

Title: Organizational Culture and High-Performance Work System on Building Organizational Resilience and Employee Performance: A Study on Indian Service Sector

Abstract

The service sector is fast-paced, always changing and confront various internal and external challenges, including complex regulatory frameworks, resource stress, skilled workforce, domestic competition, and changes in the economy, technology, and climate. Therefore, firms must employ measures to withstand and respond to unforeseen challenges as well as provide the quality services. This study aims to investigate the mediating role high-performance work systems (HPWS) between organizational culture (OC) and organizational resilience (OR) and between organizational culture (OC) and employee performance (EP). This study also investigated the mediating role of employee engagement (EE) between HPWS and employee performance (EP) and role of perceived organizational support (POS) as a moderator between HPWS and employee performance. An online survey questionnaire was used to collect data (N = 341) from middle and upper managers working in Indian service sector across India. The data gathered from the target population was further analysed using regression analysis, factor analysis, structural equation modelling, reliability and validity analysis, mediation analysis, and model-fit indices analysis. The study results confirm the mediation effect of HPWS on the relationship between OC-OR and OC-EP. Further EE mediates HPWS-EP relationship and POS moderates HPWS-EP relationship. Practically, the findings highlight the need for HR leaders and decision-makers in the service sector to embed cultural values into structured HR systems to drive performance and build organisational resilience. By positioning its insight within the framework of social exchange theory, dynamic capability theory and organizational support theory, this study attempts to expand the literature on strategic HRM practices, cultural values of organization, building resilience, engagement and perception of employees.

Keywords – Organizational Culture, High-performance work system, Organizational resilience, Perceived Organizational Support, Employee engagement, Employee performance