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BUSINESS PROCESS MANAGEMENT

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MASTER THESIS

ŽMOGIŠKŲJŲ IŠTEKLIŲ VALDYMO PRAKTIKŲ ĮTAKA DARBUOTOJŲ DARBO REZULTATAMS MEDIJUOJANT DARBUOTOJŲ GEROVEI IR MODERUOJANT VERSLO PROCESŲ BRANDAI	THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE WORK PERFORMANCE: MEDIATING ROLE OF EMPLOYEE WELL-BEING AND MODERATING ROLE OF BUSINESS PROCESS MATURITY
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THE LIST OF ABBREVIATIONS

BPM – Business Process Maturity

EWB – Employee Well-Being

HR – Human Resource

HRM – Human Resource Management

IWP – Individual Work Performance

INTRODUCTION

Relevance of the topic. As the pace of life grows rapidly and work becomes an inseparable part of our lives, the importance of efforts made by the employer to make employees perform better is attracting attention. Nowadays every organization desires, that their employees always perform at highest level and standard, while exceeding entrenched expectations, so they start taking into account the new systems, process allocations and implementation, in order to achieve that desired level of performance. As the need for employee well-being arises within the society, there is an indirect pressure levied on the employer to integrate healthy human resource practices, which would aid in achieving a desired performance level as an outcome. Scholars agree that the major tools to improve employee performance have been already considered through human resource management practices (Jashari and Kutllovci, 2020) and not infrequently employee well-being can (or partially) mediate this relationship (Khoreva and Wechtler, 2017; Peccei and Van De Vorde, 2019). Pipera and Evagelia (2021) highlights that organizations must invest in practices that prosper individual performance if they want to strive amongst the competition. Another relevant topic, that is getting more attention in the business world, is business processes and their maturity within the organization. Scholars agree that the more mature organization is on the process level, the better the performance as a company it can achieve (Paschek et al., 2017; Klimas, 2011) and strategies that have been implemented in order to obtain that success boosts individual employee performance as well (Griend, 2019). Organizations with mature business processes can implement HRM practices more effectively, leading to consistent and improved individual performance. To achieve organizational success, this integrated and interconnected perspective emphasizes the significance of HRM practices on individual work performance with support of employee well-being and matured business processes in the organization, all while supporting the employees. It addresses the critical need for organizations to optimize human resource management practices to enhance employee work performance, while considering the pivotal roles of employee well-being and business process maturity in achieving sustainable competitive advantage

The level of exploration and novelty of the topic. All constructs (HRM practices, employee well-being, employee work performance and BP maturity) are well known topics to the scientific world. The most recent research states, that human resource management practices have positive significant and direct impact to employee work performance (Rodjam et al., 2020; Alsafadi and Altahat, 2021; Mahfouz, Bahkia and Alias, 2021). By focusing on recruitment, training and development, involvement, work conditions and compensation, organizations can

create an environment that promotes high performance of employees. On the other hand, there is research where importance of well-being is highlighted. Khoreva and Wechtler (2017) after conducting research on immediate supervisors in Finland, found that well-being partially mediates the relationship between skill, opportunity and psychological well-being enhancing HRM practices on employee work performance, while Peccei and Van De Vorde (2019) found that HRM practices enhances individual work performance, either directly or through employee well-being. Moderating effect of business process maturity is not explored very broadly; however, mature business processes ensure that HRM practices are well-integrated with organizational workflows, enhancing their impact on individual performance. Although, scholars in their researches agree that implementing practices which boost business process maturity levels in organization, have an impact on constructs considered to be in HRM field (Griend, 2019). Kuriakose et al., 2019 found that low business process maturity is a culprit of negative impact to relationship between HRM practices and employee well-being, and Skrinjar, Bosilj-Vuksic and Indihar-Stemberger (2008) state, that higher levels of business process maturity lead to improved employee performance. Although the effect of HRM practices on employee work performance has been thoroughly studied in the past, less attention has been paid to the concurrent mediating and moderating roles of business process maturity and employee well-being in this connection. Only a small number of empirical research has examined the impact of business process maturity as a contextual element influencing how well HRM approaches affect employee outcomes.

These findings raise a **problematic question of the Master thesis** – what impact human resource management practices have on employee work performance while mediating employee well-being and moderating business process maturity?

The aim of the Master thesis. To reveal the impact of human resource management practices on employee work performance and mediating role of employee well-being and moderating role of business process maturity on this relationship.

The objectives of the Master thesis:

1. After analysing scientific literature, define the concepts and main parts of human resource management, employee work performance, employee well-being and business process maturity;
2. After systemising scientific literature, reveal the links and create a conceptual research model between human resource management, employee work performance, employee well-being and business process maturity;
3. Based on the developed conceptual research model, conduct an empirical study, analyse and summarize the obtained results according to demographic and social factors;

4. Based on conducted research, evaluate the impact of human resource management practices on employee work performance and mediating role of well-being and moderating role of business process maturity to this relationship, present conclusions and suggestions.

The methods deployed by the Master thesis. Analysis of scientific literature and research was used in the thesis in order to elaborate the links between human resource management, employee work performance, employee well-being and business process maturity. A quantitative study was also conducted, consisting of a structured questionnaire survey and statistical analysis of the research data. The data was processed with IBM SPSS Statistics 29.0 with the A. F. Hayes PROCESS macro plug-in. The Cronbach's Alpha method was used to assess the compatibility and reliability of the internal scales and the questionnaire, and the Kolmogorov-Smirnov and Shapiro-Wilk tests, as well as the Skewness and Kurtosis values, were used to check the normality of the data. The Mann-Whitney U and Kruskal-Wallis H tests were used to determine the influence of sociodemographic factors on the variables. For revealing the links between variables linear regression, mediation and moderated mediation analysis was conducted.

The description of the structure of the Master thesis. The work consists of an introduction, theoretical literature review part, research methodology, results of the research and conclusions. The theoretical review has 5 parts, divided by topics. The master thesis systematically reveals the theoretical concept of human resource management, employee work performance, well-being and business process maturity. The last part of the theory enhances the links between these concepts. The research methodology part covers the purpose, objectives, hypothesis and conceptual model of the research, as well as the sampling method and sampling size, research instruments, structure and development of questionnaire and methods used in data analysis. The third part analyses the results of conducted research, statistical analysis is performed, hypotheses are confirmed or rejected, and the results are compared with previous studies. Finally, conclusions and suggestions are presented.

1. THEORETICAL CONCEPTS OF HUMAN RESOURCE MANAGEMENT PRACTICES, EMPLOYEE WORK PERFORMANCE, EMPLOYEE WELL-BEING AND WORK PERFORMANCE

1.1. Theoretical concept of Human Resource Management Practices

Nowadays, there is an increasing amount of organizations, which understand that employees are the greatest asset of any business. At the same time, the greater importance of Human Resource Management (HRM), that ensures that organizations adhere to all federal and local labour laws, regulations, and industry standards (Aboramadan et al., 2019). However, the definition of Human Resource Management and dispersal of core HRM practices remains heterogeneous till this day. Some researchers define HRM as a methodical, cohesive, and integrated approach to hiring, training, and employee welfare (Armstrong and Taylor, 2014). Lobanova (2010) describes HRM as a strategical and consistent approach to employees who individually and collectively contribute to the realization of an organization's goals. However, HRM can be described as a process that drives organizational development and correlates to business success and organizational growth (Boxall and Purcell, 2003), at the same time attracting, retaining, and developing the skills and knowledge of employees (Choudhury and Mishra, 2010).

On the other hand, researchers closely associate Human Resource Management with practices that comes with it. Aboramadan et al. (2019) view HRM practices as a „system that affects employee attitudes and behaviours”. Jackson and Shuler (1995) described HRM as a gamut of Human Resource Management practices: recruitment, selection and appraisal, which shows direction of HRM policies and constrain development of specific practices, while overachieving human resource policies. Some researchers define recruitment and selection, training and development, flexible reward, employee involvement and work conditions as main domains of HRM practices (Jashari and Kutllovci, 2020). Other parties take similar, but slightly different approach, describing components of HRM practices as selection and recruitment, training and development, performance appraisal, rewards and compensations and job security (Aboramadan et al., 2019) also including leadership development and workplace planning into the account (Pandey et al., 2022). Fundamentally, HRM practices can be viewed as a whole of recruitment and selection, training and development, employee involvement, work conditions, favourable reward system (Jashari and Kutllovci, 2020), or competency-based performance appraisal and

compensation and rewards (Demo et al., 2012), while ensuring that employer and employee can achieve the set goals and commitments to each other.

Recruitment and selection

Recruitment and selection are vital processes within any organization, as they form the foundation for building a capable and motivated workforce. „Recruitment of highly skilled employees to ensure efficient provision of public services is a key concern for public organizations” (Lokke, Villadsen and Bach, 2023) and it is critical for those in charge to select a successful applicant, ought to have sufficient data, with which to determine their choice (Rozario, Venkatraman and Abbas, 2019). According to Grobler, A., Grobler, S. and Mathafena (2019), it is crucial to emphasize the significance of recruitment and selection procedures „as an entry point for skills, knowledge and competence into the business to ultimately determine success, performance and business sustainability“. Abbasi et al. (2020) argue that skilled and qualified employees play essential role in success of organization, where good practices in the selection and recruitment process are vital. Breaugh (2008) introduced main components of the recruitment process:

1. Defining recruitment objectives. This stage of recruitment process includes determining, how many positions are required to be filled, what criteria applicants have to meet, during the set amount of time.
2. Developing recruitment strategy. In this stage recruiters should be able to answer questions, such as „when”, „where” and „how” to reach, find and finally, recruit candidates.
3. Carrying recruitment activities. This step, according to Breaugh (2008), covers an organization which carries recruitment process based on the strategy they developed during the second stage (e.g., posting job offerings online, however, Aquinas (2006), during this stage divides it into two sources: internal and external. He suggests that all organizations should start from the internal recruitment since it boosts the general level of employee morale and of provides the company information about the candidate. Internal sources include promotions, transfers and response of employees to a notified vacancy. External sources cover advertisements, employment exchange, campus recruitment, labour contractors, employee referrals, unsolicited applicants and field trips.
4. Interviewing job applicants. In this stage recruiters have to position the organization they are working for, as an attractive workplace, catch applicants’ attention, send the right message and match applicants’ expectations, while ensuring that recruitment objectives match the candidates’ capabilities and skills.

5. Recruitment results. At the final step, the employer needs to compare objectives against the outcomes. This stage is the position, where employers can learn and get the knowledge on how to recruit more efficiently in the future.

Recruitment is a critical process for organizations, serving as a gateway to building a skilled and motivated workforce. It involves defining objectives, developing strategies, carrying out activities, interviewing candidates, and evaluating outcomes. Internal and external sources are utilized to attract talent, with the ultimate goal of securing individuals who contribute to the organization's success and sustainability.

Moving on to selection, it is the process of choosing the best applicant from a pool of candidates during the recruitment phase; and assessing (depending on the industry and the complexity of job) their mental ability, physical capabilities, interests, values, knowledge, work and social skills (Cook, 2016). Aquinas (2006) highlighted 7 commonly followed steps in selection process:

1. Application blank. Usually a highly structured questionnaire for getting information from a prospective applicant about their education, experience, personal interests, etc.

2. Initial interviews. Usually meant to establish friendly behavior and to observe a candidate face to face.

3. Employment tests. Used to assess candidates' knowledge and abilities. In this phase various types of aptitude, interests, intelligence, personality, performance or achievement tests can be utilized, in order to evaluate candidates' fit to a role or organization as a whole. While assessing the results of civil servants, Zukauskaitė (2018) determined that the ones, which scored higher in comparison with others, during the employment tests, had broader career opportunities later, but left the workplace on their own more often than the subset, which ended up scoring on the lower end. However, some researchers apprehend, that there will always be errors and discrepancies between the assessment and candidates' true potential (Yusko et al., 2017).

4. Interviews. This is the most important and most used step in the selection process, since if it is used properly, this technique could be impactful in achieving accurate information and testing capabilities of a candidate's proficiency to occupy a particular post. Depending on the industry and the complexity of the position, interviews can be individual or group; there could also be preliminary and final interviews, with a set of tasks or different (e.g. stress, discussion, group) interviews in between. According to Blackman (2017), interviews can offer a low-cost method of selection and achieve similar results if well designed and implemented.

5. Checking of references. Some companies require applicants to provide a list of references from past employers. The main purpose of this stage is to check candidates' reliability and accuracy of the information provided by them in earlier steps of selection process.

6. Physical or medical examination. Physical and medical examinations are often integral components of the selection process, particularly for roles which require candidates to meet certain health and physical fitness criteria. In the majority white-collar jobs this part is not necessary, however, in areas which require physical capabilities, such as firefighting, law enforcement and other civil services, which require deployment on the field, it is mandatory due to requirements of the job (Chungyalpa and Karishma, 2016).

7. Placement and induction. This is the final stage of selection process, where the main objective is to boost the confidence of new recruits, familiarize candidates with organisational procedures and rules (Chungyalpa and Karishma, 2016), assigning them to specific roles, introducing to culture and ensuring smooth transition to their new position. Aquinas (2006) also noted that induction can be held in 3 ways: a general induction program (with the main goal being to make the employee feel welcomed, which leads to reduction of anxiety), specific orientation program (with the main goal being to provide the operational knowledge about location and the people, the new recruit will have contact with, and current status of projects) and a follow-up induction program (with the main goal being to check on what guidance is still needed or remove any difficulties experienced by the newcomer, usually held after a month or two after employment). Antonacopoulou and Guttel (2010) highlighted that induction and socialization in selection process provide more consistent and coherent pursuit of organizational development.

Recruitment and selection are crucial processes for any organization to meet the strategical goals and lay the foundation for building an effective team (Breaugh, 2008). Abbasi et al. (2020) found that employee performance in the recruitment stage and procedures in the selection stage play a critical role in business growth. A well-designed recruitment and selection process can increase likelihood of finding the best fit for the organization to bolster their competitive edge and growth.

Training and development

Training and development are integral components of human resource management practices aimed at enhancing employee skills, knowledge, and competencies to improve organizational performance and achieve strategic objectives (Tamba and Riyanto, 2020). Usually, training is the process that companies use to build skills of newly hired employees, so they are well equipped to perform their duties, while on the other hand, development includes ongoing education and mentoring, which helps employees mold themselves into roles and positions, which they potentially could end up taking in the future. Nwakee and Onyebuchi (2017) defined training as activities designed to provide learners with skills and knowledge for better execution of their duties. According to Tamba and Riyanto (2020) effective training can foster loyalty, shorten the

time it takes for workers to meet performance standards, promote personal growth, and meet HR planning requirements. Two types of trainings are usually distinguished in academic papers: on-job training and off-job training. On-job training is usually considered as informal employee competency training and development method, where the employee is directly confronted with real work situations in the workplace, while on the other hand, off-job training is held at a location, which is separate from the workplace to accommodate employees with lectures, case studies, various simulations or self-studies (Arta et al., 2022). There is also an emerging trend to offer employees additional trainings, that are not directly related to job objectives. These trainings include improvement of leadership or social skills or even first aid programs (Liu et al., 2007). Some researchers also separate coaching, job rotation, committee assignments and internships as training and development programs (Kalli, Abba and Bukar, 2023). Moving on to development, it can cover various short courses and workshops, seminars, or other opportunities to expand or enhance networks or networking skills, new proficiencies and better personal attitude (Shiri et al., 2023). It aims to promote continuous learning and growth by developing the employees' potential and capabilities beyond their current roles.

Researchers often highlight the importance of training programs from the perspectives of the employer and the employee. While employers are rewarded with higher productivity, better organizational climate, greater loyalty and depending on the industry, workplace accident prevention and improved quality of work. On the other hand, employees, can clearly see the benefits and importance of trainings, while developing new skills, achieving personal growth, refreshing their technical knowledge and obtaining skills to facilitate higher level of working capacities and personal confidence (Aquinas, 2006). Shiri et al. (2023) found that while on-job training improved mental health, sense of coherence and reduced psychological stress, employees who received continuous training, reported higher levels of satisfaction. According to Nadarajah et al. (2012), sufficient training could assist in enhancing employees' competencies in performing their tasks and improving job performance. Training and development are viewed as a crucial tools to increase employee performance, productivity and motivation, meaning that finding „learning opportunities for employees will aid the firm in reaching its competitive posture in the contemporary global marketplace” (Satomi, Abba and Bukar, 2023) and not only maximizes the returns of individuals, but also attracts a higher quality of talent to the organization (Walters and Rodriguez, 2017). It is also worthwhile to mention, that engaging in professional training and development may help the workers to retain their current employment (Shiri et al., 2023).

Enhancing employee skills and competencies through training and development is crucial to human resource management, improving job performance and well-being (Liu et al., 2007),

while leading to improved organizational performance and meeting of main organizational objectives (Walters and Rodriguez, 2017). Moreover, training and development programs not only benefit workers professionally, technically and mentally, but also provide personal growth opportunities and higher income earning potential.

Employee involvement

Majority of scholars agree that employee involvement is an integral part of modern and successful organizations, yet still not all of them include employee involvement as an HRM practice. However, Jashari and Kutllovci (2020) argue, that this element should be part of HRM practices and is a vital element to improving work satisfaction of an organisation, which helps employees feel empowered. This approach empowers employees to contribute their ideas, insights, and expertise to improve work processes, enhance productivity, and drive organizational success. According to Garcia, et. al. (2018) employee involvement, in simple terms, is allowing employees to participate in job-related decisions. Involvement is usually described as an organizational process, which individuals contribute and have influence on relevant decisions (Mambula, Francis and Oaya, 2021). According to Price (2004) key components of employee involvement are participation, communication and decision-making. They can be enhanced by providing employees with more authority in substantial decisions, by offering incentives for participation. It is crucial to allow employees have a say in matters, which directly affects their work and means related to the organization. It is vital to ensure open and transparent communication with all different levels of management, initiate teamwork and acknowledge employee input by recognition of their efforts.

Employee involvement can enhance innovation, higher performance levels, stronger organizational culture. Triguero et al., (2012) found that the involvement of employees in problem-solving and decision making in the organization, have contributed to positive outcomes on organizational performance. On the other hand, low employee involvement leads to decline of innovation, productivity and performance, as well as lower level of company income and deterioration of its profitability indicators (Motyka, 2018). In companies, where employees are more likely to be involved, they also feel more satisfied and motivated, the well-being increases and as well as engagement indicators trend upwards. Involving employees into decision making can increase organizational performance (Mambula, Francis and Oaya, 2021). Employee involvement increases individual and team productivity in various industries (Benson and Lawler, 2017) and even improves the attitude towards work (Leana, Ahlbrandt and Murrell, 1992). According to Jones, Kalmi and Kauhanen (2010), employee involvement can increase productivity even for low-skilled employees that do routine, manual tasks.

The majority of scholars agree that employee involvement is crucial for modern, successful organizations by highlighting its importance in enhancing work satisfaction and empowering employees (Jashari and Kutllovci, 2020). It can be defined as a organizational process that enhances employees to freely communicate and actively participate in decision making. This empowerment allows employees to contribute with their ideas and expertise, enhancing work processes, productivity, and organizational success.

Work conditions

In order to ensure your employees, perform according to requirements, it is crucial to ensure that employees basic needs are met, they are working in physically and mentally favourable conditions. Despite work conditions being covered at the bottom of the Maslow's' (1943) Hierarchy of needs, there is no widely agreed upon definition for this construct. In 2011, the European Foundation for the Improved Living and Working Conditions based on Article 153 of the Treaty on the Functioning of the European Union (TFEU), referred to working conditions as „the working environment and aspects of an employee's terms and conditions of employment. This covers such matters as: the organisation of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Pay is also an important aspect". The International Labour Organization (ILO) in Working Conditions Laws Report and through set of conventions, included working hours, annual leave, maternity protection, minimal wage and compliance with national laws and international norms, as main aspects of work conditions. Some believe, that accepting a job offer is not only accepting a wage rate, but also non-wage characteristics (e.g. a worker may accept worse working conditions in exchange for a higher wage rate, or vice versa) (Ose, 2005). Without adequate working hours, job safety and security, esteem needs assurance and functioning top management, employees cannot be ensured advantageous work conditions (Raziq and Maulabakhsha, 2015), friendly relationships with coworkers are as much important, since employees which are exposed to job strain or bullying, will experience depressive symptoms and tendencies over time (Theorell et al., 2015). According to Badrianto and Ekhsan (2020), work environment indicators, such as lighting, air temperature, noise, layout of workplace, employee relations can positively influence job satisfaction and performance.

Researchers believe that adequate working conditions have positive impact to employee well-being overall. Poggi (2010) came to conclusion that objective working conditions directly impact the evaluation of job satisfaction and Raziq and Maulabakhsha (2015) seconded that poor working conditions restricts employees from accomplishing their full potential and delineate their true capabilities, decreasing cooperation among co-workers to solve problems (Kahya, 2007).).

Employees, which are satisfied with the working conditions tend to have a more positive outlook and have higher levels of emotional positivity, which leads to better performance (Al-Ali et al., 2019), that leads to overall better company performance. On the other note, Bakotic and Babic (2013), while analysing a about shipbuilding company, indicated that there is there is no significant difference in overall job satisfaction between employees working in normal conditions and those working in challenging working conditions. While analysing historical data from different European countries over period of 10 years, Cottini and Lucifora (2013) found, that shift work, execution of complex and intensive tasks or having restricted autonomy, working in physically unsafe environments also negatively contributed towards workers mental health. On the other hand, Ose (2005) notes, that some workers are ready to work under harmful conditions but given the costs of absenteeism it may be profitable to pay the worker higher salary to compensate for poor working conditions.

Ensuring favourable working conditions is crucial not only because of regulations or maintaining healthy employers mental and physical health (Cottini and Lucifora, 2013 and Theorell et al., 2015), but for overall organizational success, since workers in a healthy environment aim to perform their duties better (Al-Ali et al., 2019 and Raziq & Maulabakhsha, 2015). While definitions and aspects of work conditions vary, key aspects like work schedule, task organization, health and safety hazards, relationships with co-workers, remains the same, depending on role and industry the company is operating in.

Favourable reward system

One of the most important HRM practices and a driver for employees is favourable reward system, since for a long timeframe, it has been recognized as a principle of compensating employees in a manner that is perceived as equitable for their contributions, skills, and responsibilities. In the Labor Code of the Republic of Lithuania on Article 139 wage is defined as a remuneration for the work performed by the employee under the employment contract and is usually split in this manner:

1. Basic (tariff) salary - hourly salary or monthly salary or a fixed part of the official salary;
2. Additional part of the salary - determined by the agreement of the parties or paid in accordance with the labour law norms or the labour payment system applied at the workplace;
3. Bonuses for acquired qualifications;
4. Bonuses for additional work or performance of additional duties or tasks;

5. Bonuses for work performed, which are established by an agreement between the parties or paid in accordance to labour law norms or the work payment system applied in the workplace;

6. Bonuses by the initiative of the employer - to reward the employee for well executed duties.

Nwokocha (2016) also distinguishes between base pay, merit-based pay, pay for performance, compensation by result, employee benefits (e.g. health care, sick leaves, vouchers for various memberships, insurance, etc.). However, monetary compensation is not the primary and the only motivator for all employees (Jeha, Knio and Bellos, 2022). In scientific literature, allocation of monetary and non-monetary rewards can be found. Monetary rewards are given to employees in the form of cash and bonuses, while on the other hand, non-monetary rewards are given to employees in a form of praise and appreciation (Rodjam et al., 2020). Nwokocha (2016) also includes that recognition, training and career development opportunities as non-financial rewards. Haider et al. (2015) note that non-financial rewards as recognition, decision-making and appreciation are as much important as financial rewards, in terms of improving employee morale and enhancement of their satisfaction level. Demo et al. (2012) divided reward system section in two separate components:

1. Competency-based performance appraisal – evaluation of employee's performance and competence, supporting decisions about promotions, career planning and development.
2. Compensation and rewards – reward system of employees' performance and competence via remuneration and incentives.

Many researchers believe that a favourable reward system has many benefits on employee overall well-being and organizational success. Favourable reward systems and logical structure have profound effects on worker motivation (Lazear, 2018) and is the primary motor of increasing employee engagement in the workplace (Jeha, Knio and Bellos, 2022). On the other hand, if the rewards and compensation are not being viewed as fair, inequitable and consistent in organization, it can lead to employee dissatisfaction and turnover (Milgo, Namusonge and Kanali, 2014). In spite of that, employers should go beyond providing mandatory benefits, required by law, and offer additional benefits to enhance employees' organizational commitment, motivation, productivity, and job performance (Ju et al., 2008). As mentioned before, those benefits include, but are not limited to, flexible working arrangements, leave policy, educational benefits, telecommunication and internet service provided benefits (Sreenath, Mohan and Lavanya, 2019), profit-sharing, bonuses, recognition (Jashari and Kutlllovci, 2020). Those additional benefits to fixed salary can significantly increase employee commitment (Milgo, Namusonge and Kanali,

2014) and propel employees' performance, retention and the attainment of business goals upwards (Nwokocha, 2016). A favourable reward system is a key component of HRM practices for driving employee motivation and satisfaction. Unfair and unrealistic reward strategies in an organization will lead to demotivated employees (Nwokocha, 2016). However, research indicates, that monetary rewards alone may not suffice to motivate all employees (Jeha, Knio and Bellos, 2022), leading to the inclusion of non-monetary rewards like personal recognition, training opportunities, and career development (Nwokocha, 2016). Favourable reward systems boost morale and engagement, while unfairness, on the other hand, can lead to dissatisfaction and increased employee turnover.

To conclude, increased understanding and outlook towards the employees as the greatest asset of organizations has risen importance of good human resource management practices. Since the definition and core practices of HRM remain fluid, key practices are usually identified as recruitment and selection, training and development, employee involvement, work conditions and a favourable reward system. Recruitment and selection are vital processes for building a capable workforce, providing new recruits with a head start, while training and development aim to enhance employee skills and competencies through on-job and off-job training. As well as employee involvement is often overlooked in HRM practices, empowers employees to contribute towards organizational success and sustainability. Other practices, such as work conditions and a favourable reward system, improve job satisfaction and performance and are crucial to prevent employee dissatisfaction and turnover.

1.2. Theoretical concept of Employee Work Performance

It is important for every organization to assess the value an employee brings to the company's performance and how each employee contributes to the success of the organizations success with their personal work results. In scientific literature this phenomenon is called work (job) performance, showing how great is the employees' ability to complete tasks is (Rinny, Purba and Handiman, 2020). Campbell (1990) defined performance as behaviours or actions that are relevant for the organization's goals, which can be measured in terms of the level of contribution to those goals. Koopmans et al. (2014) explained individual work performance as „behaviours or actions that are relevant to the goals of the organization”. On the other hand, Ramawickrama, Opatha and Kumari (2017) defined job performance as „the extent to which the employee has shown his or her traits, engaged in behaviours and produced results which are appropriate to task performance, and has engaged in citizenship performance and counterproductive performance

during a particular period of time”. Motowidlo and Kell (2012) defined job performance as expected value to the organization of the discrete behavioral episodes that an individual conducts over a standard period of time. While Rinny, Purba and Handiman (2020) described work performance as an output produced by the functions or indicators of a job or a profession within a certain time. Job performance refers to a set of behaviours that employees enact to achieve organizational goals (Rich et al., 2010) and depends on perception, values, attitudes and the function of individual ability and skill and effort in a given situation (Pushpakumari, 2008).

In the scientific literature, a broader concept of individual work performance is also found. Campbell and Wiernik (2015) state that work performance is a complex phenomenon, which makes assessment difficult, and no assessments, methods or simulations can measure work performance properly. However, researchers divide job performance into two dimensions: in-role and extra-role behaviour, to make the assessment and understanding of the concept more adaptable. While in-role behavior refers to formally required behaviours directed to achieving an organization’s goals, extra-role behavior includes discretionary behaviours that promote effectiveness in goal achievement beyond the official requirements (Wu et al., 2020). Other researchers divide the concept of work performance into 5 dimensions: task performance, contextual performance, adaptive performance and counterproductive work behaviour, creative performance (Koopmans et al., 2011; Pradhan and Jena, 2016) (see table 1).

Table 1

Work Performance Dimensions and Definitions

Dimension	Definition
Task performance	Includes the fundamental job responsibilities, which are assigned as a part of the job description, work quantity, work quality, and job knowledge
Contextual performance	Prosocial behavior demonstrated by individuals in a work set-up, extra-role performance, organizational citizenship behavior, or interpersonal relations
Adaptive performance	An individual’s ability to acclimatize and provide the necessary support to the job profile in dynamic work, dealing with uncertain or unpredictable work situations, learning new tasks, technologies, and procedures, proactivity
Counterproductive work behaviour	Off-task behavior, substance abuse, theft, tardiness, and absence from work
Creative performance	Creation of innovative and practical new concepts, processes, and goods

Source: compiled by the author based on Koopmans et al., 2011 & Pradhan and Jena, 2016

For a long time, scientists have been studying what makes an impact on employee work performance and in the meantime, managers were exploring different ways on how to improve employees work performance. Job performance which is influenced by various factors including training, work conditions, and employee engagement, is essential for organizational success and is optimized through effective HRM practices. According to Rich et al., (2010), one of the possibilities via which managers can improve employees job performance is to increase their work engagement, through various practices, also, creating caring climate in organization. Fu and Deshpande (2013) state that a pleasant environment can be positive determinants of employee work performance. Another commonly studied topic is the impact of organizational commitment on the job performance. Rafiei, Amini and Foroozandehc (2014) found that the employees who are committed effectively, continually and normatively could perform better. If organizational commitment includes strong belief and acceptance of organizational values and goals is getting better, eventually employees work performance improves as well (Suharto, Suyanto and Hendri, 2019). On the other hand, while researching administrative employees, Tolentino (2013), found that their job performance is not influenced or affected by their organizational commitment. On the contrary, Loan (2020) states that organizational commitment has significant impacts on employee's performance at work, but is more complicated than a direct relationship, where job satisfaction plays a mediating role. One of the determinants of work performance is job satisfaction. According to Pushpakumari (2008), there is significant impact of job satisfaction on employee performance and positive attitudes towards work will increase employee quality and quantity of performance. Badrianto and Ekhsan (2020) state that work environment can positively affect employee's performance, if employees are feeling comfortable at work, doing his activities, productivity will be high and automatically performance is also high. Also, compensation, promotion, and job satisfaction significantly influence on employee performance, so there is significant need to put emphasis on these elements, if organization is seeking better results and deliverables (Rinny, Purba and Handiman, 2020).

To summarize, assessing employee contributions to organizational success is crucial to every organization and can be defined as employees' ability, behaviours and actions, that are relevant to the organizational contribution and success of the organization, taken during the particular amount of time (Campbell, 1990; Koopmans et al., 2014; Rinny, Purba and Handiman, 2020). Work performance is multifaceted, encompassing in-role and extra-role behaviours, which are influenced by job satisfaction and commitment, work engagement, environment and other determinants that are crucial for thriving employees. Employee work performance is a critical aspect of organizational success, which reflects to an extent to which engagement in behaviours, and production of results, that are relevant to their tasks and organizational objectives.

1.3. Theoretical concept of Employee Well-Being

Nowadays a greater importance of employee well-being, physical and mental fulfilment is occurring. Well-being is something that is sought by just about everyone, allowing the individual to feel healthy, happy, have good mental health, high life satisfaction, a sense of meaning or purpose and the ability to manage stress. According to World Health Organization (WHO) Glossary of Terms (2011), well-being is „a positive state experienced by individuals and societies. Similar to health, it is a resource for daily life and is determined by social, economic and environmental conditions”. According to Pradhan and Hati (2019) well-being refers to an individual's outlook towards their life, their health, their relationships, and other aspects of life. Well-being encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose. Other researchers define employee well-being as „the state of individuals' mental, physical, and general health, as well as their experiences of satisfaction both at work and outside of work (Nielsen et al., 2017). Grant, Christianson, and Price (2007) defined well-being on behalf of philosophy, psychology and sociology literatures and divided well-being into three core dimensions: **psychological** (happiness), **physical** (health), and **social** (relationships). Psychological dimension focuses on hedonic and eudaimonic well-being, while the hedonic component includes subjective experiences of pleasure and balance of positive and negative thoughts. On the other hand, eudaimonic well-being is the employees' feelings of fulfilment and purpose in their efforts (Henderson, Knight and Richardson, 2012). Physical dimension in employee well-being has been conceptualized on (1) potential source of injury or disease, (2) stress and (3) in a sense of benefits that allow for the purchase of healthcare services. Social well-being refers to the quality of one's relationships with other people and different communities, which focuses on the interactions that occur between employees (Grant, Christianson, and Price, 2007)

Analysing psychological well-being more broadly, Ryff (1989) has developed six dimensions of well-being:

Self-acceptance. Includes acceptance of both good and bad personality traits and qualities. It also reflects on acknowledging and learning from mistakes and setbacks rather than dwelling on them or allowing them to define one's self-worth.

Positive relations with others. It is support, encouragement and interpersonal help practically as well as emotionally. Warm, trusting and interpersonal relationships with others, both

within and outside the workplace, are fundamental for well-being of the individual and organizational success. These relationships contribute to a sense of belonging, support, and connection, which are essential for overall happiness and fulfilment (Ryff, 1989).

Autonomy. It is a degree to which the job offers considerable freedom, independence, and discretion to the individual in scheduling tasks and determining procedures (Saragih, 2011). Autonomy is the capacity to take control of your own actions and acceptance of outcomes, while enhancing greater job satisfaction and confidence and diminishing stress, frustration and anxiety of employees (Johari, Tan and Zulkarnain, 2018).

Environmental mastery. It is individuals' capacity to manage the world surrounding them, choosing and creating environments that meet their specific needs (Knight et al., 2011). It emphasizes individuals' ability to change the surrounding world with physical or mental activities.

Purpose in life. It is a sense of an individual, which operates positively, with goals, intentions, and a sense of direction, all contributing to a feeling of a meaningful life (Ryff, 1989). Some researchers state that it is multidimensional concept of thoughts, beliefs and actions that share three main components – commitment, goal-directedness and personal meaningfulness (Yuen et al., 2015).

Personal growth. It includes personal emotional and physical development, seeking new experiences, realizing your full potential, and being open to new ideas, while taking into account your personal possibilities

Ryff's (1989) model, that identifies six key dimensions of psychological well-being, underscore the importance of self-awareness, social connections, personal agency, environmental adaptation, life direction, and ongoing development for overall well-being.

It is not only important to understand what components add up to employee well-being, but also to ensure it. Jaskeviciute et al. (2021) introduced a three-part allocation of well-being, they proposed **organizational, individual and context** factors ensuring employee well-being. The organizational level includes various benefits, work-life balance, relationships. On the other hand, the individual factors are employees with their own values and emotions, resilience and health, while the context level covers external factors, such as governmental policy, globalization, technological changes. Researchers agree that methods, such as ensuring mental health interventions in the workplace (Carolan, Harris and Cavanagh, 2017), mindfulness training (Jeremiah et al., 2019) and organization desire to enhance employee resilience (Leon, Halbesleben and Paustian-Underdahl, 2013) can improve employee well-being. A study conducted by Stankeviciene et al. (2021) revealed, that higher levels of work-life balance contribute to a better

employee well-being which leads to improved performance. Other researchers highlight the importance of work-life balance on employee well-being as well. Zheng et al. (2015) notes that using individual work-life balance (managing workload, taking breaks, flexibility, establishing boundaries, etc.) has positive impact on overall employee well-being.

Nowadays, the importance of employee well-being, including both physical and mental satisfaction, has become increasingly prominent. Employee well-being is seen as a crucial input for individual and societal positivity, spanning psychological, physical, and social aspects, highlighting the significance of self-awareness, relationships, autonomy, purpose, and growth. Addressing a healthy work-life balance, social interactions at the workplace, employee willingness to interfere in the matters at hand and enhancement of mindfulness and resilience in various dimensions can lead to overall improved mental health and well-being of employees.

1.4. The theoretical concept of Business Process Maturity

Nowadays, more attention is being drawn to assessing where an organization stands in regards of the maturity of the processes, while the environment is continuously changing the way organizations conduct business. In general, „Business Process Management (BPM) is a management concept for controlling, adapting and optimizing business processes“ (Paschek et al., 2017). Therefore, it is especially important to understand on what level the company stands in regards of BPM maturity. Some researchers believe that a process-focused approach on the activities of an organization is a promising way to develop management and to increase organizational success (Klimas, 2011). According to Tarhan, Turetken and Reijers (2016) business process maturity is a complex concept that includes other elements such as business process reengineering, process innovation, business process modelling, and business process automation/workflow management, which also requires incorporation of an organizational focus. Others refer to business process maturity as a measurement to indicate how well business processes can perform, assess and improve capabilities, skills and competences needed to improved performance (Looy, Backer and Poels, 2012). Szelagowski and Berniak-Wozny (2021) described business process maturity as „the ability to respond to the environment in an appropriate manner through management practices“. On the other hand, business process maturity includes different stages that are anticipated or desired, where measuring current maturity level represents organization capabilities as regards a specific class of objects and application domain (Rooglinger, Pooppelbus and Becker, 2012).

In the scientific literature, there are numerous different proposals and models on how to determine business processes maturity level in organization. Aberle and Henkel (2017) compared numerous business process maturity models and came to conclusion, that the most established and practical maturity models are the models of Rosemann and de Bruine (2005), McCormack and Johnson (2001), as well as the OMG-Model. The most popular model is the Capability Maturity Model (CMM) created in 1986 after a conducted study of data collected from organizations, that were contracted with the U.S. Department of Defence. Later, the method was analysed more broadly, and an integration was developed at Carnegie Mellon University. This CMMI model, later more analysed also in scientific community (Chrissies et al., 2003 and Harmon (2003), is still used till this day. CMMI defines the following five maturity levels (1 to 5) for processes

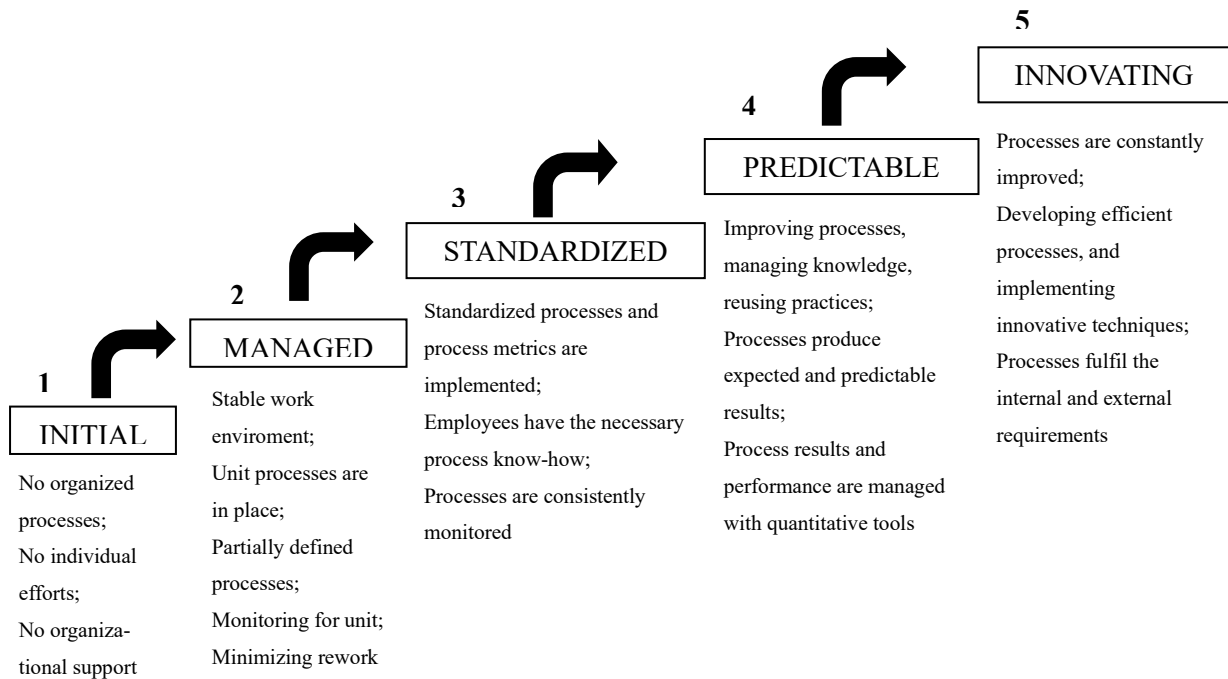
- Level 1—Initial. Unpredictable and uncontrolled process;
- Level 2—Repeatable. Disciplined process;
- Level 3—Defined. Consistent and standardized process;
- Level 4—Managed. Predictable and controlled process;
- Level 5—Optimizing. Continuously improved process.

However, Harmon (2004) developed a Business Process Management Maturity (BPMM) model based on the Capability Maturity Model, that assesses 5 stages of process maturity in organization and is more adaptable to practice: (1) initial, (2) managed, (3) standardized, (4) predictable and (5) innovating (see image 1). Level 1 maturity does not include any process areas, where levels 2, 3, 4 and 5 include two or more process areas (see figure 1).

Going from the bottom to the top, according to Rosemann and De Bruin (2005), low business process management maturity in an organization is reactive, manual, internally focused, static and includes uncoordinated or isolated projects. On the other hand, in organizations where the business process management maturity level is high, activities are coordinated, proactive, automated and innovative, organizational involvement is high, and resourcing is efficient.

Figure 1

Levels of Business Process Maturity with Descriptions



Source: compiled by the author based on Harmon (2004) and De Sordi (2023)

To summarize, business process management helps organizations to control and reach strategic goals. Standardization and digitalization, enforces correlation on how all the processes are connected to each other (Hermkens, Van Buuren and Kort, 2022). The concept is often structured around maturity models, which provide a roadmap for continuous improvement and numerous models and proposals exist to establish BPM maturity levels, going from an initial point, where processes are not existent, to a constantly innovating, improving stage. Organizations with low BPM maturity are reactive and manual, while those with high maturity are proactive, automated, and innovative, with coordinated activities and efficient resourcing.

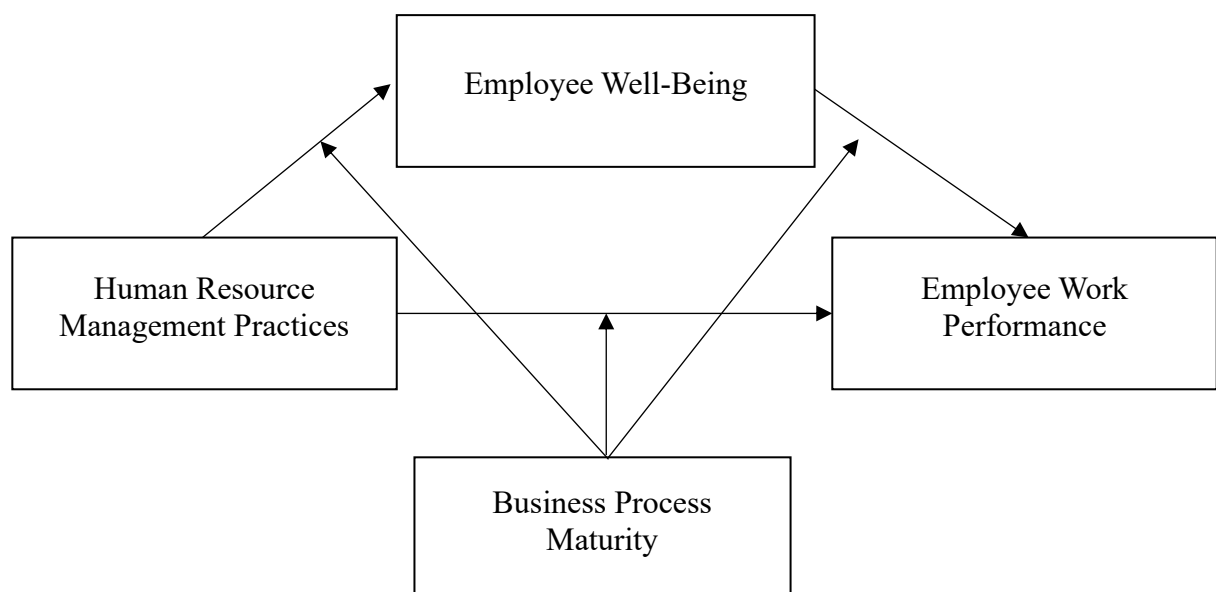
1.5. The links between Human Resource Management Practices, Employee Work Performance, Well-Being and Business Process Maturity

Each construct of the thesis is being widely considered by researchers, even though links between constructs situated on human resources side is getting higher degree of attention in scientific society, it is important to understand, what moderating effect business process maturity has on the aforementioned links. Because of that, it is very important to take a look on the recent studies, that include the constructs being discussed in this study. Rodjam et al. (2020) conducted a study which showed that human resource management practices (training and development, performance, appraisal, reward and compensation and employee empowerment) have positive and significant effect on employee performance. Mahfouz, Bahkia and Alias (2021) have explored the relationship between HRM practices and the performance of employees among employees in the Jordanian construction industry. After conducting the research, they discovered that human resource management practices and employee work performance are significantly related to each other, which led to conclusion that without succeeding to implement HRM practices, it will be unable to increase employee performance. Furthermore, Sutton and Atkinson (2021) researched what mediating role employee well-being has on relation to the link between HRM practices and employee work performance. They discovered, that HRM practices impact on performance effects were partially mediated by both employee experiences of work and employee well-being. On the other hand, Khoreva and Wechtler (2017), after conducting a study of 300 employees and 34 immediate supervisors in a professional service company in Finland found, that physical and social employee well-being partially mediates the relationship between skill- and opportunity-enhancing HR practices and in-role job performance. Additionally, psychological employee well-being partially mediates the relationship between motivation-enhancing HR practices and innovative job performance. On the subject of moderation effect of business process maturity on other constructs, not a lot of studies have been conducted. Griend (2019) analysed what impact lean strategies (that are considered to be some sort of business process maturity component) have on employee well-being. He found that participants of his conducted survey reported being mentally or physically happier using lean practices. On the contrary, conflicts of processes, that show low business process maturity affects employee well-being through negative state (Kuriakose et al., 2019). Moving on to performance, in scientific literature, researchers usually measure impact of business process management on organizational performance, however it is as much important to take into the consideration the individual performance of the employees. According to Avey et al. (2010) various psychological support mechanisms that are implemented in HRM practices can enhance well-being, which positively affect job performance. Skrinjar, Bosilj-Vuksic and Indihar-

Stemberger (2008) noted, that higher business process orientation (a.k.a. business process management) maturity levels lead to better organizational performance and correlate with individual employee performance. Gupta (2014) argues that psychological capital, such as well-being mediates the relationship human resource management practices and employee performance. Luthans et al. (2007) highlighted how business process maturity can indirectly enhance employee performance by advocating for more efficient work systems. While study conducted by Peretz, Baruch and Tzukrel (2024) shows that mature business processes elevate work performance by ensuring that human resource management practices are more efficiently executed. These findings of the analysis of the scientific literature, figure 2 represents the theoretical framework of human resource management practices, employee work performance, well-being and business process maturity.

Figure 2

Conceptual Model



Source: compiled by the author, based on conducted literature

To summarise, previous studies show that effective HRM practices, such as recruitment and selection, training and development, employee involvement, work conditions and favourable reward systems, positively impact employee performance. Employee well-being also might mediate this relationship, enhancing the effects of HRM practices. While not many studies have

been conducted to unravel moderating effect of business process maturity, the model can influence these outcomes, with higher maturity levels leading to better organizational and individual performance. This integrated perspective underscores the importance of HRM practices and business process maturity in improving employee performance and well-being.

2. METHODOLOGY OF THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE WORK PERFORMANCE: MEDIATING ROLE OF EMPLOYEE WELL-BEING AND MODERATING ROLE OF BUSINESS PROCESS MATURITY

2.1. Research purpose, research objectives, conceptual research model and hypothesis

After examining the scientific literature, we can see that there are positive links between HRM practices, employee work performance, employee well-being, less examined are the links of business process maturity to these constructs. Based on scientific literature and conducted research, it can be stated, that HRM practices have positive impact on employee work performance and well-being, and employee well-being has positive impact on employee work performance. Considering the context of the research purpose and objectives; conceptual research model and hypothesis are formulated as follows.

The purpose of the empirical research – to identify the impact of human resource management practices on employee work performance, examining the mediating role of employee well-being and the moderating role of business process maturity.

Research objectives:

1. After conducting structural questionnaire, to evaluate data reliability and differences in respondents' answers according to demographic and social indicators;
2. To determine what impact human resource management practices have on employee work performance;
3. To determine what impact human resource management practices have on employee well-being;
4. To determine what impact employee well-being has on employee work performance;
5. To evaluate what mediating effect employee well-being has on relationship between HRM practices and employee work performance;
6. To evaluate what moderating effect business process maturity has on relationship between HRM practices and employee work performance;
7. To evaluate what moderating effect business process maturity has on relationship between HRM practices and employee well-being;

8. To evaluate what moderating effect business process maturity has on relationship between employee well-being and employee work performance.

Conceptual research model. In order to evaluate the impact of HRM practices on employee performance, while mediating employee well-being and moderating business processes maturity, the conceptual research model was established (see figure 3). The model is based on Hayes (2013) model No. 59 and is adapted to this study. Based on this model, a quantitative study was conducted, where:

X - Independent variable (Human Resource Management Practices)

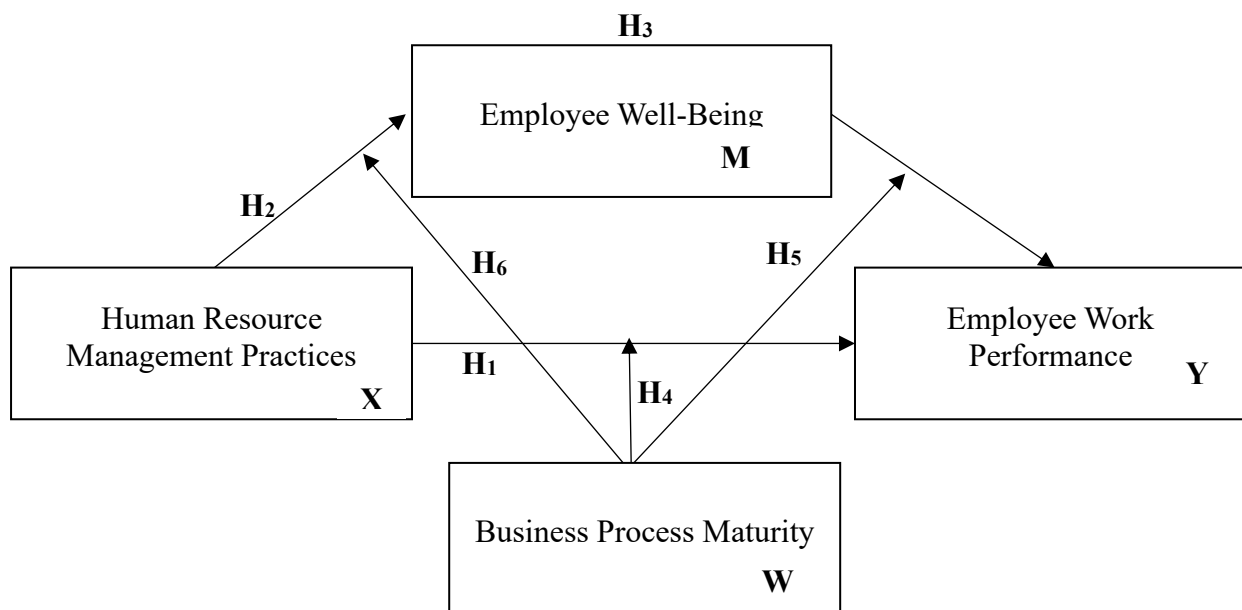
Y – Dependent variable (Employee Work Performance)

M – Mediator (Employee Well-Being)

W – Moderator (Business Process Maturity)

Figure 3

Conceptual Research Model with Hypotheses



Source: compiled by the author, based on conducted literature and Hayes (2013) model No. 59

Hypotheses and their justification. Based on the analysed literature, conducted research and developed conceptual model, the hypothesis the following hypothesis were conceptualized.

The relationship between HRM practices and employee work performance is being acknowledged by researchers and practitioners further. Current research shows that human resource management practices have a positive, significant impact on employee performance (Rodjam et al., 2020 and Mahfouz, Bahkia and Alias, 2021) and show that HRM practices have a positive direct impact of employee performance (Alsafadi and Altahat, 2021). Therefore, we can hypothesize:

H1 – Human Resource Management Practices have positive impact on Employee Work Performance.

The relationship of HRM practices and well-being is also being discussed in scientific setting. Guest (2017) outlined that human resource practices are likely to promote employee well-being. Johar et al (2022) found that human resource management practices improve employee well-being, although motivation and opportunity enhancement strengthen this relationship. Other findings show, that HRMP have a positive impact on employee well-being (Zhang et al., 2020). Because of this, we can conclude the hypothesis:

H2 – Human Resource Management Practices have positive impact on Employee Well-Being.

Impact of employee well-being on employee work performance is also being taken into the account by the academia. Krekel, Wald and De Neve (2019) found a clear positive relationship between employee well-being and various measures of employee performance. As well as Yan et al. (2020) highlighted that employee well-being has significant and positive impact on employee performance. Therefore, we can hypothesize:

H3 - Employee Well-Being mediates the relationship between Human Resource Practices and Employee Work Performance.

Last construct, business process maturity – is not widely researched in scientific literature, with the context of human resource orientated constructs discussed in this thesis. Although researchers agree that a low business process maturity affects employees' negatively through both, well-being and performance (Kuriakose et al., 2019), and as well as higher maturity levels lead to better organisational, as well as individual performance of employees. Therefore, we can hypothesize:

H4 - Business Process Maturity moderates the relationship between Human Resource Management Practices and Employee Work Performance. (When Business Process Maturity is higher, the relationship between Human Resource Practices and Employee Work Performance is stronger).

H5 – *Business Process Maturity moderates the relationship between Employee Well-Being and Employee Work Performance.*

H6 - *Business Process Maturity moderates the relationship between Human Resource Management Practices and Employee Well-Being.* (When Business Process Maturity is higher, the relationship between Human Resource Practices and Employee Well-Being is stronger).

2.2. Sampling method and sample size

The research covers the working force in Lithuania. In this case the list of elements of the target population is not known to the author and it is difficult to create it, so a **non-probability convenience sampling method is used**. Choosing participants who are easily accessible to the researcher is known as convenience sampling. This makes it easier and faster to gather data, especially when there are time constraints or limited resources. As the solution is accessible, resource non-intensive, easy to implement and efficient, it can be considered a preferable method to conduct operations. According to the proposed hypotheses and research objectives, regression analysis will be performed and relationships between variables will be investigated. Different researchers propose various approaches on how many observations have to be obtained to get valid results. Field (2013) proposed a calculation, that 15 observations per predictor are. On the other hand, the number of observations must exceed 50 to properly use regression analysis (George and Mallery, 2018), while others propose that minimum sample size for regression 200. Other researchers propose the idea of 20 observations per dependent variable (Hair et al., 2014). It means that the number of observations in this research should exceed 60. The aim in this study is to have over 200 observations to get reliable results.

2.3. Research steps and research instrument

In order to analyse the impact of HRM practices to employee work performance and mediating role of well-being and moderating role of business process maturity on this relationship, a quantitative study was chosen. Empirical methods – a questionnaire survey and quantitative data analysis were used to obtain the research objectives. To prepare the survey, the website www.apklausa.lt, a tool for creating online surveys, will be used. The link to the questionnaire will

be distributed via e-mail, posted on social media networks. The respondents who answered, will be asked to forward survey to their peers. The research will be conducted in three stages:

I stage. Analysis of scientific articles and previous conducted research. The first stage is a theoretical part, which includes a review and analysis of scientific literature. In this stage, existing theories, which are related to the topics under consideration were analysed, and new research opportunities were sought after, based on previously conducted research.

II stage. Data collection. The second stage includes developing and conducting a research instrument – structured questionnaire. The survey involves questions from validated and in other research met adapted questionnaires from all four dimensions (HRM practices, employee work performance, employee well-being and business process maturity) and sociodemographic factors of the respondents.

III stage. Research data analysis. In this stage, data collected from the second stage, will be analysed using statistical analysis tool - IBM SPSS. Descriptive statistics, regression analysis, moderation and mediation analysis methods will be used.

2.4. The structure of the research questionnaire

In order to evaluate what impact human resource management practices have on employee work performance and what is the mediating role of employee well-being and moderating role of business process maturity has on this relationship, based on scientific evidence, the structured questionnaire was developed. Questions for the questionnaire were extracted from validated or scientifically accepted and commonly used surveys, also accompanied by questions, which were meant to reveal sociodemographic aspects of respondents. The questionnaire consists of five parts – the first part is designed to evaluate HRM practices, the second – for evaluating employee work performance, the third – for revealing aspects of employee well-being, the fourth part – for unravelling business process maturity, and finally - questions about respondents (see table 2).

Table 2*The composition of questionnaire*

Construct	Scale	Author	Items
Human Resource Management Practices	Human Resources Management Policies and Practices Scale (HRMPPS)	Demo et al., 2012	40
Employee Work Performance	Individual Work Performance Questionnaire (IWPQ)	Koopmans et al., 2014	27
Employee Well-Being	Employee Well-Being Scale (questions only for workplace wellbeing will be used)	Zheng et al., 2015	6
Business Process Maturity	Process maturity questionnaire	Harmon (2016)	9
Information about respondent	-	-	7

Source: compiled by the author

For evaluating **Human Resource Management Practices** a 40-item scale, developed by Demo et al (2012) and broadly used in various others scientific research, will be used. The scale conducts questions from 6 dimensions: (1) recruitment and selection, (2) involvement, (3) training, development and education, (4) work conditions, (5) competency-based performance appraisal, (6) compensation and rewards. The statements in this scale are evaluated on a 5-point Likert scale, where 1 is „completely disagree” and 5 is „completely agree”. The respondents were asked questions like: „ the organization I work for seeks to meet my needs and professional expectations”, „ I can use knowledge and behaviours learned in training at work”, „the organization I work for has programs or processes that help employees cope with incidents and prevent workplace accidents” or „ the organization I work for offers me a salary that is compatible with my skills, training, and education”.

For measuring **Employee Work Performance**, the scale of Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al., 2014 will be used. The scale consists of 27 questions in 3 dimensions of employee work performance – task performance, contextual performance and counterproductive work behaviour. All items in IWPQ are measured on 5-point Likert scale. Items from the task and contextual performance are measured from 0 to 4 requiring the respondents to answer on the experience on certain things in past 3 months, ranging from „seldom”, „sometimes“, „frequently“, „often“ to „always“. For counterproductive work behaviour the same 3-month question formulation is ranging from „never“, „seldom“, „sometimes“, „frequently“, to „often“. Few examples of statements (in the past 3 months):

- I managed to plan my work so that it was done on time;
- I was able to perform my work well with minimal time and effort;
- I took on challenging work tasks, when available;
- I did more than was expected of me;
- I focused on the negative aspects of a work situation, instead of on the positive aspects;
- I sometimes did nothing, while I should have been working.

For evaluating the third construct – **Employee Well-Being** - Employee Well-Being Scale, developed by Zheng et al. (2015) will be used. The original scale consists of 18 questions from three dimensions: Life Well-Being, Workplace Well-Being and Psychological Well-Being. In the context of this research only 6 items from Workplace Well-Being will be extracted from original questionnaire and used in this survey. Statements are rated on a Likert scale from 0 (never) to 7 (always). Respondents will be asked to evaluate statements such as: „I am satisfied with my work responsibilities“, „I find real enjoyment in my work“, „I can always find ways to enrich my work“ and „I feel basically satisfied with my work achievements in my current job“.

For measuring **Business Process Maturity** in organization, the criteria developed by Harmon (2016) will be used. The idea of the scale is that it is based on the CMMI model and in each question the respondents are asked about a particular type of process at work and asked if the organizations „never do it“, „do it occasionally“, „frequently“, „most of the time“, or „always do it“. The scale assumes that if most answers from the respondent are „frequently“, the organization, where respondent works, is somewhere on Level 3 of business process maturity, if most answers are „most of the time“ organization is somewhat around Level 4 of business process maturity and so forth. The developer of the questionnaire assumes that organizations that undertake certain process tasks more frequently are more mature. Few examples of questions are:

- Are business processes documented and kept up to date?
- Are standard Process Models Defined for Each Major Process?
- Are the skills needed to perform the tasks in the major processes defined and documented?
- Does your organization have managers who are responsible for processes?
- Are process improvement programs in place to identify and improve problems and defects?

To obtain **social and demographic** data from respondents, they were asked about their gender, age, education, position and length of service in the organization, type of organization and field of activity.

2.5. Data analysis methods

After collecting data from the respondents, the statistical analysis package IBM SPSS (Statistical Package for Social Sciences) with Andrew F. Hayes PROCESS version 4.2 macro command plugin will be used for data analysis.

The methods used in work will include normality test for assessing distribution of obtained data, descriptive statistics methods for unravelling and displaying information about respondents, Cronbach's Alpha coefficient for assessing the consistency of the questionnaire scale, linear regression for evaluating the impact of the independent variable to the dependent variable, as well as moderation and mediation to assess what is their role to the relationship between the independent and dependent variables.

3. THE RESULTS OF RESEARCH OF THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE WORK PERFORMANCE: MEDIATING ROLE OF EMPLOYEE WELL-BEING AND MODERATING ROLE OF BUSINESS PROCESS MATURITY

3.1. Research participants

The questionnaire was conducted in October 2024 with the aim to achieve over 200 responses. A grand total of **251** responses were collected. The research was held in Lithuanian language (see annex 1) and aimed to examine both the demographic and social aspects of the participants. The following analysis presents key insights into the demographic, social and work-related composition of the respondents, including age distribution, gender breakdown, education levels, as well as work tenure, job positions, and sector affiliations.

While analysing the demographic aspects of the respondents, they were asked their age, gender and education. The respondents were asked to provide their age, with the average age of respondents being 39 years old. Afterwards, the age was segmented into groups for easier data analysis, with the largest group being respondents aged from 28 to 37 – 70 (27,9%), while the smallest group was respondents being 58 and older (8.8%). The highest count of respondents were female – 175 (75,7%), while male respondents made 61 (24,3%) of the answers. Moving on to education, 7,2% of respondents had secondary education, 11.6% said they have finished vocational education (apprenticeship), 19,5% have higher non-university degree (college). The largest group of respondents have university degree (bachelor, master or higher degree) - 59,8% (150), while 2% of respondents noted their education level as „other” – courses, individual learning.

While analysing social and work aspects of the respondents, they were asked to provide their length of service in the organization, their employment position, type of organization and field of activity. The average length of employment in current organization was found to be 6 years. Afterwards, this data was divided into three-year periods for easier data analysis which concluded that most of the respondents are recent hires, which have just started and are employed ranging from a few months to two years – 84 (33,5%) as well as employees that work in current organization from 3 to 5 years – 80 (31,9%). It is important to note that we had moderate number of loyal employees that they are working in the same organization for more than 12 years – 52 (20,7%). Majority of the respondents works in non-managerial positions – 186 (78,1%), compared to the ones that work in managerial and leadership roles - 55 (21,9%). The type of organizations distributed rather equally, with 142 (56,6%) of respondents working in the private sector and 109

(43,4%) working in the public sector. The most respondents work in the service sector - 48 (19,1%), followed by education sector – 47 (18,7%), in finance sector – 33 (13,1%) and in retail or wholesale trade sector – 32 (12,7%). 26 (10,4%) of respondents work in manufacturing sector, 17 (6,8%) – in healthcare sector, 10 (4%) - in public administration sector, 5 (2%) – in construction sector, and 33 (13.1%) respondents noted that their work in different fields than listed. The distribution of respondents according to demographic and social characteristics is presented in table 3.

Table 3

The Variance of Respondents Based on Sociodemographic Aspects

Question	Possible answers	Distribution of respondents	Distribution of respondents, %
Age	18-27 years	61	24,3%
	28-37 years	70	27,9%
	38-47 years	55	21,9%
	48-57 years	43	17,1%
	58 and more	22	8,8%
Gender	Male	61	24,3%
	Female	190	75,7%
Education	Secondary education	18	7,2%
	Vocational education	29	11,6%
	Higher non-university degree	49	19,5%
	Higher university degree	150	59,8%
	Other	5	2%
Position	Managerial/leadership	55	21,9%
	Non-managerial	196	78,1%
Time of service in current organization	0(just started)-2 years	84	33,5%
	3-5 years	80	31,9%
	6-8 years	21	8,4%
	9-11 years	14	5,6%
	12 and more	52	20,7%
Sector	Public sector	109	43,4%
	Private sector	142	56,6%
Field of activity	Manufacturing	26	10,4%
	Construction	5	2%
	Retail and wholesale trade	32	12,7%
	Education	47	18,7%
	Public administration	10	4%
	Healthcare	17	6,8%
	Finance	33	13,1%
	Service sector	48	19,1%
	Other	33	13,1%

Source: compiled by the author, based on research results

3.2. Descriptive statistics of research variables

After conducting research, the data about human resource management practices, individual work performance, work well-being and business process maturity was concluded. The average score in HRM Practices scale was 3,60 in the range from 1 to 5, meaning that respondents evaluated HRM in their current organization above average, with the lowest score of 1,68, indicating a generally positive perception. The standard deviation (0,66) suggests that the responses are consistent, with a moderate variation

Neither of HRM component stands out, they all fall under similar average results. The average score of work performance is 2,40 being a little bit over average, with a low standard deviation (0,47), indicating relatively consistent responses. The lowest minimal score (0) and the lowest average score (1,14) in this construct was extracted from counterproductive performance. The explanation of this result is because questions in the task and contextual performance are „positive”, asking if the respondent was productive, if they took extra responsibilities, etc., while counterproductive performance questions were formulated „negatively” as if the respondent was talking negatively about their work aspects or tried to avoid their work-related responsibilities. It means that while the task and contextual performance make individual work performance scores higher, counterproductive performance lowers it. Well-being scored an average of 4,98, even though there were significantly low results below 2. Business process maturity level was assessed in the range from 0 to 4, where 0 means level 1 of maturity and 4 means level 5 of maturity. The research found that companies, in which level of BPM was 1, as well as 5, since both, minimal and maximum ends of the range were achieved. The obtained data is presented in table 4.

Table 4

Descriptive Statistics of Variables

Variable	Answer range	Indicators			
		Minimal score	Maximum score	Average	St. Deviation
HRM Practices	1-5	1.68	5	3.60	0.66
Recruitment and selection	1-5	1.33	5	3.50	0.79
Involvement	1-5	1	5	3.88	0.73
Training, development, education	1-5	1	5	3.61	0.92
Work conditions	1-5	1.33	5	3.49	0.85
Competency-based appraisal	1-5	1	5	3.49	0.83
Compensation and rewards	1-5	1	5	3.27	0.91
Individual Work Performance	0-4	0.93	3.81	2.40	0.47
Task Performance	0-4	1	4	3.02	0.67
Contextual Performance	0-4	0.67	4	2.87	0.76

Continuation of Table 4

Counterproductive Performance	0-4	0	4	1.14	0.77
Workplace Well-Being	1-7	1.17	7	4.98	1.40
Business Process Maturity	0-4	0	4	2.44	0.92

Source: compiled by the author, based on research results

For measuring all four constructs, validated and commonly used scales were used: Human Resources Management Policies and Practices Scale (HRMPPS) by Demo et al (2012), Individual Work Performance Questionnaire (IWPQ) by Koopmans et al (2014), Employee Well-Being Scale (with questions only measuring workplace well-being) by Zheng et al., 2015 and Process Maturity Scale by Harmon (2016). To verify the reliability of the questionnaire, all statements must be in one “direction” (Vaitkevicius and Saudargiene, 2010), questions regarding counterproductive behavior were “recoded” in order to achieve more accurate results.

Even though all four scales were validated via other researchers to measure internal questionnaire consistency and to ensure that the items are consistently measuring the same underlying construct, Cronbach’s alpha was calculated.

Table 5

Validity of Scale

Construct	N of Items	Cronbach's Alpha
HRM Practices	41	0,962
Individual Work Performance	27	0,927
Well-Being	6	0,943
BPM Level	9	0,941

Source: compiled by the author, based on research results

For the questionnaire to be reliable, the minimum Cronbach's alpha coefficient value must be greater than 0,7; the higher the value, the more reliable the questionnaire. In this research Cronbach’s Alpha for HRM Practices Scale is 0,962, for Individual Work Performance scale – 0,927, for Well-Being Scale – 0,943 and for Business Process Maturity Scale 0,941. All measured constructs fall under the Cronbach’s alpha requirement to be higher than 0,7, meaning that the questionnaire is reliable.

To know which tests to use further into the research, normality Kolmogorov-Smirnov and Shapiro Wilk tests were conducted. While the Kolmogorov-Smirnov test suggests that some

variables are approximately normally distributed, Shapiro-Wilk test show that all variables significance is $p < 0,05$, meaning that data is not normally distributed, therefore non-parametric tests like Mann-Whitney U and Kruskal-Wallis will be applied.

Table 6

Normality Tests and Distribution Statistics for Variables

Variable	Kolmogorov-Smirnov significance		Shapiro-Wilk significance		Asymmetry coefficient	Excess
	Statistic	Significance	Statistic	Significance	Skewness	Kurtosis
HRM Practices	0,054	0,075	0,988	0,035	-0,351	-0,052
IWP	0,083	0,004	0,989	0,001	-0,247	-0,626
Well-Being	0,083	<0,001	0,961	<0,001	-0,320	-0,622
BPM Level	0,07	0,005	0,977	<0,001	-0,120	-0,443

Source: compiled by the author, based on research results

However, according to Bekesiene (2015) and Vaitkevicius and Saudargiene (2010), one of the conditions for performing linear regression is that the distributions of the variables must be normal or close to the normality limit (at least approximately). We see that values of Skewness and Kurtosis fall into the intervals from -1 to 1, which means that they are close to a normal distribution, allowing to perform linear regression analysis further in the work.

3.3. Comparison of Human Resource Management Practices, Work Performance, Well-Being and Business Process Maturity Level according to respondents social and demographic characteristics

Since we have determined that the data is non-parametric, we will continue to use tests designed to analyse non-parametric data. For two independent samples, the Mann-Whitney U test will be used, and when there are three or more samples, the Kruskal-Wallis H test is used.

Age. To investigate the differences between variables in the age groups Kruskal-Wallis H test was conducted. The test showed that there are no significant differences between age groups in HRM Practices construct, meaning that differently aged respondents perceive practices the same way no matter the age. Despite that, significant differences were found in other constructs (see table 7). This investigation does not show between which groups the differences were found, so

further Pairwise Comparison was conducted. It revealed that younger employees have significantly higher individual performance (mean rank=147,83), compared to employees aged 38-47 (mean rank=108,25). The Kruskal-Wallis H test showed that there are significant differences among the groups in the well-being construct, but further Pairwise Comparison showed that they are not significant after the Bonferroni adjustment, except for the comparison between the 28-37 (mean rank=111,71) and >58 (mean rank=166,59) age groups, which showed a trend toward significance before correction but did not pass the strict Bonferroni adjusted significance threshold. Under Business Process Maturity Level, the only significant difference found after adjusting for multiple comparisons is between the 28-37 (mean rank=106,24) and >58 (mean rank=166,59) age groups. This suggests that age has a notable effect between these two groups.

Table 7

Distribution of respondents by variables and age

Variable	Age	N	Mean rank	Kruskal-Wallis H	Sig.	Adj. Bonferroni Sig.
HRM Practices	18-27	61	124,72	2,753	0,6	
	28-37	70	117,09			
	38-47	55	126,28			
	48-57	43	133,02			
	>58	22	143,48			
Individual Work Performance	18-27	61	147,83	10,437	0,034	<0,05 (with 38-47)
	28-37	70	125,16			>0,05
	38-47	55	108,25			<0,05 (with 18-27)
	48-57	43	113,93			>0,05
	>58	22	136,11			>0,05
Well-Being	18-27	61	115,29	10,111	0,039	>0,05
	28-37	70	111,71			>0,05
	38-47	55	136,55			>0,05
	48-57	43	134,55			>0,05
	>58	22	158,07			>0,05
BPM Level	18-27	61	128,07	14,744	0,005	>0,05
	28-37	70	106,24			<0,05 (with >58)
	38-47	55	119,77			>0,05
	48-57	43	142,42			>0,05
	>58	22	166,59			<0,05 (with 28-37)

Source: compiled by the author, based on research results

Gender. To investigate differences between variables by gender, the Mann-Whitney U test was performed. The test shows that females tend to have significantly higher performance (mean

rank=131,50) than men (mean rank=108,86), higher (mean rank=133,5) workplace well-being than men (mean rank=102,63), as well women in jobs where level of business process maturity is higher.

Table 8

Distribution of respondents by variables and gender

Variable	Gender	N	Mean rank	Mann-Whitney U	Sig.
HRM Practices	Male	61	111,43	4906	0,072
	Female	190	130,68		
Individual Work Performance	Male	61	108,86	4749	0,034
	Female	190	131,50		
Well-Being	Male	61	102,63	4369,5	0,004
	Female	190	133,5		
BPM Level	Male	61	102,92	4387	0,004
	Female	190	133,41		

Source: compiled by the author, based on research results

Education. To investigate the differences between variables by education, the Kruskal-Wallis H test was performed. The test showed that significant differences are only in one construct – Business Process Maturity Level. But further pairwise comparison showed that Bonferroni adjusted significance is higher than 0,05 in all pairs, meaning that education level does not matter in any of the constructs analysed in this research.

Table 9

Distribution of respondents by variables and education

Variable	Education	N	Mean rank	Kruskal-Wallis H	Sig.	Adj. Bonferroni Sig.
HRM Practices	no significant findings				0,323	
Individual Work Performance	no significant findings				0,373	
Well-Being	no significant findings				0,443	
BPM Level	Secondary education	18	147,78	11,574	0,021	>0,05
	Vocational education	29	148,16			>0,05
	Higher non-university degree	49	117,8			>0,05
	Higher university degree	150	119,29			>0,05
	Other	5	200,9			>0,05

Source: compiled by the author, based on research results

Length of service. HRM practices, work performance and well-being do not have any significant differences amongst length of service between the respondents, after performing Mann-Whitney U test. After Pairwise Comparison, Bonferroni adjusted significance showed that there are significant differences between the employees who work from 3-5 years to 6-8 years.

Table 10

Distribution of respondents by variables and length of service

Variable	Length of service	N	Mean rank	Kruskal-Wallis H	Sig.	Adj. Bonferroni Sig.
HRM Practices	no significant findings				0,054	
Work Performance	no significant findings				0,261	
Well-Being	no significant findings				0,078	
BPM Level	0(just started) - 2 years	84	121,37	13,024	0,011	>0,05
	3-5 years	80	108,23			<0,05 (with 6-8 years)
	6-8 years	21	158,31			<0,05 (with 3-5 years)
	9-11 years	14	141,11			>0,05
	12 and more	52	143,71			>0,05

Source: compiled by the author, based on research results

Position. To evaluate the differences between variables by position (managerial or non-managerial) the Mann-Whitney U test was performed. Well-Being is the only variable with a statistically significant difference between managerial and non-managerial employees. The results show that people in managerial/leadership roles tend to evaluate their workplace well-being higher (mean rank=150,62) than employees in non-managerial positions (mean rank=119,09).

Table 11

Distribution of respondents by variables and position

Variable	Position	N	Mean rank	Mann-Whitney U	Sig.
HRM Practices	Managerial	55	140,45	4595,5	0,095
	Non-managerial	196	121,95		
Work Performance	Managerial	55	124,69	5318	0,880
	Non-managerial	196	126,37		
Well-Being	Managerial	55	150,62	4036	0,004
	Non-managerial	196	119,09		
BPM Level	Managerial	55	131,94	5063,5	0,492
	Non-managerial	196	124,33		

Source: compiled by the author, based on research results

Organization sector. After analysing the variables under the sector organization respondents work in, using the Mann-Whitney U test, public sector employees reported significantly higher well-being (mean rank=148,92) compared to private sector employees (mean rank=108,4). Employees in the public sector had a significantly higher BPM level (mean rank=148,15) than those in the private sector (mean rank=109).

Table 12

Distribution of respondents by variables and sector

Variable	Sector	N	Mean rank	Mann-Whitney U	Sig.
HRM Practices	Public sector	109	133,65	6905	0,143
	Private sector	142	120,13		
Individual Work Performance	Public sector	109	125,82	7719	0,972
	Private sector	142	126,14		
Well-Being	Public sector	109	148,92	5240,5	<0,001
	Private sector	142	108,4		
BPM Level	Public sector	109	148,15	5324,5	<0,001
	Private sector	142	109		

Source: compiled by the author, based on research results

Field of activity. After performing the Kruskal Wallis H test significant differences amongst the fields were found in well-being and BPM level. Unfortunately, this investigation does not show between which groups the differences were found, so further Pairwise Comparison was conducted. The research showed that respondents working in education achieve significantly higher results of workplace well-being (mean rank=156,62) than respondents working in manufacturing (mean rank=96,12) and finance (mean rank=101,14). Even though the Kruskal-Wallis H test significance was higher than 0,05, with respondents working in public administration sector scoring highest on BPM Level (mean rank=163,4), after performing Pairwise Comparison, no significant differences were found under Bonferroni test.

Table 13*Distribution of respondents by variables and field of activity*

Variable	Field	N	Mean rank	Kruskal-Wallis H	Sig.	Adj. Bonferroni Sig.
HRM Practices	no significant findings			9,052	0,338	
Individual Work Performance	no significant findings			9,617	0,293	
Well-Being	Manufacturing	26	96,12	21,970	0,005	<0,05 (with education)
	Construction	5	86			>0,05
	Retail	32	113,27			>0,05
	Education	47	156,62			<0,05 (with finance and manufacturing)
	Public administration	10	112,85			>0,05
	Healthcare	17	150,24			>0,05
	Finance	33	101,14			<0,05 (with education)
	Service sector	48	131,3			>0,05
	Other	33	133			>0,05
BPM Level	Manufacturing	26	107,6	16,569	0,035	>0,05
	Construction	5	81,7			>0,05
	Retail	32	99,14			>0,05
	Education	47	144,64			>0,05
	Public administration	10	163,4			>0,05
	Healthcare	17	137,91			>0,05
	Finance	33	113,52			>0,05
	Service sector	48	126,4			>0,05
	Other	33	141,15			>0,05

Source: compiled by the author, based on research results

Summarizing processed results about respondents social and demographic characteristics among different variables in this study, it is important to note that no matter respondents' social attributes, they all perceive human resource management practices the same. Key findings show that younger employees (till 27 years old) have significantly higher individual work performance compared to employees aged 38-47. Older employees as well tend to work in organizations where business process maturity level is higher. Looking into gender, women reported higher workplace well-being than men and tend to work in environments with higher level of business process maturity, while education does not play a significant role in any of the constructs. However, significant differences in BPM level were found between employees with 3-5 years and 6-8 years

of service, showing higher BPM levels in employees with longer service. It is important to note, that employees working in managerial roles reported that they are feeling more fulfilled with their workplace well-being. On the other hand, research unfolded that business processes are more documented, and organizations operate on higher level of BPM in the public sector, rather than private. Public sector employees tend to be happier with their workplace well-being as well. Field of activity demonstrated significant differences in well-being, particularly with employees in education reporting higher levels than those in manufacturing and finance. The analysis highlighted several significant findings, that age, gender, position and employment sector all showed meaningful differences in certain variables like workplace well-being and business process maturity level, while education and length of service did not show significant differences in most constructs after applying corrections for multiple comparisons.

3.4. The impact of Human Resource Management Practices on Employee Work Performance and Well-Being

Since the data is not normally distributed, non-parametric and ordinal, Spearman's correlation coefficient was chosen for the correlation analysis between variables. The correlation between all four variables (HRM practices, work performance, well-being and BPM level) was tested. All constructs significantly correlate with each other. Between HRM practices and work performance there is a weak significant positive correlation, between HRM practices and well-being there is a moderate positive correlation and between HRM practices and BPM level there is a moderate (almost strong) positive correlation. It means that, when HRM practices in organization increases, work performance, well-being and BPM level also increases. Between work performance and well-being there is a very weak, but still significantly important positive correlation, the same is with work performance and BPM level. One more significantly important positive correlation is seen between well-being and BPM level, meaning that if BPM level increases, well-being increases as well and vice versa. All the correlation coefficients showed in table 14 are statistically significant at the $<0,001$ level, indicating that there are meaningful relationships between the variables.

Table 14*Spearman's Rho Correlations Between Variables*

Variable	Spearman's rho	HRM Practices	Work Performance	Well-Being	BPM Level
HRM practices	Correlation Coeff	1	0,456	0,556	0,573
	Significance		<0,001	<0,001	<0,001
Work Performance	Correlation Coeff	0,456	1	0,463	0,258
	Significance	<0,001		<0,001	<0,001
Well-Being	Correlation Coeff	0,556	0,463	1	0,466
	Significance	<0,001	<0,001		<0,001
BPM Level	Correlation Coeff	0,573	0,258	0,466	1
	Significance	<0,001	<0,001	<0,001	

Source: compiled by the author, based on research results

To test hypotheses linear regression was be used. The previously tested asymmetry (Skewness) and excess (Kurtosis), that fall in between -1 and 1 lets us use linear regression, since it partially satisfies the data normality condition.

The first hypothesis (*H1*) states that *human resource management practices have positive impact on employee work performance*. After conducting analysis of regression (see table 15), $R=0,418$, meaning that there is moderate positive correlation between variables. R^2 indicates the proportion of the variance of the dependent variable explained by the variation in the independent variable (Vaitkevicius and Saudargiene, 2010). In this case $R^2=0,175$, meaning that human resource management practices explain 17,5% of employee work performance.

Table 15*Regression Model Summary of HRM Impact to Work Performance*

Model	R	R ²	Adjusted R ²	Std. Error
Regression	0,418	0,175	0,171	0,51784

Source: compiled by the author, based on research results

Conducted ANOVA analysis (see table 16) showed $F=52,639$; $p<0,001$. The regression model is statistically significant with a low p value, indicating that the independent variable in the model significantly explains the variance in the dependent variable.

Table 16

The HRM Impact to Work Performance ANOVA table for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14,115	1	14,115	52,639	<0,001
Residual	66,771	249	0,268		
Total	80,886	250			

Source: compiled by the author, based on research results

The regression coefficients table (see table 17) shows that HRM Practices variable significantly influences the dependent variable, with a moderate positive effect, and lets us to write regression equation to predict a dependant variable: $\text{work performance} = 1,631 + 0,358 * (\text{HRM practices})$. The model suggests that as HRM practices increase, the well-being variable is expected to increase as well. The hypothesis (**H1**) that *human resource management practices have positive impact on employee work performance* is **accepted**.

Table 17

The HRM Practices Impact to Work Performance Regression Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	1,631	0,180		9,041	<0.001
HRM Practices	0,358	0,049	0,418	7,255	<0.001

Source: compiled by the author, based on research results

The second hypothesis (**H2**) states that *human resource management practices have positive impact on employee well-being*. Correlation coefficient $R=0,536$, indicates moderate positive correlation (table 18). $R^2=0,028$ means that the model explains 28.7% of the variation in the well-being variable.

Table 18

Regression Model Summary of HRM Practices Impact to Well-Being

Model	R	R ²	Adjusted R ²	Std. Error
Regression	0,536	0,287	0,284	1,18448

Source: compiled by the author, based on research results

After conducting ANOVA analysis (table 19), we see that the regression model is statistically significant and explains a portion of the variability in the dependent variable: $F=101,128$; $p<0,001$.

Table 19

The HRM Impact to Well-Being ANOVA Table for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	140,478	1	140,478	100,128	<0,001
Residual	349,343	249	1,403		
Total	489,821	250			

Source: compiled by the author, based on research results

Looking into regression coefficients (see table 20), regression equation is concluded: well-being = $0,0916 + 1,129 \cdot (\text{HRM practices})$. HRM practices have a positive and statistically significant effect on the dependent variable, with both the unstandardized coefficient and the standardized coefficient, suggesting that higher levels of HRM Practices lead to higher values of the dependent variable. The hypothesis (**H2**) - *human resource management practices have a positive impact on employee well-being* – **accepted**.

Table 20

The HRM Practices Impact to Employee Work Performance Regression Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0,916	0,413		2,220	0,027
HRM Practices	1,129	0,113	0,536	10,006	<0,001

Source: compiled by the author, based on research results

The linear regression analysis showed that human resource management practices have a positive significant impact on employee work-performance and well-being. It means that, when human resource practices in an organization increases, the employee individual performance and well-being increases as well, leading to overall better organizational performance.

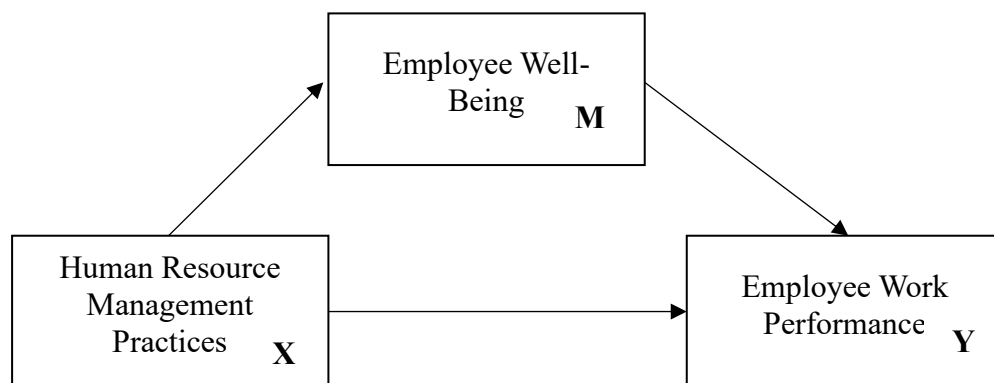
3.5. The mediating effect of Employee Well-Being and moderating effect of Business Process Maturity on the relationship between HRM Practices and Employee Work Performance

In this section, the mediating effect of well-being and moderating effect of business process maturity level on the relationship between human resource management practices and employee work performance is being tested.

The third hypothesis (**H3**) states that *employee well-being mediates the relationship between human resource practices and employee work performance*. F. Hayes model 4 was used to test this hypothesis (see figure 4).

Figure 4

F. Hayes Model 4 for Mediation Testing in This Research



Source: compiled by the author, based on F. Hayes (2013)

Regression coefficients for outcome variable work performance shows that both HRM practice and well-being predict work performance. For each unite increase in HRM practices, work performance increases by 0,2192, and for each unit increase in well-being, work performance increases by 0,1227 (see table 21).

Table 21*Regression Coefficients for Outcome Variable Work Performance*

Variable	Coefficient	Std. Error	t	Sig.	LLCI	ULCI
Constant	1,5181	0,1752	8,6675	< 0,0001	1,1732	1,8631
HRM	0,2192	0,0562	3,9041	0,0001	0,1086	0,3298
WWB	0,1227	0,0266	4,6067	< 0,0001	0,0703	0,1752

Source: compiled by the author, based on research results

Mediation analysis showed (table 22) that HRM practices have statistically significant direct effect on work performance (coefficient=0,2192; $p \leq 0,001$).

Table 22*Direct and Indirect Effects of HRM Practices on Work Performance*

Effect	Coefficient	Std. Error	t	Sig.	LLCI	ULCI
Direct effect (HRM on IWP)	0,2192	0,0562	3,9041	0,0001	0,1086	0,3298
Indirect effect (HRM on IWP via WWB)	0,1385	0,0410	3,38	0,00073	0,0635	0,2249

Source: compiled by the author, based on research results

On the other side, indirect effect of well-being is significant as well, since confidence intervals do not include zero (LLCI = 0,0635; ULCI = 0,2249). We can calculate total effect for work performance: total effect = $0,2192 + 0,1385 = 0,3577$. The direct effect of HRM practices on work performance is still significant after accounting for the mediator (well-being) this indicates partial mediation, meaning that hypothesis (**H3**) that *employee well-being mediates the relationship between human resource practices and employee work performance* is **partially accepted**. Since the indirect effect is positive, well-being adds to the overall impact of HRM practices on work performance. Well-being strengthens the relationship between HRM and work performance, as it provides an additional pathway for HRM practices to influence work performance.

For testing hypothesis H4, H5 and H6 the analysis was performed using the IBM SPSS program and the Andrew F. Hayes PROCESS version 4.2 macro command model 59 (see figure 5) was used, where:

X - Independent variable (Human Resource Management Practices)

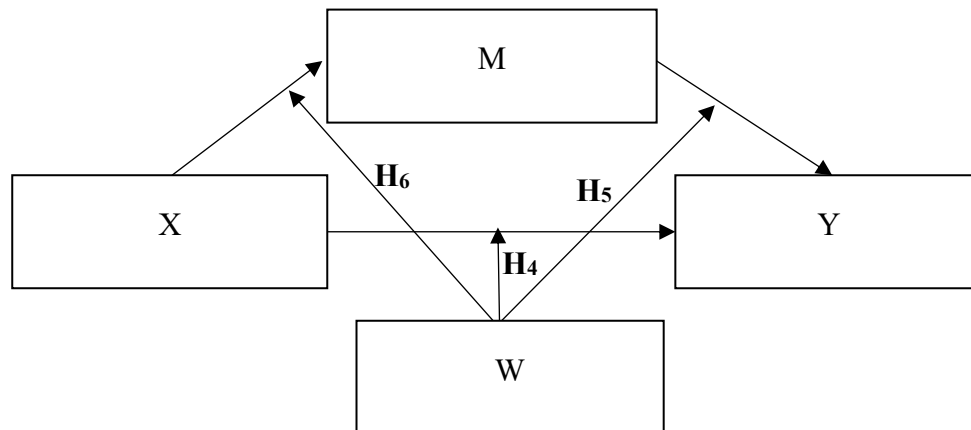
Y – Dependent variable (Employee Work Performance)

M – Mediator (Employee Well-Being)

W – Moderator (Business Process Maturity)

Figure 5

F. Hayes Model 59 for Moderated Mediation Testing in This Research



Source: compiled by the author, based on F. Hayes (2013)

The fourth hypothesis (**H4**) states that *business process maturity moderates the relationship between human resource practices and employee work performance*. And the hypothesis (**H5**) states that *business process maturity moderates the relationship between employee well-being and employee work performance*. The data shows that $R^2 = 0,2588$ ($p = 0,0000$), meaning that HRM practices, well-being and business process management explain 25,88% of the variance in employee work performance.

Table 23

Model Summary for Outcome Variable Work Performance

Model outcome	R	R ²	Std. Error	F	Sig.
Work Performance	0,5087	0,2588	0,2447	17,1055	0,0000

Source: compiled by the author, based on research results

The coefficients (see table 24) table shows coefficients for predictor variables and interaction terms. We can see that HRM practices do not predict employee work performance in this model, but well-being, business process maturity and interaction term between HRM practices and BPM level is statistically significant in predicting work performance, suggesting that BPM level moderates the relationship between HRM practices and work performance. The interaction term between HRM and BPM (Int_1) is statistically significant ($p = 0,0361$) in the prediction of work performance (WP). This indicates that BPM level partially moderates the effect of HRM on work performance. The interaction term between well-being and BPM level (Int_2) is not statistically significant, therefore at this point we can **reject** hypothesis (**H5**) - *business process maturity moderates the relationship between employee well-being and employee work performance*.

Table 24

Coefficients for Outcome Variable Work Performance

Variable	Coefficient	Std. Error	t	Sig.	LLCI	ULCI
Constant	2,4071	0,4160	5,7864	0,0000	1,5877	3,2265
HRM	-0,0470	0,1477	-0,3180	0,7508	-0,3378	0,2439
WWB	0,1441	0,0677	2,1277	0,0344	0,0107	0,2775
BPM	-0,4132	0,1681	-2,4586	0,0146	-0,7443	-0,0822
Int_1 (HRM x BPM)	0,1151	0,0546	2,1074	0,0361	0,0075	0,2226
Int_2 (WWB x BPM)	-0,0062	0,0267	-0,2335	0,8155	-0,0589	0,0464

Source: compiled by the author, based on research results

Since coefficients table showed that the interaction of HRM practices with BPM level is significantly important in predicting employee work performance, it is vital to look into, how strong is that effect (table 25). R^2 change of 0,0134 means that interaction explains an additional 1,34% of the variance in work performance beyond the variables already included in the model.

Table 25

*Test of Interaction for Work Performance ($X*W$)*

Test	R^2 change	F	Sig.
HRMxBPM	0,0134	4,4411	0,0361

Source: compiled by the author, based on research results

Hence the BPM level showed moderation effect between human resource practices and employee work performance it is important to look into how the effect changes, if BPM level changes. The results suggest that the effect changes when business process maturity level is higher. The higher the business process maturity level, the effect between human resource management practices and work performance increases (see table 26).

Table 26

Conditional Effects of HRM on Work Performance at Various Levels of BPM

BPM Level	Effect	Std. Error	t	Sig.	LLCI	ULCI
1,5556 (low)	0,1320	0,0790	1,6711	0,0960	-0,0236	0,2877
2,4444 (medium)	0,2343	0,0619	3,7878	0,0002	0,1125	0,3562
3,4444 (high)	0,3494	0,0821	4,2556	0,0000	0,1877	0,5111

Source: compiled by the author, based on research results

From the conditional effects table of HRM practices on work performance at different levels of BPM, we see that the strength of the relationship between HRM and work performance changes depending on the level of maturity. At lower levels of BPM, the effect is marginally significant ($p = 0.0960$), while at higher levels of BPM (2,4444 and 3,4444), the effect becomes statistically significant ($p = 0.0002$ and $p = 0.0000$). This suggests that BPM level strengthens the relationship between HRM and work performance, but it does not eliminate the relationship altogether, which would result in full moderation. Thus, the hypothesis (**H4**) - *business process maturity moderates the relationship between human resource practices and employee work performance* – **partially accepted**.

On the other hand, looking into this finding through indirect effect (well-being) is also important (see table 27), since LLCI and ULCI does not include zero. However, as BPM level increases, the strength of the indirect effect weakens, indicating that the mediation effect of WWB becomes less pronounced at higher levels of business process maturity.

Table 27

Indirect Effect (HRM \rightarrow WB \rightarrow IWP) at various levels of BPM

BPM Level	Effect	Boot Std. Error	Boot LLCI	Boot ULCI
1,5556 (low)	0,1250	0,0419	0,0509	0,2147
2,4444 (medium)	0,1110	0,0380	0,0514	0,2001
3,4444 (high)	0,0962	0,0611	0,0139	0,2464

Source: compiled by the author, based on research results

The hypothesis (**H6**) states that *business process maturity moderates the relationship between human resource practices and employee well-being*. The model summary for well-being (see table 28) shows that HRM practices and BPM level explains 32,18% of the variance in well-being, with a statistically significant result ($p = 0,0000$).

Table 28

Model Summary for Outcome Well-Being

Model outcome	R	R ²	Std. Error	F	Sig.
Well-Being	0,5673	0,3218	1,3449	39,0692	0,0000

Source: compiled by the author, based on research results

The coefficient table shows that HRM practices have a significant positive effect on well-being ($p = 0,0003$), while BPM level and the interaction term between HRM practices and business process maturity does not significantly influence well-being (see table 29). Therefore, the hypothesis (**H6**) - *business process maturity moderates the relationship between human resource practices and employee well-being* – **rejected**.

Table 29

Coefficients for Outcome Well-Being

Variable	Coefficient	Std. Error	t	Sig.	LLCI	ULCI
Constant	0,3998	0,9722	0,4112	0,6813	-1,5152	2,3147
HRM	1,0492	0,2874	3,6512	0,0003	0,4832	1,6152
BPM	0,6159	0,3890	1,5832	0,1147	-0,1503	1,3821
Int 1 (HRM x BPM)	-0,0768	0,1041	-0,7378	0,4614	-0,2818	0,1282

Source: compiled by the author, based on research results

This moderated mediation model showed how HRM practices impact employee work performance, and how the interaction of business process maturity and employee well-being play pivotal roles in this relationship. The analysis showed that human resource management practices have direct positive impact to employee work performance, though employee well-being partially mediates the relationship. The indirect effect showed that human resource management practices positively influence work performance via its effect on well-being, strengthening the total effect. Moreover, well-being positively strengthens the relationship between HRM practices and work performance. Business process maturity as moderator, shows that it partially moderates the relationship between HRM practices and employee work performance. On the other hand, no

moderation effects of BPM level have been found in the relationship between HRM practices and well-being, and between well-being and performance. Thus, at higher levels of BPM the effect between HRM practices and employee work performance positively increases. It means that as BPM level rises, HRM practices become more effective, leading to higher employee work performance. This translates into better productivity and efficiency.

3.6. Research summary and discussion

The research aimed to reveal social and demographic aspects of HRM practices, work performance, well-being and business process maturity. As well as unfold the links between HRM practices and employee work performance and mediating effect of well-being and moderating effect of business process maturity to this relationship.

Firstly, the study examined whether the demographic and social distribution of respondents differed statistically significantly for each variable. Research revealed that younger respondents tend to have higher work performance, according to Gagne and Deci (2005), younger employees may be more intrinsically motivated and enthusiastic about new opportunities and learning experiences, which can lead to higher work performance in dynamic environments. Research has consistently found that women report higher levels of well-being in the workplace compared to men, the same findings were revealed in this study, where women reported higher scores of well-being than man. Similar findings to research conducted by Cook and Glass (2015) were found, where women and older employees are more likely to work in organizations with high process maturity because such environments tend to emphasize equal access to career advancement, diversity in leadership, and effective work-life policies. With this study we found that employees with longer tenure evaluate their organization BPM level higher, this can contribute to the findings that business process maturity is often associated with experience and familiarity with the company's operations. For example, in a study by Perry (2011), employees with over 5 years of service were found to be more knowledgeable about process optimization and continuous improvement, which led to higher levels of BPM in their organizations. This study indicated that people in managerial roles have better workplace well-being. Bakker and Demerouti (2007) state that managerial positions generally offer more autonomy and decision-making authority, which directly improves workplace well-being. Additionally, managers tend to have better working conditions, which are highly associated with higher workplace well-being. These conditions include higher compensation and more prospects for professional progression (Wrzesniewski et al., 2003). Going on to sector analysis, public sector companies frequently face stricter

accountability requirements and regulatory frameworks than private sector ones. This results in a higher level of documentation and more formalized processes; this is why this study is no different and it was found that higher levels of business process maturity are in public sector, leading to overall better well-being of public sector workers in this study. By linking these findings to established literature, this study's outcomes align with current knowledge in the areas of HRM practices, employee performance, well-being and business process maturity.

Secondly, IBM SPSS Statistics 29.0 with the A. F. Hayes PROCESS macro plug-in was used to perform the linear regression, mediation and moderation for hypothesis testing (see table 30).

Table 30

Hypotheses testing results

Hypothesis	Used model	Significance (p)	Result
H1 - <i>Human Resource Management Practices have a positive impact on Employee Work Performance</i>	Linear regression	<0,001	Accepted
H2 – <i>Human Resource Management Practices have a positive impact on Employee Well-Being</i>	Linear regression	<0,001	Accepted
H3 - <i>Employee Well-Being mediates the relationship between Human Resource Practices and Employee Work Performance</i>	F. Hayes model 4	0,00073	Accepted (partial mediation)
H4 - <i>Business Process Maturity moderates the relationship between Human Resource Practices and Employee Work Performance</i>	F. Hayes model 59	0,0361	Accepted (partial moderation)
H5 - <i>Business process maturity moderates the relationship between Employee Well-Being and Employee Work Performance</i>	F. Hayes model 59	0,8155	Rejected
H6 - <i>Business Process Maturity moderates the relationship between Human Resource Practices and Employee Well-Being</i>	F. Hayes model 59	0,4614	Rejected

Source: compiled by the author, based on research results

After conducting the research, it was unfolded that human resource management practices directly positively influence both – employee work performance and well-being. It was found that human resource management practices directly positively influence employee work performance and well-being - if HRM practices rises, employee work performance and well-being boosts as well. This research supports the prior investigation of Rodjam et al. (2020) that effective HRM practices such as recruitment, involvement, training, development, appraisal and rewards improve employee performance, as well as study by Avey et al. (2010) that highlights the importance of

psychological support mechanisms embedded in human resource management practices lead to greater employee well-being. Even though good human resource management practices influence employee work performance, the analysis showed same results as Wright and Boswell (2002), that HRM practices influence employee outcomes, with employee well-being serving as an important mediator between HRM and performance to strengthen this relationship. HRM procedures can be seen as organizational assets that support individual assets such as health, which eventually result in increased worker performance and engagement (Xanthopoulou et al., 2007). The findings support the study of Khoreva and Wechtler (2017) where researchers found that well-being partially mediates the relationship between human resource management practices and in role job performance. This approach was validated by Gupta (2014), who demonstrated how employees' psychological and emotional resources help to close the gap between HRM practices and performance results. Another important finding of this research showed that business process maturity partially moderates the relationship between HRM practices and work performance, with stronger effects observed at higher BPM levels. This research supported Hammer's (2007) study, in which the author emphasized how established company procedures guarantee uniformity, effectiveness, and alignment, fostering an atmosphere that facilitates the more successful use of HRM techniques and improves worker performance. The stronger the link between HRM practices and improved well-being and work performance, the more efficient a company's business processes are. Furthermore, according to Rodjam et al. (2020), process maturity serves as an amplifier, fostering conditions that allow HRM methods to thrive and resulting in increased employee performance. Moreover, Peretz et al. (2024) emphasize that structured and optimized processes amplify HRM outcomes by aligning organizational strategies with operational goals. These findings confirm that as process maturity increases, the positive impact of HRM practices on performance becomes stronger. However, BPM does not moderate the relationship between well-being and work performance or the mediated pathway through well-being. However, the analysis indicated that BPM does not moderate the direct relationship between well-being and work performance, this supports prior research by Luthans et al. (2007), which argued that while structural maturity facilitates operational efficiency, the intrinsic link between well-being and performance relies more on personal and psychological factors than process-oriented elements. The same pattern relies on relationships between HRM practices and well-being, where personal and psychological factors play precedence over processes. The degree of business process maturity of the company reinforces the connection between HRM procedures and productivity. The study found that HRM practices enhance employees' performance as well as their well-being. Additionally, the influence of these HRM approaches is amplified in firms with more mature and well-structured business processes.

CONCLUSIONS

1. After analysing scientific literature, the concepts and main parts of the researched constructs were defined. Even though the definition of human resource management practices is still fluid, researchers agree that this complex construct consists of six main domains: (1) recruitment and selection, (2) involvement, (3) training, development, education, (4) work conditions, (5) competency-based appraisal and (6) compensation and rewards. These components all together define policies and practices that refer to human resource management practices. Employee performance is usually referred as the employee's ability to fulfill their duties and reach their goals. This construct is generally conducted from three main components: task performance (this part includes day to day tasks, quality and knowledge of the job), contextual performance (this includes extra responsibilities, set up and interpersonal relations) and counterproductive work behaviour (this involves being late, absenteeism and engaging in activities that are not job-related). Employee well-being is usually defined as psychological (happiness), physical (health), and social (relationships) health of employees. Others take a broader look at this concept defining employee well-being in the context of three dimensions: life well-being, workplace well-being and psychological well-being. The last construct – business process maturity level – is a concept that shows the companies ability to control, adapt and optimize business processes. It is usually divided into five levels: initial, managed, standardized, predictable and innovating. Where first level (initial) refers to inconsistent management and fifth level (innovating) to coordinated and leading to change activities.

2. After systemising scientific literature, the links between all the constructs were revealed and conceptual research model was developed. Based on the previously conducted research, the model suggests that human resource management practices have a direct positive impact to employee work performance and this relationship is strengthened by well-being. It is important to take into consideration that nowadays companies invest more and more into optimizing the business, this means an occurring importance of business process maturity. In organizations where business process maturity level is higher the phenomenon of effectiveness of human resource management practices on employee work performance is getting more acknowledged. Companies that effectively manage their human resources, invest into employee well-being and their business process maturity levels, are more likely to achieve higher, employee work performance. It directly leads to overall higher company performance, increased profitability, growth and operational efficiency.

3. Based on developed conceptual research model, an empirical study was conducted. This study revealed that younger employees display higher individual performance than older employees, while older employees tend to work in organizations where business process maturity levels are higher, unfolding the age-related trend in organizational maturity preferences. This study contributes to findings that women report higher in their workplace well-being and tend to work in organizations, where processes are broadly documented and structured, than men. Employees that work in managerial/leadership positions report higher in workplace well-being as well. The outcome of this phenomena is usually caused by greater autonomy, easier access to organizational assets, better compensation system and higher levels of recognition. Public sector employees showed higher levels of workplace well-being and higher levels of business process maturity. These results are achieved because the processes in public sector organisations are widely documented, monitored and are required to ensure compliance with regulatory requirements. Although human resource management practices were seen similarly between demographic groups, employee well-being, performance and business process maturity levels varied significantly depending on factors like age, gender, sector, and field of activity.

4. The results of the conducted study revealed that human resource management practices and employee well-being has a positive moderate correlation and a direct positive impact on employee work performance, suggesting that organizations need to emphasize the importance of those constructs to achieve better performing employees. Employee well-being was found to partially mediate the relationship between HRM practices and work performance. In particular, well-being had a positive indirect effect that increased the total impact of HRM practices, even if the direct influence on work performance was still strong. The study has unfolded, that business process maturity does not moderate the relationship between human resource management practices and employee well-being and relationship between well-being and employee performance. However the importance of business process maturity level is highlighted to the relationship between human resource management practices and employee performance. The study unfolded, that moderating effect of BPM level on the HRM practices and employee performance is significant. The research findings show that the higher the level of business process maturity level is in organizations, the stronger the impact of human resource management practices is on employee work performance. While on the first level of BPM level, the relationship between HRM practices and employee work performance is relatively significant, it becomes more significant and stronger, while levels of BPM increase.

SUGGESTIONS

Nowadays, when work plays vital role in our everyday lives and organizations are trying to foster their employees mental health and at the same time increase business productivity, more businesses should be investing into enhancing healthy human resource management practices and focus on fostering business process maturity level. In order to achieve positive outcomes in employee and employer point of view, these suggestions are provided:

1. The study revealed, that HRM practices positively influence employee work performance and employee well-being, meaning that organizations should address the importance and invest into human resource practices, such as recruitment and selection, involvement, training, development, education, work conditions competency-based appraisal, compensation and rewards, to achieve overall happiness of employees and better individual performance, which in return needs to organizational success. This research underscores the importance of aligning HRM practices with employee needs and aspirations to achieve higher productivity levels. HR departments should foster employee wellness programs and initiatives, regular well-being check ins, feedback mechanisms and adequate reward programs could lead to better performance.
2. The study has found that employee well-being partially mediates the relationship between HRM practices and employee work performance – the strength of the relationship between HRM practices and work performance is stronger, when there are greater levels of well-being. This once again confirms that employers could include flexible work arrangements, initiatives and promote healthy work-life balance to achieve better effectiveness of human resource management practices and more efficiently working employees. Employers should make sure that HRM practices are made to promote employee's mental health by including well-being as a major performance metric in human resource initiatives. Regular wellness programs, stress management workshops, wellness initiatives have long-term benefits in improving employee performance, which in return leads to greater success of organization.
3. The study revealed that effectiveness of human resource management practices on employee work performance increases with higher levels of business process maturity. A mismatch between BPM maturity and HRM practices can lead to inefficiencies and a lack of alignment in achieving organizational goals. To optimize this, impact human resource managers and practitioners should be aware of the business process maturity stage and adapt their human resource management practices accordingly. The collaboration of human resource managers and process teams should be aligned. HR departments should focus on creating basic processes that help staff to align with fundamental organizational goals, based on process maturity levels in

organization. In order to achieve higher employee work performance, HR managers, for organizations where BPM levels are high should implement practices that are more strategic, focusing on innovation and leadership development, and nourish advanced performance management systems.

Limitations and further research. Although this study provides important insights into the relationships between human resource management practices, employee well-being, employee work performance and business process maturity level, certain limitations should be addressed. One of the primary limitations is that the conclusions are based on self-reported data, since the study used survey data to assess the constructs of this research and there is a potential for response bias. Another important limitation of this study is that the survey answers were collected using non-probability convenience sampling, leading to sampling bias and potential overrepresentation of certain demographics, resulting in results that are not representative of the broader population.

While this study provides important findings about the relationships between human resource management practices, employee well-being, employee work performance and business process maturity level, it still leaves room for future research. Future research could build upon this study, investigating further into how different HRM practices enhance employee work performance, taking into account potential mediating role of other organizational factors like job satisfaction, leadership styles and so on. This study opens several new directions for future research. They could investigate long term effect of human resource management practices to employee work performance, while business process maturity levels evolve in organization over time. Future research can help to refine the theoretical models and provide more specific guidance for practitioners. Expanding the research across different cultural and organizational contexts would also provide valuable insights.

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THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE WORK PERFORMANCE: MEDIATING ROLE OF EMPLOYEE WELL- BEING AND MODERATING ROLE OF BUSINESS PROCESS MATURITY

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Master Thesis

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SUMMARY

92 pages, 30 tables, 5 figures, 114 references

The main goal of this master thesis is to evaluate the impact of human resource management (HRM) practices on employee work performance and reveal the impact of employee well-being and business process maturity (BPM) level to this relationship.

The master thesis consists of four main parts: theoretical literature review, research methodology, the research and its results with discussion and conclusions and recommendations.

The literature analysis is intended to clarify the concepts of all four constructs. The main components of HRM practices were revealed: (1) recruitment and selection, (2) involvement, (3) training, development and education, (4) work conditions, (5) competency-based performance appraisal, (6) compensation and rewards. Employee work performance is compiled by task performance, contextual performance and counterproductive work behavior, while well-being is usually measured by life, workplace and psychological well-being. Literature analysis showed that BPM level is evaluated in 5 stages: it starts with initial processes and goes up to managed, standardized and predictable until it reaches the final stage – innovating.

Based on the literature, methodology was discussed, and conceptual research model was created. The data was collected using a structured questionnaire survey. In total 251 respondents, who were selected by non-probability sampling method, participated in the research. The obtained data were processed and analysed using IBM SPSS Statistics 29.0 with A.F. Hayes PROCESS macro program plug-in.

The performed research revealed, that both HRM practices and well-being have positive impact to employee work performance and well-being partially mediates (strengthens) the relationship between HRM practices and employee work performance. Even though BPM level does not moderate the relationships HRM practices - well-being and well-being - employee work performance, it plays a vital role to relationship HRM practices – employee work performance. The research unfolded that higher levels of BPM partially moderates (strengthens) the relationship between HRM practices and employee work performance.

The conclusions and recommendations summarise the main concepts of literature analysis as well as the results of the performed research. The author believes that the findings of this study could give useful guidelines for practitioners and businesses into implementing healthy HRM practices, promoting employee well-being and highlighting the importance of BPM levels to achieve higher employee performance. The author is planning to investigate further and release academic article complimenting this study.

ŽMOGIŠKŲJŲ IŠTEKLIŲ VALDYMO PRAKTIKŲ ĮTAKA DARBUOTOJŲ DARBO REZULTATAMS MEDIJUOJANT DARBUOTOJŲ GEROVEI IR MODERUOJANT VERSLO PROCESŲ BRANDAI

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Master Thesis

Verslo Procesų Valdymo Programa

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SANTRAUKA

92 puslapiai, 30 lentelių, 5 paveikslai, 114 šaltinių

Pagrindinis šio magistro darbo tikslas – įvertinti žmogiškųjų išteklių valdymo (ŽIV) praktikų įtaką darbuotojų darbo rezultatams ir atskleisti darbuotojų gerovės bei verslo procesų brandos (VPB) lygio įtaką šiam ryšiui.

Magistro darbas susideda iš keturių pagrindinių dalių: teorinės literatūros apžvalgos, tyrimo metodologijos, tyrimo bei jo rezultatų su diskusija ir išvadų bei rekomendacijų.

Literatūros analizė skirta išsiaiškinti visų keturių konstruktyvų sampratą. Atskleisti pagrindiniai žmogiškųjų išteklių valdymo praktikų komponentai: (1) darbuotojų atranka ir įdarbinimas, (2) įsitraukimas, (3) mokymai, ugdymas ir švietimas, (4) darbo sąlygos, (5) kompetencijomis grįstas veiklos vertinimas, (6) atlygio ir skatinimo sistemos. Darbuotojų darbo rezultatus sudaro užduočių atlikimas, kontekstinė veikla ir kontrproduktyvus elgesys, o gerovė dažniausiai matuojama gyvenimo, darbo ir psichologine gerove. Literatūros analizė parodė, kad VPB lygis vertinamas pagal 5 etapus: nuo pradinio proceso pereinama prie valdomo, standartizuoto ir prognozuojamo, kol pasiekama galutinė – inovacijų – stadija.

Remiantis literatūra, buvo aptarta tyrimo metodologija ir sukurtas conceptualus tyrimo modelis. Duomenys buvo surinkti naudojant struktūrizuotą anketinę apklausą. Iš viso tyrime dalyvavo 251 respondentas, jie buvo atrinkti neatsitiktinės atrankos metodu. Gauti duomenys analizuoti ir apdoroti su IBM SPSS Statistics 29.0 programa su A.F. Hayes PROCESS makroprogramos įskiepiu.

Atliktas tyrimas parodė, kad tiek žmogiškųjų išteklių praktikos, tiek gerovė daro teigiamą įtaką darbuotojų darbo rezultatams, o gerovė iš dalies medijuoja (stiprina) ŽIV praktikų ir darbo rezultatų ryšį. Nors VPB lygis nemoderuoja santykių tarp ŽIV praktikų ir gerovės bei gerovės ir darbo rezultatų, jis vaidina svarbų vaidmenį santykyje tarp ŽIV praktikų ir darbo rezultatų. Tyrimas atskleidė, kad aukštesnis verslo procesų brandos lygis iš dalies moderuoja (stiprina) ŽIV praktikų ir darbuotojų darbo rezultatų santykį.

Išvados ir rekomendacijose apibendrinti pagrindiniai literatūros analizės konceptai ir atlikto tyrimo rezultatai. Autorė tikisi, kad šio darbo išvados gali tapti naudingomis gairėmis praktikams ir verslui, jog įgyvendinant sveikas ŽIV praktikas, skatinant darbuotojų gerovę ir pabrėžiant verslo procesų brandos lygio svarbą, galima pasiekti aukštesnių darbuotojų darbo rezultatų. Autorė planuoja toliau tirti šią temą ir išleisti šį tyrimą papildantį mokslinį straipsnį.

ANNEXES

Annex 1. Questionnaire in Lithuanian

Mielas respondente,

Esu Vilniaus Universiteto Verslo Procesų Valdymo magistro II kurso studentė ir šiuo metu atlieku tyrimą apie tai, kokią įtaką organizacijoje taikomų žmogiškųjų išteklių praktikos daro darbuotojų darbo rezultatams, kartu įvertinant darbuotojų gerovės ir verslo procesų brandos lygio įtaką šiam ryšiui.

Šios apklausos duomenys išliks anonimiški ir jie bus panaudoti tik tyrimo tikslams. Anketos pildymas užtruks apie 10 minučių. Iš anksto dėkoju už atsakymus.

1. Įvertinkite darbuotojų paiešką ir atranką dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

Nr.	Klausimas	Visiškai nesutinku	Nesutinku	Nei sutinku, nei nesutinku	Sutinku	Visiškai sutinku
1	Organizacija, kurioje dirbu, plačiai skleidžia informaciją apie išorinius ir vidinius įdarbinimo procesus.	1	2	3	4	5
2	Organizacija, kurioje dirbu, skelbia informaciją pretendentams apie atrankos proceso žingsnius ir kriterijus.	1	2	3	4	5
3	Organizacija, kurioje dirbu, perduoda kandidatams jų rezultatus, pasibaigus atrankos procesui	1	2	3	4	5
4	Organizacijoje, kurioje dirbu, atranką vykdo apmokyti ir nešališki žmonės	1	2	3	4	5
5	Organizacija, kurioje dirbu, turi konkurencingas atrankos procedūras, kurios pritraukia kompetentingus žmones.	1	2	3	4	5
6	Organizacija, kurioje dirbu, naudoja įvairius atrankos instrumentus (pvz., interviu, testus ir pan.).	1	2	3	4	5

2. Įvertinkite darbuotojų įsitraukimą dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

Nr.	Klausimas	Visiškai nesutinku	Nesutinku	Nei sutinku, nei nesutinku	Sutinku	Visiškai sutinku
7	Organizacija, kurioje dirbu, elgiasi su manimi pagarbiai	1	2	3	4	5
8	Organizacija, kurioje dirbu, rūpinasi mano gerove.	1	2	3	4	5
9	Organizacijoje, kurioje dirbu, yra supratingumo ir pasitikėjimo aplinka tarp vadovų ir darbuotojų.	1	2	3	4	5
10	Organizacija, kurioje dirbu, pripažįsta mano darbą ir pasiektus rezultatus (pvz.,	1	2	3	4	5

	žodžiu, pagyrimais, straipsniais įmonės informaciniuose leidiniuose ir pan.).					
11	Organizacija, kurioje dirbu, skatina mano autonomiją atliekant užduotis ir priimant sprendimus.	1	2	3	4	5
12	Organizacija, kurioje dirbu, stengiasi patenkinti mano poreikius ir profesinius lūkesčius.	1	2	3	4	5
13	Organizacijoje, kurioje dirbu, darbuotojai ir jų vadovai nuolat keičiasi informacija, kad galėtų tinkamai vykdyti savo pareigas.	1	2	3	4	5
14	Organizacija, kurioje dirbu, skatina mano dalyvavimą sprendimų priėmimo ir problemų sprendime.	1	2	3	4	5
15	Organizacijoje, kurioje dirbu, yra skatinamas bendradarbiavimas tarp kolegų	1	2	3	4	5
16	Organizacija, kurioje dirbu, skatina darbuotojų tarpusavio bendravimą (pvz., socialiniai susirinkimai, renginiai, sporto renginiai ir pan.)	1	2	3	4	5
17	Organizacija, kurioje dirbu, stebi, ar darbuotojai atlieka savo funkcijas	1	2	3	4	5
18	Organizacijoje, kurioje dirbu, yra nuoseklumas tarp diskurso ir valdymo praktikos.	1	2	3	4	5

3. Įvertinkite darbuotojų mokymąsi ir tobulėjimą dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

19	Galiu taikyti mokymų metu įgytas žinias ir elgesį darbe.	1	2	3	4	5
20	Organizacija, kurioje dirbu, padeda man įgyti reikiamus įgūdžius sėkmingam pareigų atlikimui (pvz., mokymai, konferencijos ir kt.).	1	2	3	4	5
21	Organizacija, kurioje dirbu, investuoja į mano išsilavinimą, skatindama mano asmeninį ir profesinį augimą plačiąja prasme (pvz., visiškas arba dalinis bakalauro, magistro programų, kalbų kursų rėmimas ir kt.).	1	2	3	4	5
22	Organizacijoje, kurioje dirbu, mokymai yra vertinami dalyvių.	1	2	3	4	5

23	Organizacija, kurioje dirbu, skatina mokymąsi ir žinių taikymą.	1	2	3	4	5
24	Organizacijoje, kurioje dirbu, periodiškai nustatomi mokymų poreikiai	1	2	3	4	5

4. Įvertinkite darbo sąlygas dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

Nr.	Klausimas	Visiškai nesutinku	Nesutinku	Nei sutinku, nei nesutinku	Sutinku	Visiškai sutinku
25	Organizacija, kurioje dirbu, siūlo pagrindines naudas (pvz., sveikatos priežiūrą, suteikia kurą ir pan.)	1	2	3	4	5
26	Organizacija, kurioje dirbu, turi programas arba procesus, padedančius darbuotojams susidoroti su incidentais ir užkirsti kelią darbo vietos nelaimėms.	1	2	3	4	5
27	Organizacija, kurioje dirbu, rūpinasi savo darbuotojų saugumu, kontroliuodama žmonių, kurie patenka į įmonės patalpas, prieigą.	1	2	3	4	5
28	Organizacija, kurioje dirbu, teikia papildomus privalumus (pvz., narystę sporto klubuose, ir kitose įstaigose, psichologų pagalbą ir pan.)	1	2	3	4	5
29	Organizacijos, kurioje dirbu, patalpos ir fizinė būklė (apšvietimas, vėdinimas, garsas) yra tinkama, patogi ir ergonomiška	1	2	3	4	5
30	Organizacija, kurioje dirbu, rūpinasi mano sveikata ir gyvenimo kokybe.	1	2	3	4	5

5. Įvertinkite kompetencijomis grįstą veiklos vertinimą dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

Nr.	Klausimas	Visiškai nesutinku	Nesutinku	Nei sutinku, nei nesutinku	Sutinku	Visiškai sutinku
31	Organizacija, kurioje dirbu, aptaria kompetencijų pagrindu vykdomus darbo vertinimo kriterijus ir rezultatus su savo darbuotojais.	1	2	3	4	5
32	Organizacijoje, kurioje dirbu, kompetencijų pagrindu vykdomas darbo vertinimas sudaro pagrindą darbuotojų augimui	1	2	3	4	5
33	Organizacijoje, kurioje dirbu, kompetencijų	1	2	3	4	5

	pagrindu vykdomas darbo vertinimas yra pagrindas sprendimams dėl paaukštinimo ir atlyginimo didinimo.					
34	Organizacija, kurioje dirbu, plačiai skelbia kompetencijų pagrindu vykdomų darbo vertinimo kriterijus ir rezultatus savo darbuotojams	1	2	3	4	5
35	Organizacija, kurioje dirbu, periodiškai vykdo kompetencijų pagrindu atliekamų darbų įvertinimus	1	2	3	4	5

6. Įvertinkite atlyginimo ir apdovanojimų sistemą dabartinėje organizacijoje, kurioje dirbate, kur 1 reiškia „visiškai nesutinku“, o 5 – „visiškai sutinku“.

Nr.	Klausimas	Visiškai nesutinku	Nesutinku	Nei sutinku, nei nesutinku	Sutinku	Visiškai sutinku
36	Organizacijoje, kurioje dirbu, gaunu skatinimus, tokius kaip paaukštinimai, pavedamos funkcijos, apdovanojimai, premijos ir kt.	1	2	3	4	5
37	Organizacijoje, kurioje dirbu, mano atlyginimą lemia mano rezultatai.	1	2	3	4	5
38	Organizacija, kurioje dirbu, siūlo man atlyginimą, kuris atitinka mano įgūdžius, pasirengimą ir išsilavinimą.	1	2	3	4	5
39	Organizacija, kurioje dirbu, įvertina mane pagal atlyginimus, siūlomus tiek viešojo, tiek privataus sektoriaus rinkose.	1	2	3	4	5
40	Organizacija, kurioje dirbu, atsižvelgia į savo darbuotojų lūkesčius ir pasiūlymus, modeliuojant darbuotojų atlygio sistemą.	1	2	3	4	5

7. Įvertinkite savo individualius darbo rezultatus per paskutinius 3 mėnesius, kur 0 reiškia „retai“, o 4 – „visada“. 1-7 task performance, 8-19 contextual

Nr.	Klausimas	Retai	Kartais	Dažnai	Labai dažnai	Visada
1	Man pavyko suplanuoti darbus taip, kad visos užduotys buvo atliktos laiku	0	1	2	3	4
2	Mano planavimas buvo optimalus	0	1	2	3	4
3	Atlikdamas (-a) darbą, galvojau apie rezultatus, kuriuos privalau pasiekti savo darbe	0	1	2	3	4
4	Darbe galėjau atskirti pagrindines problemas nuo antracilių problemų	0	1	2	3	4
5	Žinojau kaip teisingai nusistatyti prioritetus	0	1	2	3	4

6	Pajėgiau gerai atlikti savo darbus greitai ir be didelių pastangų	0	1	2	3	4
7	Darbas su kolegomis buvo produktyvus	0	1	2	3	4
8	Buvau prisiėmęs (-usi) papildomų atsakomybių	0	1	2	3	4
9	Pats (-i) ėmiausi naujos užduoties, kai baigiau atlikti seną užduotį	0	1	2	3	4
10	Atsiradus galimybei, imdavau sudėtingesnių užduočių	0	1	2	3	4
11	Dėjau pastangas, kad tobulinčiau darbui reikalingas žinias	0	1	2	3	4
12	Dėjau pastangas, kad tobulinčiau darbui reikalingas kompetencijas	0	1	2	3	4
13	Radau kūrybiškus sprendimus naujoms problemoms išspręsti	0	1	2	3	4
14	Darbe ieškojau naujų iššūkių	0	1	2	3	4
15	Dariau daugiau, negu buvo tikimasi iš manęs	0	1	2	3	4
16	Aktyviai dalyvavau darbinuose susirinkimuose	0	1	2	3	4
17	Aktyviai ieškojau būdų kaip pagerinti savo darbo rezultatus	0	1	2	3	4
18	Naudojau galimybes, kai tokios atsiradavo	0	1	2	3	4
19	Žinojau kaip galima greitai išspręsti problemas	0	1	2	3	4

8. Įvertinkite savo individualius darbo rezultatus per paskutinius 3 mėnesius, pagal neproduktyvaus elgesio buvimą, kur 0 reiškia „niekada“, o 4 – „labai dažnai“. Counterproductive

Nr.	Klausimas	Niekada	Retai	Kartais	Dažnai	Labai dažnai
1	Darbe skundžiausi dėl nesvarbių dalykų	0	1	2	3	4
2	Darbe mačiau didesnes problemas nei jos yra iš tikrųjų	0	1	2	3	4
3	Sutelkdavau dėmesį labiau į neigiamus darbo aspektus, negu teigiamus	0	1	2	3	4
4	Kalbėjausi su kolegomis apie neigiamus savo darbo aspektus	0	1	2	3	4
5	Kalbėjausi su išoriniais žmonėmis apie neigiamus savo darbo aspektus	0	1	2	3	4
6	Dirbau mažiau, negu buvo tikimasi iš manęs	0	1	2	3	4
7	Man pavyko lengvai atsikratyti darbinio užduočių	0	1	2	3	4
8	Nieko nedariau, kai turėjau dirbti	0	1	2	3	4

9. Įvertinkite savo gerovę darbe skalėje nuo 0 (niekada) iki 7 (visada).

Nr.	Klausimas	Niekada (0)	1	2	3	4	5	Visada (6)
1	Esu patenkintas (-a) savo darbinėmis atsakomybėmis	0	1	2	3	4	5	6
2	Jaučiuosi pakankamai patenkintas (-a) savo dabartiniu darbu	0	1	2	3	4	5	6

3	Randu džiaugsmą savo darbe	0	1	2	3	4	5	6
4	Visada galiu rasti būdų kaip praturtinti savo darbą	0	1	2	3	4	5	6
5	Jaučiu prasmę savo darbe	0	1	2	3	4	5	6
6	Esu patenkintas (-a) savo pasiekimais dabartiniame darbe	0	1	2	3	4	5	6

10. Atsakykite žemiau pateiktus klausimus apie verslo procesų brandą dabartinėje organizacijoje, kurioje dirbate nuo 0 (niekada to nedarome) iki 4 (visada tą darome). Nurodykite bendrą organizacijos veiklos lygį.

Nr.	Klausimas	Niekada	Retkarčiais	Dažnai	Dažniausiai	Visada
1	Darbo procesai dokumentuojami ir nuolat atnaujinami	0	1	2	3	4
2	Panašią veiklą vykdančios padaliniai naudoja standartinius ar panašius procesus	0	1	2	3	4
3	Organizacijoje yra apibrėžti procesų modeliai pagrindinėms organizacijos vertės grandinėms	0	1	2	3	4
4	Organizacijoje yra aiškiai apibrėžti standartiniai rodikliai pagrindinių procesų ir subprocesų našumui įvertinti	0	1	2	3	4
5	Procesų automatizavimo įrankiai parenkami taip, kad atitiktų organizacijos procesus	0	1	2	3	4
6	Organizacijoje detalios apibrėžti įgūdžiai, reikalingi pagrindinių procesų užduotims atlikti	0	1	2	3	4
7	Suteikiami mokymai, reikalingi pagrindiniams procesams valdyti	0	1	2	3	4
8	Procesų vadovas/savininkas valdydamas procesą naudoja jo našumo matavimo rodiklių duomenis	0	1	2	3	4
9	Organizacijoje yra įdiegtos procesų tobulinimo programos, skirtos problemoms ir defektams nustatyti bei pašalinti	0	1	2	3	4

Demografiniai klausimai:

11. Jūsų amžius (įrašykite metus):

12. Jūsų lytis (pasirinkite):

- Vyras
- Moteris
- Kita

13. Jūsų išsilavinimas (pasirinkite):

- Vidurinis išsilavinimas
- Profesinis išsilavinimas
- Aukštasis neuniversitetinis išsilavinimas
- Aukštasis universitetinis išsilavinimas
- Kita

14. Jūsų darbo stažas dabartinėje organizacijoje (metais) įrašykite:

15. Jūsų pareigos dabartiniame darbe (ar Jūs turite pavaldinių)

- Vadovaujančios
- Nevadovaujančios

16. Organizacijos, kurioje dirbate, tipas:

- Viešasis sektorius
- Privatus sektorius

17. Kokia Jūsų organizacijos veiklos sritis:

- Gamybos
- Statybos
- Prekybos
- Švietimo
- Viešojo administravimo
- Sveikatos apsaugos
- Finansų sektoriauseisi
- Paslaugų
- Kita

Annex 2. Descriptive Statistics of Respondents by Social and Demographic aspects

		Statistics						
		age_group	Gender	Education	service_lenght	Position	Type	Field of activity
N	Valid	251	251	251	251	251	251	251
	Missing	0	0	0	0	0	0	0
Mean		2.5817	1.76	3.38	2.4821	1.78	1.57	5.51
Median		2.0000	2.00	4.00	2.0000	2.00	2.00	6.00
Mode		2.00	2	4	1.00	2	2	8

Annex 3. Reliability of Human Resource Management Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.962	40

Annex 4. Reliability of Work Performance Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.867	27

Annex 5 . Reliability of Well-Being Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.943	6

Annex 6. Reliability of Business Process Maturity Questionnaire

Reliability Statistics

Cronbach's Alpha	N of Items
.941	9

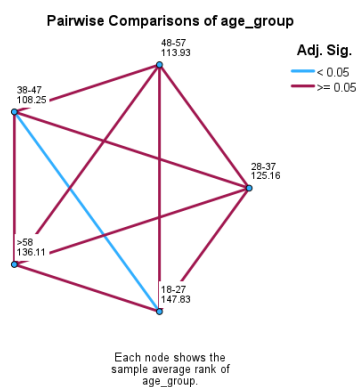
Annex 7. Normality Test of Variables

Tests of Normality

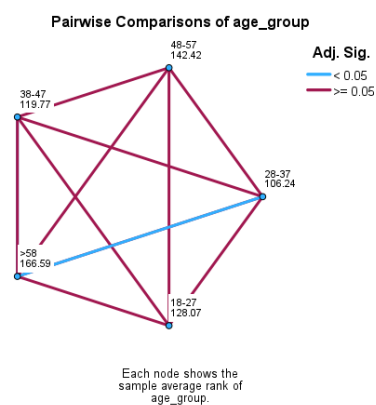
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
HRM	.054	251	.075	.988	251	.035
WP	.071	251	.004	.980	251	.001
VWB	.083	251	<.001	.961	251	<.001
BPMLev	.070	251	.005	.977	251	<.001

a. Lilliefors Significance Correction

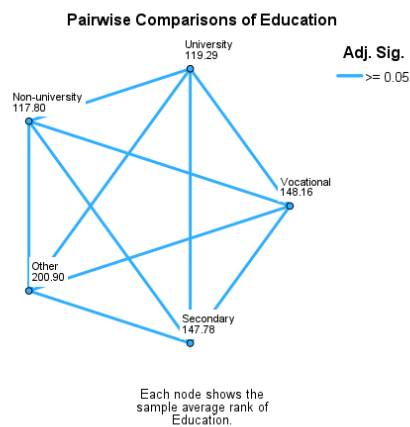
Annex 8. Pairwise Comparison of Age Groups in Work Performance Variable



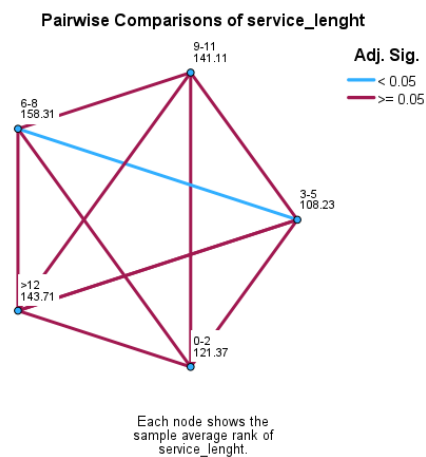
Annex 9. Pairwise Comparison of Age Groups in Business Process Maturity Variable



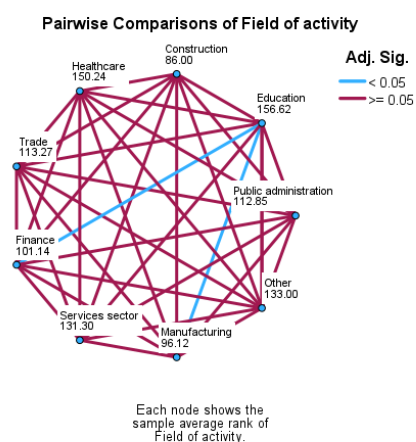
Annex 10. Pairwise Comparison of Education in Business Process Maturity Variable



Annex 11. Pairwise Comparison of Length of Service in Business Process Maturity Variable



Annex 12. Pairwise Comparison of Field of Activity in Workplace Well-Being variable



Annex 13. Spearman's Rho Correlation

Correlations			HRM	WP	WWB	BPMLev
Spearman's rho	HRM	Correlation Coefficient	1.000	.456**	.556**	.573**
		Sig. (2-tailed)		<.001	<.001	<.001
		N	251	251	251	251
	WP	Correlation Coefficient	.456**	1.000	.463**	.258**
		Sig. (2-tailed)	<.001		<.001	<.001
		N	251	251	251	251
	WWB	Correlation Coefficient	.556**	.463**	1.000	.466**
		Sig. (2-tailed)	<.001	<.001		<.001
		N	251	251	251	251
	BPMLev	Correlation Coefficient	.573**	.258**	.466**	1.000
		Sig. (2-tailed)	<.001	<.001	<.001	
		N	251	251	251	251

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

Annex 14. Regression Analysis for HRM Practices Impact to Employee Work Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 ^a	.175	.171	.51784

a. Predictors: (Constant), HRM

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.115	1	14.115	52.639	<.001 ^b
	Residual	66.771	249	.268		
	Total	80.886	250			

a. Dependent Variable: WP

b. Predictors: (Constant), HRM

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.631	.180		9.041
	HRM	.358	.049	.418	7.255

a. Dependent Variable: WP

Annex 15. Regression Analysis for HRM Practices impact to Employee Well-Being

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 ^a	.287	.284	1.18448

a. Predictors: (Constant), HRM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	140.478	1	140.478	100.128	<.001 ^b
	Residual	349.343	249	1.403		
	Total	489.821	250			

a. Dependent Variable: WWB

b. Predictors: (Constant), HRM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.916	.413		2.220	.027
	HRM	1.129	.113	.536	10.006	<.001

a. Dependent Variable: WWB

Annex 16. Mediation analysis (F. Hayes Model 4)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 4

Y : WP

X : HRM

M : WWB

Sample

Size: 251

OUTCOME VARIABLE:

WWB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5355	.2868	1.4030	100.1280	1.0000	249.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.9160	.4125	2.2204	.0273	.1035	1.7284
HRM	1.1286	.1128	10.0064	.0000	.9065	1.3508

Covariance matrix of regression parameter estimates:

	constant	HRM
constant	.1702	-.0458
HRM	-.0458	.0127

OUTCOME VARIABLE:

WP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4895	.2396	.2480	39.0679	2.0000	248.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.5181	.1752	8.6675	.0000	1.1732	1.8631
HRM	.2192	.0562	3.9041	.0001	.1086	.3298
WWB	.1227	.0266	4.6067	.0000	.0703	.1752

Covariance matrix of regression parameter estimates:

	constant	HRM	WWB
constant	.0307	-.0074	-.0007
HRM	-.0074	.0032	-.0008
WWB	-.0007	-.0008	.0007

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

WP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4177	.1745	.2682	52.6387	1.0000	249.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.6306	.1803	9.0412	.0000	1.2754	1.9858
HRM	.3578	.0493	7.2553	.0000	.2606	.4549

Covariance matrix of regression parameter estimates:

	constant	HRM
constant	.0325	-.0087
HRM	-.0087	.0024

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3578	.0493	7.2553	.0000	.2606	.4549

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.2192	.0562	3.9041	.0001	.1086	.3298

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI
WWB	.1385	.0409	.0629 .2253

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

Annex 17. Moderated Mediation Analysis (F. Hayes model 59)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 4.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model : 59

Y : WP

X : HRM

M : WWB

W : BPMLev

Sample

Size: 251

OUTCOME VARIABLE:

WWB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5673	.3218	1.3449	39.0692	3.0000	247.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.3998	.9722	.4112	.6813	-1.5152	2.3147
HRM	1.0492	.2874	3.6512	.0003	.4832	1.6152
BPMLev	.6159	.3890	1.5832	.1147	-.1503	1.3821
Int_1	-.0768	.1041	-.7378	.4614	-.2818	.1282

Product terms key:

Int_1 : HRM x BPMLev

Covariance matrix of regression parameter estimates:

	constant	HRM	BPMLev	Int_1
constant	.9453	-.2713	-.3292	.0920
HRM	-.2713	.0826	.0883	-.0264
BPMLev	-.3292	.0883	.1513	-.0392
Int_1	.0920	-.0264	-.0392	.0108

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0015	.5443	1.0000	247.0000	.4614

OUTCOME VARIABLE:

WP

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5087	.2588	.2447	17.1055	5.0000	245.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.4071	.4160	5.7864	.0000	1.5877	3.2265
HRM	-.0470	.1477	-.3180	.7508	-.3378	.2439
WWB	.1441	.0677	2.1277	.0344	.0107	.2775
BPMLev	-.4132	.1681	-2.4586	.0146	-.7443	-.0822
Int_1	.1151	.0546	2.1074	.0361	.0075	.2226
Int_2	-.0062	.0267	-.2335	.8155	-.0589	.0464

Product terms key:

Int_1 : HRM x BPMLev

Int_2 : WWB x BPMLev

Covariance matrix of regression parameter estimates:

	constant	HRM	WWB	BPMLev	Int_1	Int_2
constant	.1731	-.0467	-.0022	-.0604	.0157	.0008
HRM	-.0467	.0218	-.0056	.0149	-.0073	.0021
WWB	-.0022	-.0056	.0046	.0008	.0020	-.0017
BPMLev	-.0604	.0149	.0008	.0283	-.0065	-.0006
Int_1	.0157	-.0073	.0020	-.0065	.0030	-.0008
Int_2	.0008	.0021	-.0017	-.0006	-.0008	.0007

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0134	4.4411	1.0000	245.0000	.0361
M*W	.0002	.0545	1.0000	245.0000	.8155

Focal predict: HRM (X)

Mod var: BPMLev (W)

Conditional effects of the focal predictor at values of the moderator(s):

BPMLev	Effect	se	t	p	LLCI	ULCI
1.5556	.1320	.0790	1.6711	.0960	-.0236	.2877
2.4444	.2343	.0619	3.7878	.0002	.1125	.3562
3.4444	.3494	.0821	4.2556	.0000	.1877	.5111

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effects of X on Y

BPMLev	Effect	se	t	p	LLCI	ULCI
1.5556	.1320	.0790	1.6711	.0960	-.0236	.2877
2.4444	.2343	.0619	3.7878	.0002	.1125	.3562
3.4444	.3494	.0821	4.2556	.0000	.1877	.5111

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

HRM -> WWB -> WP

BPMLev	Effect	BootSE	BootLLCI	BootULCI
1.5556	.1250	.0419	.0521	.2161
2.4444	.1110	.0374	.0529	.1956
3.4444	.0962	.0597	.0148	.2350

Pairwise contrasts between conditional indirect effects (Effect1 minus Effect2)

Effect1	Effect2	Contrast	BootSE	BootLLCI	BootULCI
.1110	.1250	-.0140	.0359	-.0786	.0578
.0962	.1250	-.0288	.0712	-.1474	.1246
.0962	.1110	-.0148	.0358	-.0699	.0665

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----