

The Impact of Human Resource Management Quality on Work Life Quality through The Moderating Role of Organizational Justice: The Case Study of the Expatriate Employees

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ABSTRACT: *The main objective of this article is to study the influence of the human resource management quality on the expatriate employees' work life quality of within a multicultural service company, moderated by organizational justice. For this purpose, we first highlight a literature review related to human resource management quality, social environment, organizational commitment, and organizational justice. Then, we present preliminary results from a qualitative exploratory study conducted among 58 expatriate employees working in multicultural service companies and organizations in Doha (Qatar). We used cognitive mapping and applied a structural analysis through the cross-impact matrix method via the MICMAC software. The analysis reveals that organizational justice in multicultural service companies influences the quality of work life for expatriate employees.*

KEYWORDS: quality of human resources management, employees' work life quality, organizational justice.

INTRODUCTION

Many authors believe that the current role of Human Resource Management (HRM) in organizations is strategic. One distinctive feature of HRM is that the best performance is achieved through people in the organization (AlDamoe, Yazam, & Ahmid, 2012). Ulrich et al. (1991) argue that the competitive landscape is constantly evolving and demands new models of competitiveness, which require organizational capabilities that will enable companies to better serve their customers and distinguish themselves from competitors. These organizational capabilities stem from the redefinition and redistribution of HR practices, functions, and professionals.

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From the perspective of strategic HRM, policies and practices can mutually reinforce each other and have a strong impact on organizational objectives (Morris & Snell, 2010). Furthermore, HRM policies are guided by the logic of skills developed in line with business process requirements (Serpell & Ferrada, 2007). Thus, they provide tools to capture and communicate the organization's strategic vision and goals in clear terms that can be more easily understood and pursued (Vakola, Soderquist, & Pratascos, 2007).

HRM should not be relegated to a traditional support role but should be an essential competence to achieve organizational and individual objectives and results because human resources are valuable and a source of competitive advantage. Uysal (2012) indeed found strong, positive, and significant correlations among the key HRM policies cited in the literature, such as recruitment, training, performance evaluation, and compensation. These results are important for understanding the interrelations between HR management practices, the organization's social environment, organizational engagement, and employees' work life quality. Thus, we could argue that these variables interact with HR systems on employee organizational outcomes.

Quality of work life (QWL) has gained increasing interest and importance worldwide. It is crucial in the context of work commitment, motivation, and job performance. QWL appears to be a result of HRM, which also facilitates the satisfaction of human needs and goal achievement. Professional life naturally means the life of workers, whether physical or intellectual, in their workplace in a company, factory, or open field. Managers regularly question and wonder: What is expected of the worker? What are the workplace conditions? What is the worker's compensation? What incentives are offered to them? What about their satisfaction with the work environment and compensation? These are also the questions to be addressed by the researcher in any study of professional life, particularly in relation to the cross-impacts of HR quality, the organization's social environment, organizational engagement, and work life quality.

Furthermore, HR policies also concern recruitment and career development, which can sometimes lead to conflicts and disagreements with management. In this regard, human resources (HR) issues in the workplace, such as recruitment and selection practices (Cropanzano & Wright, 2003), performance evaluations (Erdogan, 2002), salary raise and promotion decisions (Lemons & Jones, 2001), compensation systems (Cowherd & Levine, 1992; Folger & Konovsky, 1989; Folger & Greenberg, 1985), and affirmative action programs (Bobocel, Davey, Son Hing, & Zanna, 2001), arise continuously and raise questions related to organizational justice.

Although a direct relationship between employee satisfaction, organizational engagement, and organizational justice may exist, few studies have examined organizational justice as a precursor to job satisfaction and employee quality of life. Thus, we could assert that HR policies take on a particular connotation in the development, appreciation, and retention of talent. According to Legge (2006), HR policies could also promote employee engagement and,

consequently, their willingness to act flexibly and adaptively towards excellence in organizations. This assertion could extend to state that HR policies are a driving variable that could promote synergy between the social environment and organizational engagement, which in turn act as relay variables mediating QWL.

However, there are positive and significant relationships between QWL and employee job satisfaction. The practice of QWL involves acquiring, training, developing, motivating, and evaluating employees for optimal performance in line with organizational objectives. QWL envisions a balanced relationship between professional, non-professional, and family aspects of life.

We can thus translate our problem into the central question: What are the cross-impacts between HR quality, the social environment, organizational engagement, organizational justice, and employee work life quality? And what is the typology of these variables?

We have therefore undertaken this study of influence and cross-impacts between these different variables after reviewing the state of the art of these concepts. A cognitive mapping approach was used to determine the typology of variables.

LITERATURE REVIEW

Human resource management quality

Authors such as Storey (1995), Legge (2006), and Bohlander and Snell (2009) affirm that people have taken a strategic and relevant role in organizations, and therefore, coherent theories must properly support HRM. In this sense, HRM policies and practices can vary from one organization to another depending on the company's strategy. Boxall and Purcell (2000) add that the effects of individual HRM practices depend both on the nature of the effects of other HRM practices and on the company's strategy. Furthermore, Lim (2012) argues that the business environment influences HRM activities.

HRM should not be relegated to a traditional support role but must be an essential competence to achieve organizational and individual objectives and results, as human resources are valuable and a source of competitive advantage. Uysal (2012) indeed found strong, positive, and significant correlations among the key HRM policies cited in the literature, such as recruitment, training, performance evaluation, and compensation. These results are important for understanding the interrelations between HR management practices and the effects of HR systems on employee organizational outcomes.

In this context, organizations have turned to the perspective of creating a competitive advantage. According to Barney (1991), creating a competitive advantage depends on prerequisites that are closely linked to HRM, as resources must be valuable and scarce within the organization, cannot be imitated or replaced, and the organization must be able to manage and exploit them by providing a suitable quality of life.

In this study, the term HRM policy means a structured proposal, with theoretical and practical constructs within human relations, aimed at achieving desired results. Thus, HRM policies define a theoretical and practical framework constructed to make the achievement of an organization's goals and objectives possible, functioning as thinking and action guides for the HRM field.

Social environment

This social environment encompasses the various types of relationships between expatriate employees and local employees, as well as between the latter and their leadership. Measuring the missions and leadership capabilities in the multicultural company is essential, as it is the primary individual responsible for creating a favorable social and professional environment at work, and furthermore, has the mission of effectively implementing an ethical policy within the organization.

Moreover, organizational engagement of the expatriate employees is one of the most important elements of the social environment. Additionally, awareness of the ethical code can promote the emergence of a professional and harmonious multicultural environment where employees feel a kind of equality in rights and responsibilities within the company, ultimately enhancing their productivity (Froese and Peltokorpi, 2011). Indeed, according to Cullen et al. (2003), and Martin and Cullen (2006), "awareness of the ethical code in the company promotes the creation of a pleasant and safe working environment."

Horizontal relational quality

This describes the relationship that exists between expatriate and local employees within the company. "People work as a big family; communication in this type of 'multicultural' organization has different characteristics and positive effects on employee performance and workplace atmosphere" (Robbins et al., 2010; Tubbs and Muss, 2008).

This type of relationship describes the relational quality that connects the expatriate employee with their "local" colleagues. We are interested in analyzing the nature of this relationship because cultural differences between individuals in constant contact can lead to misunderstandings or conflicts. "Cultural differences can lead to understanding failures due to differences in values, beliefs, and ethical norms" (Hoecklin, 1995).

Greenberg and Baron (2008) concluded that employee communication can help employees exchange information with each other in a clear manner, making work more relevant and professional. This quality is measured by two dimensions:

a. Employee Communication: Collaboration among employees, the frequency of communication, and sharing ideas and words can facilitate the integration of the expatriate within the company, positively influencing their morale and performance. Employee communication enables the rapid understanding of work techniques, leading to increased productivity and employee performance. In the same vein, according to Kramer and

Schamlenberg (2001), social exchange among employees is one of the most determining factors in personnel effectiveness. It is essential to establish communication links between expatriates and other employees in the company, as this will help reduce cultural gaps among them, leading to an effective and harmonious work team (Froese and Peltokorpi, 2011). "Social exchange among employees generates a sense of commitment, trust, and gratitude in them, and these benefits cannot be acquired through purely economic exchanges" (Blau, 1964, p. 94).

b. Employee Conflicts: Cultural differences among employees in an intercultural work environment can lead to conflicts and misunderstandings among them, which affects the work environment and productivity (Khalifa and Al-Khalifa, 2001). Drawing on Hofstede's theory, which describes certain cultural values that can be universal and have the same meaning, there are principles and values that can be extremely different culturally. This differentiation can be the source of conflicts among intercultural employees. This influences the climate and professional and social working conditions, subsequently leading to conflicts, stress, and even an intention to leave the job.

Vertical Relational Quality

Leadership should create and foster a pleasant work environment, where intercultural employees are recognized, and they can express their opinions or contributions (Froese and Peltokorpi, 2011). Leadership is the one that encourages and supports respect, trust, and justice in the workplace. The congruence between the leadership's views and values and those of subordinates thus influences the quality of the relationship between them (Epitropaki and Martin, 2005).

In this study, leadership's mission is to guide employees in ethical sensitivity, reduce the cultural gap between local and expatriate employees, develop and implement tools to measure the success of the ethics program, and communicate the organization's ethical policy to the public. Leadership research is inspired by the works of James McGregor Burns (1978); there are two main types of leadership style according to Bass (1985), namely Transactional Leadership and Transformational Leadership. According to Felheim and Wang (2004) and Loescher (2006), "Leadership is considered a key to creating a favorable work environment for all employees." This person must have the ability, an open mind, and charisma to lead this multiculturalism within the organization. Having a sense of equality between local and expatriate employees and developing effective and ongoing communication influences the behavior of the expatriate employee as well as their performance. The quality of HR management can be more effective by incorporating these codes into leadership behavior, allowing the latter to transmit them to employees (Gini, 1997, p. 325).

Organizational commitment (Engagement)

Organizational engagement is defined as "a general force leading the individual to identify and engage with the organization in which they work" (Mowday et al., 1982, p. 27). Sensitivity to the ethical code can increase the degree of organizational engagement of the expatriate

employees (Froese and Peltokorpi, 2011). In the context of this work, we have chosen to rely on the concept of engagement modeled by Allen and Meyer (1999).

Organizational Justice

Organizational justice can be defined as the role of equity in organizations and is closely related to employees' perceptions of fair treatment within the organization. The construction of organizational justice has been used in studies related to HR issues in the workplace, such as recruitment and selection practices (Cropanzano & Wright, 2003; Gilliland & Steiner, 2001), performance evaluations (Erdogan, 2002), salary raise decisions (Folger & Konovsky, Des promotions, 2001), compensation systems (Cowherd & Levine, 1992), and affirmative action programs (Bobocel et al., 2001).

Similarly, organizational justice has become an emerging issue in HRD because it could also be linked to HRD areas: training and development, organizational development, and career development. The allocation of training and development opportunities, as well as the selection criteria for participants, are closely related to organizational justice (Quinones, 1995).

RESEARCH METHODOLOGY

Cross-Impact Matrix – Multiplication Applied to Ranking Method

Inspired by graph theory and operations research simulation work, structural analysis allows the construction of a representation of a system by reducing its complexity to key variables, whether hidden or not. Used in foresight, this analysis method can shed light on a decision by identifying the variables or actors on which action must be taken to achieve the goals one has set.

Structural analysis occurs in three stages:

- Enumeration of variables: generally done in foresight workshops, but in this work, we relied on both the literature review and field exploration
- Description of relationships between variables using a two-way table, also known as a "cross-impact matrix."
- Identification of key variables using the MICMAC software. The principle is the power elevation of the cross-impact matrix, which has the properties of a Boolean matrix (Godet, 2007). Using this matrix via the MICMAC method helps detect key variables, namely the most influential variables and those that are most dependent. To do this, a typology of variables should be established by first performing a direct ranking and then an indirect ranking.

Sample and survey modalities

This survey was conducted in the first quarter of the year 2023. We relied on a questionnaire survey to collect the necessary data. The data collection was done directly through a questionnaire distributed to expatriate employees working in Qatar in multicultural customer service shops and companies. During this period, 58 questionnaires were filled out and returned to us by expatriate employees. 50.9% of the sample consisted of women and 49.1% of men.

56.6% of the respondents were between the ages of (20, 30), and the majority of respondents (54.7%) had a Bachelor's degree or higher (Bac+3).

Identification of variables

The literature review, as well as the questionnaire survey, allowed us to validate our choices of variables.

Table 1: List of Variables

N°	LONG TITLE	SHORT TITLE
1	Human Resources Management Quality	HRM Quality
2	Quality of Work Life	Qualit of Work Lif
3	Social Environment	Social Env
4	Organizational Justice	Justi_org
5	Power Distance	Distance_p
6	Employee Communication	communica
7	Vertical Relationship Quality	Qua_rel_ve
8	Horizontal Relationship Quality	Qua_rel_ho
9	Individualism	Individual
10	Continuity Commitment	Eng_contit
11	Employee Conflict	Conflit_em
12	Organizational Commitment	Engag_organ
13	Affective Commitment	Eng_affect
14	Technological Leadership	Leadership

Source: MICMAC Software

The text appears to be a detailed description of a research study on the influence of human resources management quality, organizational justice, and the social environment on the quality of work life (QWL) of expatriate employees in a multicultural service company, specifically focusing on employees in Qatar. The study employs a variety of concepts, such as cross-impact analysis, organizational justice, relational quality, and organizational engagement. The goal of the research is to understand the interrelationships among these variables and their impact on the expatriate employees' work life quality.

Table 2: Example of Direct Influences Matrix

		1 : Q	2 : Q	3 : E	4 : ju	5 : Di	6 : C	7 : Q	8 : Q	9 : in	10 :	11 :	12 :	13 :	14 :
►	1 : Qualité_RH	0	2	2	0	2	1	2	0	0	1	2	2	1	0
	2 : Qualit_vie	0	0	2	0	0	1	0	0	0	0	0	0	0	3
	3 : Env_social	0	3	0	3	3	1	3	0	0	1	0	1	3	3
	4 : justi_org	0	0	1	0	1	1	0	2	1	0	0	2	0	0
	5 : Distance_p	0	1	2	1	0	1	1	1	0	0	1	1	0	1
	6 : Communica	0	2	3	0	0	0	2	0	1	1	2	0	1	1
	7 : Qua_rel_ve	0	2	3	0	1	1	0	3	1	0	1	0	1	3
	8 : Qua_rel_ho	0	2	3	0	1	1	3	0	1	0	1	0	1	3
	9 : individual	0	0	0	0	0	1	0	0	0	1	0	0	0	0
	10 : Eng_contit	0	1	2	0	1	1	1	1	1	0	1	0	1	1
	11 : Conflit em	0	2	2	2	0	2	1	0	1	2	0	2	0	0
	12 : engag_orga	0	1	0	0	0	1	2	1	1	1	1	0	0	0
	13 : Eng_affect	1	1	1	0	0	1	1	1	0	1	1	0	0	1
	14 : Leadership	1	1	1	1	1	1	1	1	1	0	1	1	1	0

Source: MICMAC Software

The influences are rated from 0 to 3, with the possibility of indicating potential influence: 0: No influence; 1: Weak influence; 2: Moderate influence; 3: Strong influence; P: Potential influence.

iv. Presentation of results: typology of variables using direct influences

Using the Direct Impact Matrix (DIM), we obtain a first set of information by analyzing the direct influences.

Table 3: Characteristics of the Direct Impact Matrix

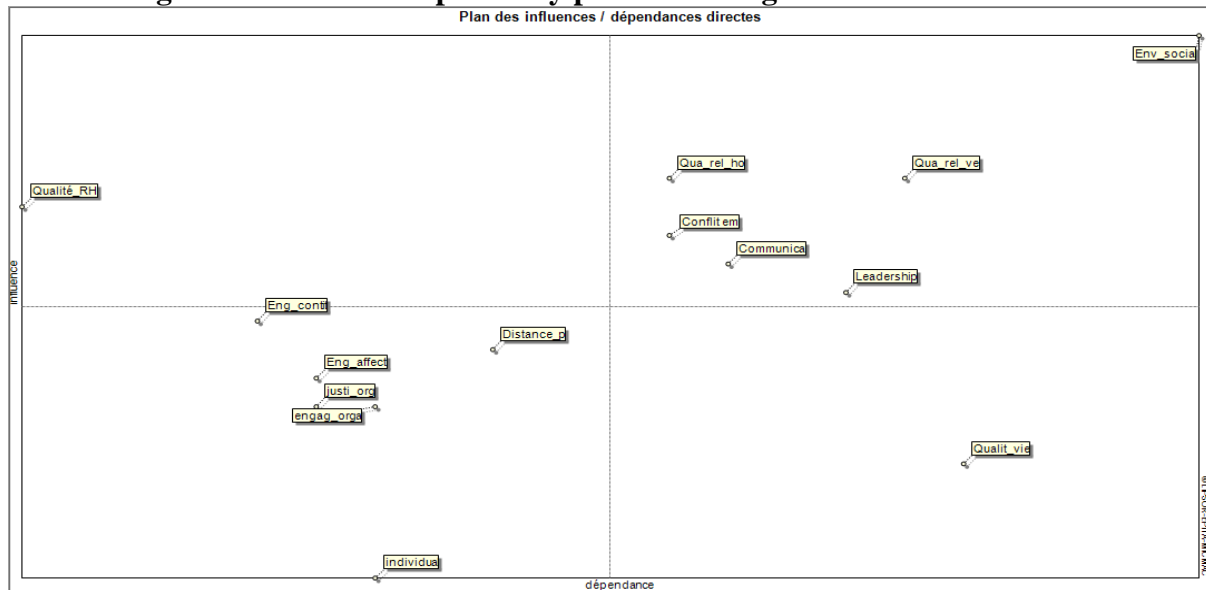
INDICATOR	VALUE
Matrix size	14
Number of iterations	6
Number of zeros	86
Number of ones	73
Number of twos	23
Number of threes	14
Number of Ps	0
Total	110
Completion rate	56,12245%

Source: MICMAC Software

Through the MICMAC software, we can create an influence-dependence plan divided into four distinct zones (sectors) and measuring dependence for the x-axis and influence for the y-axis. Given that each variable in the matrix is assigned an influence or dependence indicator, the results allow us to derive this influence-dependence plan (where influence is the driving force) (Khelil and Smida, 2012).

Based on the direct influences and dependencies established by the MICMAC software, as shown below, we can observe a distribution of variables across the four sectors mentioned above.

Figure 1: Influence/Dependency plan according to MICMAC software



Source: MICMAC Software

In the Sector 1, named "driving variables", the variables are considered highly influential and not very dependent. These are the explanatory variables of the system. Sector 1, grouping determinant variables in the system analysis due to their high influence, appears to emphasize factors primarily related to the Quality of Human Resources Management. This leads to the following hypotheses:

- Proposition P1: Quality of Human Resources Management has a positive influence on the social environment.
- Proposition P1-a: Quality of Human Resources Management has a positive influence on horizontal relational quality.
- Proposition P1-b: Quality of Human Resources Management has a positive influence on vertical relational quality.
- Proposition P2: Quality of Human Resources Management has a positive influence on organizational commitment (engagement).
- Proposition P2a: Quality of Human Resources Management positively influences affective engagement.
- Proposition P2b: Quality of Human Resources Management positively influences continuance commitment.

In the sector 2, named "relay variables", the variables are both influential and dependent. They are also factors of instability (Khelil and Smida, 2012). Therefore, actions taken on a relay variable will have consequences on other variables as well as on itself.

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In Sector 2, which includes the relay variables, both highly influential and dependent, these variables, like all relay variables, represent levers of action for the system.

- Proposition P3: Organizational engagement is a mediating variable in the relationship between the Quality of Human Resources Management and the quality of work life.
- Proposition P4: The social environment is a mediating variable in the relationship between the Quality of Human Resources Management and the quality of work life.

In the sector 3, named "dependent variables", the variables are not very influential but highly dependent. They are conditioned by a number of factors. These variables are referred to as outcome variables.

Sector 3 encompasses the dependent or outcome variables. In light of the DIM, it appears that the variable "Quality of Work Life" strongly experiences the effects of both driving and relay variables.

Finally, in the sector 4, named "inert variables", the variables are not very influential and not very dependent. They can be subject to two antagonistic interpretations, meaning they can either be strong trends or, on the contrary, be variables not connected to the system. For these reasons, they are considered autonomous and may be excluded from the analysis (Godet, 2007). Sector 4 highlights the variables which are both not very influential and not very dependent. However, these variables are important in moderating the relationships within our system.

We can so add four additional hypotheses:

- Proposition P5: Organizational justice moderates the relationship between the Quality of Human Resources Management and the social environment.
- Proposition P6: Organizational justice moderates the relationship between the Quality of Human Resources Management and organizational engagement.
- Proposition P7: Organizational justice moderates the relationship between the Quality of Work Life and the social environment.
- Proposition P8: Organizational justice moderates the relationship between the Quality of Work Life and organizational commitment (engagement).

DISCUSSION AND CONTRIBUTIONS

This exploratory study attempted to analyze the relationships and cross-impacts among five dimensions: Organizational justice, Social environment, Organizational commitment, Quality of Human Resources Management, and Quality of Work Life. Based on the theoretical debates presented and the results of the exploratory study conducted with 58 participants using the MICMAC method, we have developed a proposed conceptual model. This model highlights:

- The moderating role of organizational justice;
- The mediating role of organizational commitment;
- The mediating role of the social environment.

We propose the conceptual model illustrated in Figure 2 below:

Figure 2: Proposed Conceptual Model



Source: The authors

These characteristics have been shown to promote co-finance and satisfaction, which in turn are antecedents of engagement. This assertion allows us to conclude that increasing the Quality of HR Management within the multicultural organization leads to an increase in the level of organizational engagement among expatriate employees.

Our study also contributes to revealing a direct relationship between the economic environment and the quality of work life. This leads us to conclude that social exchange and sharing of opinions and experiences among members of the organization, both horizontally and vertically, positively impact the quality of work life for expatriate employees and contribute to increasing the sense of organizational engagement, which has shown a positive relationship with the quality of work life.

This result tends to confirm Walton's work (1974) on "quality of work life," which combines organizational and personal dimensions such as fair and adequate compensation, a safe and healthy work environment, personal capacity development, expertise, and knowledge, job growth, development, and security, social integration, self-identification and appreciation, punctuality in labor regulations, work-home balance, and the social significance of work.

Our study also demonstrated the moderating role of organizational justice in the relationship between the economic environment and the quality of work life. This leads us to conclude that the role of culture will be present in the work process of the expatriate, whether professional or social, with remarkable moderation.

CONCLUSION

The primary objective of this article is to explain the influence of organizational justice awareness on the quality of work life for expatriate employees within a multicultural service company. The confirmation of these relationships was demonstrated through the study of relationships between variables. In this context, we adopted a qualitative study approach. This study was distributed to 58 expatriate employees working in multicultural service companies and organizations in Doha (Qatar).

This research work addressed three points that have been less discussed in existing research. Among these points, the concept of the quality of HR management was examined in the context of a multicultural business where expatriate employees are required to undergo organizational justice influenced by their own culture and their new social environment to achieve such a quality of work life. This is a challenge for both the expatriate and the company, as cultural differences are quite challenging to handle in a multicultural work environment (Froese and Peltokorpi, 2011). Our interpretation tends to confirm the work of Ricks (1993), where "cultural variety presents a major challenge for companies, firstly in terms of maintaining consistency in service delivery, and secondly in terms of adaptation to local organizational justice."

We cannot ignore the role played by organizational justice and the code of ethics in the organization and internal management of the company, as the adoption of an organizational justice program in the company promotes cooperation among members of the organization and increases their feelings of responsibility and success. However, this optimization is always conditioned by leadership skills: "Leadership is positively related to employee sensitivity to the code of ethics" (Cullen and Victor, 1998).

This result tends to confirm the work of Fedheim and Wang (2004) and Loescher (2006), who stated that leadership is considered the key to creating an ethical and just organizational climate, both directly and indirectly.

On the other hand, our study paid particular attention to the organizational justice of the expatriate and its moderating role in the relationship that connects ethical code sensitivity and vertical and horizontal relational quality of expatriate employees within their work environment. Moreover, organizational engagement is positively related to the Quality of HR Management, but the organizational justice with regard to the expatriate emerges as a major factor that has the power to moderate this relationship.

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This variable such as organizational justice is an element that presents itself and governs remarkably on the behavior of the expatriate (in their work method or in their social exchange). Feldheim and Wang (2004), Schwepker (2001), and Werner (1999) justified our work with their declaration, which mentions that an organization whose members are guided by an ethical code is likely to be characterized by a pleasant work environment that promotes employee participation and involvement and encourages diverse opinions.

Furthermore, the analysis shows that the sensitivity to organizational justice in multicultural service companies influences the expatriate employees' work life quality. This study is exploratory, and in the future, a confirmatory study could be conducted using structural equations.

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