High Performance Work Systems and Teachers’ Work Performance: The Mediating Role of Quality Work Life
Focus

What are the core attributes about a HPWS’s that actually make them successful?

What key factors in HPWS’s that actually contribute to employee attitudes, behaviors and ultimately better performance?
Key Terms

- High Performance Work Systems
- High Involvement Work Systems
- Quality of Working Life
Methods and Measures

- Guangdong Province
- HPWS’s
- QWL
- Mediating Effect

“This Parent Organizes activities with Parents”
HPWS’s have no shortcut to achieving Extra Role Behavior.
Take Home Message

- Clearly Identify what OCB’s are. Measure them. QWL must also be measured.

- Difference between Big business & Small business HPWS’s training on what are the key areas that bring QWL.

- OCB’s if they are consistently expected, they should eventually become a part of the job description. OCB’s
High Performance Work Systems, Joint Impact of Transformational Leadership, an Empowerment Climate and Organizational Ambidexterity
Key Terms

- Empowerment Climate
- Organizational Ambidexterity
- Transformational Leadership
Focus

- Impact of the High-performance work system to Organizational Ambidexterity

- The intervention of Empowerment Climate
Firm Level

Empowerment Climate

Transformational Leadership

Unit-Level

Experienced High-Performance Work Systems

Organizational Ambidexterity
Take-home Messages

- Conduct training programs

- Acquire new and challenging skills
Presenter: Nathan Vu

The Role of Employee HR Attributions and the Relationship between High-Performance Work Systems and Employee Outcomes
Focus

- Confirm the relationship between HR well-being practices and HR performance practices and how they associate with employee commitment and levels of job strain
Figure 1 Model linking high-performance work systems (HPWS) to commitment and job strain.
Methods and Measures

- **Study:** Survey for line managers and employees (1065 employees)
- **Measurements:**
  - Based off of 5 core HPWS activities to promote well-being and to get the most work out of employees
  - Hiring, Performance, Rewards, Development, and Communication

Ranked survey questions for each aspect being measured

Wide variety of industries in profit and nonprofit sectors
Results

- Positive correlation between HR well-being and commitment while negative to job strain
- HR performance was only positively correlated with job strain

No significant relationship between HR performance attributions and organizational commitment
Take-home Message

- Communicate that organizations care about the well-being and development of their employees (more social resources and support on the job)
- Increase coverage of work for employees
- Stress management and health promotion programs to minimize job strain
How HIWPs create environmentally based sustainable competitive advantages
Focus

Does high-involvement work practices enhance a firm’s economic performance through the development of a proactive environmental strategy.
Key Terms

-Proactive Environmental Strategy (PES):

-High-Involvement Work Practices (HIWPs)
Methods

Sample:

233 firms (10 or more employees)

Surveyed by mail

CEOs/presidents were addressed
Measures

Firm Performance:
Four-item scale: Economic Profit, Return on Total assets, Profit per employee, profit margin

PES: Rate 1-7, 1=have not addressed this factor & no plan to 7=we are the leaders on this in our sector

HIWP: % of employees receiving incentives per perf appraisals
Results
Take-Home Message

Develop a strategic capability like a PES that will be the mediating role to a firm’s performance.

- Conducting environmental quality audits regularly
- Performing natural environmental training for firm employees
The link between perceived HRM practices, performance and well-being:

The moderating effect of trust in the employer.
Focus

Trust in the employer moderates the relationship between HRM Practices and Task Performance
Key Terms

● What is “HPWS”?

● What is “Trust”?

● What are some “HRM practices”?

● What is a “Task Performance”? 
Methods and Measures

- Perceived HRM practices (9) -
  - Internal reliability of $\alpha = 0.91$

- Trust in the employer (7) -
  - Internal reliability of $\alpha = 0.97$

- Task performance -
  - Scale from 1 (‘very poor’) to 5 (‘very good’).
Trust in the employer moderates the relationship between HRM practices and task performance
$\text{Time}$

$\text{HPWS}$

$\text{Trust}$

\[+\]

$\text{Task perf}$

What can we do to improve trust?
Take-home Messages

Trust is a two-way street for HPWS to work. Employees needs to trust the autonomy workspace.

- Ex. Give employee flexibility (not micromanagement) to be creativity relates to OCB.
- Ex. 360 Feedback
Group Take-home Message

Efficient HPWS encompass:

● Trust
● Communication
● Empowerment
● Training
● Quality of working life

Key factor: Value employees to produce positive results in a high performance work system

Employer interests are only met if employee interests are met first