

Effects of High-Performance Work System on Job Satisfaction: The Mediating Role of Psychological Capital in the Hotel Employees of North Cyprus

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Abstract

Maintaining an effective workflow is crucial to obtain a mediating role among various concepts to boost the efficacy and performances of the employees in a workplace. The current study aims to investigate the effects of the psychological capital on the high-performance system and the job satisfaction levels of migrant employees in the hotel industry of Northern Cyprus. As objectives, the role of psychological capital in high-performance system and the job satisfaction levels of immigrant /migrant employees, and interactive manners among psychological capital, high-performance system, and the job satisfaction are considered. The setting of the current study is North Cyprus, a small, unrecognized island with a tremendously developed tourism and hospitality industry flourishing in the last decade. Regarding the methodology, the quantitative approach was adopted, and the convenience sampling method was chosen to get the facts and relations about PsyCap, JS and HPWS among immigrant employees at the hotels of North Cyprus. The data collection tools were questionnaires comprised of three parts, including different items adopted from well-known sources, and there were 400 migrant employees at 18 hotels in North Cyprus. The analysis was conducted via IBM statistics covering SPSS and AMOS and included descriptive, factor, and statistical regression analyses. The results reveal that psychological capital has a mediating role between high-performance work systems and job satisfaction of migrant employees in the hotel sector of North Cyprus. Furthermore, the results highlighted the positive impact of psychological capital as almost all of the respondents were more eager to work under equal conditions brought by psychological capital factors. It is hoped that this study will posit influential data for obtaining efficient manners in workplaces and holds a sample for further academic studies.

Key Words: High-Performance Work System, Job Satisfaction, Psychological Capital, Immigrant Worker, Tourism

JEL Classification: J28, J61, L83

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1. Introduction

1.1 Background Information

According to the International Organization for Migration (IOM) thematic study, the population of the EU-27 Member States increased by 9.5 million, with 6.2 percent of the population increase witnessed between 2001 and 2008 (Koehler et al. 2010). The population figures increased from 8.8 percent to 15.9 percent in Cyprus (Lin et al., 2014a). The global community maintains an approximate figure of 232 million immigrants, of which about half are workers; however, only about 15% of migrant workers hold an irregular status in the host countries. The International Labor Organization has defined migrant workers as people moving out of their homes for 12 months or more, in search of jobs. Besides, a migrant worker is defined by the United Nations as 'someone who is involved in a waged activity in a state where he/she is not a national'. Thus, these definitions indicate that migrant workers are not refugees or asylum seekers. They cannot be regarded as the ones entering nations illegally to escape from violence (Choi et al., 2017). Organizational leaders face the challenges of managing a diverse workforce, especially in high-density migration environments (Lina, 2018). The labor shortage creates great concerns in some industries such as tourism and hospitality. This is directly reflected in the behavior and work adjustment patterns of migrant workers within these sectors from an organizational point of view, such as, performance, successful assignment completion, and job satisfaction in the organizations (Takeuchi & Yun, 2002). Adapting to the mainstream culture of the host country is one of the many challenges faced by most migrant workers. Immigrant workers may exhibit a much more devotion to an institution and stay loyal to it if provided a strong support system ensuring their affluent integration into the host society via reducing their turnover speed (Taylor & Finley, 2010). Besides, the theory of acculturation also helps clarify the psychological and cultural changes experienced by immigrants during their adjustment into the new cultures of the host country (Kim et al., 2016); however, limited studies have discussed the relationships between them and the construct of psychological capital (PsyCap), job satisfaction (JS), high-performance work systems (HPWS), and the application of such findings in the hospitality sector in the Turkish immigrant/migrant employees. Because of the increasing high-density migration, current trends in globalization and greater knowledge of the interactions in North Cyprus provide a good ground for evaluating the value of current theories pertaining to job satisfaction that can benefit the workers and decision-makers in the hospitality sector in general and the country specifically. (Peters, 2015).

High self-efficacy, optimism, hope, and resilience are some of the factors affecting the positivity and development of an individual's PsyCap (Luthans & Youssef, 2004; Luthans et al., 2008b). Luthans et al. (2005) state that PsyCap is likely to be very important for comprehending the relation between HPWS and JS. HPWSs significantly affect JS by affecting autonomy given to the employee and creating an increased sense of proficiency in them (Ryan, 1982). Hence, psychological conditions may affect the output (Rosso et al., 2010); on the other hand, environmental and social factors alleviate self-motivation to act and indicate ingenious views (Ryan & Deci, 2000). The former studies conducted by Agarwal & Farndale (2017) investigate a sample of PsyCap as intercessor for the relation between creative implementation and HPWS. Chen et al. (2016) found that HPWS is likely to evoke employees with a higher degree of psychological efficacy, leading to more job satisfaction. Miao et al. (2014) asserts mediation to indicate the efficacy of (HPWS) on employee attitudes for JS. Durrah et al. (2017) described JS as a mediator variable affecting the bond between job performance and positive PsyCap. Sharpley & Forster (2003) suggested that it may be more appropriate to offer equal conditions to migrant workers in terms of working hours, behaviors and salary in order to have positive views of JS, HPWS and PsyCap.

Considering the structure of the current study, it attempts to start with providing the gap and background for conducting this study. Aims, objectives and research questions are clarified to come up with reliable data. Since the current study focuses on the interactive roles of psychological capital, high performance system and the job satisfaction, a deep literature review has been obtained within the suggested hypothesis for the study. Besides, the research design, participants, data collection and analysis have been highlighted in the research methodology. Results of the study indicate quantitative analysis of each item in the questionnaire in detail with the aim of positing reliable and valid outcomes in order to obtain valuable sample data in accordance with the research questions, hypothesis and objectives. The conclusion and discussion of the study pinpoint the relations, differences and similarity among similar studies in order to present distinct data.

In sum, using the constructs, PsyCap, HPWS, and the JS, this study aims to provide new aspects for the existing knowledge base, of studies on immigrant/migrant employees working in the hospitality sector of North Cyprus. In the literature, not much research has been done to investigate the relation between PsyCap, HPWS and JS in the tourism sector.

1.2 Aims and Research Questions

It is indeed essential for hotel industry to explore the use of PsyCap based on the views of employees rather than the views of management's in order to indicate the influencing capacity of PsyCap on employee satisfaction, behaviors and HPWS (Chen et al., 2016). This study holds the aim of defining the effects of the HPWS on JS as well as the mediating role of PsyCap on migrant employees in the hotel of North Cyprus. It also seeks to explore the link between HPWS, and PsyCap and JS in the case of immigrant and/or foreign employees. The current study attempts to manage these aims, through the following research questions:

- To what extent can psychological capital affect high performance system and the job satisfaction levels of immigrant /migrant employees in the North Cyprus hotel sector?
- How do psychological capital, high performance system and the job satisfaction influence each other?

2. Literature Review

2.1 Theoretical Background

2.1.1 Psychological Capital (Psycap)

Psycap denotes someone's "*positive psychological state of development*" (Luthans et al., 2007a, p.3). It is a collection of behavioral and motivational inclinations obtained from four dimensions. First of all, *optimism* which is referred as the tendency to make firm and internal aspects of quality for positive actions, unstable, and external aspects of qualities for negative ones. Secondly, *hope* is considered as the motivation to manage aims and the competences in order to follow up the right path. Thirdly, *self-efficacy* is considered as one's belief of the capacity to flourish in a task or duty and lastly, *resilience* refers to positive relevance to problems or negative cases (Caza et al., 2010).

The advantages of PsyCap cut across several sections of an enterprise at all grounds such as employees, leaders and organizations. The question of "who you are" is the most faced by individuals (Luthans & Youssef, 2004). As PsyCap development for employees is beneficial within organizations, other enterprises in the business sector also find it difficult to imitate or replicate (Luthans et al., 2005). PsyCap can also potentially benefit construction organizations, enhance investment, and strengthen

the leveraging potentials of enterprises if properly developed and managed. Furthermore, it can improve a better workforce in order to come up with significant and complex attempts, as well as the growing trend of strategic tendencies (Khliefat et al., 2021; Toor & Ofori, 2009). In addition, it is debated that PsyCap is the central element of employees' tendencies in order to come up with the instinct for the aim of success, to identify possible ways to succeed these aims, to have the beliefs of catching up their purposes, and to overcome the drawbacks faced during the application of the aims. It is stated that there is a link of PsyCap in order to support the developments and actions in the organizations (Caza et al., 2010). PsyCap is able to influence behavior and performance, but it needs some arrangements to involvement and change (Luthans et al., 2008a). The intermediate durability is quite significant for PsyCap because the evidence shows that optimism, hope, self-efficacy, resilience, and PsyCap are partly resolute over time on its own, but none of them depends on focused intervention (Caza et al., 2010). As PsyCap is potentially a significant and scalable basis for increased job performance, workers having high PsyCap might be subjected to follow better aims more efficiently to get profits in their works (Leon-Perez et al., 2016). Another study reveals the similar results stating that the four components such as self-efficacy, optimism, hope, and resiliency of psychological capital of employees are effective in enhancing employees' job performance, happiness, satisfaction, and well-being. PsyCap is on the idea that the four positive psychological resources are taken into consideration as a developmental construct (Kang & Busser, 2018; Amini & Mortazavi, 2012).

PsyCap can also raise the JS of immigrant workers through some mechanisms. First of all, JS requires positive overall appraisals known as content with the duties including sense of success from conducting that profession (Shang Guan et al., 2017; Judge & Bono, 2001). In addition, PsyCap is likely to improve the positive assessments of workers' conditions as well as enhancing the likelihood of achievement regarding their intervention, motivation, struggle and determination (Kim et al., 2017; Luthans et al., 2007b). PsyCap may help the JS of immigrant employees quite a lot via a wide range of assessing their work, responsibilities and achievements (Avey et al., 2010). On the other hand, subdued PsyCap may result in unfavorable reviews and anticipations because of reduced intrinsic motivation; hence, prominence on extrinsic rewards such as salary, working hours and security should be arranged and settled by the post-revolutionary economy. It is rather crucial to allocate JS from work motivation; therefore, job motivation seekers tend to encourage employees and convincing them that their personal needs (work satisfaction) will be met if they work efficiently in the organization (Guan et al., 2017). Research statistics in the United States reveal that 97% of employees are very influential on motivational efficiency, and 92% of motivated employees are a key factor in their commitment to their company (Güçlü Nergiz, & Ünsal Akbıyık, 2019). To sum up, PsyCap is quite important for employees as they can boost their capacities in the workplaces. If the leaders of the organizations can manage a fruitful PsyCap, then the future of these organizations is brilliant.

2.1.2 Job Satisfaction (JS)

Job satisfaction (JS) is an enjoyable or positive emotional state that arises from an individual's self-evaluation of their job, job situation, or work experience. (Aziri, 2011; Kaliski, 2007). Likewise, studies have defined JS as an internal state, with some degree of approval or disapproval, expressed through emotional and/or cognitive appraisals of a work experience (Brief 1998).

A comprehensive definition of JS has been a difficult hurdle to accomplish. However, it was argued that in an attempt to define job satisfaction, researchers should stick to the operational aspect of it rather than the moral perspective (Gross et al., 2021). Conversely, JS can also be understood from a personal interest, attitude to work, and experience point of view. The JS of an employee is directly

related to his/her character, and personality (Wang, et al., 2021). JS in this context refers to the emotional feedback (positive and negative feelings) or experiences emanating from the comparison between several factors received from coworkers in the same organization, and other organizations by operational officers for fairness. These factors include: the task awareness, remuneration, promotion opportunities, and support from or experienced (Naiyananont & Smuthranond, 2017). This is consistent with the studies which posit that job satisfaction can occur due to self- work experience or behavioristic aspects in which each one attributes to his / her JS as a result of former events and current experiences; hence, the main issue for the success of an organization is JS. In recent times, several studies focusing on employees' JS have demonstrated that there is a significant improve in employees with higher JS compared to those with lower job satisfaction (Vratskikh et al., 2016).

In conclusion, the JS levels vary across organizations, and could be associated with several variables serving as a tool for predicting satisfaction or dissatisfaction by managers. Factors such as better remuneration, better working conditions and job content, and good management also influence the job satisfaction levels of employees.

2.1.3 High Performance Work System (HPWS)

It is claimed that HPWS is a compound system of HR implementations which are both internally and externally consistent, i.e., the alignment between HR implementations and organizational strategy (Han et al., 2020). These include decentralized decision making, open communication on supple job tasks, performance-contingent compensation, chosen staffs, a great deal of training, and self-controlled teams (Evans & Davis, 2005). Several studies have conceptualized HPWS as a series of discrete but involved HRM implementations that collectively choose, boost, hold, and motivate a workforce: (1) the excellent competencies or skills and behavior patterns; (2) the ability to indicate their skills entailing job activities; (3) the ability to translate these skills in work-related activities to produce outputs resulting in these organizations succeeding excellent intermediate sings of work performance and on-going competitive benefit (El-Ghalayini, 2016; Becker & Huselid, 1998; Guthrie, 2001; Huselid, 1995). Also, Becker & Huselid (1998) reveal that crucial investment for the pool of human capital is generated by organizations using HPWS and enabling employees who are well educated, talented and held the capacity to conduct various tasks. Recent studies on HPWS have been highly evaluated with focus on high-performance management practices work involvement. Researcher evidence often shows that defining different aspects are interchangeably utilized to indicate the same concepts of concern (i.e., a system of HR implementations rather than reserved implementations) (Delery & Shaw, 2001; Guthrie, 2001). Organizational capabilities thrive on the ability to take ambitious advantage resulting from improving and utilizing a human resources base from globalization (Ulrich & Lake, 1990). As the competitive environment evolves, it inflicts pressure on organizations, therefore providing a platform for a distinctive context to evaluate the role of HPWS in building enterprise capabilities, with a hope of constituting a positive direct relationship between HPWS and organizational performance and job satisfaction (Kloutsiniotis & Mihail, 2020; Tsao et al., 2016).

High-performance (HR) implementations may lead employees to consider that the interrelationship in an organization is generally regarded as an encouraging environment within investments for employees' competences, organized, neutral performance feedback, fair and appealing rewards for performance; these may be comprised of compensation and promotion opportunities and mutual efforts towards significant aims for development if implemented effectively (Kehoe & Wright, 2013). There are many debates on HPWS holding a theoretical frame such as two phenomena. The first one is considered as 'mainstream' approach, asserting that HPWS implementations are mostly considered as positive outcomes. Particularly, HPWS implementations help employee autonomy,

commitment and satisfaction, which may lead to higher institutional performance within employees. The second one is regarded as 'labor process theory' view, claiming that any performance gains from HPWS implementations happen through intensive works and shifts of responsibility, which in turn help to increase workload and stress (Harley et al, 2007). The ones holding a great deal of HPWS experience have a greater autonomy for conducting tasks in an organization; they also have higher levels of communication within the other workers. Employees in an HPWS need higher firm specific skills in order to conduct their tasks successfully. In addition, some incentives for the investment of additional skills and activities such as problem solving are required since they are also demanded for managers to specify or monitor (Appelbaum, 2000).

2.2 Hypothesis

2.2.1 The Relationship between HPWS and PsyCap

Luthans et al. (2007a) suggests that PsyCap is a better hint for the results and positive relationships between PsyCap and HPWS. Given that PsyCap holds ties with employee performance, the improvement of PsyCap which institutions are likely to increase the general work capacity of their employees (Fox et al., 2018; Agarwal & Farndale, 2017). Similarly, HPWS that centers on employee satisfaction which engenders a conducive climate for the improvement of PsyCap, and may boost positive employee attitudes and manners (Muse et al., 2008), higher performance in the workplace (Chen et al., 2017) and high-hope employees (Lopez, 2007).

2.2.2 The Relationship between PsyCap and JS

Typically, a fundamental attribute of PsyCap is its ability to influence various organizational outcomes (Fu et al., 2013; Stam et al., 2015). There are several components of PsyCap including hope, self-efficacy, optimism and resilience. However, research evidence suggests that the role of each of these components can influence organization's outcomes. For example, Mishra et al. (2016a) suggests that hope will likely engender positive expectations as well as responsibility which in turn is capable of creating JS. Also, hopeful individuals enjoy goal pursuit as they take risks even when challenged with obstacles and possible failures, which ultimately improves their JS (Avey et al., 2011). Self-efficacious human beings consider their capabilities to gather the inspiration, cognitive aspects and paths of action essential to fruitfully indicate a specific job within a given situation amidst organizational difficulties, thereby improving JS. (Hwang et al., 2016; Luthans, et al., 2007b; Skaalvik & Skaalvik, 2017). In contrast to hopeful individuals, optimistic people associate more with constructive actions which toughens their self-esteem and morale (Lyubomirsky et al., 2006). They are more likely to give-in or give-up suggesting that they display positive tendencies in difficult situations. Thus, it results in increasing their level of JS (Mishra et al., 2016b). Furthermore, studies have shown that people being resilient have the ability to overcome and attain new facts and skills, deeper links with others and significance in life which also improve their JS (Bergheim et al., 2015; Luthans, et al., 2007c).

2.2.3 The Relationship between HPWS and JS

Various research evidence have formed HPWS as a series of HR implementations which create a social exchange relationship between the institution and employees, which may have a direct positive bond between HPWS and JS (García-Chas et al., 2016; Kooij et al., 2010; Wu & Chaturvedi, 2009). Additionally, if organizations adopt HPWS, the employees will gain more JS (García-Chas et al., 2014).

This is because they would have more access to goal setting, training and development opportunities. Contrary to this view, HPWS is likely to hold direct negative impacts on employee's JS (Askenazy & Caroli 2002). The same study claimed that administration of a task by an employee might be declined, and peer pressure is likely to be enhanced thanks to teamwork, which in turn leads to some conflicts among coworkers (Dorta-Afonso et al., 2021). In conclusion, HPWS can boost an employee's PsyCap and JS dramatically with regard to the mentioned researches. Also, these two terms; PsyCap and JS cannot be separated from each other as an employee should always have these attributions for a good sense of mind and satisfaction in an organization.

3. Research Methodology

3.1 Participants

The data were collected from immigrant employees (e.g. receptionists, housekeepers, sale personals, waiters, chefs, security personnel's and others) via the documents obtained from the Ministry of Tourism, Culture and Environment for this study. In the words, the respondernts of the current study were both immigrant and migrant employees working in North Cyprus. The number of people working at hotels in North Cyprus is changeable; there are 3793 Turkish citizens and 1029 foreign citizens in 5-star hotels, 88 Turkish citizens and 60 foreign citizens in 4-star hotels and 132 Turkish citizens and 85 foreign citizens in 3-star hotels (North Cyprus Ministry of Culture and Tourism, 2019).

The current study includes data from 18 hotels including 400 respondents. The aimed number for including participants is 500; however, 400 participants could be reached. Due to the large number of questions in the study, questionnaires were administered to the participants twice. In addition, there are 155 female and 245 male respondents in the study. The respondents were immigrant employees from different foreign countries working in North Cyprus hotel sector. Considering the knowledge obtained from the North Cyprus Ministry of Culture and Tourism, the five, four and/or three-star international chain hotels are located in most substantial four cities which are Kyrenia Famagusta, İskele, and Nicosia representing the most significant domestic and international tourist attractions in the North of the country. Furthermore, Kyrenia has five four-star, fourteen five-star and twelve three-star hotels, Famagusta has one five-stars and two three-stars hotels, as well as two five-stars hotels in İskele, two five-stars and one three-star hotel in Nicosia.

3.2 Research Design

The quantitative approach was adopted for the current study, and it is claimed that the quantitative approach entails exploratory research demanding that the researcher must carry out an in-depth investigation in their natural settings by trying to interpret and comprehend meanings (Denzin et al., 2006). Also, convenience sampling method was chosen to get the facts and relations about PsyCap, JS and HPWS among immigrant employees at the hotels of North Cyprus. Non-probability and non-random sampling are included in convenience sampling because it incorporates aimed participants on some definite criteria such as the presence for a defined time, geographical proximity, easy accessibility and eagerness to take roles in the study. This is the most commonly used sampling methods involving the respondents chosen as they posit the right place and time. It is the cost effective, and there is no requirement to obtain a list of elements for population. Nevertheless, one of its limitations is that variability and bias seem rather tough to be controlled or measured

(Acharya et al., 2013). In addition, it stands for studying the topics of the population which are not difficult to be accessed for the researcher (Etikan et al., 2016). Hence, the convenience sampling method is effective in carrying out the study and getting reliable results within goals. It is also thought that convenience sampling method has given valid and conventional data because it relies on data collected from members taking part in the study via questions (Kam et al., 2007).

3.3 Data Collection Measures

The current data were collected in about three months from 400 respondents in 18 hotels in North Cyprus and questionnaires were the main tools. Firstly, these questionnaires were sent to the hotel managers via e-mails or submitted personally: a total number of five hundred questionnaires were delivered to immigrant employees performing at different hotels such as 3-, 4- and 5-star ones in Northern Cyprus; however, four hundred questionnaires were conducted, providing a response rate of 80.0%. The questions were closed-ended in order to get respondents' ideas, information, objectives and reactions, and the categories of questions administered to the respondents' included; experiences, feelings, thoughts, and managers' awareness for PsyCap, as well as JS and HPWS. There were also questions investigating the demographic characteristics of immigrant workers. The aim of this part is to have information about different respondents having variable attributions. This provided the chance for searching and getting information about employees at different ages and working in multiple departments in hotels.

The questionnaire contains three parts including different items adopted from well-known sources. The first part of the questionnaire is Spector, P. E. (1994) *job satisfaction's scale*. The scale of this part comprises of 36 items by integrating the statements of a five-point Likert-like scale (i.e., 1 = Strongly Disagree; 2 = Disagree; 3 = don't know; 4 = Agree; and 5 = Strongly Agree). The second part includes questions adapted from (Luthans et al., 2007a) comprised of psychological capital questions. The four dimensions of psychological capital are self-efficacy, optimism, hope and resilience. Each dimension has 6 items making a total of 24 questions. They query the participants' state of mind or feelings in the organization. The last part of the questionnaire is Sun et al. (2007) 's high performance work system scale. Participants needed to answer the 27 items in the questionnaire and measure the self-reported high performance work system by utilizing the statements of a five-point Likert-like scale (i.e. 1 = Strongly Disagree; 2 = Disagree; 3 = Don't know; 4 = Agree; and 5 = Strongly Agree). Besides, the questionnaires were prepared both in Turkish and English languages so that participants could grasp the statements and reply to them clearly. The original language of the questionnaire is English, and while translating the questionnaire into Turkish, back translation model was adopted in order not to lose the authenticity of the items in the questionnaires.

3.4 Data Analysis

The data were analyzed within IBM statistics covering SPSS and AMOS, and the statistical analyses were comprised of descriptive, factor and regression analyses. Descriptive analysis is effective for making comparisons throughout the study. It can be used with graphics in order to show simple data, and is effective to simplify a large data and make the data measurable (Trochim, 2015). Factor analysis is fruitful for analyzing variable relationships in complex studies. There are different variables throughout the study; hence the results showing the similarity and difference between variables can be achieved via factor analysis (Brown, 2014). As suggested by Uyanık & Güler, (2013), regression analysis is considered as a statistical technique used to calculate the relation between variables which have related reasons and results. CFA was analyzed using the maximum likelihood calculation method

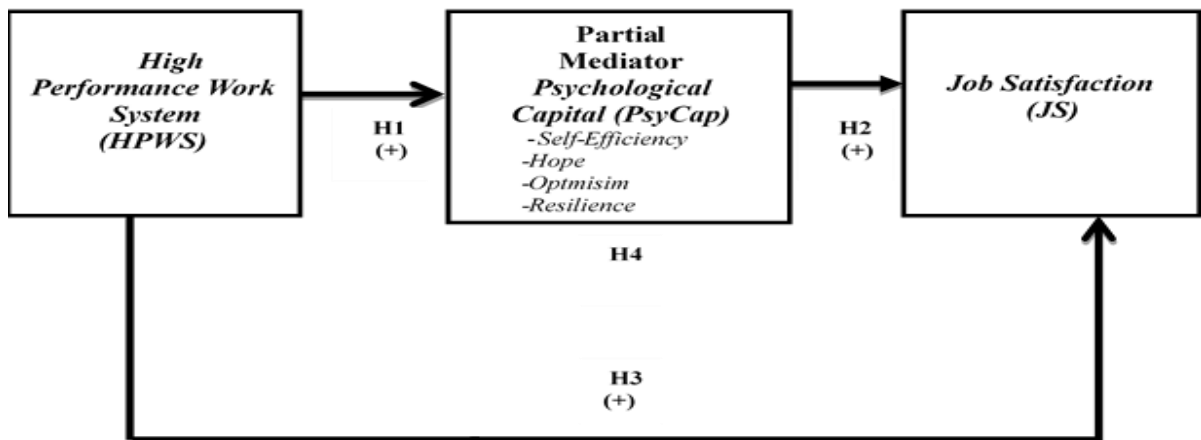
in AMOS 20.0 program. Some indices of adaptation, such as χ^2 , χ^2 / DF , RMSEA, CFI, TLI, IFI and NFI were used.

3.5 Development of Hypothesis and Conceptual Model

The current study mostly seeks the mediating role of PsyCap on the HPWS and JS acts of employees and its factors such as the psychological states of optimism, hope, self-efficacy and resilience. According to the study's hypotheses, this study frames its argument on several research evidences. Badran & Youssef-Morgan (2015) discovered that when hope, efficacy, resilience and optimism are comprised of the higher-order multidimensional construct individually, PsyCap is favorable associated with Egyptian employees' JS. HPWP increases the rate of favorable exchanges occurring between the employee and the employer, and these are generally associated with employees' emotions of anticipated organizational support, and may increase their PsyCap (Gupta, 2013). HPWS can affect the psychological effectiveness of employees. For instance, tasks of flexible job and enough engagement for work are likely to affect employees' chances to anticipate new experiences, knowledge, and skills in order to let them gain more confident in their capacity, which concludes in a great deal of self-efficacy, and therefore, increases psychological capital capacities (Chen et al.,2016). Miao et al. (2014), examined that HPWS is favorably related to JS. These relations are mediated by psychological capital (PsyCap) partially. The researchers stressed the existence of an important relationship between JS and PsyCap (Durrah et al., 2017).

- H1:** HPWS holds a favourable effect on PsyCap of the immigrant employees performing in the hotel industry.
- H2:** PsyCap holds a favourable effect on JS the immigrant employees in the hotel industry.
- H3:** HPWS holds a favourable effect on JS on immigrant employees in the hotel sector.
- H4:** PsyCap has mediating effects between on immigrant employee's HPWS and JS.

Figure 1. The Theoretical Framework



Source: own elaboration

The research model of the figure 1 indicates the conceptual model for several hypotheses. It indicates that PsyCap may hold an effect on JS, and if PsyCap has an impact, then a positive outcome will be experienced in JS. The hypotheses also extend to find out whether an HPWS has a significant

positive impact on the JS levels of immigrant employees, and to discover whether PsyCap has mediating impact between on HPWS and JS with immigrant employees in the hotel sector.

4. Results and Discussion

4.1 Summary Statistics of Respondents

Extraction of the demographic variable of the respondent sample was extracted via the items on age, gender, education, length of service, department, nationality and employer. in current hotel. The demographic data of the current study are summarized in Table 1. I and it indicates that in general 61.3% of our respondents are male with the remaining 38.8 % female. Of the population sample on the basis of demographic decomposition, it is observed that respondents aged 24-29 posit the highest population with the percent of about 31, 0%. In terms of educational representation of respondents, individual with high school and bachelor certificates tend to be the most employed in the hotel service industry; this is particularly with respect to our environment of study. Whereas the population percent of respondents with secondary school education is 8, 5%, high school 39, 3%, bachelor 37, 3%, and a post graduate degree is 15, 0. With respect to serve length amongst this study population, it is clearly observed that the majority of immigrant employees engaged in the hotels hold 1-3 years of working experience at utmost. The percent of these respondents is 27.5%. Considering the essential department in the respective hotels covered; staff in the front office, service, and kitchen constitute the highest percent, 15.5%, 15.3% and 13, 8% personnel respectively. Finally, considering nationality; highest population is 5-star hotels as a total of 274 employees is documented for the 5-star hotels, and out of these 274 employees, Turkish immigrant employee numbered 205 and other immigrant employee is 69 in the study.

Table 1. Summary Statistics of Respondents

Demographic Variable	Frequency	Percentage
<i>Gender</i>		
Male	245	61,3
Female	155	38,8
Total	400	100,0
<i>Age</i>		
18-23	79	19,8
24-29	124	31,0
30-35	98	24,5
36-40	57	14,3
41 and Older	42	10,5
Total	400	100,0
<i>Education</i>		
Secondary School	34	8,5
High School	157	39,3
Bachelor	149	37,3
Post Graduate	60	15,0
Total	400	100,0
<i>Length of service in current hotel</i>		

Less than 6 months	70	17,5
6 Months-1 year	69	17,3
1-3 Years	110	27,5
3-5 Years	84	21,0
5-10 Years	47	11,8
More than 10 Years	20	5,0
Total	400	100,0
<i>Department</i>		
Front Office	62	15,5
Kitchen	55	13,8
Sale	46	11,5
Service	61	15,3
Housekeeping	27	6,8
Food and beverage	38	9,5
Accounting	29	7,3
Maintenance	26	6,5
Security	19	4,8
Other	37	9,3
Total	400	100,0
<i>Nationality</i>		
Turkish	312	78,0
Foreign	88	22,0
Total	400	100,0
<i>Current Employer</i>		
Hotel 5 star	274	68,5
Hotel 4 star	57	14,3
Hotel 3star	69	17,3
Total	400	100,0

Source: own elaboration

4.2 Analyses of Measures

4.2.1 Descriptive Statistics

As shown in Table 2, the statistical results of the standard deviations, skewness and kurtosis levels are low. This directly reflects on the robust data collected. HPWS, JS and PsyCap are measured on a five-point scale, using parametric analyses techniques by revealing a midpoint value of 3. HPWS, JS and PsyCap all indicate mean scores, particularly above their respective midpoints. While a few inferences can be deduced from this analysis, it may be asserted that demographic data may posit a significant factor. This is consistent with the several studies as it is revealed that lower mean scores of organizational commitments are as a result of respondents' majority consisting of highly-educated, young, and staffs with short organizational tenures (Huey & Zaman, 2009; Michaels, 1994).

Table 2. Descriptive Statistics

Measure	N	Mean	Std. Dev.	Skewness	Kurtosis
High Performance Work system	400	3.79	0.56	-0.69	-0.37
Psychological Capital	400	3.57	0.64	-0.62	-0.03
Job Satisfaction	400	3.27	0.32	-0.51	1.328
Self Efficiency	400	3.57	0.81	-0.38	-0.67
Optimism	400	3.46	0.82	-0.53	-0.18
Hope	400	3.73	0.80	-0.91	0.51
Resiliency	400	3.54	0.65	-0.42	-0.06

Source: own elaboration

4.2.2 Factor Analysis

4.2.2.1 Exploratory Factor Analysis (EFA)

Sampling adequacy was done with the Kaiser-Meyer-Olkin (KMO) analysis for all measures. As shown in Table 3, the KMO measurements summarize the significant results for Bartlett's test of sphericity ($p = 0.000$). That case also supported adequacy of the data sampled further. The principal axis factoring extraction method was used to conduct the factor analysis. Also, Factors with Eigenvalues greater than one were removed and stored. In analyzing metrics, factors with loadings below 0.3 were suppressed. This is congruent with studies suggesting that Primary factor loading for each item in a variable is required to have minimum 0.4 and above (Chan & Idris, 2017). When the results of EFA were investigated, all KMO values were found to be greater than 50, and Bartlett test values were found significant (Table 4). Factor analysis of principal axes was applied. The reason for the use of basic factor analysis is to measure the inter-variable covariance values of the fundamental axis factor analysis while calculating the total variance of the variables (Erkmen & Emel, 2013).

Table 3. KMO and Bartlett's test

Measure	KMO measure of Sampling adequacy	Bartlett's test of sphericity (Sig.)	Bartlett's Test of Sphericity
High Performance Work System	0.879 (Great)	0.000	4034.61
Psychological Capital	0.929 (Superb)	0.000	3284.53
Job Satisfaction	0.886 (Great)	0.000	4916.24

Source: own elaboration

Table 4. Factor Analysis

Measure	Items	Factor Loading	CR	AVE	Eigen Value	Variance %	Cumulative %
Job satisfaction	26	0.55 to 0.76	0.50	0.88	11.658	15.14	15.14
Psychological Capital	21	0.59 to 0.79	0.50	0.90	9.455	12.27	27.42

High Performance Work System	22	0.55 to 0.80	0.51	0.92	4.064	5.27	32.69
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Note: CR: Composite Reliability; AVE: Average Variance Extracted
Source: own elaboration

4.2.2.2 Confirmatory Factor Analysis (CFA)

The results of CFA displayed a reasonable fit of the dimensions of PsyCap, JS and HPWS factors measurement model to the data based on the following fit statistics: ($\chi^2= 640.105$, $\chi^2/df= 2.380$, $CFI=0.910$, $IFI=0.921$, $NFI= 0.871$, $TLI=0.903$, $RMSEA=0.059$). Table 5 shows the "good fit values", "acceptable fit values" and "fit values of this scale" based on different fit indexes. Despite various ranges about the criteria of fit indexes, it is indicated that the values are similar to each other (Dagli & Han, 2018). As a result of the analysis shown, the structural equation model was found to be compatible with some indexes and acceptable in some indices. In addition, as shown in Table 6, the good fit index values were obtained for the model structure are found to have satisfactory values.

Table 5. Fit indexes values

Fit Indexes	Good Fit Values	Acceptable Fit Values
$\lambda^{2/df}$	$0 < \chi^2/df < 2$	$2 < \chi^2/df < 3$
NFI	$0.95 < NFI < 1.00$	$0.90 < NFI < 0.95$
IFI	$0.95 < IFI < 1.00$	$0.90 < IFI < 0.95$
TLI	$0.95 < TLI < 1.00$	$0.90 < TLI < 0.95$
CFI	$0.95 < CFI < 1.00$	$0.90 < CFI < 0.95$
RMSEA	$0.00 < RMSEA < 0.05$	$0.05 < RMSEA < 0.08$

Source: own elaboration

Table 6. Goodness of fit indexes obtained in the CFA of the PsyCap, HPWS and JS

	λ^2	$\lambda^{2/df}$	NFI	IFI	TLI	CFI	RMSEA
Original Model (PsyCap-24 items, HPWS-27 items, JS-36 items)	5172.095	2.416	0.555	0.681	0.668	0.678	0.060
Modified Model (HPWS, JS, PsyCap)	640.105	2.380	0.871	0.921	0.903	0.920	0.059
PsyCap	300.913	1.739	0.903	0.956	0.946	0.956	0.043
HPWS	477.509	2.760	0.893	0.929	0.904	0.928	0.066
JS	536.003	2.224	0.874	0.926	0.898	0.925	0.050

Note: NFI: Normed Fit Index; IFI: Incremental Fit Index; TLI: Tucker Lewis Index; CFI: Confirmatory Fit Index; RMSEA: Root Mean Square Error of Approximation

Source: own elaboration

As indicated in Table 7, the probability of getting a critical ratio (CR) as large as 0,933 in absolute value is 0,351. Also, the covariance between PsyCap and HPWS is not significantly different

from zero at the 0,05 level. Also, the likelihood of obtaining a CR as much as 1,324 in absolute value is 0,186. In this regard, the covariance between HPWS and JS is not significantly different from zero at the 0,05 level. Lastly, the probability of getting a CR as large as 7,405 in absolute value is less than 0,001. Besides, the covariance between PsyCap and JS is significantly different from zero at the 0,001 level.

Table 7. Covariances between HPWS, PsyCap, JS

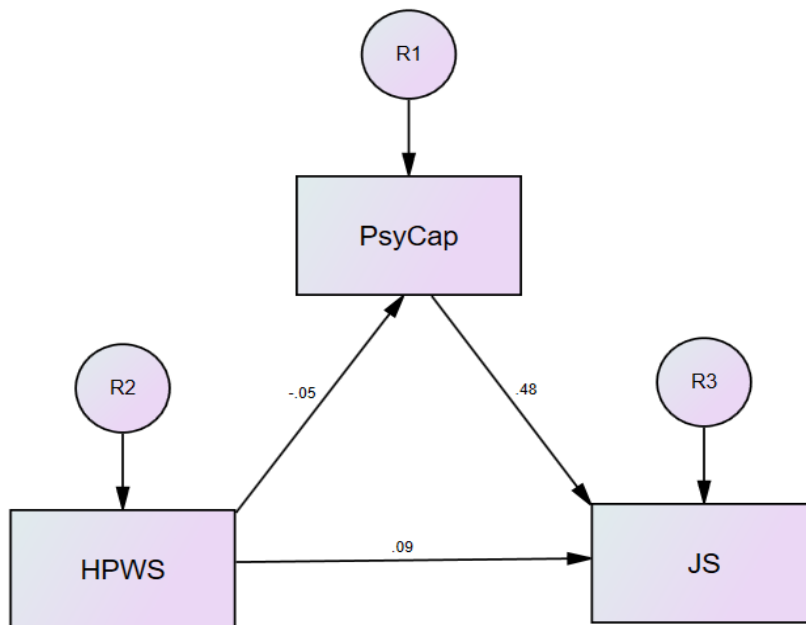
	Estimate	S.E.	C.R.	P
PsyCap<--> HPWS	-,012	,013	-,933	,351
HPWS<--> JS	,012	,009	1,324	,186
PsyCap<--> JS	,069	,009	7,459	***

Note: S.E: Stantard Error; C.R: Critical Ratio; ***p<0.001

Source: own elaboration

According to path coefficient between HPWS, JS and Psycap in the table 8. and figure 2, the probability of getting a CR as large as -0,928 in absolute value is 0,353. and the regression weight for HPWS in the prediction of PsyCap is not significantly different from zero at the 0,05 level (two-tailed). In addition, the probability of getting a CR as large as 10,855 in absolute value is less than 0,001. Also, the regression weight for PsyCap in the prediction of JS is dramatically different from zero at the 0,001 level (two-tailed). The likelihood of getting a CR as large as 2,015 in absolute value is 0,044. Lastly, the regression weight for HPWS in the prediction of JS is fairly different from zero at the 0,05 level (two-tailed).

Figure 2. Structural Equation Model



Source: own elaboration

Table 8. **Regression Weights of SEM**

Path coefficient between variables	Standardized β	S.E.	C.R.	P
HPWS→PsyCap	-0.046	0.057	-.928	0.353
PsyCap→JS	0.477	0.022	10.855	0.000
HPWS→JS	0.089	0.026	2.015	0.044

Note: S.E: Standard Error; C.R: Critical Ratio
Source: own elaboration

4.2.3 Construct Validity

The construct validity, the scope to which the assessed items virtually express the theoretical secret construct proposed, was gauged in terms of convergent validity. As showed in table 5, for convergent validity situations, the scope to which signals of a specific establishment carry a high rate of general alteration, were fulfilled based on factor loadings (all > 0.50), extracted average variance (AVE > 0.50) and reliability of composite (>0.70) (Bagozzi & Yi, 1988; Zopiatis et al., 2014b). Measurement of convergent validity indicated that all items loaded meaningfully on their following factors with the AVE for each hidden construct exceeding 0.50. Additionally, the AVE for each hidden establishment must overrun the respective consorted correlation among factors to supply rigorous evidence of discriminated validity (Fornell and Larcker, 1981). Exclusively, the entire AVE for the JS model is 0.50, in the perspectives of PsyCap is 0.50 and HPWS is 0.51 but composite reliability scores are 0.88, 0.90 and 0.92 respectively.

4.2.4 Reliability Analysis

When the results of the Cronbach Alpha value of psychological capital, job satisfaction and high-performance work system of the reliability test are investigated, it is clear that values are 0.90, 0.77 and 0.91 respectively (Table 9). In a survey, Cronbach alpha is expected to be greater than 0.7. and if it is lower than this value, it reveals that the questionnaire holds a low reliability, and if it is higher than 0.8, it shows that the questionnaire comes up with a high reliability (Tavakol & Dennick, 2011). These values highlight that the scales of psychological capital and high-performance work system are highly reliable, and the scale of job satisfaction is acceptable. This indicates that the values of consistency are adequate.

Table 9. **Reliability analysis**

	No of items	Cronbach Alpha
High Performance Work system	22	0.912
Psychological Capital	21	0.904
Job Satisfaction	26	0.776

Source: own elaboration

4.2.5 Correlation Analysis

Table 10 presents that Bivariate Correlations of the variables. The bivariate correlations are a statistical method utilized to indicate the aspect between independent variables and a dependent

variable (Krishnan et al., 2017; Sekaran, 2011). Correlation analysis was employed to define the relationship between psychological capital (self-efficiency, optimism, hope and resiliency), job satisfaction and high-performance work system. The results in Table 3 show that the correlation between self-efficiency ($r_1 = 0.36$; $p = 0.000$), optimism ($r_2 = 0.43$, $p = 0.000$), hope ($r_3 = 0.39$; $p = 0.000$) and resiliency ($r_4 = 0.36$; $p = 0.000$) are significant for the JS. But the dimensions of the PsyCap and JS are not significant with the HPWS ($p > 0.05$).

Table 10. Means, Standard Deviations (SD) and Bivariate Correlations

Variables	Mean	Std dev.	1	2	3	4	5	6	7
Self-Efficiency (1)	3.57	0.81	1						
Optimism (2)	3.46	0.82	0.59**	1					
Hope (3)	3.73	0.80	0.69**	0.62**	1				
Resiliency (4)	3.54	0.65	0.52**	0.47**	0.52**	1			
Job Satisfaction (5)	3.27	0.32	0.36**	0.43**	0.39**	0.36**	1		
High Performance Work system (6)	3.79	0.56	-0.57	-0.22	-0.38	-0.33	0.66	1	
Psychological Capital (7)	3.57	0.64	0.86**	0.82**	0.86**	0.74**	0.47**	-0.46	1

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

Source: own elaboration

4.2.6 Hypothesis Testing

With the aid of SPSS, the multiple regression analysis was employed to ascertain the effect of PsyCap (self-efficiency, hope, optimism, and resiliency) on JS and HPWS. Table 11 shows that the JS statistically envisage the PsyCap (self-efficiency, hope, optimism, and resiliency) $F = 114.59$, $t = 10.70$ and the JS factors also statistically forecast the HPWS, $F = 1.76$, $t = 1.32$. Moreover, the PsyCap predicts the HPWS, $F = 0.85$, $t = -0.92$ coefficient correlation (R value) for these models are 0.48, 0.47, 0.06 and 0.04 respectively. These values show that PsyCap does not have significant relationship with HPWS but PsyCap has a significant effect with JS. Furthermore, HPWS does not have significant association with JS. The regression results show that the four hypothesized relationships with JS, one (self-efficiency) is non-significant ($p > 0.05$) and three (optimism, hope, and resiliency) are significant ($p < 0.05$). Congruently, Table 11 show that between PsyCap and JS are significant ($p < 0.05$), and HPWS is non-significant ($p > 0.05$).

In regard with the research questions and hypotheses, the following results were found out; firstly, Hypothesis 1 recommends that HPWS has a positive effect on PsyCap for immigrant employees in the hotel industry. On the other hand, the regression outcome revealed no significant effect with HPWS ($t = -0.927$, $p = 0.35$). This result is not coherent with the earlier studies by Sarikwal & Gupta (2014) as they determine that HPWPs would be positively associated with PsyCap of the individual. Consequently, this result suggests that more analysis is required to determine the possible moderating or mediating factors affecting the direct relationship between employee's PsyCap and HPWS. Secondly, Hypothesis 2 advocates that PsyCap has a positive effect on JS on the immigrant employees in the hotel industry. This hypothesis result shows that PsyCap has a significant effect with JS ($t = 10.705$, $p = 0.00$). This result is not compatible with previous studies by Jung & Yooni, (2015) which posits that employees' positive PsyCap in a deluxe hotel had a positive significant effect on JS. Thirdly, Hypothesis 3 shows that HPWS can have a positive effect on JS of immigrant workers in the

hotel sector; however, the regression result conjectures a non-significant effect with employee's JS ($t=1.328, p=0.18$). This result is not congruent with earlier studies by (Chen et al., 2016) that found HPWS has a significant positive effect on JS. Lastly, Hypothesis 4 suggests that PsyCap has a direct impact on HPWS and JS with immigrant employees in the hotel industry. This coefficient result of PsyCap on immigrant employees has supported JS and HPWS practices (Table 11). This is consistent with the result of Luthans et al., (2007a) which shows that PsyCap has a direct relationship with performance and satisfaction. In addition, considering the Andrew Hayes (2014) mediation model in table 12, it was found that the indirect effect of HPWS on JS by mediating role of PsyCap (-0.021) and direct effect of HPWS on JS (0.066).

Table 11. Multiple Regression Analyses

Model	Unstandardized Coefficients				P	Beta	F	R	R ²	%95 CI	
	β	S.E	t								
<i>Dep. Var. JS (Model 1)</i>											
<i>Constant (Step 1)</i>	2.393	0.086	27.71*	0.000	-				2.223	2.562	
Self efficiency	0.018	0.026	0.70	0.481	0.046				-0.033	0.070	
Optimism	0.099	0.024	4.18*	0.000	0.249	29.86	0.48	0.23	0.053	0.146	
Hope	0.054	0.027	1.98*	0.047	0.133				0.001	0.108	
Resiliency	0.075	0.027	2.75*	0.006	0.150				0.021	0.128	
<i>Constant (Step 2)</i>	2.407	0.082	29.37*	0.000	-	114.59	0.47	0.22	2.246	2.568	
PsyCap	0.241	0.023	10.70*	0.000	0.473				0.197	0.285	
<i>Constant (Step 3)</i>	3.123	0.112	27.85*	0.000	-	1.76	0.06	0.04	2.902	3.343	
HPWS	0.039	0.029	1.32	0.185	0.066				-0.019	0.096	
<i>Dep. Var. PsyCap (Model 2)</i>											
<i>Constant (Step 1)</i>	3.781	0.220	17.18*	0.000	-	0.85	0.04	0.02	3.349	4.214	
HPWS	-0.053	0.057	-0.92	0.355	-0.046				-0.166	0.060	
<i>Constant (Step 2)</i>	0.855	0.332	2.57*	0.011	-				0.201	1.508	
HPWS	-0.090	0.051	-1.77	0.077	-0.078	59.17	0.47	0.23	-0.189	0.010	
JS	0.937	0.087	10.82*	0.000	0.478				0.767	1.107	

Note: * $p < 0.05$; S.E = standard error; CI= Confidence Interval

Source: own elaboration

Table 12. Coefficients for the Mediating Effect

Testing Paths	β	SE(B)	95%CI	Beta	t-value
Paths c: JS					
$R^2=0.004, F(1,1398)=1.764, P>0.05$					
HPWS	0.039	0.029	-0.019, 0.096	0.066	1.328
Paths a: PsyCap					
$R^2=0.002, F(1,398)=0.859, P>0.05$					
HPWS	-0.053	0.057	-0.166, 0.060	-0.046	-0.927
Path b and c': JS					
$R^2=0.231, F(2,397)=59.754, P<0.05$					
HPWS(c')	0.052	0.026	0.001, 0.102	0.089	2.010*
PsyCap (b)	0.243	0.022	0.199, 0.287	0.477	10.827*
Total (a)*(b)				-0.021	

Note: Andrew F. Hayes Mediation Model= HPWS→PsyCap(a), PsyCap→JS (b), HPWS →JS (c)

Indirect effect of HPWS on JS: PsyCap= **-0.021 (a*b)**

Direct effect of HPWS on JS= **0.066 (c)**

Source: own elaboration

The structural model and regression results displaying the overall model fit is within an acceptable level. As shown in Table 13, some hypothesized paths were supported at the 0.05 level of significance. The results supported H2 and H4 while PsyCap had a positive effect on JS. Also, PsyCap had a mediating effect on HPWS and JS. Contrary to these hypotheses, H1 and H3 were not supported as HPWS had no significant effect on PsyCap, and HPWS had no a significant effect on JS.

Table 13. Hypothesis results

Model Parameter	P-Value	Hypothesis Testing
HPWS → PsyCap	P=0.355 (P>0.05)	H1:Not Supported
PsyCap → JS	P=0.000 (P<0.05)	H2:Supported
HPWS →JS	P=0.185 (P>0.05)	H3:Not Supported
Partial Mediation	P<0.05	H4:Supported

Source: own elaboration

5. Discussion

Although many researches and studies have discussed various dimensions of the possible correlations between HPWS, JS and PsyCap which may be anecdotal in nature for many cases, this study opposes to some traditional beliefs, especially within the Cypriot hospitality and landscape of tourism. It is surprising that the local population in the region doesn't care about the hospitality profession and careers, and as a result, there has been a decrease in this sector which leads the hotels to deploy migrant employees. In addition, Cypriot hotel managers continuously assert that Cypriots are refraining their hospitality industry, regardless of its economic benefits to the country. This highlights the significance of the hospitality-related organizations that is why some managers mind the issues of employers' career duration deeply. Coming up with a negative image, i.e., inhumane, unattractive, antisocial, and with a multitude of work-life imbalances, the hospitality industry has come across, and continues to face recruitment challenges as potential candidates shift their attention to other sectors and careers representing the so-called 'Cyprus Dream'. (Zopiatis et al., 2014a; Lundberg

et al., 2009; Timur & Timur, 2016). Hoteliers should maintain regular reconnaissance about employee attitudes toward the way they are managed, and how they are rewarded. This is consistent with the studies of Zopiatis et al., (2014b) which reveal that organizations must rise the challenges of providing the appropriate environment where employees are engaged with their place of work in which they are regularly confronted with. The findings of this article suggest that PsyCap is more strongly associated with JS rather than HPWS. Sarikwal & Gupta (2014) determined that HPWPs would be positively associated with PsyCap of the individual. Moreover, Jung and Yoona (2015) posited that employees' positive PsyCap in a deluxe hotel had a positive significant effect on JS. HPWS constitute efficient workplaces in order to let employees become confident, optimistic, hopeful and resilient (Luthans et al., 2006). In a meta-analysis study conducted by Avey et al. (2011) the results of 51 studies comprised of 12.567 employees, it was found that psychological capital was positively related to employee performance. In another study conducted by Luthans et al. (2005) on 422 factory workers in China revealed that psychological capital enhances performance. Also, Walumbwa et al. (2010) conducted a study on 79 police chiefs, and found that there is a positive relation between the high psychological capital levels of the police and their performance levels. Based on the current studies, it may be claimed that the existing studies were carried out in areas other than the tourism sector. In addition, psychological capital is effective on employees in the tourism and accommodation sector.

Managers can affect immigrant workers in the organization directly, and this may have impacts on the performance and productivity of the employees both positively and negatively because morale-motivation, JS, PsyCap and HPWS of immigrant workers in organizations are interrelated with each other. Besides, employees' enhanced confidence, optimism, hope, and resilience are affluent in enhancing work engagement based on the attributions conducted on management to obtain HPWPs specifically (Abubakar et al., 2019). It may be claimed that there are many theoretical and empirical supports dealing with high-performance work system for PsyCap; however, a great deal of research is required (Chen, 2018; Agarwal & Farndale, 2017). In addition, the workers having increased JS positively impress the productivity and business activities. This is crucial because it enables them to come up with the goals by influencing their PsyCap (Nafei, 2015). This research chiefly reconnoiters the correlation between PsyCap and JS as psychological resources ingrained in psychological capital can be managed and used to increase an employee's performance as well as enhancing organizational performance. The research findings reveal a negative relationship with HPWS and a positive relationship between PsyCap with JS which ultimately increases higher performance and retention rates in the north Cyprus hotel sector.

6. Conclusions

The study is peculiar to the immigrant workers in North Cyprus and provides more effective results about PsyCap, JS and HPWS of these workers in hotels. The study figures on the perceptions of PsyCap as a significant mediating variable for the bond between employees' HPWS and JS. The results demonstrated the impact of PsyCap on employees' JS as partially indirect through HPWS. It has approved much of the literature the mediating role of PsyCap as an individual resource that can increase employee JS. In conclusion, the process of analyzing the data initiates with the demographic part in order to investigate the characteristics issues of participants. Next, Reliability Analysis and Exploratory Factor Analysis (EFA) are conducted during the analysis of the proposed model. On the second stage of the analysis, Confirmatory Factor Analysis (CFA) is used to verify the perspectives determined via EFA, and after finding and confirming the sub-dimensions of main items within the conceptual model, the hypothesis of the research is examined by the Structural Equation Modeling (SEM) Analysis. The results of the research asserted that the improved conceptual model matches

with data and the model is statistically valid and significant. Lastly, Coefficient analysis has been implemented for the PsyCap mediating act between HPWS and JS. The findings pinpoint that PsyCap has mediating impacts on immigrant employees' HPWS and JS. In the outcome of the analysis, there was no relationship between HPWS and PsyCap. Apparently, these results are the most interesting theoretical improvement of this study. Despite this fact, PsyCap has an appreciably mediating effect on employees JS and HPWS. But surprisingly, there is no significant link between PsyCap and HPWS. In addition, there is also no direct effect between HPWS and JS.

7. Implications for Managers and Practitioners

In every organization, it is very important that managers should invest in improving the levels of employee JS and PsyCap. In this view, acceptable behavior at work should be given priority to, especially in terms of implementing clear aspects, roles, and guidelines for directions in organizations (Alfes et al., 2012). Additionally, to improve employees' PsyCap, organizational structure should incorporate HPWS approach, which emphasizes open communication, and boosts feedback based on employees' performance and satisfaction (Muduli, 2015). This implies that organizations should emphasize creating an environment that emboldens workers to join in decision making, promote corporate goals, and influence employee effectiveness (Biggio & Cortese, 2013; Kuranchie-Mensah, & Amponsah-Tawiah, 2016) in order to improve the overall attitude to work. Truly, the role of managers has been described as critical in reinforcing the HPWS (Innocenti et al., 2011), establishing trust, equity and encouragement for employees to utilize most of the impact of a company's HRM system (Innocenti et al., 2011; Mughal & Nawaz 2018). This is consistent with the views of Chen et al., (2012) which suggests that an increase in administering attention to the labor force may contribute to employees' JS, PsyCap, motivation, and commitment, as well as their performance.

In a nutshell, although this study showed that there was no relationship between HPWS and PsyCap. Apparently, these results are the most interesting theoretical improvement of this study. Despite this fact, PsyCap has an appreciably mediating effect on employees' JS and HPWS. But surprisingly, there is no significant link between PsyCap and HPWS. However, there is also no direct effect between HPWS and JS. Additionally, the significant role of PsyCap is also noticed in the moderating role; therefore, managers should consider that an environment based on Psycap holds the ability not only to mediate, but also to strengthen the bond between HPWS and JS (Kloutsiniotis & Mihail, 2018). Furthermore, Psycap can play a vital role in employees' satisfaction and, subsequently, to offering high levels of HPWS. Congruently, employees will more likely develop a positive job attitude to work while enjoying a more fulfilling employment. These positive attitudes also have an effect on employees' JS and PsyCap, service quality and/or organizational performance (Innocenti et al., 2013).

The implementation of the study yields valid and reliable results; therefore, this study is rather effective and fruitful for the further studies about immigrant workers in North Cyprus as it offers relevant literature accompanying not only modeling techniques but also secure results in this department. It is thought that the findings of this research are very stimulating and original for researchers and policy makers. In addition, the mediating role of PsyCap on HPWS and workers' job satisfaction relationship is required to be searched for further studies.

8. Limitations and Future Research

The following limitations were seen through the course of this research. The study utilizes a survey for a peculiar time; however, this may vary due to the perceptions of the participant over the

questions in the surveys. The second limitation may be the eagerness of participants in the surveys and if they are not willing, then they may make up the responses. This implies a partial evaluation of the real situation in this present study and lastly, the range of studies on this current topic is very limited; hence, it is thought that this study will be a new era in the academic world and it will serve as a basic term for various future studies. Also, this study is hoped to provide sustainable information on the development of PsyCap in accordance with JS and HPWS.

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