



THE IMPACT OF HIGH-PERFORMANCE WORK SYSTEM PRACTICES ON EMPLOYEE PERFORMANCE

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Abstract

In these times, purposeful organizations are more likely to create significant long-term value, leading to better financial performance, greater employee engagement, and greater customer trust (Komm, Pollner, Schaninger, and Sikka, 2021). According to the authors, a lot of attention is paid to the role of human resources management and what result it creates in the organization. A key factor in the success of today's organization is competent employees in which proper investment is required in order to get the desired performance results. Armstrong (2010) presents the concept of a high-performance work system, emphasizing that a high-performance work system becomes a tool that determines the effective performance results of both individual employees and the organization as a whole. In the article, the problematics of the research of the influence of high-performance work system practices on the performance results of employees is revealed, and the theoretical approach to the influence of high-performance work system practices on employee performance is conceptualized. Based on the constructed theoretical model, the research methodology of the influence of high-performance work system practices on the performance results of employees is based, and the methodology has been developed and the influence of high-performance work system practices on the performance results of employees has been empirically evaluated. Based on the results of a quantitative research (n=476), a model of high-performance work system practices influencing employee performance was adjusted, which includes three practices: recruitment and selection; reward policy; the results of employee performance evaluation, task performance, and adaptive performance. This model can be implemented in organizations to improve employee performance by ensuring high employee productivity.

KEY WORDS: High-Performance Work System (HPWS), HR Practices, Impact, Employee performance.

Introduction

Over the past two decades, researchers have focused much attention on human resource management practices that, as a system, contribute to better employee performance (Messersmith and Guthrie, 2010). Such a human resource management system is described as a *High-Performance Work System (hereinafter HPWS)* and is considered the main prerequisite for improving employee performance. The aim is to use the potential of each employee as best as possible, creating favourable conditions for effective work and using competencies for successful growth. A number of researchers have examined the links between high-performance work system practices and the company's performance efficiency, productivity, company competitiveness, employee loyalty, commitment, and resilience. Most of them (Becker and Huselid, 2006; Gittell, Seidner, Wimbush, 2010; Bartram et al., 2014; Fu et al., 2015; Covey, Conant, 2016; Shahriari et al., 2017; Zhang, Akhtar, Bal, Talat, 2018; Sun, Mamman, 2022, etc.) confirm the positive influence of individual practices on overall company performance. Another group of authors (Flores, Posthuma, and Campion, 2016; Raineri, 2017; Jiang and Messersmith, 2018; Ogbonnaya and Messersmith, 2019; Peccei and van de Voorde, 2019; Kloutsiniotis and Mihail, 2020; Agarwal, 2021) presents the opposite research results, where excessive work productivity due to HPWS leads to internal competition, higher absenteeism, a sense of loss of well-being at work, or even burnout.

In summary, most of the research conducted includes individual HPWS practices such as employee participation, recruitment, performance-based reward policies, training, employee performance evaluation, or others; and research covering the full range of HPWS practices to identify which ones have the greatest influence on high employee performance at the individual level of employee performance is lacking.

The **main aim of the paper** is to determine the influence of high-performance work system practices on the performance results of employees. In the article, the problematics of the research of the influence of high-performance work system practices on the performance results of employees is revealed; the theoretical approach to the influence of high-performance work system practices on employee performance is conceptualized; the research methodology of the influence of high-performance work system practices on the performance results of employees is based; the methodology has been prepared and the influence of these practices on employee performance results has been empirically evaluated.

Theoretical framework

A high-performance work system is designed to increase employee productivity, improve work performance, provide flexibility and provide more responsibilities within the organization (Ogbonnaya and Valizade, 2018). A high-performance work system is generally defined as a form of human resource management or a set of specific HRM practices that can improve company's performance (Katou, 2008;

Marchington and Wilkinson, 2008; Subramony, 2009; Boxall and Purcell, 2012; Soens et al., 2012; Posthuma et al., 2013; Madison et al., 2018; Kooij and Boon, 2018). The authors not only describe the concept of HPWS but also specify exactly the essential characteristics of human resource management (HRM) practices that guide the development of a strategy for high performance in an organization. It is emphasized that in the presence of a certain set of HRM practices, the organization experiences a rapid improvement in performance, increasing employee productivity; the organization functions effectively in the context of employee job satisfaction. A summarized set of HPWS practices and their attributes is presented in Table 1.

Table 1. High-Performance Work System Practices (compiled by the authors)

Author	Description of practice (PR.) and HPWS attribute (A.)
Soens et al., 2012	PR. Recruitment and selection The practice includes clearly defined recruitment criteria and processes, recruiting candidates based on specific and existing skills. A. Candidates are selected only based on competencies and required skills.
Cooke, 2001; Aragón-Sánchez, Barba-Aragón and Sanz-Valle, 2003; Zacharatos et al., 2007; Barzegar and Farjad, 2011; Miwardjo et al, 2020; Al Sinawi and Sharma, 2020	PR. Training and development Practices include employment security, comprehensive training, teams, decentralized decision-making, and information sharing. A. Targeted training according to competencies, the professionals in the field are trained.
Diaz-Carrion, Lopez-Fernandez and Romero-Fernandez, 2017	PR. Reward policy The practice includes a transparent salary procedure for all members of the organization, rewards based on achieved results, a strong motivational system, available competencies and the ability to use them purposefully in the working environment, and rewards for increasing employee productivity. A. Transparent payment process.
Prieto and Pérez-Santana, 2014	PR. Employee performance evaluation Practice includes the evaluation of personal performance, objective procedures, acceptance of responsibility, and the employee's level of involvement in the organization. A. Personal performance results, additional work performed, competencies properly used, and goals achieved are evaluated.
Denison, 2007; Khalid and Nawab, 2018	PR. Employee participation Practices include direct and indirect employee participation. Employees are given the opportunity to participate in the management of the organization, which reveals the potential of employees to contribute to better organizational results. A. Enabling direct employee participation in organizational decision-making

HPWS includes five main HRM practices: recruitment and selection, training and development, compensation/reward policy, employee performance evaluation, and employee participation, which must have certain characteristics (attributes) in order to influence the performance of employees (see Table 1).

After analysing the concept of employee performance by various authors (Koopmans, Berhnaards, Hildebrandt, Vet, and Berk, 2014; Mensah, 2015; Pawirosumarto, Sarjana, Muchtar, 2017; and others), the research follows the definition of Pradhan and Jena (2017).

The authors distinguish three dimensions of employee performance results: task performance results, adaptive performance results, and context performance results. These dimensions have specific indicators that can be used to define and evaluate each of the dimensions (see Figure 1).

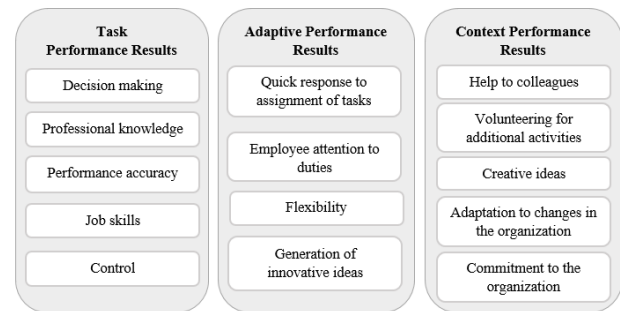


Fig. 1. Indicators of employee performance (compiled by the authors according to Pradhan and Jena, 2017)

The results of task performance are described as the performance of the organization's official regulations for example, the accurate execution of work that has specific deadlines, the implementation of supervision and resource control, and the very important skills and professionalism of the employee. Task performance results include the following sub-dimensions: decision-making, professional knowledge, accurate work performance, work skills, and control. The results of adaptive performance are manifested through the employee's quick response to the assignment of tasks, the employee's attention to duties, flexibility, and the generation of innovative ideas in organizational processes. The results of the context performance are identified by the changes and the microclimate in the organization. These performance results are manifested through the voluntary participation of employees in the company's activities, and the responsibilities to take on additional activities. This dimension is defined through a commitment to the organization, adapting to change, voluntary extra activities, and helping colleagues. All this increases the level of employee productivity and engagement in the organization. Based on the analysis of scientific literature, it is assumed that the high-performance work system practices influence the performance of employees.

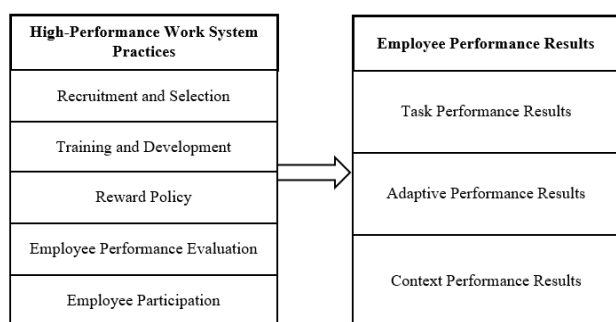


Fig. 2. A theoretical model of the influence of high-performance work system practices on employee performance results (compiled by the authors)

The developed theoretical model conceptualizes a theoretical approach to the research of the impact of high-performance work systems practices on employee performance (see Figure 2).

Based on the theoretical model presented in Figure 2, the methodology of the empirical research was compiled, which is presented in the next subsection.

Methodology

The aim of the empirical research is to evaluate the influence of high-performance work system practices on the performance results of employees. The aim is detailed into three research tasks: to investigate the expression of high-performance work system practices and employee performance results; to analyse the interrelationship between high-performance work system practices and employee performance results; to determine the influence of high-performance work system practices on employee performance results.

To achieve this aim, quantitative research was conducted, i.e., questionnaire survey and statistical data analysis. The questionnaire was compiled based on the sub-dimensions of two constructs (see Figure 2). The questionnaire consists of 3 parts: the first part covers HPWS practices: Recruitment and Selection (3 questions according to Soens et al. (2012)); Training and Development (3 questions based on Vanhala, Ahteela (2011); Reward Policy (5 questions based on Vanhala, Ahteela (2011); Diaz-Carrion et al. (2017)); Employee Performance Evaluation (5 questions according to Prieto et al. (2014)); Employee Participation (2 questions based on Vanhala, Ahteela (2011)). The second part of the questionnaire consists of questions assessing the expression of employees' performance results: Task Performance Results, Adaptive Performance Results, and Context Performance Results (respectively 6, 7, and 10 questions based on the employee performance scale according to Pradhan, Jena (2017), Ratkutė (2022)). It is important to mention that the approach of the subjective evaluation was chosen for the research of the performance of employees, i.e., how the employee himself evaluates his individual performance. The third part of the questionnaire consists of social/demographic questions: year of birth, work experience in the organization, income, sector, education, and position held. The selection of these demographic factors is based

on factors affecting employee performance analysed by Huy (2023), Fu et al. (2015), Bos-Nehles and Meijerink (2018), Cooke et al. (2019), and other authors.

Random (probability) sampling was carried out, SPSS programme was used to analyse the research data. A regression analysis was performed to evaluate the influence of high-performance work system practices on employee performance results. Persons working in Lithuania were selected for the research. 476 respondents participated in the research, so it can be stated that the sample is representative and the results are statistically significant.

Results and Discussion

Summarizing the research sample and the demographic characteristics of the respondents, it is identified that the majority of the respondents were born in the period 1982-2000 (56.09%). Most of the research participants work in the trade sector (31%). Most of the respondents have a university (42.4%) and higher (36.55%) education and work in non-managerial positions (57.57%). After analysing the performance of employees according to the studied demographic characteristics, it is found that $p < 0.05$ for all characteristics, except for the positions held by the employees, so the averages of the performance of employees are statistically different. It was established that, on average, the performance results of employees born in 1982-2000 are higher than those of employees born in 1961-1981. Also, the results revealed that the highest indicators were determined when evaluating the performance of employees born in the period 1982-2000 (4.02) and those born in 2000 and later (4.00). The performance results of employees working in different sectors are statistically significantly different ($p=0.001$). The performance results of employees working in the trade sector are the highest compared to the results of those working in other sectors. The relationship between employee performance and income was revealed ($p=0.000$). Employees, for whom money is usually sufficient, have higher performance results than employees for whom money is usually scarce or chronically scarce. There is a significant difference ($p=0.015$) in the performance of employees with different work experiences. The performance results of employees with 1-2 years and 2-3 years of work experience are higher. Based on the results of the research, it can be stated that employees with higher education ($p=0.000$) have higher performance results than employees with lower education. The results of the analysis of the relationship between the performance of employees and the positions held by employees showed that the averages are similar, i.e., the performance results of employees according to position do not differ statistically significantly ($p=0.082$).

According to the research results, all high-performance work system practices are manifested in the organizations where the respondents work, i.e., medium or high-resolution averages are obtained (see Figure 3.).

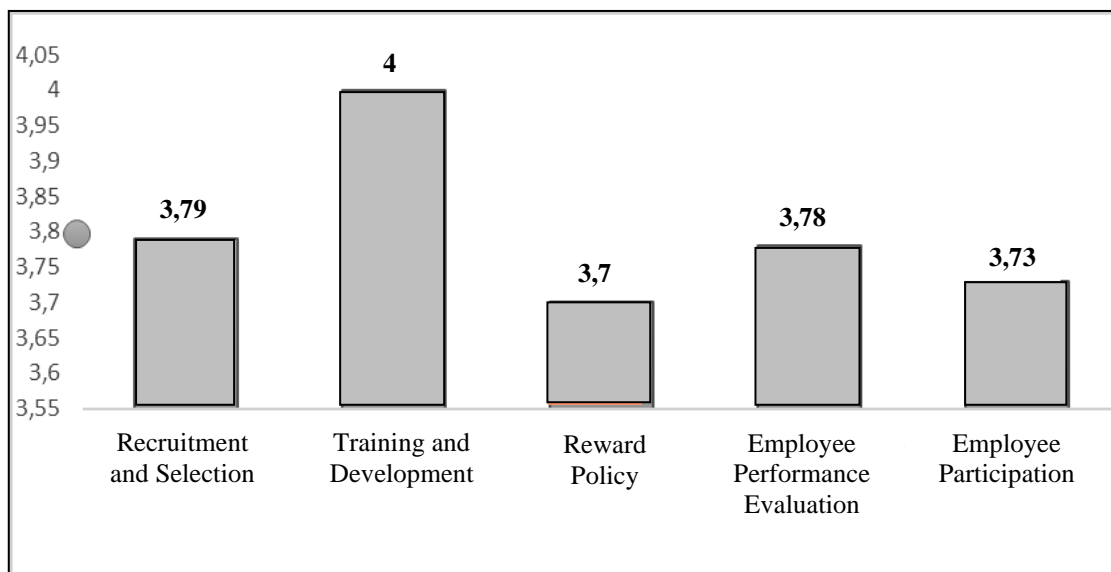


Fig. 3. Averages of HPWS practices influencing employee performance

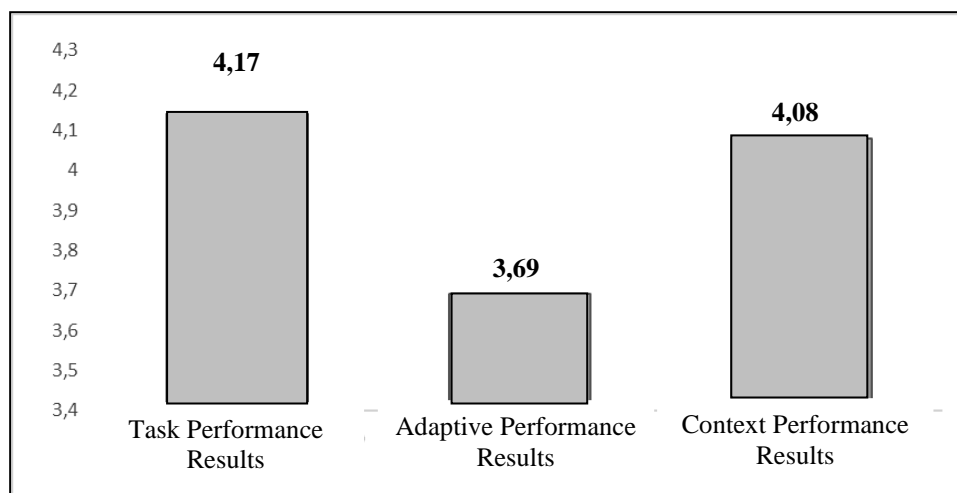


Fig. 4. Averages of evaluation of statements of employee performance dimensions

The training and development of employees has the highest average (4), and the reward policy has the lowest (3.7).

The summarized averages of employee performance results are presented in Figure 4.

The respondents rated the task performance results the highest (4.17), and the adaptive performance results (3.69) the lowest. It can be assumed that employees perform their tasks well according to their position regulations, but are less likely to adapt to changes that are directly related to their work.

The results of the correlational analysis of HPWS practices and employee performance are presented in Table 2.

Table 2. Correlation coefficients between HPWS practices and employee performance

	Task performance results	Adaptive performance results	Context performance results
Recruitment and selection	0,429**	0,338**	0,282**
Training and development	0,433*	0,376**	0,319**
Reward policy	0,386**	0,238**	0,290**
Employee performance evaluation	0,431**	0,289**	0,366**
Employee participation	0,356**	0,294**	0,311**

** - $p < 0,001$

The obtained results show that all high-performance work system practices and employee performance have weak-to-moderate relationships with each other. For all correlation coefficients $p=0.000$, and the relationship is statistically significant at $p < 0.001$. Recruitment and selection practices (0.429**) have a moderate relationship with task performance results. Thus, the more efficient the recruitment and selection process in the organization, the higher the performance results of employees, which are associated with the tasks described in their position regulations. It can be assumed that the application of recruitment and selection practices with HPWS characteristics leads to a more targeted and clearly defined job position in the organization, so employees can achieve more effective results. A moderate, statistically significant relationship (0.433**) is found between training and development practice and task performance results. The results of the research show that the more often the training is carried out in the organization, the higher the ratio of the results of the employees' task performance. The correlation coefficient between reward policy and employee task performance results (0.386**) shows that employee task performance results are higher if fairer and more transparent reward policies in organizations. Fourth HPWS practice, i.e., employee performance evaluation, has an average relationship (0.431**) with task performance results. Thus, it can be stated that the more the performance evaluation in the organization is focused on employees' competencies and progress, and the performance evaluations are based on objective assessment, the higher the results of the employees' task performance. There is a weak relationship (0.356**) between employee participation and task performance results. Also, when analysing the relationship between HPWS practices and the results of adaptive performance, it can be seen that the

relationship between the components is weak but significant. The weakest relationship (0.238**) is found between reward policy and adaptive performance results, and the strongest (0.376**) – between training and development and adaptive performance results. Correlation analysis results revealed that recruitment and selection have a weak relationship (0.282**) with context performance results. This relationship shows that the efficiency of the recruitment and selection process in organizations increases the performance of the context. Also, as the number of trainings in the organization increases, the results of the context performance improve (0.319**), for example, employees are able to take on more responsibilities and undertake additional activities after training. Based on the established relationship (0.366**) between employee performance evaluation and context performance results, it can be stated that in the presence of objective, competency-based performance evaluation in organizations, the context performance results of employees improve, for example, the encouragement of colleagues increases, and available knowledge and abilities are improved. In summary, there is a statistically significant relationship between HPWS practices and employee performance results. The analysis of HPWS practices and employee task performance results revealed that there is a moderate relationship between them and a weak but statistically significant relationship between high-performance work system practices and adaptive performance results and context performance results.

A regression analysis was performed to evaluate the influence of high-performance work system practices on employee performance results.

Table 3. Results of examining the suitability of HPWS practices' influence on employee performance results

Dependent variable	HPWS Practices	R	R ²	Adjusted R ²	Standardized Coefficient β	p	VIF
Task performance results	Recruitment and selection	0,532	0,283	0,276	0,194	0,000	1,416
	Training and development				0,116	0,091	2,067
	Reward policy				0,172	0,011	2,962
	Employee performance evaluation				0,215	0,005	1,942
	Employee participation				-0,083	0,176	2,471
Adaptive performance results	Recruitment and selection	0,504	0,254	0,246	0,007	0,884	1,416
	Training and development				0,037	0,594	2,235
	Reward policy				0,267	0,000	2,962
	Employee performance evaluation				0,297	0,000	1,942
	Employee participation				-0,083	0,167	2,471
Context performance results	Recruitment and selection	0,411	0,169	0,160	0,031	0,542	1,416
	Training and development				0,096	0,193	3,067
	Reward policy				0,080	0,270	2,962
	Employee performance evaluation				0,065	0,410	3,708
	Employee participation				-0,032	0,625	2,471

The R² values (0.283; 0.254; 0.169) confirm the linear regression model with two dependent variables: task

performance results and adaptive performance results. The model of the HPWS practices and employee context

performance results is not valid as $R^2 = 0.0169$. The HPWS practices: recruitment and selection ($\beta = 0.194$, $p = 0.000$), employee performance evaluation ($\beta = 0.215$, $p = 0.005$), and reward policy ($\beta = 0.172$, $p = 0.011$), have a significant influence on the results of employee task performance. A statistically significant positive influence was found between these HPWS practices and task performance results. Based on the obtained research results, it can be stated that the organization of recruitment and selection processes, objective evaluation of employee performance, and transparent reward policy have a positive influence on the results of the performance of employees' direct functions. Employee performance evaluations should be based on objective and quantifiable results. Employee performance evaluations should be based on objective and quantifiable results. According to the obtained Beta coefficient, this practice has the highest value, so it can be assumed that this indicator has the greatest impact on the results of employees' task performance results (in the decision-making, the performance of official functions, use of work skills). The results of the research revealed that training and development practices ($\beta = 0.116$, $p = 0.091$) and employee participation ($\beta = -0.083$, $p = 0.176$) do not have a statistically significant effect on the employees' task performance results.

After evaluating the obtained coefficients of the regression function of high-performance work system practices and employees' adaptive performance results, it can be stated that the reward policy practice ($\beta = 0.267$, $p = 0.000$) and the performance evaluation practice ($\beta = 0.297$, $p = 0.000$) have a significant influence on employees' task performance results. A statistically significant positive influence was found between these practices and adaptive performance results. Also, the results revealed that the practice of recruitment and selection ($\beta = 0.007$, $p = 0.884$), the practice of training and development ($\beta = 0.037$, $p = 0.594$), and employee participation ($\beta = -0.087$, $p = 0.167$) do not have a statistically significant effect for the results of adaptive performance. Thus, it can be stated that a reward policy based on high results and evaluation of employees' performance can directly positively influence the adaptive performance results (adaptation to changes, implementation of changes). Based on the results of the research, it can be concluded that the high-performance work system practices do not affect the employees' context performance results. This possibly proves that it is more important for employees to focus on the performance of direct functions or a certain task, rather than on the context performance results (voluntary and additional activities, behaviour with colleagues). Thus, the context performance results are important in the organization but are more oriented toward the evaluation of the organizational climate or the development of other research directions.

Based on the results of the research, it can be concluded that when conducting selections based on precisely and clearly identified competencies and accepting employees based on their skills corresponding to specific fields and the nature of work, the performance results of employees are higher. Also, it has been confirmed that employee participation has a significant,

but negative influence, so it can be assumed that effective employee participation can negatively affect employees' adaptation to changes (adaptive performance results) and negatively affect decision-making or achieving work quality (task performance results). On the other hand, the results of the research revealed that training and development do not have a statistically significant effect on employee performance results. This may also be due to the fact that employees are accepted into the workplace as specialists in that field, so the organized training must deepen their existing knowledge, not provide the basics.

Summarizing the results of the research, the created model of the influence of HPWS practices on employee performance results should be adjusted by eliminating the sub-dimension of context performance results from the employee performance construct and training and development and employee participation practices due to the result, as they do not have a significant positive impact on employee performance results. The adjusted model of the influence of HPWS practices on employee performance results consists of the following high-performance work system practices: recruitment and selection, reward policy, and employee performance evaluation, and employee performance results include task performance results and adaptive performance results.

It should be noted that one of the limitations of this research is that the respondents were selected using non-probability convenience sampling. For this reason, the structure of the survey respondents may not fully proportionally correspond to the structure of Lithuanian employees. Another limitation is related to the evaluation of the performance of employees, choosing a subjective approach, which assumes that the self-evaluation of the performance of one's own work may be better than what objective performance indicators could show. All this suggests opportunities for further research.

Conclusions

Conducted research reveals that a high-performance work system can contribute to improving performance and can influence employee loyalty, commitment, resilience, and productivity. At the individual level, the value of a high-performance work system for employees is presented: improved work quality, the faster performance of functional tasks, objective evaluation of performance, higher performance results, and participation in organizational decision-making. However, the increasing role of HPWS practices in the HRM of organizations presents a number of conflicting opinions, and the need for research on this topic only increases.

A conceptualized theoretical model of high-performance work system practices influencing employee performance results. The theoretical model assumes that high-performance work system practices influence employee performance results. The theoretical model includes two constructs: the first is HPWS practices: recruitment and selection of employees; training and development; reward policy; employee performance evaluation; employee participation. The second construct includes employee performance results: task performance

results; context performance results; adaptive performance results.

After carrying out the empirical quantitative research, the impact of high-performance work system practices on employee performance results was evaluated and the following conclusions were drawn: the vast majority of high-performance work system practices influencing employee performance results have higher than mean averages. Correlation analysis revealed that there is a statistically significant relationship between HPWS practices and employee performance results. The analysis of HPWS practices and employee task performance results revealed that there is a moderate relationship between them and a weak but significant relationship between high-performance work system practices and adaptive performance results and context performance results. The performed regression analysis showed that HPWS practices have a statistically significant positive influence (except for employee participation $\beta = -0.101$) on employee performance results. Based on the results of the research, it can be stated that when performing selections based on precise and clear competencies and hiring employees based on their skills, which correspond to specific fields and the nature of work, the employee performance results are higher. Also, it can be seen that employee participation has a significant, but negative influence, so it can be assumed that effective employee participation can negatively affect employees' adaptation to changes (adaptive performance results) and negatively affect decision-making or achieving work quality (task performance results). On the other hand, the results of the research revealed that training and development ($\beta = 0.086$) does not have a statistically significant effect on employee performance results.

Based on the results of the research, the model of HPWS practices influencing employee performance results is adjusted, which in the final version includes three practices: recruitment and selection, reward policy, employee performance evaluation; task performance results, and adaptive performance results. This model can be implemented in organizations to improve employee performance results by ensuring high productivity. Also, based on the results of the research, it can be stated that the application of high-performance work practices as a system is important for organizations, rather than the application of individual practices.

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