

High-performance work systems and employee emotional well-being in the manufacturing industry in China

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Abstract

The purpose of this study was to investigate the effect of High performance work system (HPWS) on employees' work well-being. Through the review of existing literature and empirical analysis, the study found that the implementation of HPWS significantly improved employees' work happiness. HPWS mainly includes key elements such as job design, training, information sharing and salary. The synergistic effect of these elements not only enhances the professional skills and work efficiency of employees, but also stimulates the work enthusiasm and satisfaction of employees, thus enhancing the happiness of employees at work. In this study, questionnaire survey was used to collect employee data from enterprises of different sizes in the manufacturing industry, and statistical software SPSS28.0 was used for data analysis. The results show that job satisfaction, organizational commitment, mental health and other aspects are positively correlated with employees' work happiness. This shows that the implementation of HPWS contributes to the construction of a positive work environment, and enhances the sense of belonging and job satisfaction of employees, thus improving the work happiness of employees. This study not only enriches the theoretical understanding of the relationship between HPWS and employee happiness at work, but also provides a useful reference for enterprise management practice. By constructing and implementing HPWS, enterprises should pay attention to the needs and expectations of employees, and provide employees with more development opportunities and support, so as to enhance the happiness of employees at work and promote the sustainable development of enterprises.

Keywords: high performance work system, work design, employee emotional well-being

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1. Introduction

Happiness is a hot topic of research for enterprises and scholars. In today's highly complex and constantly changing environment, human resources in enterprises are considered an important source for enhancing their competitiveness and maintaining their competitive advantage. High performance work systems have been a hot topic of concern in the Western business management community in recent years. High-performance work systems can have a positive impact on enterprise employees. At the organizational level, high-performance work systems can effectively improve the productivity and efficiency of the entire organization (Zhang, 2015), enhance financial performance (Huang, et. al., 2015), enhance competitive advantage, and enhance organizational performance. At the employee level, it emphasizes the improvement of employee skills, commitment, and productivity, which can stimulate employee organizational identity (Huang, et. al., 2015), promote employee voice behavior towards the company (Miao, et. al., 2015), improve employee satisfaction and loyalty (Zhang, et. al., 2017), reduce turnover rate, enhance employee performance and creativity, enhance corporate cohesion and centripetal force. Early human resource managers focused on human resource management practices that could apply to all enterprises and improve organizational performance, and based on relevant research, proposed "clusters" or "bundles" of best practices in human resource management. The goal is to improve organizational performance and sustain competitiveness. The implementation of this system can help enterprises gain multiple advantages.

Similarly, the Chinese government believes in the people-oriented concept and sees improving the people's happiness index as the primary goal of studying people's happiness. In the context of the new normal, employees who are too busy with work often experience sudden death, jumping off buildings, low emotional happiness index, and a single material level that cannot reflect their work happiness. Therefore, it is self-evident that improving the emotional well-being of enterprise employees and building their spiritual level is of great importance. In enterprise management practice, the improvement of enterprise performance is achieved through employee attitudes, behaviors, and happiness, The practice of human resource management in enterprises affects the attitudes and behaviors of employees, therefore studying their attitudes and behaviors has key value and significance.

Therefore, this study explored the relationship of high-performance work systems on the emotional well-being of manufacturing employees, in order to enhance the emotional well-being of Chinese manufacturing employees, provide feasible suggestions for enterprises to retain excellent employees, maintain sustainable competitive advantages, and win excellent work performance. In current research on high-performance work systems, scholars mostly focus on how they affect employee work performance (Zhang, et. al., 2008; Miao, et. al., 2016; Xing, et. al., 2015).

Objectives of the Study - This study aimed to assess the high-performance work system practices and the employee emotional well-being in the manufacturing industry in China. Specifically, it aimed to assess the effectiveness of high-performance work system practices in terms of work design, training, information sharing, and compensation; determine the level of employees' emotional well-being in terms of job satisfaction, organizational commitment, and mental health; determine the significant relationship between high-performance work system practices and employee emotional well-being; and to propose an action plan to promote employee emotional well-being by integrating a high-performance work system practices based on the results of the study.

2. Methods

Research Design - The study used descriptive research design to describe the High-Performance Work System and Employee Emotional Well-being of the chosen respondents in the manufacturing industry in China.

Descriptive research was used to investigate perceptions, beliefs, attitudes, or views of the population under study (Siedlecki, 2020).

Participants of the Study - The researcher conducted a questionnaire survey on China's manufacturing industry. This included manufacturing technicians and assembly line employees who directly participate in production, research and development, line workers and technicians, and have a deep understanding of the China's manufacturing industry. Among the 210 respondents, 18.6% worked for less than five years, 26.7% worked for 1-5 years, 34.3% worked for 6-10 years, 14.3% worked for 11-15 years, 3.8% worked for 16-20 years, and 2.4% worked for 21 years or more. In terms of gender, 53.3% were males and 46.7% were females, indicating that the sample is representative of gender and avoids bias caused by gender differences. The proportion of respondents aged between 1997 and 2012 was 19.5%, the proportion born between 1981 and 1996 was 22.9%, the proportion born between 1965 and 1980 was 34.8%, and the proportion born between 1946 and 1964 was 22.9%, indicating a balanced distribution of employees in different age groups in manufacturing enterprises, which reflects the diversity and youthfulness trend of the workforce.

Instruments of the Study - This study used a modified survey questionnaire for data collection. The questionnaire design of this article was divided into three parts. The first part gathered the demographic profile of the respondents while parts two and three were about high-performance work systems and employee emotional well-being respectively. Each dimension consisted of five statements and was quantitatively measured using a four point scale as Strongly Agree, Agree, Disagree, and Strongly Disagree. A reliability test was established which generated the following results after the second round of pilot survey:

Data Gathering Procedure - The data-gathering instrument was constructed and validated before conducting a reliability survey. To conduct a questionnaire survey on the target employees of Chinese manufacturing enterprises, the researcher first determined the scope and object of the study based on the research purpose and focus and select specific manufacturing industries or enterprises as the research objects. On this basis, it was communicated with relevant departments or management of the enterprise to seek permission for research. After obtaining permission, the survey questionnaire was administered through online forms for reliability survey to 30 employees. Once the reliability of the instrument was established, the researcher continued to the actual survey of 210 respondents.

Ethical Considerations - To conduct a questionnaire survey on the impact of high-performance work systems in China's manufacturing industry on employee emotional well-being, the following ethical issues were considered:

Informed consent: Ensured that the research subjects fully understood the purpose, content, methods, and use and protection of personal information before participating in the survey, and voluntarily participated in the survey. In the process of informed consent, the research subjects should be clearly informed that they have the right to withdraw from the investigation at any time and that it will not have any negative impact on their work and life. **Respect personal privacy:** During the investigation process, it is necessary to respect the personal privacy of the research subjects, avoid collecting unnecessary personal information, appropriately desensitize the personal information that must be collected, and take encryption and other measures to ensure data security. At the same time, it is necessary to strictly abide by laws, regulations, and ethical norms, and not disclose the personal information of the research subject to third parties. **Avoid harm:** During the investigation process, it is important to avoid causing psychological and physiological harm to the research subjects. For example, avoiding raising overly sensitive or invasive questions, and conducting physical health checks or evaluations of survey subjects. **Fairness and impartiality:** During the investigation process, it is necessary to ensure that all research subjects are treated equally and that the impartiality of the investigation results is not affected by personal bias or discrimination. At the same time, when analyzing data, appropriate methods should be used to process and analyze the data to avoid bias or bias. **Ethical review:** Before conducting a questionnaire survey, an ethical review should be conducted to ensure that the survey complies with ethical norms and legal requirements. At the same time, during the investigation process, it is necessary to accept the supervision and guidance of ethical supervision agencies and

promptly address ethical issues.

In short, when conducting a questionnaire survey, it is necessary to follow ethical principles and legal requirements, respect the rights and dignity of the research subjects, and ensure the fairness, objectivity, safety, and legality of the survey.

Data analysis - This study aimed to assess the high-performance work system practices and the employee emotional well-being in the manufacturing industry in China. Specifically, it aimed to determine the demographic profile of the managers and employees in terms of age, sex, and length of years in the company; assessed the high-performance work system practices in terms of work design, training, information sharing, and compensation; determined the employees' emotional well-being in terms of job satisfaction, organizational commitment, and mental health; tested the significant difference of the variables when grouped according to demographic profile, determined the significant relationship between high-performance work system practices and employee emotional well-being; and to propose an action plan to promote employee emotional well-being by integrating a high-performance work system practices based on the results of the study.

Frequency and percentage distribution were used to determine the demographic profile of the managers and employees in terms of age, sex, and length of years in the company. Weighted mean and rank were used to assess the high-performance work system practices in terms of work design, training, information sharing, and compensation; determine the employees' emotional well-being in terms of job satisfaction, organizational commitment, and mental health. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Mann-Whitney U test for two groups and Kruskal Wallis test for more than two groups were used as part of the non-parametric tests to determine the significant differences. Likewise, Spearman rho was used to test the significant relationship. All analyzes were performed using SPSS version 28.

3. Results and discussion

Table 1

Summary Table on High-Performance Work System Practices

Key Result Areas	Composite Mean	VI	Rank
Work Design	3.14	Agree	1
Training	2.91	Agree	4
Information Sharing	3.01	Agree	3
Compensation	3.13	Agree	2
Grand Composite Mean	3.05	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 1 summarizes the respondents' evaluation of the practice of high-performance work systems. The comprehensive average of 3.05 indicates that respondents generally agree. It means that employees have given positive recognition to the effectiveness, values, implementation attitude, and fit of organizational culture of this system, and may provide support and suggestions for its further improvement and development.

Among the listed projects, "Work Design" ranks first with an average score of 3.14, and is verbally explained as "Agreed". This means that job design plays a crucial role and position in building and implementing high-performance work systems. Specifically, job design is considered one of the core elements of high-performance work systems. An excellent job design can ensure that employees can efficiently and accurately complete work tasks while meeting the needs and goals of the organization. Good job design can improve employee satisfaction and work motivation. When employees feel that their work design is reasonable, meaningful, and capable of unleashing their talents, they are more likely to invest more enthusiasm and effort into their work. Excellent job design can directly improve employee job performance. Through clear work goals, reasonable workflow, and appropriate incentive mechanisms, work design can help employees better achieve personal and organizational performance goals. An excellent job design can help an organization stand out in a fiercely competitive market. By attracting and retaining excellent employees, providing a competitive work environment and conditions,

organizations can enhance their competitiveness and achieve sustainable development. Organizations should attach importance to work design, continuously optimize and improve work design to improve employee job satisfaction and performance, and enhance the organization's competitiveness (Zhou, et. al., 2012).

On the other hand, the salary ranks second with an average score of 3.13, which is verbally explained as "agree". Next is information sharing, with an average score of 3.01, and verbal explanation as "agree". Finally, there is training, with an average score of 2.91. In the practice of high-performance work systems, salary ranks second, indicating that it plays a very important role in high-performance work systems. A reasonable salary structure can motivate employees to work harder, improve job satisfaction and loyalty. At the same time, salary that matches the market level also helps attract and retain excellent employees. The third ranking of information sharing indicates that achieving effective information flow and knowledge sharing within an organization is crucial for high performance. By timely sharing information, data, and best practices, it is possible to promote collaboration and coordination among teams, improve work efficiency and innovation capabilities. Ranking fourth in training means that organizations recognize the importance of employee development and learning when building high-performance work systems. By providing necessary training and development opportunities, employees can improve their skills, knowledge, and abilities, better adapt to work needs, improve work efficiency, and contribute to the long-term development of the organization. In summary, these rankings indicate that in the practice of high-performance work systems, in addition to job design, salary, information sharing, and training are also indispensable elements. Organizations should consider these factors comprehensively to ensure that they are appropriately valued and implemented in building an efficient and high-performance work environment. Meanwhile, the priority of these elements may vary depending on the specific needs and goals of the organization.

Table 2
Summary Table on Employees' Emotional Well-being

Key Result Areas	Composite Mean	VI	Rank
Job Satisfaction	3.02	Agree	3
Organizational Commitment	3.08	Agree	1
Mental Health	3.07	Agree	2
Grand Composite Mean	3.06	Agree	

Legend: 3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

Table 2 summarizes the respondents' evaluation of employee emotional well-being. The comprehensive average of 3.06 indicates that respondents generally agree. This means that the emotional well-being of employees has been widely recognized and supported, while also reflecting the company's positive efforts and achievements in the work environment, organizational culture, and future development. This has positive implications for maintaining employee mental health, improving employee satisfaction and loyalty, and promoting the long-term development of the company. Liu, et. al., (2019) pointed out in his research that positive emotions have an important impact on employees' job satisfaction and happiness. He advocates improving employee happiness by cultivating positive emotions such as joy, contentment, and enthusiasm. At the same time, he also pointed out that the ability to cope with work pressure and challenges is also the key to improving employee happiness. The important role of emotion in employee happiness is adjusted. Therefore, organizations should pay attention to the emotional state of employees and help employees maintain a good emotional state by providing appropriate support and resources, such as emotional management training and psychological counseling services, so as to improve their happiness. At the same time, organizations should also create a positive work environment, encourage employees to actively participate in work and establish positive interpersonal relationships, so as to improve their emotional well-being.

Among the listed projects, "Organizational Commitment" ranks first with an average score of 3.08, and is verbally explained as "Agreed". It means that among multiple factors that affect employee emotional well-being, employee loyalty and level of involvement in the organization are considered the most critical factors. Employees have a deep emotional connection and identification with the organization, and are willing to contribute to the long-term development of the organization. They take pride in their work and are willing to go beyond basic responsibilities to support the organization's goals. A high level of organizational commitment is often directly

related to employee job satisfaction. When employees have a strong commitment to the organization, they are more likely to feel that their work is meaningful and aligned with the organization's mission and values, which enhances their emotional well-being. Employees with strong organizational commitment often exhibit higher job performance. They are more dedicated to their work, more likely to actively solve problems, and have a stronger sense of responsibility for the success of the organization. Employees with strong organizational commitment are more likely to stay in the organization for the long term because they have a strong sense of belonging and loyalty to their work. This helps organizations maintain a stable talent pool and reduce the cost of recruiting and training new employees. Ranking first in organizational commitment may also imply a positive work environment within the organization, where employees feel respected, supported, and have the opportunity to participate in decision-making and contribute their opinions. In summary, it means that employee loyalty and investment in the organization are crucial for their emotional well-being. This helps organizations establish a strong internal culture, improve employee job satisfaction and performance, and promote long-term success. (Zheng, et. al.,2017)

On the other hand, mental health ranks second with an average score of 3.07, which is verbally explained as "agreement". Next is job satisfaction, with an average score of 3.02, which is verbally explained as "agree". This further reveals multiple dimensions that affect employee emotional well-being and highlights their relative importance. This reveals the importance of mental health: mental health is considered the second most important factor after organizational commitment, indicating that employee mental health and happiness have a significant impact on overall emotional well-being. The psychological problems that employees may face at work, such as stress, anxiety, and depression, if not properly handled and supported, can seriously affect their emotional well-being. Mental health is closely linked to the emotional well-being of employees. When employees are in a good mental state, they are more likely to feel satisfied, happy, and valuable, which helps to enhance their emotional well-being (Huang, et. al., 2016). On the contrary, mental health issues may lead to emotional distress and dissatisfaction among employees, reducing their sense of happiness.

Although job satisfaction ranks third in the ranking, it remains an important factor affecting employee emotional well-being. The satisfaction of employees with their work itself, work environment, colleague relationships, promotion opportunities, and other aspects directly affects their emotional well-being. When employees are satisfied with their work, they are more likely to feel happy and satisfied, which helps to enhance their emotional well-being. These three rankings indicate that employee emotional well-being is a multidimensional concept that depends not only on a single factor, but also on the combined influence of multiple aspects. Organizational commitment, mental health, and job satisfaction are interrelated and interactive factors that together constitute the overall emotional well-being of employees. In short, it means that the psychological health and job satisfaction of employees play an important role in emotional well-being. Organizations should pay attention to the mental health of their employees, provide necessary support and assistance, and strive to improve their job satisfaction to promote their emotional and overall well-being.

As shown in table 3, the calculated rho values range from 0.362 to 0.528, indicating a weak to moderate direct relationship between the sub variables of high-performance work system practice and employee emotional health. There is a statistically significant relationship between the practice of high-performance work systems and the emotional well-being of employees, as the p-value obtained is less than 0.01. There is a statistically significant relationship between high-performance work systems and the sub variables of employee emotional well-being, namely job satisfaction, organizational commitment, and mental health. With the development of economic globalization, China's manufacturing industry occupies an important position in the global industrial chain. The development of manufacturing not only drives economic growth, but also brings about an increase in employment opportunities. High Performance Work Systems (HPWS), as an advanced human resource management model, have received widespread attention worldwide. HPWS emphasizes a high degree of consistency within the organization to ensure that human resources serve the strategic goals of the enterprise. Employee emotional well-being has become an important indicator for measuring the healthy development of organizations. The emotional well-being of employees is not only related to their personal quality of life, but also directly affects the performance and long-term development of the organization.

Table 3
Relationship Between High-Performance Work System Practices and Employees' Emotional Well-being

Variables	rho	p-value	Interpretation
Work Design			
Job Satisfaction	0.446**	< .001	Highly Significant
Organizational Commitment	0.458**	< .001	Highly Significant
Mental Health	0.447**	< .001	Highly Significant
Training			
Job Satisfaction	0.362**	< .001	Highly Significant
Organizational Commitment	0.420**	< .001	Highly Significant
Mental Health	0.452**	< .001	Highly Significant
Information Sharing			
Job Satisfaction	0.432**	< .001	Highly Significant
Organizational Commitment	0.515**	< .001	Highly Significant
Mental Health	0.528**	< .001	Highly Significant
Compensation			
Job Satisfaction	0.477**	< .001	Highly Significant
Organizational Commitment	0.433**	< .001	Highly Significant
Mental Health	0.506**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

The reason for this phenomenon is the inherent connection between HPWS and employee emotional well-being. The core of HPWS is to improve employee job satisfaction, sense of belonging, and loyalty through a series of policies and activities, thereby enhancing employee emotional well-being. These policies and activities include but are not limited to employee training, career development, compensation and benefits, work environment improvement, etc. Most employees in the Chinese manufacturing industry engage in repetitive labor, with high work intensity and often facing significant competitive pressure. Therefore, they are more eager to receive the care and support of the organization to achieve emotional satisfaction and happiness. In China's manufacturing industry, more and more enterprises are adopting HPWS to optimize human resource management and improve employee work quality and satisfaction. These practices not only enhance the emotional well-being of employees, but also bring higher production efficiency and economic benefits to the enterprise. HPWS, as an advanced human resource management model, can meet the needs and expectations of Chinese manufacturing employees. By improving the work environment, increasing salary and benefits, and focusing on employee growth, it can enhance their emotional well-being. At the same time, the characteristics and needs of Chinese manufacturing employees also provide a good soil for the implementation of HPWS. Therefore, promoting HPWS in China's manufacturing industry has important practical significance and long-term value.

As shown in the table, the calculated rho values within the range of 0.446 to 0.458 indicate a weak direct relationship between job design and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between job design and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). With the continuous changes in the work environment and increasing attention to work experience, work design has gradually become an important issue in organizational management and human resource management. A reasonable work design can not only improve the work efficiency of employees, but also promote their emotional well-being. Employee emotional well-being not only includes job satisfaction, but also involves aspects such as organizational commitment and mental health. These aspects are important indicators for measuring the overall feelings and status of employees in their work. In recent years, more and more scholars and practitioners have begun to pay attention to the relationship between work design and employee emotional well-being, attempting to reveal its inherent connection from both theoretical and practical perspectives.

The reasons for this situation include: job design affects employee job satisfaction: reasonable job design can make employees feel more fulfilled, meaningful, and satisfied in their work. For example, giving employees more autonomy, providing challenging tasks, and creating a good work environment can all improve their job satisfaction. A job design that meets the needs and abilities of employees can enhance their sense of identification

and belonging to the organization, thereby enhancing their organizational commitment. Employees will be more willing to contribute to the development of the organization and form a closer connection with the organization. Unreasonable work design may lead to employees facing high work pressure, occupational burnout, and other mental health problems. Reasonable work design can maintain the mental health of employees by reducing work pressure and providing psychological support. In summary, there is a statistically significant relationship between job design and employee emotional well-being, which is based on the recognition of the importance of job design and the comprehensive attention to employee emotional well-being. The reason is that job design can affect employee emotional well-being by influencing aspects such as job satisfaction, organizational commitment, and mental health. Therefore, when designing work, organizations should fully consider the needs and characteristics of employees, with the goal of improving their emotional well-being, and creating a more humane and reasonable work environment.

As shown in the table, the calculated rho values within the range of 0.362 to 0.452 indicate a weak direct relationship between training and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between training and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). With the advent of the knowledge economy and the intensification of market competition, training has become an important means for organizations to enhance employee capabilities and enhance competitiveness. Organizations ensure that employees possess the necessary skills and knowledge through training to cope with the constantly changing work environment. The emotional well-being of employees is crucial for the stability and long-term development of the organization. Job satisfaction, organizational commitment, and mental health are the three key dimensions that constitute employee emotional well-being, which together affect employee job performance and organizational loyalty. With the deepening of research on human resource management in China, more and more scholars and practitioners are paying attention to the relationship between training and employee emotional well-being, attempting to reveal how training affects employee emotional experiences.

The reason for this is that through training, employees can acquire new knowledge and skills, which helps them achieve better performance in their work. When employees feel that they have grown and improved in their work, their job satisfaction naturally increases. In addition, training can enhance employees' confidence and sense of belonging, further enhancing their job satisfaction. Effective training can not only make employees feel valued and supported by the organization, but also enhance their sense of identification and belonging to the organization. Through training, employees have a better understanding of the organization's goals and values, thus becoming more willing to contribute to the development of the organization. This deep emotional connection to the organization is a manifestation of organizational commitment. In modern society, issues such as work pressure and occupational burnout are becoming increasingly prominent. Through training, organizations can provide employees with necessary psychological support and resources to help them cope with challenges and pressures in their work. This helps to maintain the mental health of employees, improve their sense of happiness and job satisfaction. In summary, there is a statistically significant relationship between training and employee emotional well-being. The background lies in the importance of training in organizational development and the impact of employee emotional well-being on organizational stability and development. The reason is that training can improve employee job satisfaction, enhance organizational commitment, and maintain mental health (Hu, et. al., 2017). Therefore, organizations should attach importance to the role of training and improve the emotional well-being of employees by developing and implementing effective training plans.

As shown in the table, the calculated rho values within the range of 0.432 to 0.528 indicate a weak direct relationship between information sharing and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between information sharing and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). With the rapid development of information technology, information sharing has become an important feature of modern

organizational operations. Through effective information sharing, organizations can more efficiently coordinate the work of various departments, improve decision-making efficiency and response speed. As mentioned earlier, employee emotional well-being (including job satisfaction, organizational commitment, and mental health) has a critical impact on the stability and development of an organization.

The reason for this situation is that through information sharing, employees can have a more comprehensive understanding of the organization's goals, strategies, and decision-making processes, thereby clarifying their job responsibilities and expectations. This transparency and clarity help reduce misunderstandings and conflicts in the workplace, and improve employee satisfaction. Meanwhile, information sharing also provides employees with opportunities for learning and growth, enabling them to gain a greater sense of achievement in their work. Information sharing can not only increase employee engagement, but also enhance their sense of identification and trust in the organization. When employees feel fully informed and involved in organizational decision-making and operations, they are more likely to form a close emotional connection with the organization, thereby demonstrating higher organizational commitment. Information sharing helps to reduce uncertainty and stress in work, thereby maintaining the mental health of employees. In addition, through information sharing, employees can more conveniently access the necessary resources and support to cope with challenges and difficulties in their work. The existence of this supportive network helps alleviate the loneliness and anxiety of employees, and promotes their mental health. In summary, the popularization of information sharing in organizations and the importance of employee emotional well-being for organizational stability and development. The reason is that information sharing can improve employee job satisfaction, enhance organizational commitment, and promote mental health (Liu, et. al., 2018). Therefore, organizations should actively promote the implementation of information sharing to enhance the emotional well-being of employees.

As shown in the table, the calculated rho values within the range of 0.433 to 0.506 indicate a weak direct relationship between salary and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). Due to the p-value obtained being less than 0.01, there is a statistically significant relationship between salary and the sub variables of employee emotional well-being (i.e. job satisfaction, organizational commitment, and mental health). Salary is the economic return that employees receive from their labor for the organization, and is often regarded as an important indicator of the value of their work. Salary is an important criterion for employees to measure the value of their work, and higher salaries often lead to higher job satisfaction. This may be because higher salaries can meet the material needs of employees, increase their sense of economic security, and thus lead to higher job satisfaction. Salary is also an important influencing factor for employees' commitment to the organization. Employees believe that receiving fair and satisfactory compensation is recognition of their contributions, which increases their loyalty and commitment to the organization. Salary also has a significant impact on the mental health of employees. Economic pressure is the root cause of many psychological problems, and stable and satisfactory salaries can reduce this pressure and help maintain the mental health of employees. So, salary is an important return on work and the importance of emotional well-being in organizational management. The reason is that salary can affect employee job satisfaction, organizational commitment, and mental health. Therefore, when formulating compensation strategies, organizations should fully consider the emotional needs of employees, ensuring that the compensation system can not only motivate employees but also meet their economic and psychological needs.

Table 4
Proposed Plan of Action

Key Result Areas	Objectives of the Strategy	Strategy/Action	Persons/ Work Units Involved	Expected Outcomes
Training Improve employee satisfaction through training; Increase engagement; Promote employee	It aims to assess the effectiveness of high-performance work system practices in terms of work design, training, information sharing, and compensation; determine the level of employees' emotional well-being in terms of job satisfaction, organizational	Maintain training The organization conducts a comprehensive assessment of the training needs of employees: this can be done through questionnaires, interviews or group discussions.	Employer Employees of manufacturing enterprises	HR Department Managers, Supervisors, Employees

<p>career development.</p>	<p>commitment, and mental health; determine the significant relationship between high-performance work system practices and employee emotional well-being; and to propose an action plan to promote employee emotional well-being by integrating a high-performance work system practices based on the results of the study.</p>	<p>Organizations need to develop personalized training plans for each employee: these plans should include elements such as training objectives, training content, training methods and schedules. The plan should be adjusted according to the actual situation of the employee to ensure the effectiveness and feasibility of the training.</p> <p>Implementation of training: After the training plan is developed, the organization needs to conduct training according to the plan. Training can take many forms, such as online courses, face-to-face seminars, workshops, etc. During the training process, the organization should encourage the active participation and interaction of employees to ensure the maximum training effect</p> <p>Evaluation and feedback: After the training, the organization needs to evaluate the effectiveness of the training. This can be done through employee feedback, test results, or work performance.</p>		
<p>Job Satisfaction Enhance employee loyalty; Improve organizational performance</p>	<p>Develop emotional support mechanisms: Communicate with employees regularly, establish a regular communication mechanism for employees, understand their emotional needs and troubles, and provide timely help and support. Mental health training is provided to employees to help them cope with work stress and emotional issues. Set up employee support groups to encourage sharing of experiences and emotional support among employees.</p> <p>Career Path: Provide employees with a clear pathway to advancement and career development that allows them to see their future in the organization. Develop a personalized training plan based on the individual needs and career development goals of employees to help them upgrade their skills and abilities. Establish a performance feedback mechanism to provide employees with regular and constructive feedback on their work performance to help them understand their strengths and weaknesses in their career development.</p> <p>Work-life balance: The introduction of a flexible working system allows employees to adjust their working hours and locations according to their individual needs to achieve a better work-life balance. Encourage employees to take time off and relax by providing them with the necessary rest and recreation facilities..</p>	<p>Training Emotional care and communication: Pay attention to the emotional needs of employees during the training process to ensure that they feel respected and cared for. Understand employees' feedback and feelings on the training content, and adjust the training strategy in time.</p> <p>Personalized training content: The training content should fully consider the individual needs of employees, including career development goals, skills improvement direction, etc. Flexible and varied training methods: Online courses, workshops, hands-on projects, etc., are used to meet the learning styles and pace of different employees.</p> <p>Motivation and recognition: enhance their self-confidence and sense of belonging. A reward mechanism can be set up to commend and reward employees with outstanding performance in the training, so as to stimulate the enthusiasm and participation of employees.</p> <p>Continuous feedback and improvement: Establish a continuous feedback mechanism, collect employees' feedback on training, find and solve problems in time. At the same time, constantly optimize the training strategy and content, improve the quality and effect of training.</p>	<p>HR Department Managers, Supervisors, Employees</p>	

4. Conclusion and recommendations

Based on the results, the following conclusions were made: Work design plays a crucial role and position in building and implementing high-performance work systems. Organizational commitment is the most critical factor of employee emotional well-being. There is a highly significant relationship between high-performance work system practices and employee emotional well-being. An action plan to promote employee emotional well-being by integrating a high-performance work system practice based on the results of the study was proposed.

Evaluate the effectiveness of high-performance work system practices: It is recommended to conduct a comprehensive evaluation of high performance work system practices in job design, training, information sharing and compensation. Determine the emotional health level of employees: It is proposed to use multidimensional indicators such as job satisfaction, organizational commitment and mental health to comprehensively evaluate the emotional health level of employees. By analyzing the influencing factors of practice and the changes of employees' emotional health level, the significant correlation between them was determined. Propose action plans to promote employee emotional health: Propose specific action plans to promote employee emotional health based on research results. The direction and focus of future research are suggested to further explore the mechanism and effect of high performance work system on employees' emotional health.

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