

High Performance Work Systems (HPWS)



Presented by:

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Group HPWS Definition

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High Performance Work Systems, Corporate Social Performance and Employee Outcomes: Exploring the Missing Links

Presenter: Junsan Chang

Key Terms

- Corporate Social Performance
- HPWS Satisfaction

Method

Survey of 1,500 employees from companies in Jiangsu, Guizhou, and Guangxi, China.

- ★ 12-items questionnaires
 - 784 Completed
 - 700 Usable
 - 69% Male
 - 31% Female

Measure

Sample questions

- HPWS
 - “Employees have clear career paths within the company”
- AC
 - “I feel part of the family in my company”
- OCB
 - “I make innovative suggestions to improve the firm”

Results

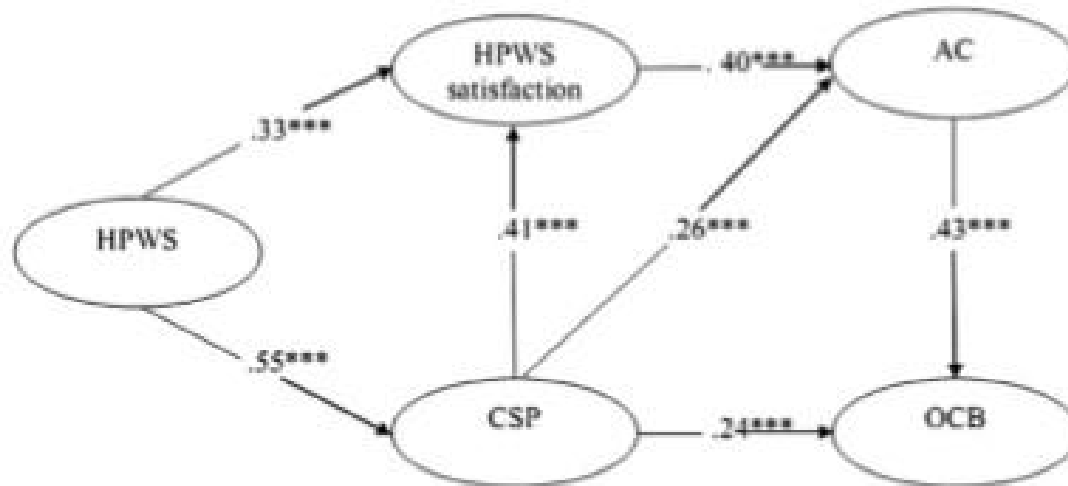


Fig. 3 The results for the hypothesized full mediation model. *Note* Standardized parameter estimates. $N = 700$. *** $p < .001$ (two-tailed). This is a simplified version of the actual model. It does not show indicators, error terms and exogenous factor variances

Take Home Message

- Be more flexible (“win-win”)
- Go beyond financial performances (CSR)

**Impact of
High-Performance Work
Systems on Individual
and Branch Level
Performance: Test of a
Multilevel Model of
Intermediate Linkages**

Presenter: Avona Pinkston

OVERVIEW

Do HPWS impact performance on an individual and organizational level?

Are there benefits?

KEY TERMS

- Experienced HPWS
- Empowerment Climate
- Psychological Empowerment
- Service Orientation
- Service Performance

DESIGN & PROCESS

- **Self-Reported Survey**
 - **37 branches of 2 banking institutions in Ghana**
 - **258 Respondents (involvement from: HR Director, Junior & Senior Customer Contact and Branch Managers)**

PROCESS

- **Response Options**
 - **Scale from 1 (Strongly Disagree) to 5 (Strongly Agree)**
 - **Scale from 1 (Highly Unsatisfactory) to 5 (Highly Satisfactory)****
- **Control Variables**
 - **Age, Sex, Branch Size, and Branch Type**

SURVEY-SAMPLE QUESTIONS

Use of HPWS

“The formal orientation programs of new customer contact employees are helpful for them to perform their job.”

Experienced HPWS

“Employees in my job category normally go through training programs every few years to improve our customer service skills.”

Empowerment Climate

“I receive the information needed to help me understand the performance of our branch.”

SURVEY-SAMPLE QUESTIONS

Physiological Empowerment

“I have significant autonomy in determining how I do my job.”

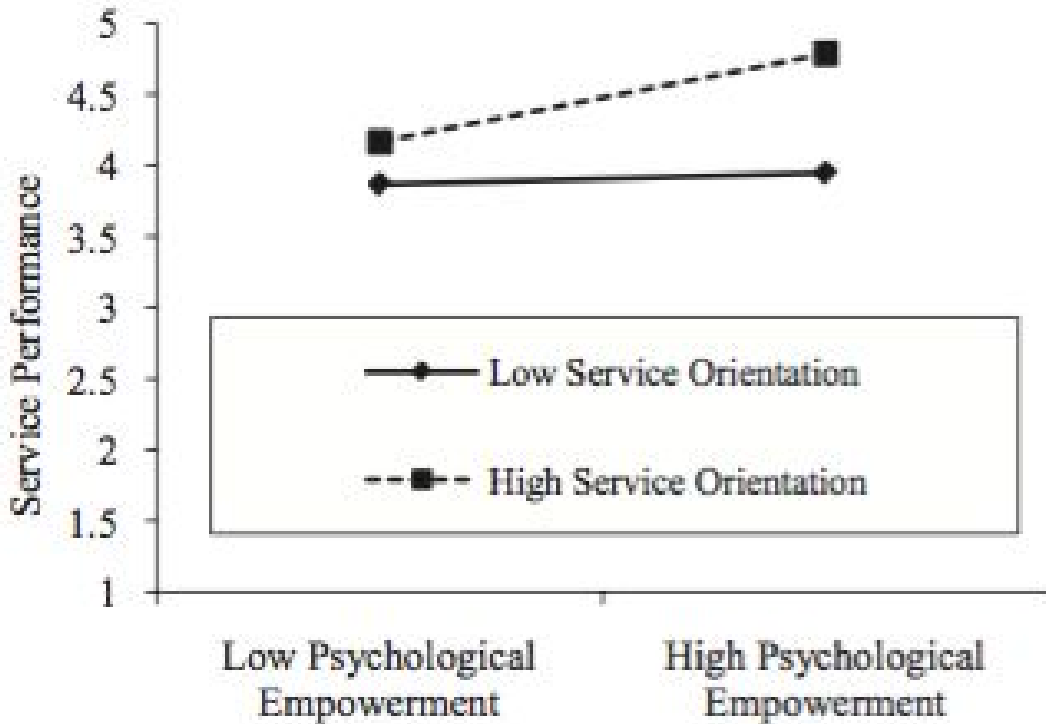
Service Orientation

“The best job I can imagine would involve assisting others in solving their problems.”

Service Performance**

“Readiness to respond to customers’ requests.”

RESULTS



TAKE-HOME MESSAGE

- **Selection: Identify and assess candidates for service orientation qualities (e.x. Myers-Briggs)**
- **Self-Managed Teams**
- **Performance-based Rewards**

The role of Employee HR Attributions in the relationship between HPWS and Employee Outcomes

Karina Van De Voorde and Susan Beijer

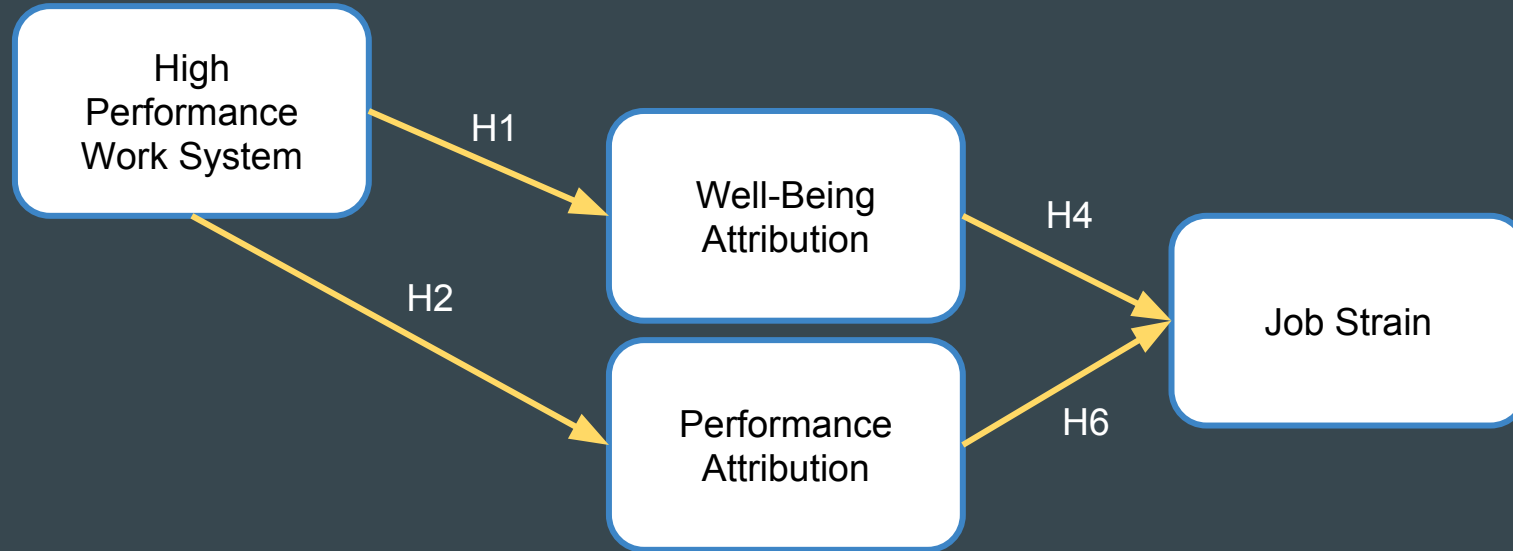
Human Resource Management Journal (2015)

Presenter: Samantha Lee

Key Terms

- HR Attributions
 - Well-being Attributions
 - Performance Attributions
- Job Strain

Research Hypotheses - Model



Overview

- Exploring the link between HPWS:
 - Well-being Attributions
 - Performance Attributions
 - Job Strain
- Directly related or with mediators?

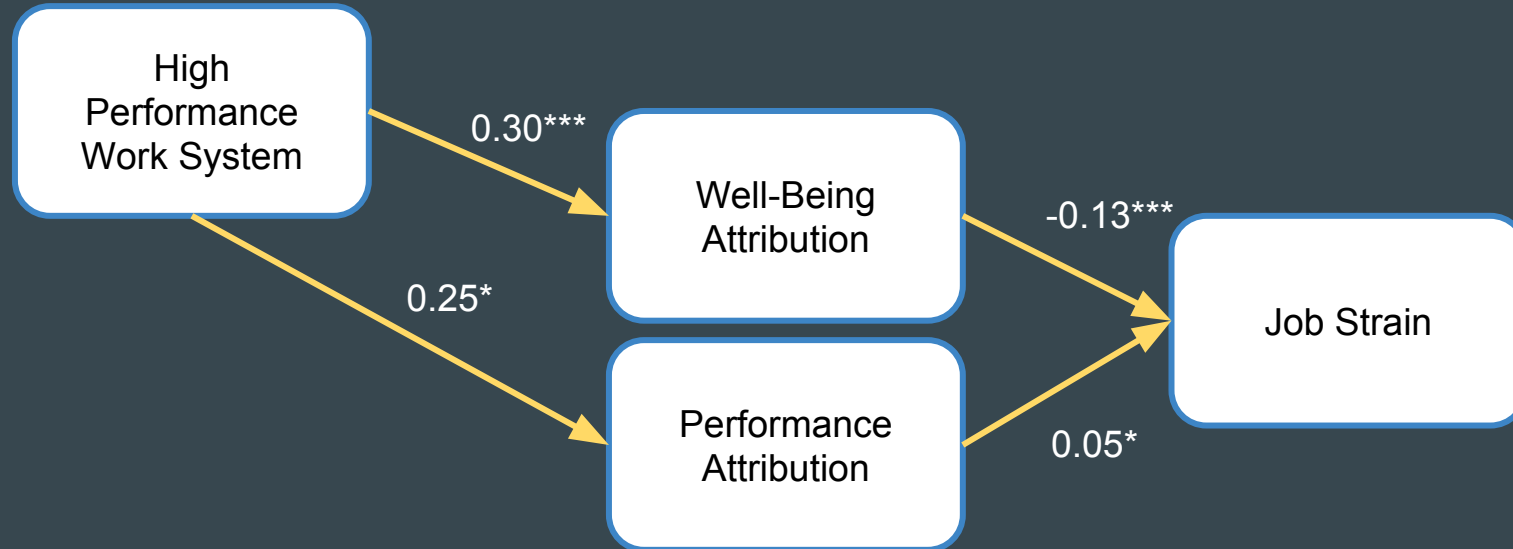
Design & Process

- Collected data from employees directly
 - 1,065 employees working in 150 units
 - Netherlands
 - Profit & non-profit sectors
 - 150 units in 73 different organizations

Survey - Example Question

- Job Strain
 - “I find it difficult to relax at the end of a working day.”
- Four-point scale:
 - 1 - Never
 - 2 - Sometimes
 - 3- Often
 - 4 - Always

Research Hypotheses - Model



Take-Home Message

- Organizational Culture
- Selection and Hiring
- Performance Evaluation

**A Meta-Analysis of
Country Differences in the
High-Performance Work
System–Business
Performance Relationship:
The Roles of National
Culture and Managerial
Discretion**

Presenter: Deric Li

Overview

- Do HPWS work in other countries/businesses with different cultures?
- Hofstede's Research:
 - 6 Dimensions:
 - **Power Distance**
 - **Individualism vs Collectivism**

Key Terms

- Cultural Tightness - Looseness
- Power Distance
- Performance Orientation
- Collectivism
- Institutional Flexibility

Method

- **HPWS - Business Performance Relationship**
 - Financial and/or Operational Performance
- **Criteria:**
 - **3 Industries:**
 - Manufacturing
 - Service
 - Mixed
 - Measure and report use of an HPWS, not HPWP

Measures

- National Culture:
 - Power Distance
 - Performance Orientation
 - Collectivism

Measures

- **Manager Discretion:**
 - **Cultural Tightness - Looseness**
 - **Institutional Flexibility**
 - **Flexibility of wages**
 - **Flexibility of hiring**
 - **Laws and Regulations**

Results & Findings

National Culture vs Cultural Tightness - Looseness vs HPWS - Business Performance

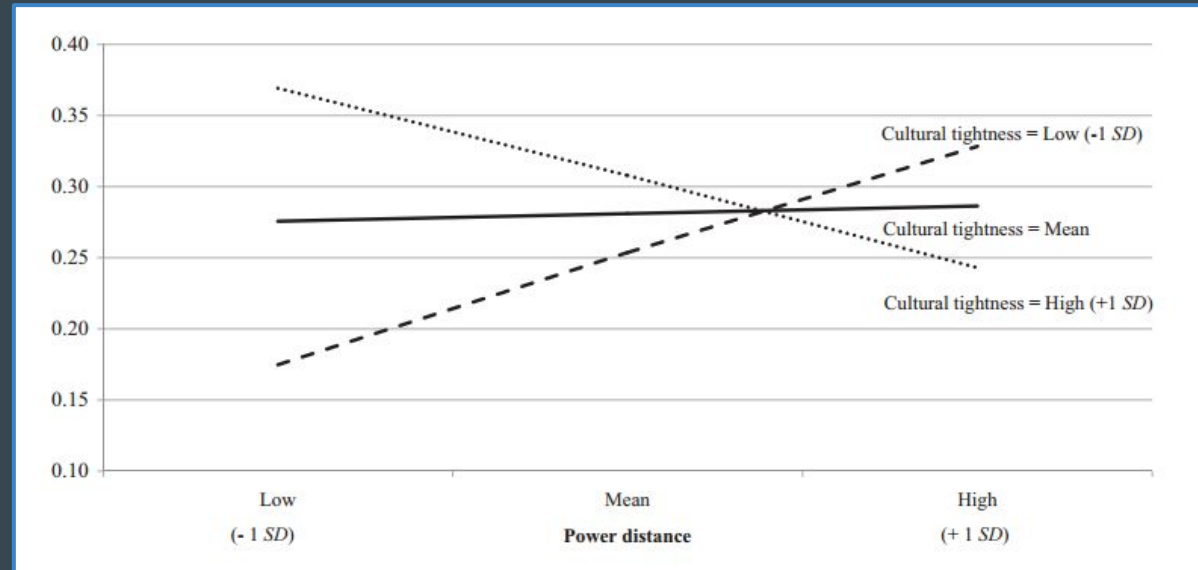
Table 4
Relationship Between National Culture and Cultural Tightness–Looseness and HPWS–Business Performance Effect Sizes (r)
(Variance-Known Three-Level HLM Estimates, Fisher z Transformed rs)

Country-level characteristics	<i>K</i>	<i>N</i> _{countries}	<i>B</i>	<i>SE</i>	<i>t</i>	Study-level (Level 2) variance	Country-level (Level 3) variance	% country-level variance explained	% total variance explained ^a
Power distance			0.596*	0.203	2.93				
Cultural tightness–looseness ^b			0.443*	0.178	2.48				
Power distance*cultural tightness–looseness ^c	129	19	−0.084*	0.034	−2.47	.024	.006	64.7	27.1
In-group collectivism			0.242	0.149	1.63				
Cultural tightness–looseness ^b			0.081	0.119	0.68				
In-group collectivism*cultural tightness–looseness ^c	129	19	−0.018	0.022	−0.80	.023	.011	37.7	15.8
Performance orientation			−0.765*	0.212	−3.62				
Cultural tightness–looseness ^b			−0.439*	0.147	−2.99				
Performance orientation*cultural tightness–looseness ^c	129	19	0.105*	0.033	3.15	.024	.004	77.3	32.4

Results & Findings

Cultural Tightness-Looseness vs Power Distance

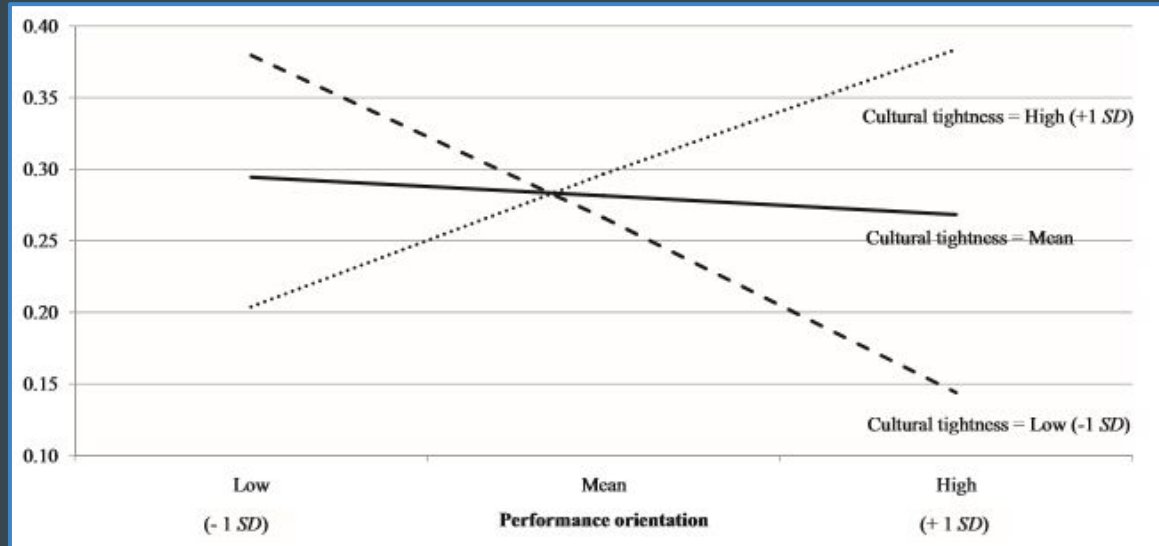
	Low (PD)	High (PD)
Low (CT)	0.18	0.33
High (CT)	0.38	0.24



Results & Findings

Cultural Tightness-Looseness vs Performance Orientation

	Low (PO)	High (PO)
Low (CT)	0.38	0.14
High (CT)	0.21	0.38



Results & Findings

Summary

	Low Cultural Tightness	High Cultural Tightness
Power Distance	High	Low
Performance Orientation	Low	High
Collectivism	-	-
Institutional Flexibility	-	-

- Cultural Tightness-Looseness most significant
- Institutional Flexibility has no significance
- Regardless of cultural differences and moderators, HPWS has a positive effect overall in any country.

Take-Home Message

- Can HPWS be implemented in all companies?
- Org. strategy implementation
- Competitive Advantage:
 - Consider cultural tightness:
 - Offshoring
 - Mergers & Acquisitions

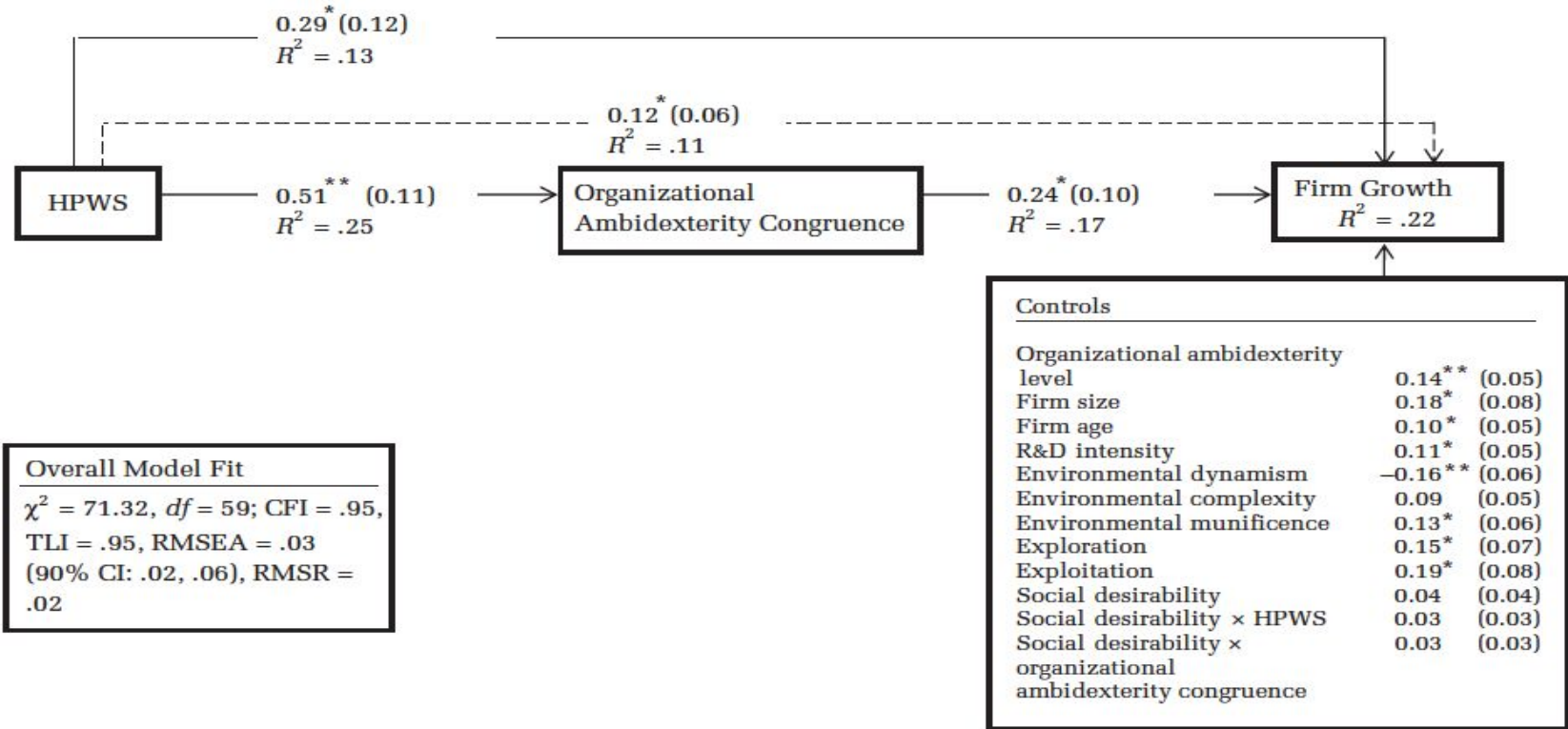
**Walking the Tightrope:
An assessment of the
relationship between
high-performance work
systems and
organizational
ambidexterity**

Presenter: Monika Singh

Key Terms:

- ❖ Exploitation
- ❖ Exploration
- ❖ Organizational Ambidexterity
- ❖ Contextual Ambidexterity
 - Discipline
 - Stretch Goals
 - Trust
 - Support

Hypothesis and SEM



Dashed line indicates indirect effects. Tests of mediation (Sobel test statistic = 2.13, $p = .03$); Aroian test statistic = 2.09, $p = .04$); Goodman test statistic = 2.17, $p = .03$) additionally supported the indirect effects.

* $p < .05$

** $p < .01$

Method

Small to Medium size high tech manufacturing companies in US

Young companies with age 10 or younger

Survey sent to CEOs of participating companies

Measures

Employee and Sales Growth (Dependent Variable)

Contextual Ambidexterity (2 dimensions Exploration and Exploitation)

HPWS (27 item survey covering 8 dimensions)

Take-Home Message

Defender and prospector strategies can coexist through organizational ambidexterity

Contextual ambidexterity is the key to SMEs' strategic growth objective

Combine individual hr practices in the context of Discipline, Stretch Goals, Support, and Trust into an integrated HPWS

Group Take Home Message

- **Align HPWS with Organizational Strategy and consider cultural differences**
- **Determine how to communicate to team and how they will adapt**
- **Look to other industries for new ideas**
- **Small to medium size companies can promote organizational ambidexterity through HPWS in an organizational context**



WE'RE DONE

**THANK YOU FOR LISTENING AND PLEASE DON'T ASK
HARD QUESTIONS**

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<u>Team member</u>	<u>Article</u>
Monika Singh	Walking the Tightrope: An assessment of the relationship between high-performance work systems and organizational ambidexterity
Avona Pinkston	Impact of High-Performance Work Systems on Individual and Branch Level Performance: Test of a Multilevel Model of Intermediate Linkages
Samantha Lee	The role of Employee HR Attributions in the relationship between HPWS and Employee Outcomes
Junsan Chang	High Performance Work Systems, Corporate Social Performance and Employee Outcomes: Exploring the Missing Links
Deric Li	A Meta-Analysis of Country Differences in the High-Performance Work System–Business Performance Relationship: The Roles of National Culture and Managerial Discretion