

# **Impact of High-Performance Work System Practices on Human Resource Outcomes and Organizational Performance in a Philippine Government Bank**

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**Abstract:** Regardless of whether organizations are in the private or in the public sector, there is a general notion that human resources are critical to keeping organizations effective as well as maintaining a high level of organizational performance. Over the past two decades, a series of empirical works have explored the linkages of High-Performance Work System (HPWS) on employee outcomes and firm performance. HPWS is a set of human resource practices designed to equip employees with skills, information, motivation, and latitude yielding a workforce thought to encourage workforce skill and motivation. The primary purpose of this study is to explore the impact of HPWS on human resource and organizational performance in the Land Bank of the Philippines. Moreover, this study attempts to establish any significant difference in the HPWS, and significant relationships on human resource outcomes and organizational outcome performances. The quantitative method through survey questionnaires and interviews were used from the seventy-five (75) selected rank and file employees of Land Bank in the Philippines. To answer the problems specifically, the following statistical tools were used: Frequency and Percentage, Weighted Mean, T-test for Independent Samples and Pearson Product Moment Correlation ( $r$ ). Findings showed that significant differences were observed in the HPWS, human resource outcomes and organizational performance as assessed by the rank and file employees and there are significant relationships between high-performance work system practices and human resource outcomes and organizational performance.

**Keywords:** high work-performance system practices; human resource outcomes; organizational performance

## **I. INTRODUCTION**

### *1.1 Background of the Study*

It is increasingly apparent that one of the keys to a successful organizational performance is the people within the organization and the management system that harness their talents and capabilities. Human resources (HR) are a primary source of competitive advantage which is difficult to imitate. They can create continuous improvement and perform a high level if they are motivated to do so.

A growing body of empirical evidence contains the argument that the use of a set of HR practices, including comprehensive employee recruitment and selection procedures, compensation and performance management systems, information sharing, and extensive employee involvement and training can improve the acquisition, development, and retention of a talented and motivated workforce. These HR practices are

referred to as High-Performance Work Systems (HPWS) (Datta, Guthrie, & Wright, 2013). HPWS have been defined as a group of separate but interconnected HR practices designed to enhance employees' skills and effort (Takeuchi, Lepak & Wang, 2013). New models of high-performance work systems break new ground in the quest to understand the nature of high-performing organizations focusing on key elements of workplace innovation-employee involvement and participation and equality and diversity systems.

Over the past two decades, a series of empirical works have explored the linkages of HPWS and their impact on employee outcomes and firm performance. However, according to Boxall and Macky (2007), the dominant focus of previous researches on HPWS was in the private and manufacturing, and consequently, much of the extent literature is set within this context.

This study was conducted to extend current Human Resource Management (HRM) research on HPWS with emphasis on the linkage between HPWS and performance at both the individual and organizational levels in the public sector in the local setting at the Land Bank of the Philippines (LBP). This is a specialized Government bank with a universal banking license. It was established on August 8, 1963, and is fully-owned by the Philippine Government as an official depository of Government funds. It is also an implementing agency of the Comprehensive Agrarian Reform Program (CARP) involved in the land evaluation, compensation to owners of private agricultural lands, and collection of amortizations from CARP farmer-beneficiaries. Hence, the bank provides credit assistance to small farmers and fisher folks.

This study aims to determine the impact of High-Performance Work System practices on human resource and organizational performance of the Land Bank of the Philippines. Specifically, it attempts to answer the following questions:

- a. As assessed by the rank and file respondents, to what extent does Land Bank of the Philippines observe high-performance work system practices in their respective organizations regarding the following?
  - a.1 employment security
  - a.2 selectivity in recruiting
  - a.3 high wages
  - a.4 incentive pay based on performance appraisal
  - a.5 information sharing
  - a.6 participation and empowerment
  - a.7 self- managed teams
  - a.8 training and skill development
  - a.9 reduced status distinctions and barriers
  - a.10 job design
  - a.11 promotion
  - a.12 measurement of HR practices

- b. Are there significant differences in the assessments of the rank and file respondents of Land Bank of the Philippines as to the extent to which High-Performance Work System Practices are observed in their respective organizations?
- c. What are the levels of human resource outcomes in Land Bank of the Philippines regarding the following?
  - c.1 attitudinal outcomes
    - c.1.1 motivation
    - c.1.2 commitment
    - c.1.3 job satisfaction
  - c.2 behavioral outcomes
    - c.2.1 turnover
    - c.2.2 absenteeism
- d. Are there significant differences in the level of human resource outcomes in Land Bank of the Philippines?
- e. How do the respondents from the rank and file group assess the organizational performance in Land Bank of the Philippines?
- f. Are there significant differences in the assessments of the respondents from the rank and file group on the organizational performance of Land bank of the Philippines?
- g. Are there significant relationships between high-performance work system practices and human resource outcomes and organizational performance?

### *1.2 Hypotheses*

Ho.1 There are no significant differences in which High-Performance Work System Practices are observed in Land Bank of the Philippines.

Ho.2 There are no significant differences on the level of human resource outcomes of respondents in Land Bank of the Philippines.

Ho.3 There are no significant differences on the perceived organizational performance in Land Bank of the Philippines.

Ho.4 There are no significant relationships between HPWS and human resource outcomes and organizational performance.

### *1.3 Related Literature*

High-Performance Work System (HPWS) is a name given to a set of management practices that attempt to create an environment within an organization where the employee has greater involvement and responsibility. There is no universally agreed meaning for the term HPWS due to large differences regarding the theoretical, empirical, and practical approaches adopted (Boxall & Macky, 2012). Despite this, HPWS can be broadly described as a range of innovative human resource management practices, work structures, and processes, which, when used in certain combinations or bundles are mutually reinforcing and produce synergistic benefits (Huselid, 2011).

Combs, Liu, Hall, and Ketchen (2013) and Subramony (2009) described HPWS as a coherent set of HRM practices including selective hiring, promotion from within, extensive training, performance appraisal, employee participation, information sharing, teamwork, and broad job design and have repeatedly been shown to relate positively with firm performance.

Wei and Lau (2010) viewed HPWS as a systematic and integrated approach of managing human resources toward the alignment of HR functions and the achievement of firm strategy. On the other hand, Lepak, Liao, Chung, and Harden (2006) defined HPWS as a set of contextual HR practices that perceived as best practices in the industry, leading towards the goal of performance enhancement by ensuring work abilities, motivation, and empowerment. The above definition implies that studying the perceptions of HR practitioners in a specific industry context can help select the appropriate HPWS composition for that particular industry context. Studies with regards to HPWS predominantly focus on bundles of HR practices rather than individual practices in examining the impact of HR systems on employee performance (Jiang, Lepak, Han, Hong, Kim & Winkler, 2012). Studies linking HPWS to organizational performance indicates a stronger relationship instead of individual practices (Combs et al., 2013).

In the HPWS, workers are to a larger degree, self-controlled and self-managed. The workers who possess superior abilities tend to apply their competence to work-related activities. The work-related activities result in achieving superior immediate indicators of firm performance and sustainable competitive advantage (Way, 2002).

In Human Resource Management (HRM) literature, the relationship between performance and HRM practices is established through HR outcomes such as attitudes and behaviors of employees. HPWS also affect organizational performance through HRM outcomes (Fey, Bjorkman, & Pavlovskaya, 2011). It has been assumed in the literature that HRM outcomes mediate between HPWS and organizational performance.

#### *1.4 Theoretical Framework*

This study is primarily premised on theories linking High-Performance Work Systems (HPWS) to organizational and individual performance. The most commonly used theoretical framework for linking HR practices to performance is organizational behavior or motivation theories, which generally suggest that work motivation leads to performance (Parks, 2013). The behavioral perspective contends that successful implementation of strategies relies considerably on employee behavior (Jackson, Schuler, & Rivero, 2006) and that the use of HR practices in an organization can reward and control employee behavior. Therefore, organizations should operationalize HR practices that encourage employee behaviors that align with organizational strategy. This alignment of strategy

and HR practices leads to superior organizational performance (Delery & Doty, 2017).

Human resource practices that enhance workforce abilities, employee motivation and involvement, are bundled as HPWS, according to Lepak et al. (2006). The authors view HPWS as complementary features leading to performance or goal achievement. High-performance work system literature contends that strategy driven HR practices can lead to high levels of the individual (Boxall, Ang, & Bartram, 2011) and organizational performance (Boxall & Macky, 2012).

Lepak, Liao, Chung, and Harden (2006) identified extensive recruitment and selection activities, training, and development programs, motivation-based HR programs to improve involvement (like performance-based payment, financial incentives, and empowerment) and team work as the essential HPWS. While the specific lists of HR practices may vary, most of the existing literature and research evidence supports a positive link between HPWS and performance outcomes (Liao et al., 2009; Nishii, Lepak, & Schneider, 2011).

Based on the framework proposed by Pfeffer (2018), Liao et al., (2009) stated that the HPWS includes practices of extensive service training, information sharing, self-management service teams and participation, compensation contingent on service quality, job design for quality work, service-quality-based performance appraisal, internal service, service discretion, selective hiring, employment security, and reduced status differentiation. Considering the context of the current study, which is the banking sector, the implication here is that these practices are best suited to promoting service quality. This is corroborated by Batt (2017) when he stated that the effects of HPWS on employee behavior directly affect the quality of services, as service industry employees maintain close contact with customers.

Nishii, Lepak, and Schneider (2011) introduced the concept of HR attribution (the positive or negative employee perception of managerial intentions behind different HR practices) as a mediating variable that forms employee participation.

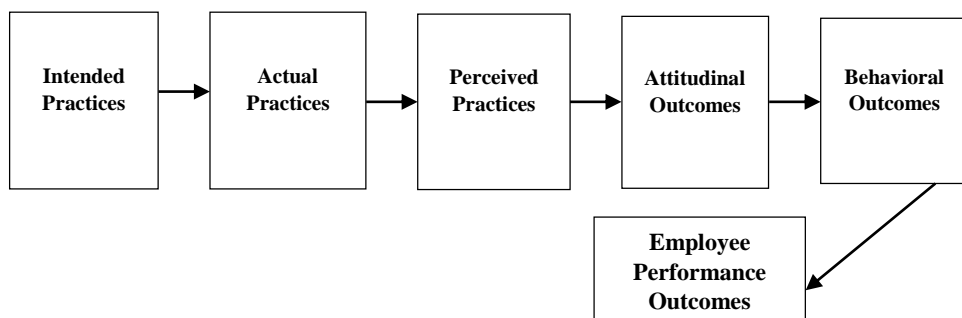


Fig. 1. HR Causal Chain

An HR causal chain proposed by Wright and Nishii (2006) shows the links between HPWS and organizational outcomes through the mediation of attitudinal and HR outcomes, as outlined in Figure 1.

This causal chain shows that strategy driven intended HR practices should be reflected in actual HR practices, though on many occasions they may vary widely (Boxall, Ang, & Bartram, 2011). Even if the variations between intended and actual practices are within tolerable limits, the way they are perceived by employees may be completely different. Perception is translated to attitudinal and behavioral outcomes at employee level which logically leads to performance outcomes both at an employee and organizational level (Boxall & Purcell, 2013).

In sum, Figure 1 illustrates that employee perceptions of, and reactions to, HR practices are at the heart of the links in the chain between HR practices and performance (Kinnie, Hutchinson, Purcell, Rayton, & Swart, 2006). Bowen and Ostroff (2015) offered an understanding of the strength of HRM systems in explaining how individual employee attributes accumulate to affect organizational effectiveness. Moreover, some authors have also contended that employee perceptions can be influenced by numerous internal or external factors which may or may not be controllable (Boxall & Macky, 2012).

## **2. METHODOLOGY**

This study is descriptive research. A purposive sampling method of research was utilized in determining the impact of High-Performance Work System on the selected seventy-five (75) rank and file employees from the different departments of Land Bank of Philippines (LBP) main office as respondents of the study.

Survey questionnaires and unstructured interviews were used as the primary instruments in the study. To answer the problem and analyze the gathered data, the following statistical tools were utilized: Frequency and Percentage were used to describe the profile of the respondents. In determining the average response of the respondents on the various factors considered in the study, Weighted Mean was used. For the verbal interpretation of the computed weighted means the following scale and its corresponding verbal interpretations were used: 4.51 – 5.00 Strongly Agree (SA), 3.51 – 4.50 Agree (A), 2.51 – 3.50 Partly Agree (PA), 1.51- 2.50 Disagree (D), and 1.00 – 1.50 Strongly Disagree (SD). T-test for independent samples was used to test the null hypotheses of the study claiming no significant differences in the assessments of the rank and file respondents of Land Bank of the Philippines regarding the following: High-Performance Work System Practices, human resource outcomes, and organizational performance. Lastly, Pearson product-moment correlation ( $r$ ) was used to test the null hypothesis of having no significant relationship between High-

Performance Work System Practices and the following variables: human resource outcomes and organizational performance. The computed Pearson Coefficient of Correlation,  $r$ , was interpreted based on the following scale:  $\pm 0.90$  to  $\pm 1.00$  Very High Correlation (VHC),  $\pm 0.70$  to  $\pm 0.89$  High Correlation (HC),  $\pm 0.40$  to  $\pm 0.69$  Moderate Correlation (MC),  $\pm 0.20$  to  $\pm 0.39$  Low Correlation (LC), and Less than  $\pm 0.20$  Negligible Correlation (NC).

### 3. RESULTS AND DISCUSSION

Table 1. Assessments of Respondents on the Extent to which High-Performance Work System Practices are Observed in the Land Bank of the Philippines.

High Work-Performance System Practices	Weighted Mean	Verbal Interpretation
Employment Security	3.88	Agree
Selectivity in Recruiting	3.85	Agree
High Wages	3.96	Agree
Incentive Pay based on Performance Appraisal	4.00	Agree
Information Sharing	3.89	Agree
Participation and Empowerment	3.82	Agree
Self-managed Teams	3.90	Agree
Training and Skill Development	4.09	Agree
Reduced Status Distinctions and Barriers	2.90	Partly Agree
Job Design	3.47	Partly Agree
Promotion from within	3.33	Partly Agree
Measurement of HR Practices	4.17	Agree
Overall Mean	3.77	Agree

As shown in Table 1, the respondents agreed with an overall mean of 3.77 that in Land Bank of the Philippines (LBP), High-Performance Work System (HPWS) practices were observed. It can be deduced that the bank has in place human resource practices designed to equip employees with skills, information, motivation, and latitude to encourage excellent performance. However, it seems that it does not have adopted enough policies to reduce status distinctions and barriers.

Table 2. T-Test Results on the Assessments of Respondents on Extent to Which High-Performance Work System Practices are Observed in the Land Bank of the Philippines

<b>High Work-Performance System Practices</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
Employment Security	3.88	Not Significant
Selectivity in Recruiting	3.85	Significant
High Wages	3.96	Not Significant
Incentive Pay based on Performance Appraisal	4.00	Significant
Information Sharing	3.89	Significant
Participation and Empowerment	3.82	Significant
Self-managed Teams	3.90	Significant
Training and Skill Development	4.09	Significant
Reduced Status Distinctions and Barriers	2.90	Significant
Job Design	3.47	Significant
Promotion from within	3.33	Significant
Measurement of HR Practices	4.17	Significant
<b>d.f. = 148</b>	<b>critical value at <math>\alpha.05 = 1.976</math></b>	

Concerning the above findings in Table 2, the null hypothesis of having no significant differences in the assessments of the respondents of Land Bank of the Philippines as to the extent to which HPWS are observed in their respective organizations was rejected. It can be deduced that the bank implements HPWS to significantly varying degrees. Nevertheless, there is congruence in the HPWS about employment security and high wages.

Table 3. Levels of Human Resource Outcomes of Respondents in Land Bank of the Philippines

<b>Human Resource Outcomes</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
Attitudinal Outcomes Motivation	4.29	Agree
Commitment	4.20	Agree
Job Satisfaction	4.01	Agree
Overall Mean	4.17	Agree
Behavioral Outcomes Turnover	2.38	Disagree
Absenteeism	2.49	Disagree
<b>Overall Mean</b>	<b>2.44</b>	<b>Disagree</b>



As gleaned in Table 3, the respondents of Land Bank of the Philippines exhibit high motivation, commitment, and job satisfaction levels on Attitudinal Outcomes as denoted by their overall mean of 4.17, which reflect their overall “Agree” ratings. Regarding behavioral outcomes, the respondents disagree garnering an overall mean rating of 2.44, and it exhibits a low level on turnover intentions and absenteeism rate.

Table 4. T-Test Results on the Levels of Human Resource Outcomes of Respondents in Land Bank of the Philippines

Human Resource Outcomes	Weighted Mean	Standard Deviation	Computed t-value	Verbal Interpretation
Motivation	4.29	0.602	1.084	Not Significant
Commitment	4.20	0.324	3.410	Significant
Job Satisfaction	4.01	0.474	2.819	Significant
Turnover	2.38	0.434	4.432	Significant
Absenteeism	2.49	0.532	0.116	Not Significant
<b>d.f. = 148</b>		<b>critical value at <math>\alpha.05 = 1.976</math></b>		

The tabular results revealed significant differences in the commitment, job satisfaction, and turnover intentions of the respondents of LBP and rejected the null hypothesis of having no significant differences. It can be inferred from the findings that the respondents seem to be highly committed and satisfied with their jobs in the bank.

On the other hand, regarding the motivation and absenteeism of the respondents, the results show that the null hypothesis having no significant differences is accepted of and can be deduced that the respondents manifest comparable high motivation levels and low absenteeism rate.

Table 5. Perceived Organizational Performance in the Land Bank of the Philippines

Indicators	Weighted Mean	Verbal Interpretation
1. Quality of products or services	4.21	Very Satisfactory
2. Development of new products or services	4.08	Very Satisfactory
3. Ability to attract employees	4.19	Very satisfactory
4. Ability to retain employees	4.04	Very Satisfactory
5. Satisfaction of customers or clients	4.21	Very Satisfactory
6. Relations between management and employees	4.00	Very Satisfactory
<b>Overall Mean</b>	<b>4.12</b>	<b>Very Satisfactory</b>

As shown in Table 5, the respondents of Land Bank of the Philippines registered an overall mean of 4.12 which reflect their overall “very satisfactory” ratings on the performance of their respective organizations. The respondents gave their highest appraisal on customer service and quality of products and services offered by the bank.

Table 6. T-test Results on the Perceived Organizational Performance in Land Bank of the Philippines.

	<b>Weighted Mean</b>	<b>Standard Deviation</b>	<b>Computed t-value</b>	<b>Verbal Interpretation</b>
Perceived Organizational Performance	4.12	0.594	1.545	Not significant
<b>d.f. = 148</b>		<b>critical value at <math>\alpha.05 = 1.976</math></b>		

This tabular data revealed no significant difference in the perceived organizational performance of Land Bank of the Philippines and the null hypothesis of having no significant difference was accepted. It can be deduced that the bank achieved very satisfactory organizational performance as perceived by the respondents.

As presented in Table 7, low significant correlations were observed between human resource outcomes and the following HPWS: Employment Security, Selectivity in Recruiting, High Wages, Incentive Pay Based on Performance Appraisal, Participation and Empowerment, and Promotion that rejected the null hypothesis of no significant relationship in the organizations of Land Bank of the Philippines. On the other hand, the null hypothesis was accepted regarding: Information Sharing, Self-Managed Teams, Training and Skill Development, Reduced Status Distinctions and Barriers, and Measurement of HR Practices.

Table 7. Pearson-R Results in Correlating High-Performance Work System Practices and Human Resource Outcomes in the Land Bank of the Philippines.

<b>High Work-Performance System</b>	<b>Computed r-value</b>	<b>Verbal Interpretation</b>	<b>Computed t-value</b>	<b>Verbal Interpretation</b>
Employment Security	0.290	Low Correlation	3.684	Significant
Selectivity in Recruiting	0.311	Low Correlation	3.986	Significant
High Wages	0.333	Low Correlation	4.293	Significant
Incentive Pay based on Performance Appraisal	0.215	Low Correlation	2.684	Significant
Information Sharing	0.043	Negligible Correlation	0.525	Not Significant
Participation and Empowerment	0.272	Low Correlation	3.438	Significant
Self-managed Teams	0.011	Negligible Correlation	0.129	Not Significant
Training and Skill Development	0.155	Negligible Correlation	1.913	Not Significant
Reduced Status and Distinctions and Barriers	0.028	Negligible Correlation	0.339	Not Significant
Job Design	0.086	Negligible Correlation	1.051	Not Significant
Promotion from within	0.228	Low Correlation	2.854	Significant
Measurement of HR Practices	0.109	Negligible Correlation	1.334	Not Significant
<b>d.f. = 148</b>		<b>critical value at <math>\alpha.05 = 1.976</math></b>		

Tabular results in Table 8 revealed a high significant correlation between Perceived Organizational Performance, and Participation and Empowerment. The data further showed moderate significant correlations on Information Sharing, Training and Skill Development, and Promotion from within and low significant correlations on Employment Security, Selectivity in Recruiting, High Wages, Incentive Pay Based on Performance Appraisal, Self-Managed Teams, and Measurement of HR Practices. On the other hand, no significant correlation was observed between Perceived Organizational Performance and Reduced Status Distinction and Barriers.

Table 8. Pearson-r Results in Correlating High-Performance Work System Practices and Perceived Organizational Performance in the Land Bank of the Philippines.

<b>High-Performance Work System</b>	<b>Computed r-value</b>	<b>Verbal Interpretation</b>	<b>Computed t-value</b>	<b>Verbal Interpretation</b>
Employment Security	0.184	Low Correlation	2.273	Significant
Selectivity in Recruiting	0.272	Low Correlation	3.438	Significant
High Wages	0.278	Low Correlation	3.521	Significant
Incentive Pay based on Performance Appraisal	0.215	Low Correlation	2.682	Significant
Information Sharing	0.537	Moderate Correlation	7.748	Significant
Participation and Empowerment	0.733	High Correlation	13.108	Significant
Self-managed Teams	0.230	Low Correlation	2.874	Significant
Training and Skill Development	0.452	Moderate Correlation	6.169	Significant
Reduced Status and Distinctions and Barriers	0.148	Negligible Correlation	1.816	Not Significant
Job Design	0.621	Moderate Correlation	9.642	Significant
Promotion from within	0.542	Moderate Correlation	7.846	Significant
Measurement of HR Practices	0.283	Low Correlation	3.584	Significant
<b>d.f. = 148</b>		<b>critical value at <math>\alpha.05 = 1.976</math></b>		

Based on the above findings, the null hypothesis of having no significant relationships between Perceived Organizational Performance and High-Performance Work System Practices was rejected except regarding reduced status distinctions and barriers. This finding signifies a significant relationship between Perceived Organizational Performance and HPWS.

#### **4. CONCLUSION**

The Land Bank of the Philippines has in place human resource practices designed to equip employees with skills, information, motivation, and latitude to encourage excellent performance. However, it seems that it did not adopt enough policies to reduce status distinctions and barriers. There are significant differences in the assessments of the rank and file respondents as to the extent to which High-Performance Work System Practices (HPWS) are observed in their respective organizations. The bank implements HPWS to significantly varying degrees, and their rank and file respondents demonstrate positive attitudinal and behavioral outcomes. They are highly motivated, committed, and satisfied in their jobs. Conversely, they exhibit a low level of turnover intentions and absenteeism rate.

There are significant differences in the commitment and job satisfaction levels and turnover intentions of LBP's rank and file respondents and seem to be more highly committed and satisfied with their jobs. The perceived organizational performance of LBP highly satisfied the respondents, while customer service and the quality of products and services offered by the bank are rated highest. The HPWS is significantly correlated with human resource outcomes and perceived organizational performance. Among the different components of HPWS, participation, and empowerment, and high wages have the greatest impact on human resource outcomes. Indeed, HPWS have the utmost effect on turnover intention from among the human resource outcomes.

It is recommended that LBP should continuously improve its HPWS practices to encourage excellent performance among employees. They should give priority in adopting policies and strategies to reduce status distinctions and barriers. The bank management should demonstrate value and respect for every employee and make sure that responsibility, rewards, and recognition are evenly distributed. Moreover, the bank should take note of the components of HPWS which are rated lowest by the respondents. Managers and supervisors should act as coaches, facilitators, and integrators of team efforts. They should share responsibility for decision making with employees. They may continue to empower employees and give them greater latitude to decide how to achieve their goals to let them feel they have a fuller role to play in their organizations. This will make them more committed, motivated, and satisfied in their jobs. The management should strive more to provide a positive working environment by providing the needs of employees, involve and increase employee engagement, and develop the skills of employees as well. Also, the management should be more dynamic in implementing HPWS. Periodical evaluation of their HPWS regarding new organizational priorities is necessary for the bank. There should be a process audit to determine whether the system has been implemented as it was designed whether the principles of HPWS are being

reinforced. Managers should support open exchange and communications with their subordinates; an on-going dialogue at all level helps reaffirm commitment that answers questions that come up and identify the areas for improvement throughout the implementation of HPWS.

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