness, customers and vendors and in the internal environment, policy, leadership, employee productivity, efficiency, creativity and IT and corporate governance' (p. 288). The study found that the enhancement of the success assessment method was a concern for 55 percent of businesses. To contend with other rivals, each superior must take into consideration and develop his success assessment method.

To identify efficiencies and efficiencies of the company, I. Bartuseviciene and E. Sakalyte measured efficiency (Bartuseviciene, Sakalyte, 2013). Their report indicates that efficiency-focused organizations have been concerned with growth, revenue, productivity, value-adding creation, creativity, cost-saving, collaboration, communication, engagement, teamwork, leadership, adaptability, and optimistic environments. A. Ghafoor and T. M. Qureshi carried out work in Pakistan involving 350 high and mid-level telecoms and banking workers (Ghafoor, Qureshi, 2013). The regression finding showed that the first level link to human resource activities, including conflict resolution, organizational participation, and social communication ($\beta = 0.942$), was to represent 94 percent of the dependent variable (organizational achievement). The study suggests that the implementation of HPWS within the organization is crucial if human resource practices such as conflict resolution and relationship coordination are to be successfully adopted. HPWS facilitated employee participation and operational efficiency. Organizations will foster the contributions of staff even in the absence of HPWS to boost operational output. I. H. S. Sawalha stated, 'Organizational efficiency relates to the potential of an organization, using the correct tactics and action plans, for its goals of achieving high income, quality products, large market share, good financial results, and long-term sustainability' (Sawalha, 2013, p. 361). The success of a company can be seen as a measure of the efficiency of its leaders or processes. J. K. Obamiro with colleagues explored the relationship between behaviour, corporate image, and organizational citizenship performance (Obamiro et al., 2014). Evidence was obtained by questionnaires from 298 patients. The hypothesis tests' findings show a statistically significant causal relationship between EI and hospital performance. The outcome was the individual performance of EI and Hospital's Corporate Picture. However, the covariance between the behaviour of organizing citizenship and the corporate image of the hospital has been negative. The findings from the tests show that the EI improved the efficiency of hospitals.

The mediation impact of workplace outcomes in the partnership between high-performance working systems and organizational performance has been investigated (Zhang, Morris, 2014). Results were taken from 168 samples picked randomly from the Beijing government's HRM directors or managers or top managers in control of HR companies. The organizational performance score was 3,432. The finding revealed a positive correlation between HPWS and organizational efficiency ($r = 0.405, p < 0.01$). The findings of the workers were favorably linked to the success of the company ($r = 0.553, p < 0.01$). The effect of the HPWS on organizational quality ($r = 0.396, p < 0.01$) was important. The independent variables ($R^2 = 0.196$) demonstrated 19.6 percent of the component variation. Although the findings of workers can have important and optimistic impacts on corporate success ($r = 0.484, p < 0.01$), HPWS has not been affected anymore. The independent variables ($R^2 = 0.347$) clarified 34.7% in variances of organizational efficiency. The research showed that HPWS has significantly and positively influenced employee outcomes and organizational performance. A study was carried out by S. O. Ugheoke with colleagues to evaluate the adoption and effect on organizational efficiency of high-level operating processes in public organizations (Ugheoke et al., 2015). HPWS consisted of three factors: performance management, targeted training and development, and personal position. Data were collected from management, overseers, and other employees in different units through 153 questionnaires. The results indicated a positive correlation with company success between select training and development ($r = 0.267, p < 0.001$) and employee tasks ($r = 0.329, p < 0.001$). The outcome of the experiment showed that the performance management method has significantly affected business performance to achieve better operational results with companies handling their workers sufficiently. The greatest influence of the employee position was on the organizational efficiency of $\beta = 0.493, p < 0.001$, above the impact of $\beta = 0.297, p < 0.0001$, for limited training and development, and $\beta = 0.087$ for PMS. The study found that HPWS had a major impact on organizational efficiency.

S. Farouk with colleagues studied human resources management activity in the banking sector to test the mediating effect of corporate creativity on HRM and corporate performance ties in the United Arab Emirates (UAE) (Farouk et al., 2016). To collect data from 168 management staff in UAE banks, a formal questionnaire was used. The theory was evaluated using the empirical approach. HRM facilitated the connection between the innovation plan and the corporate innovation with the implementation of an innovation strategy. Results indicated that HRM-corporate quality connection was completely driven by organizational creativity. N. T. Uyen with colleagues examined the HPWS theoretical and systematic approach to perceived corporate success in cross-field literature in the context of SMEs and the potential impact of synergistic HPWS through suggested modeling (Uyen et al., 2016). They stated that numerous studies confirmed HPWS' impact on the performance of organizations, from which 'labor security, recruitment, and selection, training and training, indemnification, reward, promotion and performance management, participation, job description, communication, etc.' are most common practices of human resources (p. 146). 'Health, consumer and business success, internal process efficiency, and learning, growth performance, and social performance' were specific metrics of organizational performance (p. 149). The proposed model contained 'selective hiring, recruitment, engagement, success appraisal, consistent job description, comprehensive incentives, workplace stability, synergistic integration with HRM activities, and synergistic coordination in each HRM activity and their connection to the expected organization' (p. 150). The analysis model included the structures suggested for the test. The writers proposed a study model that would be useful for SME market practitioners to further empirical studies on HPWS.

G. Lee with colleagues conducted a study on the correlation between HPWS and organizational performance, emphasizing the role of communication styles within organizations in shaping this correlation (Lee et al., 2017). Through an analysis of data obtained from the Human Capital Corporate Panel survey of publicly traded Korean manufacturing firms, they identified a positive association between HPWS and organizational performance. It was observed that the strength of this association is contingent upon the extent of vertical and horizontal communication within the organization. Specifically, the study revealed that the positive influence of HPWS on organizational performance is more pronounced when both vertical and horizontal communication levels are high. These results underscore the significance of internal communication as a crucial organizational element that impacts the effectiveness of HPWS implementation. J. Bendickson with colleagues conducted a study on the significance of firm performance as a crucial priority for organizations, which is influenced by various factors (Bendickson et al., 2018). The resource dependency theory (RDT) framework suggests that strategic efforts to minimize environmental uncertainty and dependency, along with the implementation of HPWS, are linked to enhanced firm performance. Their findings highlight the interplay between RDT and HPWS, proposing that HPWS components act as a moderating factor in enhancing the connection between firm performance and RDT-outlined strategic measures to mitigate environmental uncertainty. These measures encompass mergers and acquisitions, joint ventures, boards of directors, political initiatives, and executive succession.

M. Siddique with colleagues conducted a study to explore the importance of relational coordination in elucidating the connection between HPWS and organizational performance (Siddique et al., 2019). The study was conducted in a major financial services provider in Pakistan, comprising of 120 branches. Data on employee perceptions of relational coordination and HPWS practices were collected through a questionnaire survey, while branch-level performance data were obtained directly from the bank. The results of the study indicate that relational coordination plays a mediating role in the relationship between HPWS and branch performance. Additionally, relational coordination serves as a mechanism linking the ability-enhancing, motivation-enhancing, and opportunity-enhancing HRM practices within HPWS.

X. Zhai with colleagues conducted a study on the resource-based framework to explore the correlation between HPWS and organizational performance, while also considering the moderating effect of performance measures (Zhai et al., 2020). Through a meta-analysis of data collected from 47,741 firms and establishments across 192 studies published by June 2016, the researchers tested various hypotheses. The results indicate that HPWS has a more significant positive influence on operational performance compared to financial performance. Moreover, the impact of HPWS on operational performance is more pronounced in developing nations than in advanced economies, and this effect is observed at the firm level rather than the establishment level. Interestingly, these disparities are not evident in the impact of HPWS on financial performance. In their recent study, H. Wang with colleagues delved into the effects of HPWS on organizational performance, focusing on the mediating influence of strategic flexibility and the moderating impact of an enterprise's social network. The research encompassed 214 middle and senior managers hailing from 58 Chinese companies. The results unveiled a positive association between HPWS and organizational performance, a connection that is partially mediated by strategic flexibility. Moreover, the enterprise's social network was found to have a negative moderating effect on the link between HPWS and strategic flexibility. Interestingly, the social network did not play a role in influencing the mediating function of strategic flexibility in the relationship between HPWS and organizational performance.

J. A. Ashiru with colleagues conducted a research study examining the impact of HPWS on employee voice, innovation, and organizational performance within a service organization. The study specifically investigated the mediating role of employee voice in the relationship between HPWS and organizational performance. A total of 600 professional staff members were invited to participate in an online survey, with 360 individuals completing and returning the survey. The researchers utilized variance-based structural equation modeling (SEM) to test their hypotheses. The results of the study indicate that HPWS significantly influences employee innovation and organizational performance (Ashiru et al., 2022). However, contrary to initial expectations, the empirical data did not provide support for a significant association between HPWS and employee voice. Additionally, within the context of a human resource service organization, employee voice was not found to mediate the relationship between HPWS and organizational performance. J. Park with colleagues conducted a study on the dual dimensions of HPWS, focusing on employee perceptions and their influence on organizational performance (Park et al., 2023). Drawing from regulatory focus theory, the researchers proposed that performance-enhancing HPWS contributes to organizational performance by fostering employee competence (promotion foci), while performance-enforcing HPWS enhances organizational performance by increasing high-performance pressure (prevention foci). The study employed longitudinal analysis of South Korean panel survey data, encompassing 499 firms and 1389 observations distributed across four waves. The findings from hierarchical regression analysis indicated that both performance-enhancing and performance-enforcing HPWS positively impacted organizational performance. However, the underlying mechanisms in employees' perceptions exhibited significant variation, particularly in terms of perceived competence versus performance pressure.

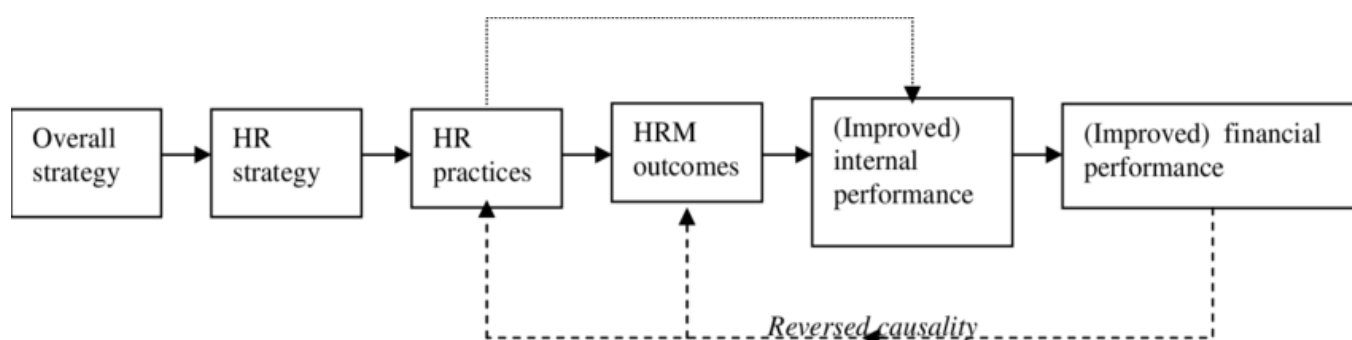


Figure 1. Guest's model — linking HRM and performance. Source: adopted from (Paauw, Boselie, 2005)

Method and procedure

Research objectives

The research aims to investigate the effect of high-performance work systems on organizational performance in the Indian healthcare sector, with emotional intelligence playing a mediating role. The specific objectives of the study are as follows.

1. To examine the relationship between high-performance work systems and emotional intelligence.
2. To assess the relationship between emotional intelligence and organizational performance.
3. To determine the impact of high-performance work systems on organizational performance, mediated through emotional intelligence.

Conceptual model

Visualization of this study conceptual model is presented in figure 2.

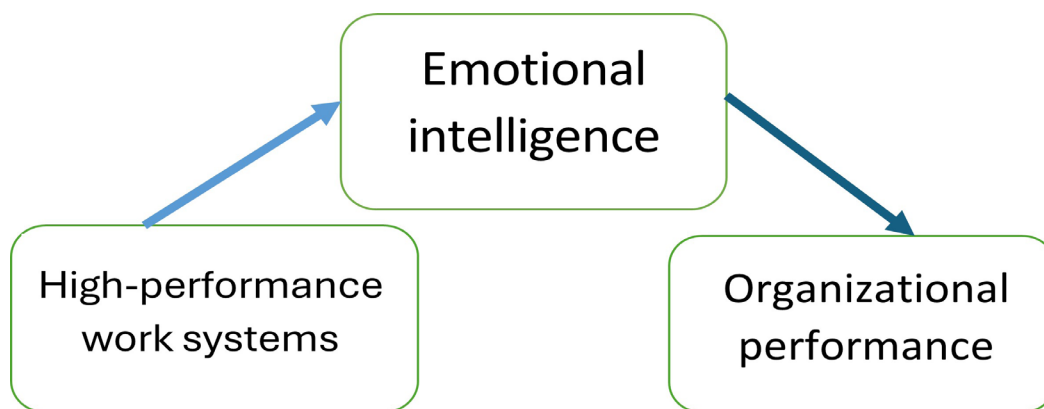


Figure 2. Conceptual model

Formulated hypotheses

H1: There is a positive impact of the constructs of the high-performance work system (independent variable) on all constructs of emotional intelligence (dependent variable).

H2: There is a positive impact of the constructs of emotional intelligence (independent variable) on organizational performance (dependent variable).

H3: There is a positive impact of the constructs of high-performance work system (independent variable) on organizational performance (dependent variable).

H4: There is a relationship between the constructs of high-performance work systems (independent variable) and emotional intelligence (mediating variable), leading to effects on organizational performance (dependent variable).

Methods

Variables

In this research, the independent variables include dimensions of the high-performance work system, namely ability, motivation, and opportunity. The dependent variables related to the emotional intelligence dimension include as well as constructs of such as appraisal of emotion, regulation of emotion, and utilization of emotion. Another dependent variable is organizational performance. Demographic variables such as gender, age, designation, educational qualification, income, marital status, and years of experience are also considered in the analysis to characterize the sample and ensure representativeness. The analysis focuses on organizational considerations as perceived by nurses.

Measures

The high-performance work system is measured using a scale developed by the authors, based on earlier research and measurements of HPWS (Pradeep, 2000; Spector, Fox, 2010). The scale, based on the Ability — Motivation — Opportunity (AMO-model), comprises a total of 30 items, with 11 items for ability, 11 items for motivation, and eight items for opportunity. Responses to the questionnaire items are recorded on a five-point Likert scale ranging from 'strongly agree' to 'strongly disagree'.

Emotional intelligence is measured using Schutte's Self Report Emotional Intelligence (SSREI) scale (Schutte et al., 1998; Ciarrochi et al., 2001; Mayer, Salovey, Caruso, 2000). The SSREI scale consists of 13 items across four dimensions: seeking and using positive emotion (five items), good thought and emotional perception (four items), optimism and understanding how others feel (two items), and understanding emotions of others (two items). Respondents indicate their agreement with each statement on a five-point Likert scale.

Organizational performance is assessed using an existing questionnaire (Guest, 1997; Paauwe, Boselie, 2005; Bartuseviciene, Sakalyte, 2013). The questionnaire, measured on a five-point Likert scale, comprises eight items reflecting aspects such as high productivity, service quality, innovation, job satisfaction, absenteeism, turnover, conflict, and customer conflicts. Questions are limited to performance results for human resources and do not include other metrics such as financial results or market-based outcomes.

The estimated values of all the constructs' objects were 0.97, indicating strong consistency between the items within each conceptual model construct being measured.

Table 1. Reliability of instrument

| Constructs | Items | Reliability score |
|-------------------------------|-------|-------------------|
| High-performance work systems | 35 | .89 |
| Emotional intelligence | 13 | .86 |
| Organization performance | 8 | .94 |

Sample

A stratified random sampling technique was employed to select corporate hospitals in Bhubaneswar for this study. The sample frame was obtained from a Google search for the list of top corporate hospitals in Bhubaneswar ("list of best hospitals in Bhubaneswar"). Out of 10 hospitals approached, two hospitals agreed to participate in the study. Nurses with less than two years of experience and those who were unable to participate in the study were excluded from the sample. Deliberate sampling methods were used to select nurses for the study.

Data collection

The questionnaire was distributed to 507 registered nurses with more than two years of experience in the same hospital across six corporate hospitals in Bhubaneswar. The investigator ensured the privacy and confidentiality of hospital and nurse data by not listing any names in the research study. Hospital officials agreed to participate in the study based on the assurance provided by the researcher. Out of the 600 nurses approached, 507 replied, and 379 questionnaires were filled out entirely by the respondents. 128 nonsensical questionnaires were rejected. The questionnaire was randomly distributed among the nurses with the assistance of deputy nursing supervisors, nursing supervisors, and nursing administrators of the respective hospitals to minimize potential human bias in the sampling process. Nurses were given the opportunity to respond to the questionnaire during their spare time or at the end of their daily meetings, and participation was voluntary. Data confidentiality, anonymity, and respondent privacy were ensured throughout the study.

Data analysis

Table 2 provides an overview of the descriptive statistics, correlation coefficients, and reliability estimates for the study variables. Mean values reflect the perceptions of hospital nurses concerning the presence of high-performance work systems, emotional intelligence, and organizational performance. Correlation coefficients illustrate associations between these variables and demographic factors such as age, gender, marital status, and job designation. Reliability estimates indicate the internal consistency of each variable's constructs.

Table 2. Descriptive statistics and correlation coefficients ($N = 379$)

| Variables | Mean | SD | Age | Gender | Qualification | Marital status | HPWS | EI | OP |
|-------------------------------|------|------|--------|--------|---------------|----------------|--------|--------|----|
| Age | 1.42 | .51 | 1 | | | | | | |
| Gender | 1.31 | .46 | .119* | 1 | | | | | |
| Qualification | 2.30 | .45 | .404** | -.011 | 1 | | | | |
| Marital status | 2.31 | .46 | .288** | -.040 | .800** | 1 | | | |
| High-performance work systems | 2.77 | 1.62 | -.041 | -.002 | .087 | .042 | 1 | | |
| Emotional intelligence | 3.10 | .55 | -.053 | .004 | .059 | .016 | .922** | 1 | |
| Organizational performance | 3.44 | .52 | -.023 | .002 | .109* | .073 | .788** | .512** | 1 |

Note: * — correlation is significant at the 0.05 level (2-tailed); ** — correlation is significant at the 0.01 level (2-tailed).

The study supports hypothesis *H4*, affirming a positive relationship among high-performance work systems, emotional intelligence, and organizational performance (Table 3).

Table 3. Pearson's correlation

| Variables | Ability | Motivation | Opportunity | EI-1 | EI-2 | EI-3 | EI-4 | OP |
|-------------|---------|------------|-------------|--------|--------|--------|--------|----|
| Ability | 1 | | | | | | | |
| Motivation | .690** | 1 | | | | | | |
| Opportunity | .591 | .899** | 1 | | | | | |
| EI-1 | .313 | .545** | .357 | 1 | | | | |
| EI-2 | .758** | .380 | .141 | -.092 | 1 | | | |
| EI-3 | .731** | .252 | .356 | -.095 | .519** | 1 | | |
| EI-4 | .413** | .814** | .920** | .398 | -.034 | .065** | 1 | |
| OP | .291 | .840** | .866** | .619** | -.161 | -.051 | .870** | 1 |

Note: EI-1 — seeking and using positive emotions; EI-2 — positive consideration and awareness of emotion; EI-3 — optimism and understanding emotions of others; EI-4 — understanding the emotions of others; * — correlation is significant at the 0.05 level (2-tailed); ** — correlation is significant at the 0.01 level (2-tailed).

In regression analysis, understanding the mediator effect is crucial for elucidating how and why independent variables (such as HPWS) influence dependent variables (like OP) through mediators (such as constructs of organizational citizenship behavior). The goodness-of-fit of the sample regression plane (SRP) is assessed using the coefficient of determination (R^2), indicating the proportion of variance in the dependent variable explained by the regression equation.

Before conducting regression analysis, ensuring variance inflation factor (VIF) values are below 10 and tolerance values exceed 0.1 is essential to mitigate issues related to multicollinearity.

Regression analysis paths

1. Independent variables: high-performance work systems (HPWS).

Dimensions: ability, motivation, opportunity.

2. Mediator: emotional intelligence (EI).

Constructs: appraisal of emotion, regulation of emotion, utilization of emotion.

3. Dependent variable: organizational performance (OP).

Dimensions: productivity, service quality, innovation, job satisfaction, absenteeism, turnover.

Regression paths

Path 1: HPWS → EI

This path examines how the presence and effectiveness of HPWS influence the development and enhancement of Emotional Intelligence among hospital nurses.

Path 2: EI → OP

This path explores the impact of Emotional Intelligence on various dimensions of organizational performance, such as productivity, service quality, and job satisfaction.

Path 3: HPWS → OP

Directly assesses the overall impact of high-performance work systems on organizational performance, encompassing both mediated (through emotional intelligence) and direct effects (Figure 3).

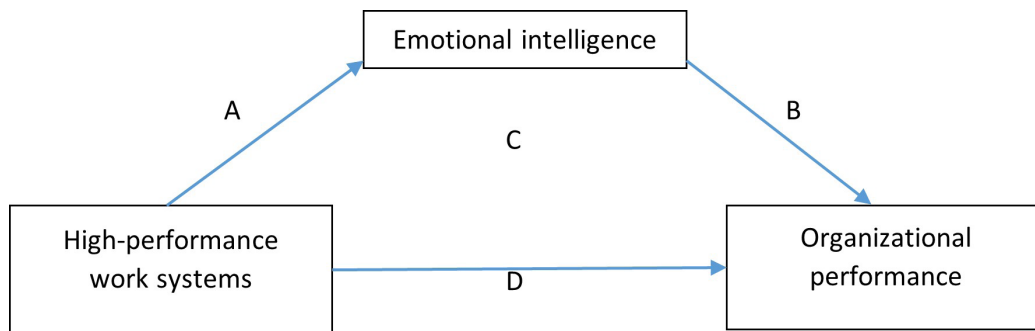


Figure 3. Conceptual framework for path-analysis

Key considerations

Mediation analysis: evaluates the extent to which EI acts as a mediator between HPWS and OP, elucidating the mechanism through which HPWS affects OP.

Regression assumptions: ensures prerequisites such as VIF < 10 and tolerance > 0.1 to mitigate multicollinearity issues before conducting analyses.

The causal relationship between the components of HPWS and overall EI was found to be highly significant at the 1% level (Table 4). The analysis yielded an impressive *F*-value of 7483.696 and an *R*² value of 0.981, indicating that the estimated sample regression plane, utilizing ability, motivation, and opportunities as independent variables, explains approximately 98.1% of the variance in EI. Notably, ability ($\beta = 0.770, t = 78.663^{**}$) emerged as the most influential factor on EI, demonstrating a substantial and positive impact. Motivation ($\beta = 0.149, t = 10.141^{**}$) also exhibited a significant positive effect on EI, albeit to a lesser extent compared to ability. Opportunities, while contributing positively, had a comparatively lesser impact on EI.

Table 4. Path A — constructs of high-performance work systems and emotional intelligence — regression analysis

| S. no | Constructs of HPWS (independent variable) | Overall emotional intelligence (dependent variable) | | | | | Collenearity statistics | |
|-------|---|---|--------------|--------------------------|----------|----------|-------------------------|-------|
| | | Unstandardized coefficient | | Standardized coefficient | <i>t</i> | <i>p</i> | Tolerance | VIF |
| | | <i>B</i> | Stand. error | β | | | | |
| | Constant | .152 | .022 | | 6.856 | .000 | | |
| 1 | Ability | .770 | .010 | .720 | 78.663 | .000 | .521 | 1.919 |
| 2 | Motivation | .149 | .015 | .175 | 10.141 | .000 | .147 | 6.793 |
| 3 | Opportunities | .122 | .010 | .190 | 12.211 | .000 | .181 | 5.523 |
| | Multiple <i>R</i> | | | .812 | | | | |
| | <i>R</i> ² | | | .981 | | | | |
| | <i>F</i> | | | 7483.696 | | | | |
| | <i>p</i> | | | < .001** | | | | |

Consequently, hypothesis *H3*, positing that HPWS significantly influences overall EI, was strongly supported by these findings. The results underscore that the ability to manage diverse tasks effectively is pivotal for enhancing EI, followed by intrinsic motivation and favorable opportunities within the organizational context.

Furthermore, the data met the assumption of collinearity, with the variance inflation factor (VIF) less than 10 and tolerance values greater than 0.1, indicating no issues with multicollinearity. This robust statistical foundation ensures the reliability of the regression analysis outcomes, affirming the substantive impacts of ability, motivation, and opportunities on enhancing overall EI (Cuellar et al., 2019).

The causal relationship between emotional intelligence and organizational performance was found to be highly significant at the 1% level, as evidenced by an *F*-value of 684.433 and an *R*² of 0.863, detailed in Table 5. The substantial *R*² of 0.863 indicates that the estimated sample regression plane, incorporating EI components — seeking and using positive emotions (EI-1), positive consideration and awareness of emotion (EI-2), optimism and understanding emotions of others (EI-3), and understanding the emotions of others (EI-4) — as independent variables, explains approximately 86.3% of the variance in organizational performance.

Table 5. Path B — emotional intelligence and OP — regression analysis

| S.no | Constructs of EI (independent variable) | Organizational performance (dependent variable) | | | | | Collenearity statistics | |
|------|--|---|--------------|-------------------------------------|----------|----------|-------------------------|-------|
| | | Unstandardized coefficient <i>B</i> | Stand. error | Standardized coefficient β | <i>t</i> | <i>p</i> | Tolerance | VIF |
| | Constant | .165 | .113 | | 1.459 | .145 | | |
| 1 | EI-1 | .503 | .032 | .311 | 15.794 | .000 | .815 | 1.227 |
| 2 | EI-2 | .078 | .016 | .098 | 4.721 | .000 | .734 | 1.363 |
| 3 | EI-3 | .015 | .021 | .016 | .746 | .000 | .726 | 1.378 |
| 4 | EI-4 | .563 | .015 | .745 | 37.871 | .000 | .815 | 1.226 |
| | Multiple <i>R</i> | | | .764 | | | | |
| | <i>R</i> ² | | | .863 | | | | |
| | <i>F</i> | | | 684.433 | | | | |
| | <i>p</i> | | | < .001** | | | | |

Note: EI-1 — seeking and using positive emotions; EI-2 — positive consideration and awareness of emotion; EI-3 — optimism and understanding emotions of others; EI-4 — and understanding the emotions of others.

Each EI component demonstrated significant β -values at the 1% level: EI-1 ($\beta = 0.503$, $t = 15.794$), EI-2 ($\beta = 0.780$, $t = 4.721$), EI-3 ($\beta = 0.015$, $t = 0.746$), and EI-4 ($\beta = 0.563$, $t = 37.871$), underscoring their robust and positive impact on organizational performance. Hypothesis *H2*, asserting that EI significantly influences organizational performance, was conclusively supported by these findings. Notably, EI-4 — understanding the emotions of others — emerged as the most influential independent variable affecting organizational performance, followed by EI-1, EI-2, and EI-3.

The regression equation highlights EI-4's pivotal role in organizational development, showcasing its superior impact on organizational performance compared to other facets of emotional intelligence. Moreover, with the variance inflation factor (VIF) below 10 and tolerance values exceeding 0.1 for all independent variables, the data met the collinearity assumption, affirming the absence of multicollinearity issues. These findings underscore the critical role of emotional intelligence, particularly the ability to understand others' emotions, in fostering enhanced organizational performance, providing a robust empirical basis for further research and practical applications in organizational settings.

The regression analysis uncovered a significant causal relationship between the constructs of high-performance work systems and organizational performance at the 1% significance level,

illustrated by an impressive F -value of 1517.535 and an R^2 of 0.913, as depicted in Table 6. The substantial R^2 value of 0.913 indicates that the estimated sample regression plan (SRP), incorporating ability, motivation, and opportunities as independent variables, elucidates approximately 91.3% of the variance in organizational performance.

Each component of HPWS demonstrated noteworthy β -values: Ability ($\beta = 0.842$, $t = 25.713$), Motivation ($\beta = 0.989$, $t = 20.117$), and Opportunity ($\beta = 0.502$, $t = 15.054$), highlighting their significant and positive impacts on organizational performance. Therefore, hypothesis $H3$, positing a significant impact of HPWS constructs on organizational performance, was unequivocally supported by these findings.

Table 6. Path C — construct of high-performance work systems and overall organizational performance — regression analysis

| S. no | Constructs of HPWS (independent variable) | Organizational performance (dependent variable) | | | | | Collinearity statistics | |
|-------|---|---|--------------|-------------------------------------|----------|----------|-------------------------|-------|
| | | Unstandardized coefficient <i>B</i> | Stand. error | Standardized coefficient β | <i>t</i> | <i>p</i> | Tolerance | VIF |
| | Constant | 1.236 | .074 | | 16.661 | .000 | | |
| 1 | Ability | .842 | .033 | .504 | 25.713 | .000 | .521 | 1.919 |
| 2 | Motivation | .989 | .049 | .742 | 20.117 | .000 | .147 | 6.793 |
| 3 | Opportunity | .502 | .033 | .501 | 15.054 | .000 | .181 | 5.523 |
| | Multiple <i>R</i> | | .912 | | | | | |
| | R^2 | | .913 | | | | | |
| | <i>F</i> | | 1517.535 | | | | | |
| | <i>p</i> | | < .001** | | | | | |

Furthermore, with a variance inflation factor (VIF) below 10 and tolerance values exceeding 0.1 for all independent variables, the data met the collinearity assumption, indicating the absence of multicollinearity issues. Notably, opportunity exhibited a slightly lesser impact compared to motivation and ability, with ability demonstrating the second-lowest impact on organizational performance. This underscores the critical role of organizational employee ability, as emphasized by G. A. Preuss with colleagues, in an organization's capacity to comprehend and effectively utilize information to achieve objectives (Preuss et al., 2003).

Moreover, the findings underscore the pivotal role of employee motivation, empowerment, and satisfaction, aligning with insights from Nazila with colleagues, as fundamental contributors to organizational success (Nazila et al., 2012).

The causal relationship between overall high-performance work systems, emotional intelligence, and organizational performance was highly significant at the 1% level, as evidenced by a robust F -value of 2675.759 and an impressive R^2 of 0.925. This indicates that the estimated sample regression plane, incorporating overall emotional intelligence as an independent variable, elucidates approximately 92.5% of the variance in organizational performance (Table 7).

Table 7. Path D — regression analysis overall high-performance work systems and overall emotional intelligence on organizational performance

| S. no | HPWS and EI (independent variable) | Organizational performance (dependent variable) | | | | | Collinearity statistics | |
|-------|------------------------------------|---|--------------|-------------------------------------|----------|----------|-------------------------|-------|
| | | Unstandardized coefficient <i>B</i> | Stand. error | Standardized coefficient β | <i>t</i> | <i>p</i> | Tolerance | VIF |
| | Constant | 1.068 | .059 | | 17.972 | .000 | | |
| 1 | HPWS | 2.222 | .053 | 1.442 | 41.961 | .000 | .150 | 6.648 |
| 2 | EI | 2.933 | .049 | 2.098 | 61.918 | .000 | .150 | 6.648 |
| | Multiple <i>R</i> | | .924 | | | | | |
| | R^2 | | .925 | | | | | |
| | <i>F</i> | | 2675.759 | | | | | |
| | <i>p</i> | | < .001** | | | | | |

Confirmatory factor analysis (CFA) serves as a foundational method to validate measurements by specifying the number of constructs and their relationships with indicators (Kline, 2011). Within the structural equation model framework, CFA focuses specifically on the relationships between latent constructs and their observable variables, often referred to as a measurement model (Byrne, 2010). Its primary objective is to assess whether the collected data aligns with the hypothesized measurement model, ensuring construct validity (Wikipedia, 2017). In this study, CFA was employed to validate the nine constructs derived from data collected across six Corporate Multispecialty hospitals in Odisha. The analysis was conducted using AMOS 18.0, confirming the interrelationships among the components under investigation (Table 8).

Table 8. Construct validity — confirmatory factor analysis

| Variables | χ^2 | AVE | MSV | MaxR (H) | HPWS | EI | OP |
|-------------------------------|----------|------|------|----------|------|------|------|
| High-performance work systems | .978 | .936 | .709 | .986 | .968 | | |
| Emotional intelligence | .870 | .628 | .280 | .879 | .529 | .792 | |
| Organization performance | .954 | .723 | .709 | .985 | .842 | .145 | .850 |

Accepted p value > 0.05. Accepted value of GFI/AGFI/CFI value > 0.9. Accepted RMR/RMSEA value < 0.1. The results of confirmatory factor analysis support the measurement model fit (Table 9).

Table 9. Model fit

| Model | CMIN / df | p value | RMR | GIF | NFI | CFI | RMSEA |
|-------------|-------------|---------|-------|-------|------|------|-------|
| Model value | 21.35 | .000 | .07 | .887 | .907 | .914 | 0.072 |
| Threshold | Significant | | < .08 | > .90 | > .9 | > .9 | < .08 |

To verify model hypotheses and assess the fitness of the HPWS — OP model in structural equation modeling (SEM), we typically follow these steps.

Goodness-of-fit indices. To use indices such as chi-square (χ^2), comparative fit index (CFI), Tucker — Lewis's index (TLI), and root mean square error of approximation (RMSEA) to assess how well the model fits the data. A good fit is indicated by non-significant χ^2 , CFI and TLI values close to or above 0.95, and RMSEA values close to or below 0.06.

Direction of associations. To ensure that the hypothesized directions of the associations between latent variables (HPWS and OP) align with your theoretical expectations (typically positive associations).

Causal links and theory. To validate the causal links proposed in your SEM model with empirical evidence and existing theory. This involves ensuring that the relationships specified in your model (e.g., HPWS impacting OP) are supported by the data and align with established literature.

Empirical evidence. To use statistical tests to confirm the significance and strength of the relationships between variables. This includes examining path coefficients, standard errors, and significance levels to validate your hypotheses.

Confirmatory factor analysis. To prior to SEM, CFA helps validate the measurement model by confirming that the observed variables (indicators) reliably measure the latent constructs (HPWS and OP) as hypothesized.

By rigorously following these steps, we can verify your hypotheses and ensure the HPWS — OP model accurately represents the relationships between your study's variables.

Discussion

The interplay between emotional intelligence and high-performance work systems

High-performance work systems are designed to enhance organizational performance by fostering employee engagement, skill development, and motivation through a combination of

human resource practices. These systems rely on the collective ability of employees to contribute effectively towards organizational goals. Emotional intelligence, which involves the ability to recognize, understand, and manage one's own emotions and the emotions of others, plays a pivotal role in ensuring the effectiveness of HPWS. EI enhances the efficacy of HPWS by promoting a work environment where communication, collaboration, and conflict resolution are handled with emotional awareness. Employees with high EI are more likely to engage in behaviors that align with the goals of HPWS, such as proactive problem-solving, adaptive leadership, and resilient performance under pressure. These employees can better manage stress, maintain positive relationships, and navigate the complexities of teamwork, all of which are critical in high-pressure environments like healthcare. In HPWS, where employees are often required to work autonomously, EI can be a crucial determinant of success. It aids in decision-making, enhances interpersonal dynamics, and supports the overall psychological well-being of employees. For instance, emotionally intelligent employees are more adept at self-regulation, which can lead to more consistent and high-quality performance, a key objective of HPWS.

The mediating role of emotional intelligence in organizational performance

Organizational performance, particularly in healthcare, is heavily influenced by the collective emotional and cognitive capabilities of the workforce. The integration of HPWS with a workforce high in EI can lead to significant improvements in organizational outcomes, such as patient satisfaction, employee retention, and overall service quality. EI serves as a mediator between HPWS and organizational performance by translating the benefits of HPWS into tangible outcomes. Employees with high EI are better equipped to cope with the demands placed on them by HPWS, such as continuous learning, adaptability, and teamwork. This ability to manage personal and interpersonal challenges effectively ensures that the full potential of HPWS is realized. Moreover, in the context of the COVID-19 pandemic, the importance of EI in HPWS has been further magnified. The emotional toll of the pandemic on healthcare workers has highlighted the need for EI as a buffer against burnout and stress. HPWS that incorporate EI-focused training and support mechanisms are likely to see enhanced performance outcomes, as emotionally intelligent employees can maintain higher levels of motivation and resilience during crises.

Organizational performance strategic solutions

Enhancing organizational performance entails empowering personnel to effectively utilize and comprehend information to achieve objectives. HPWS play a pivotal role in improving the quality of information available for decision-making, particularly leveraging nurses' proficiency in information management. Systematic training workshops, seminars, and sessions can systematically enhance nurses' communication, analytical, problem-solving, and time management skills. Rather than ad-hoc training approaches, management should design a comprehensive, long-term training strategy for all staff. Acknowledging nursing achievements through performance-based incentives, salary increments, and clear career progression paths can motivate nurses to deliver high-quality care, thereby enhancing patient satisfaction and organizational performance.

The psychological underpinnings of emotional intelligence in high-performance work systems

High-performance work systems are designed to optimize employee contributions through enhanced motivation, skills development, and job satisfaction. However, the psychological well-being of employees is a crucial determinant of how effectively these systems' function. Emotional intelligence intersects with psychological aspects such as stress management, emotional regulation, and cognitive resilience, all of which are vital for the successful implementation and sustainability of HPWS.

From a psychological perspective, EI involves an individual's capacity to be aware of their emotions, control impulsive behaviors, and use emotional knowledge to guide thinking and actions. This self-awareness and emotional regulation are essential in HPWS environments where employees are often required to work autonomously, make quick decisions, and collaborate effectively with others. The psychological foundation of EI helps employees navigate complex interpersonal interactions, reduce the likelihood of burnout, and maintain a positive mindset, even in high-pressure situations typical of HPWS. For instance, the ability to manage emotions can prevent the negative psychological effects of job stress, which is particularly relevant in sectors like healthcare, where the demands on workers are immense. Employees with high EI can better manage the psychological demands of their roles, maintaining their mental health and, in turn, contributing more effectively to organizational performance.

Psychological mediators between high-performance work systems, emotional intelligence, and organizational performance

The relationship between HPWS, EI, and OP is deeply rooted in psychological principles. EI serves as a psychological mediator, enhancing the positive impacts of HPWS by fostering a work environment that supports mental well-being and emotional balance. Employees with high EI are better equipped to handle the psychological challenges that come with increased responsibilities and autonomy, typical of HPWS. Psychologically, EI contributes to more effective stress management, which is critical for sustaining high performance over time. When employees can regulate their emotions and cope with stress, they are less likely to experience burnout, anxiety, or job dissatisfaction — common psychological barriers to effective performance. This capacity for emotional regulation also supports a positive organizational culture, where employees feel valued, supported, and motivated to perform at their best.

Moreover, the psychological safety provided by a high-EI workforce can lead to greater innovation and risk-taking, as employees feel more secure in expressing ideas and taking initiatives without fear of negative consequences. This psychological safety is particularly important in HPWS, where continuous improvement and adaptability are key to maintaining competitive advantage and achieving superior organizational outcomes.

Conclusion

Implications of the study

The study's findings regarding the interplay between high-performance work systems, emotional intelligence, and organizational performance carry substantial theoretical and practical implications in human resource management. Managers can harness emotional intelligence through continuous training interventions aimed at bolstering the mental well-being of healthcare professionals, particularly crucial during crises such as the COVID-19 pandemic.

Limitations of the study

The study employed Schutte's Self-report Emotional Intelligence Scale, which may not encompass all pertinent dimensions relevant to healthcare settings. Future research endeavors could explore alternative measurement tools and incorporate diverse cultural contexts, healthcare professions, industries, and organizational settings.

Implications for practice and future research

The findings suggest that organizations should invest in EI development as part of their HPWS strategies, particularly in the healthcare sector. Training programs that enhance EI could lead to

more effective implementation of HPWS and, consequently, better organizational performance. Furthermore, EI can be a critical component in leadership development, as leaders with high EI are more likely to foster a work environment supporting HPWS initiatives. Future research could explore the specific mechanisms through which EI influences the relationship between HPWS and organizational performance. Longitudinal studies could examine how EI training impacts the sustainability of HPWS outcomes over time. Additionally, research could investigate the role of EI in different cultural contexts to determine its universal applicability in HPWS frameworks. In conclusion, emotional intelligence is a vital component that can amplify the benefits of high-performance work systems, leading to enhanced organizational performance. By fostering an emotionally intelligent workforce, organizations can better navigate the challenges of the modern work environment, particularly in high-stakes sectors like healthcare.

Future research directions

Future research could adopt longitudinal studies to investigate temporal relationships. Enhancing the model by integrating additional constructs such as employee commitment, engagement, and work-life balance could offer deeper insights into organizational performance dynamics.

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Высокопроизводительная система работы и эффективность больницы: опосредующая роль эмоционального интеллекта у работников здравоохранения во время COVID-19

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Аннотация. *Цель.* Целью данного исследования является оценка влияния высокопроизводительных систем работы на организационную эффективность в учреждениях здравоохранения с акцентом на опосредующую роль эмоционального интеллекта у работников здравоохранения. *Методология.* Используя модель способностей, мотивации и возможностей, в данном исследовании изучается взаимосвязь между высокопроизводительными системами работы (ВПСР) и эмоциональным интеллектом у работников здравоохранения. Шкала ВПСР (*HPWS Scale*) и опросник самооценки Н. С. Шутте (*Schutte's self-assessment questionnaire*) измеряют соответствующие конструкты. Путевой регрессионный анализ используется для оценки опосредующего эффекта эмоционального интеллекта на связь между высокопроизводительными системами работы и организационной эффективностью. *Результаты.* Результаты указывают на значительную положительную связь между высокопроизводительными рабочими системами и эмоциональным интеллектом у работников здравоохранения. Более того, высокопроизводительные системы работы оказывают существенное влияние на организационную эффективность, а эмоциональный интеллект играет посредническую роль в улучшении этой связи. *Практическое значение.* Результаты подчёркивают важность внедрения эффективных стратегий высокопроизводительных систем работы для повышения организационной эффективности в организациях здравоохранения. Кроме того, они подчёркивают важность развития эмоционального интеллекта у медицинских работников для оптимизации воздействия высокопроизводительных рабочих систем на организационные результаты. *Ценность результатов.* Это исследование вносит вклад в существующую литературу, предоставляя эмпирические доказательства взаимодействия между высокопроизводительными рабочими системами, эмоциональным интеллектом и организационной эффективностью в секторе здравоохранения. Оно предлагает идеи для руководителей и чиновников здравоохранения для разработки индивидуальных стратегий для улучшения практики на рабочем месте и повышения общей производительности.

Ключевые слова: высокопроизводительная система работы, эмоциональный интеллект, организационная эффективность, управление здравоохранением, шкала измерения эмоционального интеллекта Шутте.