

High-performance work practices: Key development factors and analysis of different practices in the literature

Pratiques RH à performance : facteurs clés de développement et analyse de différentes pratiques dans la littérature

Houssam BAAKIR, (Doctor in Management Sciences)

Analysis and Modeling of Systems and Decision Support Laboratory

ENSA Berrechid

Hassan first university, SETTAT, Morocco

Hanane ELLIOUA, (Full Professor)

Analysis and Modeling of Systems and Decision Support Laboratory

ENSA Berrechid

Hassan first university, SETTAT, Morocco

Correspondence address :	ENSA Berrechid, B.P :218, Avenue de l'université, Berrechid Phone : 05223-24758 Email: ensa.etudes@uhp.ac.ma
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Abstract:

High-performance work practices (HPWPs) are increasingly recognized as pivotal in shaping business strategies and enhancing organizational effectiveness. This paper presents an integrative literature review, synthesizing findings from various academic sources to analyze the historical development of human resource management (HRM) practices and their role in fostering competitive advantage. The paper highlights the shift in human resource management from viewing employees as costs to recognizing them as valuable intellectual resources. It also explores key high performance work practices characteristics, including rigorous recruitment, comprehensive training programs, performance-driven rewards, and increased employee motivation and involvement.

The review also examines the determinants and organizational factors influencing the successful implementation of high-performance work practices (HPWPs). External factors such as union involvement, organizational size, and labor market characteristics, alongside internal elements like company culture and management practices, are explored in depth. The role of human resource practitioners is also emphasized, particularly their political influence, expertise, professionalism, and networking capabilities in facilitating the adoption of these practices.

The findings indicate that high performance work practices are associated with improved organizational performance and higher employee satisfaction. However, the success of these practices is contingent upon their alignment with broader strategic objectives. This paper contributes to the ongoing discourse on high performance work practices (HPWPs) by providing a comprehensive understanding of the factors that drive their implementation and the organizational impact of their integration into business practices.

Keywords: High Performance Work Practices, Strategic Human Resource Management, Human Resource Management Development, Determinants and antecedents, HR practitioners.

Classification JEL : M41

Paper type: Theoretical Research.

1. Introduction

The strategic relevance of Human Resource Management (HRM) and its profound influence on corporate effectiveness have sparked significant debate within both academic and professional circles. This ongoing discussion emphasizes the transformative power of high-performance work practices, which are increasingly recognized as valuable and long-lasting tools to drive business objectives and successfully execute corporate strategies. These HRM practices, when effectively implemented, not only optimize workforce performance but also contribute to organizational success by aligning human capital with business goals. As organizations face rapid changes in the global marketplace, HRM's strategic role in fostering employee engagement, enhancing productivity, and promoting innovation becomes more critical in achieving sustained competitive advantage. Consequently, the integration of HRM practices into the strategic framework of a company is seen as essential for ensuring long-term corporate effectiveness and resilience. Terminologies such as knowledge workers and high-performance work systems demonstrate a growing awareness of employees as a factor of competitive advantage, as opposed to a cost to be mitigated. As a result, employees as intellectual resources, and the systems inside an enterprise set up to acquire, train and motivate them, appear to be crucial components of the strategic decision-making cycle Charles, J., Francis, F., & Zirra, C. T. O. P. (2021). Whereas HPWPs have not been cohesively identified or commonly referred to, Mansour, S., Nogues, S., & Tremblay, D. G. (2022) highlight that HPWPs are primarily seen as a collection of internally coherent and homogeneous human resources practices conceived to foster employee knowledge, dedication and involvement. These plans share several features in common, notably disciplined recruitment and selection procedures, performance-primarily driven rewards and in-depth training plans designed to meet the organization's business goals Anwar, G., & Abdullah, N. N. (2021). High-Performance Work Practices (HPWPs) are designed to foster a highly motivated, well-qualified, and independent workforce. These practices align employee targets closely with organizational goals, ensuring that each staff member contributes effectively to the achievement of corporate objectives. By investing in employee development, promoting autonomy, and providing the necessary tools and resources, HPWPs create a work environment that drives both individual and organizational performance. This approach not only enhances job satisfaction and engagement but also contributes to the overall success of the business, ensuring that human capital is a key driver in the pursuit of long-term corporate goals (Mansour, S., Nogues, S., & Tremblay, D. G., 2022).

Huselid (1995) notes that businesses implementing HPWPs experience a decrease in employee turnover, while boosting profitability and results. Becker (1996) further states that HPWPs can be a key source of competitive advantage, assuming that managerial approaches are closely matched to current organizational features (internal fit) and to corporate strategy and business targets (external fit). Our chapter is composed of two sections: the first section is devoted to the historical development of human resource management through the Taylorian period or the scientific organization of work, industrial psychology and the HR movement, modern trends in HRM namely the systemic approach and the strategic approach, after we explained the context and meaning of high performance work practices, the second section was devoted to a detailed analysis of the external and organizational determinants and the main high performance work practices mentioned in the literature review.

In this study, the central research question is: "What is the impact of high-performance work practices (HPWPs) on employee motivation and organizational performance? This research question will comprehensively examine the relationship between strategic HR practices and business effectiveness. The main objective of this review is to determine how HPWPs not only influence employee satisfaction and commitment, but also how they contribute to the achievement of organizational goals. By exploring this question, we hope to provide new

insights into how organizations can use HR practices to maximize their performance and competitiveness in the long term." We will adopt a methodological approach based on an integrative literature review to address the central issue of high-performance work practices (HPWPs) and their impact on organizational effectiveness. The objective is to analyze and synthesize existing research on the factors of HPWP development, identifying key trends and organizational determinants. We will also conduct a critical analysis of the available studies, highlighting gaps in the current literature and proposing avenues for future research. This approach will allow us to better understand the interactions between HR practices and business performance while providing a coherent theoretical framework for future work in this area.

2. The development of Human Resource Management

The fundamental mission of human resources management encompasses aligning the quality and quantity of human resources with the company's requirements, whether now or in the future; incorporating the organization's growth and efficiency targets with its HR management targets; and maximizing the effectiveness of HR so that they participate in the organization's strategic objectives Oliveira, M., Sousa, M., Silva, (2021). The prime goal of human resources management is to recruit the appropriate quantity of qualified and trained staff for the business. Indeed, the procurement of human resources is an important aspect of human resources strategy Oliveira, M., Sousa, M., Silva, (2021). The other target can be termed a retention target, as concerns as important as employment also encompass the retention of talented employees, the elaboration of renewal strategies, promotion initiatives and career planning assistance Alfawaire, F., & Atan, T. (2021). In the field of work atmosphere, we highlight communication links between companies and staff, as well as more intensive collaboration between companies and staff representatives. In the field of compensation, the focus is on assessing staff productivity, job analysis and performance-related compensation. In the area of health and security at work, the emphasis is on minimizing work-place accidents and establishing training and safety measures Alfawaire, F., & Atan, T. (2021).

The concept of "human resources" evolved over a considerable period. In this context, the "Personnel Administration" department transformed itself into the "Human Resources Management" function Swanson, R. A. (2022). This new designation also represents a paradigm shift in approach and methods. Whereas in the classical approach, employees were considered as a means of reducing costs, the modern conception considers them rather as a resource whose usage needs to be valorized. The HR field has developed over the ages. The first issues in personnel management, including work organization, staffing and production supervision, can be identified as early as the 16th century, when the earliest industrial plants were established Jackson, S. E., Schuler, (2014). Subsequently, in the 18th century, the discovery of the steam engine significantly modified the nature of work. It led to the creation of a variety of machines, permitting production in higher volumes and at reduced expense. Work now demanded fewer talents, duties were increasingly recurring, and the work climate was increasingly unhealthy Jackson S. E., (2014)

2.1 The industrial revolution and human factor challenges:

A pivotal stage in the emergence of HRM was the 19th century industrial revolution. It marked the discovery of the steam engine and the weaving loom and encouraged rapid expansion of industrialization Warner, M. (1994). Numerous plants were opened, especially in Europe and North America. Therefore, there was a significant expansion of employment in the area. Early businesses were quite small, owner-operated and required few workers, as new plants became more numerous and larger, executives were required to employ a labor force whose skills were diminished by the gap between the workforce and the employer-owner Witzel, M., & Warner, M. (2015). Furthermore, HRM in that period was marked by very difficult conditions for

workers, approaches that give all the authority to foremen, who frequently misused it and pushed workers to work extra hard through rigorous, constant monitoring, often even using verbal abuse and harassment Witzel, M., & Warner, M. (2015). These rigorous measures have yielded efficient outcomes, but they have also been the root cause of rising frustration on the part of employees and a series of workplace protests Jones, O. (2000). The employees were contesting favoritism in human resources decisions taken by foremen, and the absence of any process to appeal these decisions and seek a proper legal hearing. They contested the autocratic and inhuman behavior displayed by most executives at all hierarchical levels Kelly, D. (2016).

2.2 The Taylorism period or the scientific organization of labor

Taylorism is a work process invented by Frederick Taylor. This technique is based on the rational organization of work divided into small, easy, repetitive assignments, performed by specialists Scuotto, V., Manlio, D. G., (2024). Taylor was advocating the employment of expert technicians to perform movement and time research, to develop ingenious pay-incentive programs, and to develop training plans and selection techniques. The primary purpose of Taylorism is to obtain the greatest achievable performance from employees, with the minimum of physical effort and tiredness O'Neill, C. (2017).

F. W. TAYLOR suggests a radical restructuring of the business: the analysis of labor processes needs to be scientific instead of empirical. He further notes that each operation is split into small tasks that are assessed based on efficiency factors and then reconstituted or adapted in the context of manufacturing operations Wright, C. (1993). This standardization of operations needs to be carried out by all employees and should apply to operating modes and times. Taylor recommended that 19th-century business leaders consider investing in engineers and production control instruments, to allow systematic, in-depth analysis of the performance of their workers Wright, C. (1993). The targets were primarily to quantify and standardize operations to maximize productivity benefits, and to define and model operations in the interest of standardization Corbacioglu, S. (2016). In addition, F. W. Taylor was the pioneer in the systematic examination of human conduct at the workplace. In this way, he has provided a range of insights and suggestions, such as the standardization of work procedures and systems, or the formalization of workflows, notably in the fields of hiring, training and development, and performance assessment Corbacioglu, S. (2016). He also initiated the adoption of a clear goal setting system. He has designed a remuneration package and enhanced the organization's tools. However, Taylorism was also widely denounced for its rigid rules, its lack of adaptability, its emphasis on human labor and its neglect of all the various variables that impact on an enterprise's performance. In brief, we claimed to be tackling the issues linked to the human dimension, without considering the human factor Uddin, N., & Hossain, F. (2015).

2.3 Industrial psychology and the HR movement

The human relations phenomenon is rooted in the books of American teacher Elton Mayo. E. Mayo was a figure who influenced management philosophy and is the pioneer of industrial psychology. He provided the basis for the most debated management philosophy of the twentieth century: the school of human relationship Bruce (2011). The philosophy of the human relations movement was that, if there are disagreements between workers and managers. However, it's primarily because we haven't looked hard enough at the psychological requirements of our employees, and we haven't placed the necessary focus on the implementation of a management style marked by leadership, communication, and recognition Omolawal, S. A. (2021). E. Mayo expanded on F.W. Taylor's assumption by introducing a few benefits for workers. These benefits comprise a comfortable working atmosphere, decent wages and job stability. He was seeking the right environment for effectiveness, and as a result concluded that the psychological atmosphere had a decisive effect on staff conduct. He was

persuaded that positive workplace relationships and ambiance had a powerful effect on overall work satisfaction, as reflected in the performance of single workers. He outlined the main principles that distinguish this current philosophy Önday, Ö. (2016). For Mayo, human beings have a basic desire to join a team and desire the appreciation and affection of those with whom they are involved in carrying out a work assignment. They are keen to be helpful and to make a clear difference in the workplace. One of the benefits of this approach has been the progressive abandonment, by most companies, of intimidating supervisory processes oriented towards the threat of job insecurity, and their adoption of more supportive practices focused on creating a sense of trust, mutual respect and equity Adebayo, O. (2020).

2.4 The institutional framework: the birth of unions and labor legislation

Philosophers of the institutional workplace economics theory argue that difficulties in worker-management labor relationships are the result of power disparities between the parties, managerial authoritarianism and the economic insecurity suffered by the workforce Mink, G. (2019). The book's writers, "The History of Trade Unionism", mention two different approaches: firstly, collective bargaining by independent labor unions, and secondly, legal rules on labor law, representing obligations set by the government on companies. In the beginning of the twentieth century, industrial affairs training courses were established based on this philosophy, and the development of labor legislation helped to establish the emergence of trade unionism as we recognize it nowadays Webb (2023). In brief, during the 20th century and up to the 1960s, whether as a subject of research and practice in industry, or as a position within companies, HRM was shaped by three key lines of philosophy Webb (2023).

2.5 Modern trends in HRM

Over time, approaches to workforce management and human relations have been completely wiped out in industrial relations schools, while emerging in management schools and corporate organizations. Starting in the 60s, the concept and new term "HRM" developed increasingly through the adoption of a systemic approach.

2.5.1 The systemic approach

The introduction of the systems philosophy to HRM involves an examination of the factors in the environment that affect both the resources dedicated to HRM and the activities and targets that the company is striving to reach. HRM, as a sub-system of an enterprise, should pursue targets in harmony with those of the wider system to which it is attached. The systemic perspective considers that each HRM operation is closely linked to the objectives to be accomplished, or to the contribution to be expected in reaching the targeted outcomes. Once the systemic analysis emerged and was adopted for HRM, all HRM operations could be systematically reviewed in the light of their impact on the achievement of the company's targets. In parallel, the concept of 'interdependence' among sub-systems and the system enables us to measure the degree to which HR has assisted in meeting the targets of any company Bondarouk, C. (2016).

2.5.2 The strategic approach

In the 1980s, a strategic approach was joined by a systems approach Al-Jubouri, A. A. N. (2020). This triggered an even more significant transformation in HRM practices. Practices have been completely reshaped to the point that KRAVETZ, President of Kravetz Associates, a HR consultancy, has described it as a 'HR revolution'. Teacher PETIT presents in his 'The emergence of new HRM practices: the theoretical framework' the strategic approach as a paradigm which aims to combine various activities designed to obtain results and which incorporates them into a package oriented in a forward-looking way towards the requirements of the company, a paradigm which is drawing increasingly on a strategic approach. Professor

L. BÉLANGER describes the notion of strategy, in the field of corporate management, as: ‘the procedure for defining and deploying the appropriate resources with a specific goal in mind: to reach a firm's targets and fulfil its mission, in a fiercely competitive and hard to predict environment’ Holz, E., (2023).

3. High performance work practices: background and meanings

There's no debate that Human resource management- is a vital activity in the workplace and impacts the level of corporate efficiency. In recent decades, a large part of the literature on the impact of Human Resource Management on corporate performance has been devoted to “high-performance work practices”. The concept is not limited to the domain of Human Resource Management. It was initiated by industrial relations scientists, whose publication, *Manufacturing advantage: Why HPWS pay off*, generated significant focus on how workplace changes could boost U.S. manufacturing. The new term is now widespread in the academic domains of industrial and labor relations, HRM, organizational conduct and corporate management. But the concept of High-performance work system has never been solely scientific. It benefits from wide public recognition Fu, N., Flood, P. C., Bosak, J. (2017). In the English-speaking countries, it is employed by ministerial departments, HR organizations, labor unions and consultancy firms. In the UK, for instance, there is a range of official and practitioner publications on how to foster “high-performance work”. Also, the Queensland Government manages a “High Performance Workplace Program” to support factories in boosting their efficiency Queensland Government (2010). In New Zealand, the national Ministry of Labor supports industry groups, firms and unions to transform themselves into “high-performance work partners” De Waal, A., (2020). These are only samples. Although the literature on High performance work system provides useful insights for professionals and scientists alike, it lacks precise meaning, unwarranted statements and poor research techniques De Waal, A., (2020). Our attempt to examine this research body is rooted in the principle that, while work systems are crucial to the success of any enterprise. This is an “analytical approach” to the research and practical application of Human Resource Management Sterling, A., & Boxall, P. (2013), one in which we target to establish a strong clarification of what executives attempt to accomplish in structuring workplace and human resources, of what underpins their conducts, of what influence their performance.

3.1 High performance work practices: Definition and aspects

It's essential to put the High-performance work practices concept in its historical and social context, as there has long been an emphasis on how to increase corporate efficiency by enhancing the way work and individuals are organized, encompassing such well-established advances as scientific management, the human relations movement, socio-technical workplace management Sterling, A., & Boxall, P. (2013). The concept of HPWP emerged in the United States and has grown in popularity in the context of the debate on the falling competitiveness of the United States industrial sector. The development of Japanese “lean production” methods, which involved methods such as quality circles HR practice and just-in-time, contributed to enhanced quality, cost, efficiency, performance and reliability of delivery Womack, J. P, (2007). American models of labor planning were regarded as inadequate in several aspects, especially because of their restricted exploitation of employees' skills and discretionary conduct. At the same time, the introduction of new advanced manufacturing technologies (AMTs) has played a crucial part in the transformation of work processes over the last thirty years Snell and Dean (1992). More specifically, the discussion has been prompted by the growing phenomenon of “offshoring” to low-cost countries.

The importance of restructuring U.S. high volume production jobs, which were frequently unaccountable and non-discretionary, and the necessity of improving qualifications and wages for the workers, has been emphasized in prominent investigations, such as those on automotive and medical electronics production. While the early emphasis was on how manufacturing employees are employed, the topic of High-performance work system has evolved into an integral component of a wider program covering the human aspects of competitive efficiency throughout the production and service industries. In the USA, there is increasing awareness of the importance of service localization in a rapidly globalizing manufacturing landscape, leading to a growing emphasis on how service firms can adopt High performance work system as a strategic competitive advantage Connolly, P., (2007). We encounter significant obstacles here, as High-performance work system is a complex concept in which three notions are related: performance, systemic impact and HR practices Boxall and Macky (2009).

Corporate performance, the dependent characteristic, can be interpreted in different manners. Many investigators have focused on economic performance factors, as noted in Godard's (2004) review of High-performance work systems research. Nevertheless, economic performance may incorporate short- or long-term financial returns, and corporate performance may cover wider aspects such as CSR Boxall (2011). It's extremely significant to point out that one of the key assumptions to be drawn from the research literature is that High performance work systems are contingent on favorable staff perceptions Godard (2004). For numerous researchers, therefore, there is a willingness to assess the effects of HPWS on employee concerns, and this has generated a discussion in which some scholars believe that the outcomes for workers are beneficial, while other scholars seriously doubt this.

A second essential aspect of the High-performance work systems notion is the significance of systemic effects Delery and Shaw (2001). In the view of MacDuffie (1995), the “bundling” of practices HR is critical in High performance work practices: “it is the combination of human resource practices into a package, as opposed to single practices, that forms the model of interactions between and among executives and workers”. His investigations highlight the necessity of introducing modifications to talent training policies and worker incentives that are in line with flexible ways of conceiving jobs. Nevertheless, what seems to differ in the High-performance work practices research body is the degree to which the discussion of synergetic connections has spread beyond Human resource management to the complementary aspects of a firm: its technology or proprietary expertise, product or service offer, funding, and corporate governance, for instance Boxall (2009). Strictly speaking, bundling is a question of conception within the constituent elements of a human resource system: ensuring that training is coherent with a transition to self-directed teams, for instance. This is how human resource academics usually consider the question, but it's only one piece of the puzzle in the context of strategic management.

Scholarly peers in business management have usually taken a better view of the systemic connections among functions inside the firm. Researchers like Shah (2003) demonstrate, for instance, that the efficiency of businesses embracing progressive production technology is better when they implement proportional enhancements to the workforce “infrastructure” that powers the technological operation. They highlight the value of aligning human resource strategy with business targets and the technological readiness of production planning. Equally, in a significant longitudinal investigation, De Menezes L, S Wood and G Gelade (2010) observe that UK corporations implementing Japanese-style lean production policies, such as embedded IT and total quality management, perform strongly when they reinforce these expensive modifications to manufacturing operations with a more supportive human resource management approach and in-depth staff training.

It is critical that integration or complementarity is included not only in the human resource management field, but in the overall management framework of the work environment or

business entity Boxall and Macky (2009) Viewing High performance work systems in this light is perhaps the nearest thing to how top executives view their companies. Lastly, another independent variable is work and human resource practices, which are regarded as forming a high-performance system.

These practices are the source of a complex set of definitions and statements. As long ago as in the mid-1990s, Becker (1996) documented the range of approaches to human resource practices in a panel of five leading investigations of human resource practices, all undertaken in the USA. These investigations documented as few as four and as many as eleven human resource practices, with no single practice common to all five investigations, and some debate as to whether specific human resource practices, such as flexible pay, had beneficial or unfavorable consequences. One of the controversies over what qualifies as a high-performance work systems in a specific country is the point that when switching from one national environment to another, socio-cultural differences in human resource practices must be taken into account Paauwe J and P Boselie (2007). For instance, a human resource practices such as a worker grievance process, which Huselid (1995) views as an identifier of high performance in the U.S., is simply a legal obligation in many countries, and so cannot be relied upon to distinguish the top performers. The types of contextual variation we should appreciate comprise legal differences, which are the most basic facets of societal variation, and their underpinning cultural hypotheses, covering such things as attitudes to sex, age, location and temporality, which are considerably more complex to comprehend Newman K and S Nollen (1996). Approaches to building the independent variable in High performance work practices in which writers lump together their views of “best practices”, irrespective of their particular context, are deeply flawed, and arguments that a specific collection of human resource practices is manifestly high-performing are quite simply untenable Boxall and Macky (2009).

This argument should reinforce the importance of determining the major prevailing philosophies that management seeks to develop in specific work contexts, assessing how they are seen and understood by employees, and developing more significant expressions for them. The literature on High performance work practices lacks precision and consensus and includes misleading statements regarding what qualifies as high performance, driven largely by a lack of understanding of the contextual limitations of human resource practices.

4. Determinants and Main constituents of High-performance work practices

Some metrics of short- and long- horizon corporate financial performance can also be associated with the prevalence of High-performance work practices in firms Huselid (1995). Of specific relevance are longitudinal data exploring the corporate achievement levels of Australian companies and their reliance on High performance work practices. Firms conducting similar creative operations are apt to show higher rates of success within a three-year timeframe Leggat, S. G, (2011). Nevertheless, even with this expanding literature, evidence from Australasia also indicates that the introduction of HPWP continues to be modest Leggat, S. G, (2011). In the following section, we will analyze the role of human resource professionals and that of organizational determinants on adoption and implementation of high-performance work practices.

4.1 The role of the HR practitioner in HPWP adoption

Even though not discussed directly, the areas of innovation and human resource management alike have mentioned the importance of the human resource specialist in the implementation phase. Probably 20 years in advance of her predecessors, Kirkpatrick, I., & Hoque, K. (2022) discusses two directions for human resource professionals seeking to achieve corporate targets. Basically, she defended a contingent view of professionals' operations, arguing for a creative

“conformist” or “deviant” view of corporate performance matters. Significantly, it characterizes the practitioner as an enabler of corporate actions, drawing on their expertise to connect human resource operations to corporate performance, or on their professionalism to establish a back-up for suggested programs. McVey, L. A. (2013) also looked to place the human resource professional as pivotal to the introduction of new human resource practices through his or her expertise in information and knowledge assets. McAlearney, A. S., (2011) maintained that practitioner factors (degree, values) shape information-holding behaviors and, finally, the human resource practice chosen. It has been claimed that, because of their mastery of critical, relevant and suitable data, Human resource professionals are in the ideal position to affect the result of implementation decisions. The research community has also shown that innovation champions are key to the effective implementation of new human resource practices Gollan, P. J. (2005). It has been demonstrated that a champion's desire to investigate new possibilities, his or her willingness to employ a range of pressure tactics, and his or her readiness to assume risks, lead to a better rate of successful implementation of innovation Alsaghir, L. (2011). Importantly, this understanding matches the contemporary view of the normative strategic human resource professional. The latter is commonly characterized as a proactive change officer, a professional skilled and keen to design, schedule and execute a broad set of corporate actions associated with corporate effectiveness Kirkpatrick, I., & Hoque, K. (2022). Hence, while little researched, the concept of human resource practitioner as an instrumental factor in High performance work practices implementation can be viewed as having considerable merit. The specific way in which professionals realize this insight rely on a wide range of contingent variables. Some of these variables can be viewed as contextual, or external to the human resource professional's field of influence. The authors determined that many organizational or external variables could potentially determine a practitioner's willingness to implement High performance work practices Obeidat, S. M., (2016). Nonetheless, it is believed that a significant and valuable volume of literature already explores the question of contextual or external influences on human resource practices Akwei, C., & Nwachukwu, C. (2023). Therefore, it is believed appropriate, currently, to focus on the potential role of the human resource specialist in the introduction of High-performance work practices, and the requirements of the individual to deal efficiently with these possible external pressures. An in-depth analysis of the research literature revealed five factors liable to impact strongly on the introduction of High-performance work practices. These comprise: a professional's political influence and capacity to forge alliances through networking opportunities; a professional's knowledge and experience; and the extent of his or her professionalism, and lastly, some personality features. It is estimated that these features, if acquired and employed by professionals, will empower them to assume a prominent role in the implementation of High-performance work practices Glen D. Murphy Greg Southey, (2003).

4.1.1 Political influence

The implementation of new practices such as High-performance work practices typically brings with it an inherent degree of risk Jewell, D. O., (2022). This risk is associated with the uncertainty associated with the innovative process, and its possible effect on the various constituencies inside the business. Mazzei, M. J., (2016) discussing the role of the human resource professional in the innovation cycle, proposes that the kind of innovation embraced by a human resource specialist greatly relies on the human resource professional's credibility with information and resource suppliers. Equally, Jönsson, (2022) propose that the effective introduction and widespread acceptance of a new practice hinges on the practitioner's success in “searching for and getting” approval to proceed with the project. They maintain that the power to win political support enables resources to be efficiently devoted to the project, thus ensuring the ongoing introduction of the novel High performance work practice Slåtten, T.,

(2020). If a human resource manager senses an incapacity to gain the necessary political backing for a high-performance work practices initiative, it is hardly likely that a positive decision will be reached to implement the human resource practice, some of the most evident potential sources of political influence are hierarchical status inside the company Joseph. (2024).

The established position an actor occupies inside the structure can affect the extent of independence and the degree of liberty needed to investigate innovative alternatives DE ALENCAR, E. M. S, (1998), and the degree of power and authority necessary for acceptance. Nevertheless, power and influence have many roots; for instance, French and Raven's classic six foundations of authority (Terpstra et al., 1996). Additional investigations carried out by Galang and Ferris (1997) have proven the importance of "image management". Their findings show a link connecting the power and influence of human resources with the practice of symbolic action. Basically, it's a question of fostering, at the heart of the company, a feeling of the vital and inherent contribution made by the human resource department. Consequently, while factors like role and position in the company can assist the influencing role, the human resource specialist's capacity to exploit these elements can be viewed as the crucial factor. Howell and Higgins (1990) underline the requirement for practitioners to possess the aptitude and desire to employ a variety of lobbying approaches and strategies. In this respect, Tyson (1999) emphasizes that the marketing and commercial aspects of the human resource profession are gaining popularity as a necessity for human resource specialists.

The potential perceived capacity of a human resource practitioner to obtain political backing for a High-performance work practices program has a major effect on any decision to introduce it. If there isn't political backing from the firm's stakeholders, it's hardly possible for the required tools and facilities to be made operational. As a result, practitioners will be reticent to invest resources and risk reputation in an assignment that is destined to result in disappointment.

4.1.2 Networking skills

As has previously been discussed, the inherently ambiguous political character of High-performance work practices implementation invariably generates competition among stakeholders with conflicting vested benefits. The networking and communication abilities of a human resource professional to develop strong partnerships inside companies, to reach corporate agreements and to foster conditions favorable to innovative practices are crucial to the effective implementation of High-performance work practices McGourty and al., (1996). Damanpour (1991) identified a favorable correlation between communication and the effective implementation of corporate innovations. He postulated that communication promotes the spread of knowledge, enhancing its diversification and creates an effective climate for the creation of new insights. The inclination of innovation champions to employ communication tools like coalitions to create widespread support for the suggested action is also emphasized. This view is also supported by Kanter (2009), who claims that, while obtaining the support of core individuals across the business is critical, the power to win greater support for innovation is likewise critical. Therefore, an HR manager's skill in achieving agreement within the structure is critical to the adoption of the desired High-performance work practices Walton (1987).

4.1.3 Knowledge and experience

Knowledge, degree of training and awareness have long been identified as important factors in the successful introduction of human resource practices. Knowledge and experience can include technical or professional competencies Amabile, (1988), degree of knowledge and experience Kane and Palmer, (1994), comprehension of corporate environment or industry traits Walton (1987), professional expertise Huselid and al., (1997) or knowledge of specific innovations.

Although certain research has called the effect into doubt, some studies have maintained the connection between professionals' knowledge and the introduction of High-performance work practices. At first examination, it is obvious that the kind and character of information possessed by human resource professionals will determine their decisions as to which human resource practices to implement Terpstra and al., (1996). Walton (1987) proposes that knowledge of corporate constructs and leading-edge practices allows a professional to acquire "individual expertise" in handling the introduction process. Amabile (1988) agrees, highlighting the importance of human resource practitioners continuously refreshing their expertise and maintaining up-to-date knowledge of the latest advances, thus guaranteeing fresh and appropriate inputs to their business. Technical competence and practical understanding are also identified as crucial preconditions for individual creativeness and initiative Amabile (1988). Moreover, wider immersion in dissimilar practices, processes and systems can lead to a higher aptitude for recognizing possible avenues for development, as well as finding solutions not thought of earlier Coopey al., (1998). Experience also supplies precious insights into the previous achievements or setbacks of innovative approaches Kamm (1987). Having the right knowledge and experience can also assist the political and lobbying procedures behind the implementation phase. Kane and Palmer (1994) claim that human resource specialists who are skilled at supplying top-quality insights to decision-makers have a powerful effect on those choices.

Coopey and al (1998) further stress that an appreciation and "mastery of the critical discourses inside the structure may result in a higher degree of capability to generate support". Of considerable relevance is the investigation undertaken by Tannenbaum and Dupuree-Bruno (1994). Their findings confirm the hypothesis that a high degree of training within the human resource function has a significant beneficial role to play in the implementation of High-performance work practices. A human resource professional's knowledge and experience can enhance political leverage, boost personal competencies, improve the selection of human resource practices and, crucially, enhance self-efficacy. The caliber and depth of a professional's knowledge and experience, allied to his conviction in his performance, can have a profound influence on choices concerning the implementation of High-performance work practices.

4.1.4 Professionalism

The actions performed by individuals in a job require: maintaining accepted values; retaining and expanding personal knowledge; keeping competency levels up to date; being part of a professional organization; self-monitoring of ethical and professional behavior; and the capacity to employ rigorous thinking Hatcher and Aragon (2000). Damanpour (1991) described professionalism as cross-border operations, self-esteem and a dedication to overcoming the status quo. In parallel, research evidence was provided to demonstrate that these activities influence the introduction of new practices in a favorable way. Other workplace attitudes and actions, such as curiosity ("searching for fresh insight"), openness to novel insights and cooperative attitudes, have also demonstrated themselves to be beneficial to creative practices McGourty and al., (1996). Swan and Newell (1994) observed that affiliation with professional companies was a decisive element of innovative practices. This could be linked to the fact that professional companies are better at updating their staff on the most recent advances in their sector Kane and Palmer (1994). The availability of a modern knowledge base and the skill to pursue new opportunities through techniques such as benchmarking and networking are largely considered to be key drivers in the introduction of High-performance work practices Sanchez and al. (1999). Other dimensions of professional conduct likely to affect endorsement decisions comprise: the depth of a professional's external and lateral reasoning Kanter (2009); his or her general aptitude for new approaches; his or her competence to judge the relevance of different

innovative approaches Kossek (1989); and his or her competence in purpose-identifying and purpose-led conduct. The way practitioners experience themselves as HR specialists and engage actively in professional conduct can make a huge contribution to their willingness to embrace High-performance work practices. A practitioner's levels of professionalism can influence innovation politics, information-retrieval conduct, expectations of creative approaches, and generally self-efficacy in implementing High-performance work practices.

4.1.5 Personality traits

In her seminal book on innovation and creativity in the workplace, Amabile (1988) pinpointed ten characteristics related to individual creativeness. These featured personality characteristics ranging from self-esteem to distinctive cognitive powers, risk attitude, field expertise, social competencies, smartness and openness. Amabile (1988) elaborated a model of personal creativity, combining these characteristics into three distinct elements: field-critical expertise, creativity-critical know-how and intrinsic work motivation. Creativity abilities rely on individual attributes linked to independence, self-regulation, endurance and the mental capacity to develop thoughts and opinions. Intrinsic job motivation concerns an employee's motivation to perform a job, as well as his or her understanding of the motivation for performing it. Even though the research undertaken by Amabile (1988) prevails in large parts of the innovation research body, other personality features appearing to play a significant part in the development of High-performance work practices have also been highlighted. Kamm (1987) acknowledged the requirement for socialized ability, realizations and insights regarding risk exposure (arising from innovation endorsement), all of which affect a professional's formulation of criteria for selecting creative practices. "Elite values" have also been mentioned as a probable driver of adoption behavior Kossek (1989). Amabile (1988), has claimed that innovation inside companies relies ultimately on the individual creativeness of its employees. However, her studies have mainly examined personal intelligence as the precursor to innovative conduct. Following the footsteps of personal creativity, factors such as risk-appetite, inspiration, leadership qualities and personal inventiveness have all been highlighted as crucial factors in an innovation champion.

5. Organizational and external determinants of High-Performance Work Practices:

5.1 The Extent of Unionization:

Studies on the influence of labor unions on the successful implementation of High-Performance Work Practices are varied. In the next points, we will examine the available literature that investigates the negative and positive effects of unions on High-Performance Work Practices to identify whether unions can contribute to the successful implementation of High-Performance Work Practices.

5.1.1 The negative effect of unions on High-Performance Work Practices implementation

Gill, C. (2009) claims that the conflict of interest exists between unions and HR services implies that High-Performance Work Practices are significantly reduced in companies with a large proportion of unionized workers. In favor of this premise, Danford, A. (2003) observed that structured staff participation programs, like Quality Circles, were rarer in unionized factories. Equally, Wood (1996) observed that, in Great Britain, merit-based appraisal and compensation were more widespread in non-union workplaces. Lastly, Godard (2004) argues that the impact of unions is mixed or unfavorable, referring to Rubinstein (2001). Nevertheless, Machin and Wood (2005) note that the connection between human resource management and unionism can differ from according to the type of the human resource practices, and Galang (1999) maintains

that science remains unclear as to the extent to which unions impede High performance work practices implementation, since High performance work practices substitutes for unions by delivering individual voice opportunities that cancel out the requirement for unions.

5.1.2 The positive impact of unions on High-Performance Work Practices implementation

Studies on the harmful influence of unions on High-Performance Work Practices have been challenged. In fact, research suggests that unions do not have a harmful influence on the implementation of High-Performance Work Practices. Moreton (1999) investigated survey data on worker-company links in British unionized private-sector firms and discovered that collective bargaining did not decrease workplace performance. Then, Black (2001), employing survey data from the National Survey of Labor Education Quality in the united state, showed that union involvement did not reduce the benefits of High-Performance Work Practices on workplace efficiency. There is also considerable empirical evidence that union membership is favorably related to the implementation of high-performance work practices. Gregg (1988) observed that unionized companies were more likely to have worker share ownership than non-unionized firms. Marginson (1992) reported that unionized companies were significantly more apt to possess worker share ownership and broader worker involvement programs.

5.2 Organizational size and Organizational complexity

Even though additional investigations are required before we can claim that company size and complexity are at the origins of High-performance work practices, the preliminary findings suggest that these drivers should be investigated. The detailed investigation by Ivars, J. V. P., & Martínez, J. M. C. (2015) established that firm size (number of workers and income) might determine the fields in which High performance work practices are particularly likely to emerge. The smallest companies were identified as the poorest adopters of High-performance work practices, while close to half of the biggest organizations in the study were adopting these practices. A contemporary investigation Ivars, J. V. P., & Martínez, J. M. C. (2015) of the newest performance appraisal approaches found that the biggest firms were inclined to employ advanced performance appraisal techniques to a considerably greater degree than the medium-sized ones. Human resource executives in SMEs might have received less structured training and have varied working duties. As they must handle a range of functions, they may be slightly less familiar with the latest practices or have little time to update themselves on the most recent developments.

Organizational complexity, a structural trait that fluctuates with company size, also impacts the adoption of High-performance work practices. With the rising trend of mergers and acquisitions, especially in the software, financial services and healthcare industries Kimberly, (1985), emerging human resource management strategies are designed to address the symbiotic links between these progressively more complex corporate structures. This meant adjusting to a variety of sectors, cultures, nationalities and jobs.

6. The main constituents of high-performance work practices:

The large range of High-performance work practices identified in the investigations makes it extremely challenging to establish which set of practices is most appropriate for examining the connection between human resource management practices and some performance indicators. In this context, it is worth emphasizing the presence of two conflicting perspectives. On the one side, the universalist view maintains that the successful input of a human resource management practices to one enterprise can be transferred to other businesses, ignoring the unique context (Ruzic, 2015). In this way, this perspective takes the view that some human resource management practices are consistently more beneficial than others (Ruzic, 2015). In fact, some experts emphasize the emergence of HPWP, which is designed to equip staff with the

competencies they require to get the work done, the tools they need to perform, and the motivation to achieve them Guerci, M., Hauff, S., & Gilardi, S. (2022).

Human resource practices associated with these programs involve selection and training courses, information exchange and worker commitment, as well as financial inducements to promote motivation Sánchez-Marín, G., (2023). In contrast, the contingent perspective points out that the optimum human resource management needs to be suited to the specific circumstances and aligned throughout the enterprise Ruzic (2015). In effect, some literature notes that different industries need distinct competencies and expertise Schimansky (2014). In parallel, some investigators assert that selecting the appropriate package of practices is vital for superior performance, and that like packages can be uncorrelated with favorable performance, according to context Sánchez-Marín, G., (2023). In any instance, many High-performance work practices emerge repeatedly in many analyses Iddagoda, A., & Dissanayake, H. (2022). The four most commonly included in many “sets” are staffing, training, compensation systems and performance appraisal Sawant, K., & Pise, A. (2021). Some writers propose conceptualizing Human resource management systems in accordance with the dimensions of Ability, motivation and opportunity, i.e. clustering them into practices for enhancing expertise, motivation and opportunities Claudia (2015). In this context, some authors suggested numerous successful examples of High-performance work practices targeting skills (e.g. training upskilling), motivation (internal promotion) and participation (e.g. empowerment, communication) Claudia (2015). In this perspective, we considered it advisable to examine the High-performance work practices identified in our analysis protocol against the three aspects of Ability, motivation and opportunity, as described below. Ability can be described as an inherent or gained competence that allows an employee to accomplish a specified job successfully. In addition, aptitude points to the human assets (competencies, experience, beliefs, prior expertise) that are required to fulfil these duties Minbaeva (2013). In the field of Human resource management, ability means the totality of practices intended to guarantee that workers have the tools they require to execute their responsibilities Based on our investigation design, many writers believe that instances of skills upgrading HR practices focus principally on training and development and career development, as well as Staffing. Training human resource practices increases the possibility of acquiring new expertise Schimansky, (2014), as well as insight into challenges and the finding of new potential, while staffing human resource practices are designed to bring in and identify people who meet the profile and the values of the firm Schimansky (2014).

Motivation could be explained as “the extent to which an employee wants and opts to perform particular actions”. Motivation could be either extrinsic or intrinsic. External considerations are driven by motivators in the form of economic bonuses and usually result in a focus on short-term benefits, while intrinsic drivers emerge from the person's interests and beliefs, for instance when a worker experiences satisfying and pleasant work Schimansky (2014). Intrinsic motivation is commonly associated with long-term staff dedication Schimansky (2014). Nevertheless, some experts emphasize that the lack of extrinsic elements can occasionally impact intrinsic motivation Bos-Nehles and al., (2013). Also, motivation can also be affected by employee's ability, because employees with lack of skill may become demotivated if they consider that the task is too difficult Bos-Nehles and al., (2013). In the field of human resource management, motivational human resource practices are designed to support workers in attaining their targets and meeting high expectations in regard to productivity. Accordingly, the motivational bundle comprises human resource practices such as performance appraisal, generally coupled with financial or non-financial rewards Demortier and al., (2014).

Based on our review methodology, the most widespread human resource practices for boosting motivation are linked to performance appraisal and extrinsic inducements. In fact, pay-for-performance is widely employed in numerous investigations, at both personal and group level. Nevertheless, in many surveys we also observed non-economic types of motivation, like

recognition at work, promotion, social activities and work-life balance possibilities. On the other side of the coin, we didn't encounter many practices aimed at intrinsic motivation. The rare instances we did find concerned motivation to perform, personal or collective fulfillment, motivation to achieve, entrepreneurial skills and a collaborative atmosphere.

Opportunity can be understood as a combination of conditions that render an action effective. The opportunity for individual workers to be involved has a number of aspects, including involvement in the decision-formulation cycle, knowledge sharing, horizontal communication and work improvement Schimansky (2014). Companies interested in fostering participation ought to develop the potential to reinforce these aspects, by shortening the gap between staff and senior executives. In other terms, in this respect, opportunity is related to the extent to which staff are engaged in the decision-formulation cycle. Businesses should therefore create opportunities for interaction between the various organizational hierarchies, by developing systems for collecting and disseminating knowledge inside the enterprise. In a further step, the decision-making procedure needs to be decentralized and, as a result, workers will benefit from a high degree of empowerment to complete their assignments Sarikwal (2013). In the Human resource management setting, opportunity-raising practices are intended to decentralize decision-making power and favor individual workers' opinions Demortier and al., (2014). Thus, participation is viewed as an opportunity for staff to get on board Schimansky, (2014). Equally, following organizational support theory Boon and al., (2014), signals that the company is engaging in meaningful support initiatives can help boost staff's sense of ownership and lower stress and turnover. Following our survey research protocol, opportunity-raising practices can be divided into four major categories: staff empowerment human resource practices, knowledge-acquisition human resource practices, task-engineering practices and autonomy-raising practices. Staff involvement practices encompass quality circles, autonomous work teams, problem-solving, teamwork, as well as participation in the decision-forming cycle.

7. Conclusion:

The strategic relevance of human resource management, in which a qualified and enthusiastic human resource delivers the necessary rapidity and agility in a complex business context, is widely appreciated, notably as a traditional driver of competitive advantage. While procurement for other avenues of competitive advantage is growing ever more successful, the complexities involved in cultivating a high-performance labor force continue to provide a huge unrealized advantage for many companies Dorta-Afonso, D., (2021). Despite increasing indications that these practices impact corporate effectiveness, the extent of the total benefit is hard to quantify because of the variations in study methods, research designs, performance indicators and sample specifications, which have produced significant differences in the findings of previous research projects. These practices, when applied successfully, boost overall performance and enhance quality, but the secret is to view systems not element by element, but holistically - in other words, how they can be deployed in a holistic manner. Bhatti, S. H., Zakariya, R. (2021) suggest that professional training programs increase business success through three interrelated mechanisms: they empower staff with the knowledge, competencies and tools they require to accomplish their duties, as well as the motivation and opportunity to pursue them Gürlek, M. (2021). They increase the social structure inside companies, encouraging good communication and teamwork between staff Zaman, U., Khan, M. N., Raza. (2022). Together, these two factors increase worker satisfaction and guarantee more efficient performance, which in turn leads to lower staff turnover Rubel, M. R. B. (2021). Workers may not perform to their real capabilities, as they have complete discretion over the allocation of their time and resources. That's why companies are challenged to provide a way of inspiring staff to capitalize their talents and strengths Mattalatta, M., (2023). Companies often employ instruments such as internal promotion programs, remuneration packages, job security and grievance practices to encourage

and inspire their staff. Nevertheless, even skilled, qualified and enthusiastic workers won't spend their discretionary time and energy if the company's structure and functions don't provide them with the opportunity to act freely Huselid (1995). So, our chapter is composed of two sections: the first section is devoted to the historical development of human resource management through the Taylorian period or the scientific organization of work, industrial psychology and the human resource movement, modern trends in human resource management namely the systemic approach and the strategic approach, after we explained the context and meaning of high performance work practices, the second section was devoted to a detailed analysis of the external and organizational determinants and the main high performance work practices mentioned in the literature review. Although we aimed to provide a comprehensive analysis of high-performance work practices (HPWPs) based on the existing literature, several limitations must be acknowledged. First, the integrative literature review approach used here relies primarily on studies available in recognized academic databases, which may exclude recent or less publicly accessible research. Furthermore, the field of HPWPs is constantly evolving, and although we covered a wide range of studies, it is possible that some recent practices have not yet been sufficiently explored in the academic literature. Finally, this review focused on articles published in English, which may limit the international perspective, particularly by neglecting some non-English language studies that could offer a different perspective on HPWPs in diverse cultural contexts. The practical implications of this study are broad for human resources practitioners and business managers. First, high-performance work practices can be a strategic lever for companies seeking to improve their overall performance and maximize employee engagement. However, it is crucial to emphasize that the implementation of these practices should not be seen as a one-size-fits-all solution. Each organization must adapt these practices to its own context, taking into account its cultural, structural, and economic particularities. For example, implementing training and reward programs may be more effective in companies with a strong collaborative culture, but may be less applicable in rigid hierarchical structures. Furthermore, HR practitioners must be attentive to the impact of these practices on employee well-being, as some performance-oriented approaches can generate excessive stress if not properly balanced. Thus, the integration of HPWPs into an HR strategy must be accompanied by support mechanisms for employees, to ensure that the improvement of organizational performance does not come at the expense of individual well-being.

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