A Literature Review of High Performance Human Resource Practices

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Abstract. It has become one of the hotspots of strategic human resource management to build an effective human resource management model in accordance with the requirements of organizational development and enhance the sustainable competitiveness of enterprises. In the past three decades, due to the rapid changes in the external environment and the intensification of market competition, enterprises have paid more and more attention to the human resource practices implemented within the organization. Those efficient management practices are of great importance for enterprises to maintain their core competitiveness and improve their performance. Although scholars at home and abroad have carried out a lot of theoretical and practical research on the HPHRP in the past three decades, and have achieved rich success, few scholars have systematically sorted out and integrated relevant research on HPHRP. On the basis of sorting out and integrating the existing literature, This study firstly introduces the connotation, composition and measurement of HPHRP; secondly, it focuses on the influencing factors, influencing results and action mechanism of HPHRP; finally, it discusses the future research direction.

Keywords: High Performance Human Resource Practice (HPHRP), influencing factors, influencing results, Perceived difference, future perspectives.

1. Introduction

With the increasingly fierce market competition, how to establish the core competitiveness of the organization is particularly important. With the advent of the era of knowledge economy, people gradually realize that human capital is valuable, can help organizations gain core competitive advantages, and play a decisive role in the success or failure of organizations. In this context, strategic human resource management came into being, which stimulated a wave of research to find the so-called "Best Human Resource Management Practices" that can create sustainable competitive advantages for the organization, and produced a large number of excellent research results.

HPHRP can be understood as a dynamic combination of human resource management practices that improve organizational performance by improving employees' abilities, attitudes, and motivations, and this combination can produce synergistic effects on various organizational performance outcomes. Previous studies have found that strategic HRM centered on HPHRP can not only effectively improve organizational performance, but also greatly stimulate employees' work engagement, OCB, voice behavior, organizational identity, and organizational commitment. Accordingly, the mainstream view is full of confidence that HPHRP can achieve the benefits of organizations and employees. In the research process of more than 30 years, the positive aspects of HPHRP have also been the focus and core of academic attention. However, with the deepening of cognition, a few scholars are keenly aware that people may overestimate the effectiveness of HPHRP, because while improving organizational performance, HPHRP also strengthens the control of employees and increases individual work pressure. Therefore, some scholars called on the academic community to increase research efforts in this field.

In addition, previous studies on HPHRP generally adhere to the "monistic" view, that is, managers' perception of HPHRP is consistent with employees' perceived HPHRP, and does not distinguish between different HPHRP levels. However, with the inclusion of employees' perceived HPHRP into research, many scholars have found that managers' ratings of HPHRP are generally higher than

employees' ratings of HPHRP. The emergence of this perceptual difference brings a new perspective to the in-depth study of HPHRP.

Although the theoretical and empirical researches on HPHRP in academia have achieved very rich results, the current academic research on HPHRP is still relatively scattered. Sorting out, summarizing and integrating the existing research on HPHRP will help us to fully, systematically and deeply understand and grasp the research progress and future direction of HPHRP. Based on this, this study firstly introduces the connotation, composition and measurement of HPHRP; Secondly, the antecedents, effects and mechanism of action of HPHRP are described in detail; Finally, this paper puts forward the prospect of future research.

2. The Connotation of HPHRP

Academia and business have many names for high-performance HR practices. Popular names include High-Involvement Works System, High-Performance Work Systems, High-Performance Human Resource Practices, Flexible Work Systems, and Best Human Resource Practices. Among them, high-performance human resource practices and high-performance work systems are the two most used names. Pil argues that the name high performance work system is misleading and therefore advocates the use of the name high performance human resource practices. For this reason, this study uses the name High-Performing HR Practices.

There is no consensus in the academic community on the definition of HPHRP. Way defines it as a series of human resource management practices that companies use to select, develop, retain and motivate their employees [1]. Although these practices have different characteristics, they are all related. HPHRP can improve employees' work skills by organizing training and learning, and encourage employees to invest their skills in work through compensation systems and promotion mechanisms, thereby achieving corporate performance growth. Heffernan argue that HPHRP can be broadly understood as a set of innovative HR practices and job design processes that, when bundled in some way, reinforce each other and generate synergies [2]. Among the many concepts, the most influential and widely cited is the "AMO" theoretical model proposed by Appelbaum et al. They believe that employees' ability, motivation, and participation opportunities are the three core elements that affect employee performance, and HPHRP affect organizational performance by improving these three elements. Since the 21st century, more than half of the relevant literature has cited the AMO theoretical framework to define HPHRP. For example, Jiang draws on the core ideas of AMO theory and defines HPHRP as: A dynamic combination of human resource management practices that enhance organizational performance by enhancing employee competencies, motivation, and engagement opportunities that synergistically contribute to various organizational performance outcomes [3].

3. Composition and Measurement of HPHRP

3.1. Composition of HPHRP

Due to different research perspectives, there is still some disagreement in the academic community about the composition of HPHRP. Zhang Zhengtang reviewed and analyzed 187 literature on HPHRP empirical research included in SSCI core journals and found that the number of human resource management practices included in each study was quite different (ranging from 3 to 21), and vary widely in terms of content [4]. In general, domestic and foreign scholars have rich research results on the composition of HPHRP, and the specific content is shown in Table.1.

Table 1. Composition of HPHRP

Year	Author	Specific human resources practice content
1995	Huselid	formal job analysis, selection, formal performance appraisal, formal training, performance-based, compensation, promotion, participation in decision-making, information sharing
2005	Wright	Selection, training, performance-based compensation, participation in decision-making
2012	Jiang	recruitment, selection and training, performance evaluation, benefits, compensation, incentives, career development, promotion, job security, work teams, employee engagement, formal complaints and complaints process, job design, information sharing
2017	Fu	selective recruitment, training and development, information sharing, compensation, employee engagement, performance management
2018	Liu Shuwei	shared remuneration, standardized process, strict recruitment and configuration, work results and behavior-oriented performance appraisal, systematic and diversified training, material and spiritual dual incentives, formal information sharing, flexible work design and arrangement, employment security, employee participation

3.2. Measurement of HPHRP

Since the concept of HPHRP was put forward, different measurement scales have been developed in academia in order to deeply explore the relationship between HPHRP and related influencing factors and outcome variables. One representative scale is the "HPHRP scale" developed by Sun et al, which consists of 27 items [7]. The questionnaire measures HPHRP from 8 dimensions: personnel selection (4 items), extensive training (4 items), internal mobility (5 items), job security (2 items), and clear job descriptions (3 items), result-oriented Evaluation (3 items), incentive rewards (2 items), participation (4 items). This scale is the most widely used HPHRP measurement tool in related researches. With the deepening of research, the measurement of HPHRP in previous studies shows the following trends:

(1) In the past, the measurement of HPHRP was mostly evaluated by general managers, human resource managers or department managers, but many recent studies on the measurement of HPHRP were evaluated by employees. The reason for this change in evaluation method is that the HPHRP implemented by an organization can only have a positive impact on organizational performance if it is perceived by employees. In addition, with the continuous development of cross-level research, more and more scholars call for exploring the mechanism of action of HPHRP from a multi-level perspective. For example, a number of studies have explored how managers' perceived HPHRP affects employee outcomes by influencing employees' perceived HPHRP.

(2) Subjective measurement replaces objective measurement. For example, for the measurement of training, Arthur used the measurement item "What percentage of employees received training?"; Liao et al used the measurement item is "Have employees received extensive training?".The reason for this trend is that more and more scholars are devoted to exploring the mediating mechanism of the impact of HPHRP on organizational performance.

Table 2. Measurement of HPHRP

Year	Author	Dimensional division
1992	Snell et al	**4 dimensions(32 items):** selective personnel (7), comprehensive training (8), developmental performance evaluation (9), fair reward system (8)
1996	Delery et al	**7 dimensions(23 items):** internal career opportunities (4), training (4), results-oriented Evaluation (2), employment Security (4), employee engagement (4), job description (4), profit Sharing (1)
2000	Bae et al	**5 dimensions(27 items):** personnel selection (8), extensive training (6), authorization (7), performance compensation (3), broad job design (3)
2007	Sun et al	**8 dimensions(27 items):** personnel Selection (4), extensive Training (4), clear Job Description (3), internal mobility (5), employment security (2), incentive compensation (2), results-based evaluation (3), employee engagement (4)
2013	Jensen et al	**2 dimensions(36 items):** Department-implemented HPHRP (21), Employee-perceived HPHRP (15)

4. Antecedent variables of HPHRP

Most of the previous studies on HPHRP focused on the outcome variables and their mechanism of action, while the discussion on the antecedent variables of HPHRP was relatively rare. The antecedent variables involved in the existing research mainly include:

(1) Organizational strategy. Human resource practices serve organizational strategy, and HPHRP is undoubtedly influenced by organizational strategy. Some scholars have explored the impact of organizational differentiation strategies on HPHRP. Since product or service differentiation strategies focus on meeting customer needs, organizations tend to adopt HPHRP to meet this demand and respond to rapidly changing markets. In addition, some scholars pointed out that the exploitative innovation strategy has a positive impact on HPHRP. Once an organization has determined an exploitative innovation strategy, it determines the choice of human resource practices, and each element in the organization will form a supporting management philosophy, personnel deployment, process and organizational structure around the exploitative innovation strategy.

(2) Organizational Culture. Organizational culture reflects an enterprise's values, and an enterprise that respects the people-oriented concept is more likely to promote the implementation and promotion of HPHRP. Lepak pointed out that the higher an organization cares about employee benefits and benefits, the more likely an organization is to implement HPHRP.

(3) The CEO's emphasis on human resource management. The CEO's emphasis on human resource management also means the CEO's level of support for human resource management. The CEO's high emphasis on human resource management will prompt top and middle managers to implement human resource practices more effectively [5].

(4) Manager-perceived HPHRP. As mentioned above, the measurement of HPHRP can be divided into two ways: manager evaluation and employee evaluation. Many scholars have tried to explore the impact of managers' perceived HPHRP on employees' perceived HPHRP. The study found that managers' perceived HPHRP had a significant positive effect on employees' perceived HPHRP, and the higher the quality of communication between managers and employees, the stronger the positive correlation between the two [6-8].

(5) Leadership style. A study on human resources directors or managers of large and medium-sized enterprises in the Pearl River Delta shows that benevolent leadership and virtuous leadership have positive effects on HPHRP, authoritarian leadership is detrimental to the implementation of HPHRP [9].

(6) Type of employee. Some scholars found that for different types of employees, organizations will use different human resource allocations. Organizations tend to provide higher levels of HPHRP for core employees than for supportive and non-core employees.

Table 3. Antecedent variables of HPHRP

Research perspective	Antecedent variables
Organization level	Organizational strategy, Organizational culture, Organizational type, Enterprise system, etc.
Manager level	CEO's emphasis on human resource management, Executive beliefs about the HPHRP input-return linkage, Manager-perceived HPHRP, Supervisor support for HPHRP, leadership style, leadership behavior, etc.
Employee level	Employee type, Employee's individual perception, etc.

5. Outcome Variables of HPHRP

5.1. The effect of HPHRP on organizational-level variables

Through the analysis and combing of past research literature, it is found that the impact of HPHRP on organizational level variables is mainly concentrated in two aspects: organizational performance and organizational capability.

5.1.1 Organizational Performance

The correlation between HPHRP and organizational performance has been concerned by scholars at home and abroad, because HPHRP is generated in the context of hoping to have a positive effect on organizational performance. Studies have found that various practical activities within HPHRP can play a synergistic role in the process of organizational operation, which has a significant positive effect on organizational performance. A meta-analysis of 53 empirical literatures on the relationship between HPHRP and firm performance in a Chinese context found that HPHRP had a significant positive impact on firm performance[10]. And the impact of HPHRP on non-financial performance (innovation performance, human resource management performance) is greater than the impact on financial performance (financial accounting performance, capital market performance) . Shin's analysis of three-period longitudinal data shows that HPHRP implemented in the past has a positive impact on future organizational productivity, and in turn, historical productivity can also promote HPHRP implementation, and there is a benign reciprocal relationship between the two [11]. A domestic case study with China Evergrande Group as a sample concluded that HPHRP has a positive impact on enterprise growth [12]. Multiple studies have collectively shown that HPHRP, known as "best practice," does indeed play a significant role in driving organizational performance.

In addition, some scholars believe that there is a "black box" in the mechanism of action between HPHRP and organizational performance. Therefore, many scholars at home and abroad have tried to introduce different mediating variables for research. The mediating variables introduced by foreign research include human capital, organizational commitment, job satisfaction, organizational duality, knowledge management etc [13-14]. The mediating variables introduced by domestic research include: organizational learning ability, employees' concerted efforts, collective work engagement, human resource flexibility, etc [15-17].

5.1.2 Organizational ability

The impact of HPHRP on organizational capabilities is mainly reflected in the effective formulation and implementation of different human resource policies and measures to attract, retain and develop the knowledge and skills required by employees now and in the future, so as to actively respond to the continuous changes in the internal and external environment of the enterprise. Specifically, including learning ability, innovation ability and dynamic ability.

(1) Organizational learning ability. Organizational learning capability is the source of continuous acquisition of sustainable competitive advantages for enterprises. Studies have shown that HPHRP plays a key role in the improvement of organizational learning capability. For example, For example, through the implementation of HPHRP, enterprises can improve the effective work process in the organization, cultivate the social atmosphere of mutual trust and cooperation within the organization, so as to promote the knowledge exchange and integration ability of the enterprise, improve the organizational learning ability, and then affect the enterprise performance.

(2) Organizational innovation ability. Enterprise employees are the main body of organizational innovation. Through the effective implementation of HPHRP, the effective work process within the organization can be improved, the organizational team learning, effective communication and knowledge sharing can be promoted, and the enthusiasm of employees to participate in decision-making can be mobilized, thereby generating an innovative culture that is conducive to technological change. At the same time, innovation culture in turn encourages employees to strengthen their own learning and accumulation, enhance the overall value of human resources, improve the innovation capability of the entire organization, and promote the effective implementation of the overall strategy of the enterprise.

(3) Organizational dynamic capabilities. Dynamic capability refers to the ability of an enterprise to establish, integrate and reconfigure the internal and external resources of the organization to rapidly adapt to the changing external environment[18]. A series of human resources practice activities implemented within the organization can not only cultivate new skills and abilities of employees, but also support the stable operation of enterprises and the establishment of dynamic capabilities . Existing studies have shown that HPHRP has a significant positive impact on enterprise dynamic capabilities, which in turn affects enterprise performance.

5.2. The effect of HPHRP on employee-level variables

In recent years, researchers have shifted the level of analysis from the organizational level to the employee level. Therefore, a large number of studies on the impact of HPHRP on the employee level have emerged. After analyzing and sorting out the past research literature, the impact of HPHRP on the employee level variables mainly focuses on employee attitudes, employee behavior and employee performance.

5.2.1 Employee attitude

Previous studies have found that HPHRP is significantly positively correlated with employees' job satisfaction, emotional commitment, engagement, well-being, organizational identity, organizational commitment, organizational support, psychological empowerment, organizational trust, and employee retention willingness. For example, Wang Yaoguang's study found that HPHRP had a significant positive effect on job satisfaction and organizational identity, and organizational identity played a partial mediating role between HPHRP and job satisfaction [19]. Giannikis et al found that HPHRP was able to promote organizational commitment, and this relationship was mediated by psychological contract rupture [20]. Castanheira believes that employees' perception of HPHRP can affect employees' emotional commitment by affecting work engagement [21]. Cao Man studied the relationship between HPHRP and employees' psychological well-being from the perspective of self-determination theory [22]. The results show that employees' basic psychological needs satisfaction plays a partial mediating role.

HPHRP can reduce the likelihood of employees developing negative attitudes, such as turnover intentions. Pichler et al conducted a survey of 171 human resource managers and found that HPHRP was negatively correlated with employees' turnover intention, and HPHRP had a stronger negative correlation with female employees' turnover intention. In addition, HPHRP can also reduce employee burnout and emotional exhaustion [23]. In the research of Yan Aimin et al. , it is believed that the perceived HPHRP of the new generation of employees is significantly negatively correlated with job burnout [24]. Zhang et al surveyed 207 medical workers in mainland China and found that HPHRP

can promote medical workers' work engagement and job satisfaction, which in turn negatively affects medical workers' emotional exhaustion [25].

5.2.2 Employee behavior

Previous studies have found that HPHRP has a significant promoting effect on employees' positive behaviors such as organizational citizenship behavior, innovation behavior, and voice behavior, and has a certain inhibitory effect on employees' negative behaviors such as counterproductive behavior, silent behavior.

Organizational citizenship behavior. Kehoe found through a survey of a food service company that employee-perceived HPHRP promotes employee organizational citizenship behavior by enhancing employee emotional commitment.

Innovative behavior. Fu et al conducted a survey of 195 managing partners and human resource managers in 120 Irish accounting firms and found that HPHRP has a significant positive impact on employees' innovative work behavior [26]. From the perspective of matching theory, domestic scholars Wang Min explored the impact mechanism of HPHRP on employees' innovative behavior by taking person-post matching (including requirement-ability matching and demand-supply matching) as mediating variables. The study found that HPHRP and its three dimensions(ability management, motivation management and opportunity management) have positive effects on employees' innovative behavior [27].

Voice behavior. Xu Long found that the impact of HPHRP on employee voice behavior can be achieved through the following paths:HPHRP→Voice behavior; HPHRP→Employee well-being→Voice behavior; HPHRP→Employee well-being→Human capital→Voice behavior [28].

Some scholars have also explored the inhibitory effect of HPHRP on employees negative behavior. For example, Yan Aimin explored the impact mechanism and differences of HPHRP on the silent behavior of employees with different motivations on the basis of self-determination theory. The results show that HPHRP has a significant inhibitory effect on employees' tacit silence, defensive silence and disregard of silence [29]. Li Nan pointed out that HPHRP has a significant negative impact on employee counterproductive behavior. Employee demand plays a partial mediating role between HPHRP and organizationally oriented counterproductive behavior. Employee demand plays a complete mediating role between HPHRP and interpersonal oriented counterproductive behavior [30].

5.2.3 Employee performance

Regarding the work performance of employees, some scholars pointed out that within the organization, the human resource management practices implemented by HPHRP that are compatible with each other and promote each other have a significant positive effect on the improvement of employee work performance. Subsequent studies also support this view.

For example, Zhang Chuanqing conducted a research on 912 employees of 92 knowledge-intensive financial service companies, and the results showed that HPHRP has a significant positive impact on employees' in-role and out-role service performance [31]. Li et al verified the significant positive effect of HPHRP on employee performance through a survey of 250 employees in the textile industry, and found that job satisfaction, organizational support and employee engagement played a mediating role between HPHRP and employee performance [32]. In addition, some scholars have explored the impact of HPHRP on employee innovation performance. For example, Luo Zhengqing et al discussed the mechanism of HPHRP on the innovation performance of the new generation of knowledge workers based on the three dimensions of the AMO [33]. The results show that the three dimensions of HPHRP (ability improvement, motivation and empowerment) all have a significant positive impact on the innovation performance of the new generation of knowledge workers, and employee engagement plays a mediating role.

5.2.4 Negative effects of HPHRP on employees

Most of the previous studies have examined the positive outcomes of HPHRP, while relatively few studies have explored the negative effects of HPHRP. Some recent studies have found that HPHRP

also has a potential “dark side”. Jensen examined the negative effects of HPHRP based on the theoretical framework of job demand-control. Specifically, when employees have a low level of job control, HPHRP enhances employee anxiety and role overload, which in turn enhances employees' willingness to leave. Based on attribution theory, van De Voorde found that HPHRP leads to negative attribution of employees to the organization, and further verified the negative impact of HPHRP on employee well-being and performance [34]. Heffernan found that higher levels of HPHRP were positively correlated with employee job stress and negatively correlated with job satisfaction and emotional commitment. Although these studies are based on different research perspectives, they all found that HPHRP can have a negative impact on employees. So, what is the source of the negative impact of HPHRP on employees? What is the internal mechanism of these negative effects?

Based on the above problems, domestic scholars Sun Jianmin et al. analyzed the source of the negative impact of HPHRP on employees from the perspective of “pluralism”. The "pluralist" view holds that the interests of an organization and its employees are diverse and may even be opposed. While HPHRP promotes the interests of the organization, it may ignore the interests and well-being of employees. In order to reveal the internal mechanism of the negative impact of high-performance HR practices on employees, they have explained from different theoretical perspectives. From the Job Requirement-Resource Model, the final impact of HPHRP on employees depends on the balance between job resources and job requirements. When HPHRP provides employees with job resources that exceed job requirements, there may be positive outcomes. However, when the work demands induced by HPHRP exceed the work resources provided by HPHRP, it may lead to excessive consumption of personal resources by employees, which can lead to negative results. From the perspective of self-determination theory, scholars believe that HPHRP will strengthen employees' extrinsic motivation and controlled motivation, weaken employees' intrinsic motivation, and then reduce employees' work autonomy and creativity. In addition, they also pointed out that when the "quantity" of the implemented HPHRP exceeds a certain "tipping point", it will lead to the difficulty of the employees' personal ability to effectively cope, which will be transformed into a work requirement. These job demands can lead to overloading employees, which in turn increases the negative emotions of employees.That said, moderate levels of HPHRP can indeed lead to positive outcomes, but over-implementation of HPHRP may backfire negatively. Therefore, in the process of implementing HPHRP, enterprises should pay attention to avoid resource consumption and negative consequences that may be caused by excessive investment.

Table 4. Outcome variables of HPHRP

Organizational Performance	financial performance, innovation performance.....
Organizational Ability	learning ability, innovation ability, dynamic ability.....
Employee Performance	task performance, innovation performance, creativity.....
Employee Attitude	well-being, job satisfaction, emotional commitment, engagement, organizational identity, psychological empowerment, organizational trust, willingness to stay, organizational support.....
Employee Behavior	organizational citizenship behavior, innovative behavior, voice behavior, proactive behavior, silent behavior, absenteeism behavior, anti-production behavior.....
Negative impact	role overload, emotional exhaustion, work stress, psychological anxiety, willingness to leave.....

6. The Research Framework of HPHRP

To sum up, this paper systematically summarizes and expounds the research progress on the connotation, composition and measurement of HPHRP, antecedent and outcome variables, and HPHRP perception differences. In order to understand and grasp the current research status of HPHRP more intuitively, this study constructed a research frameworks (Figure 1)

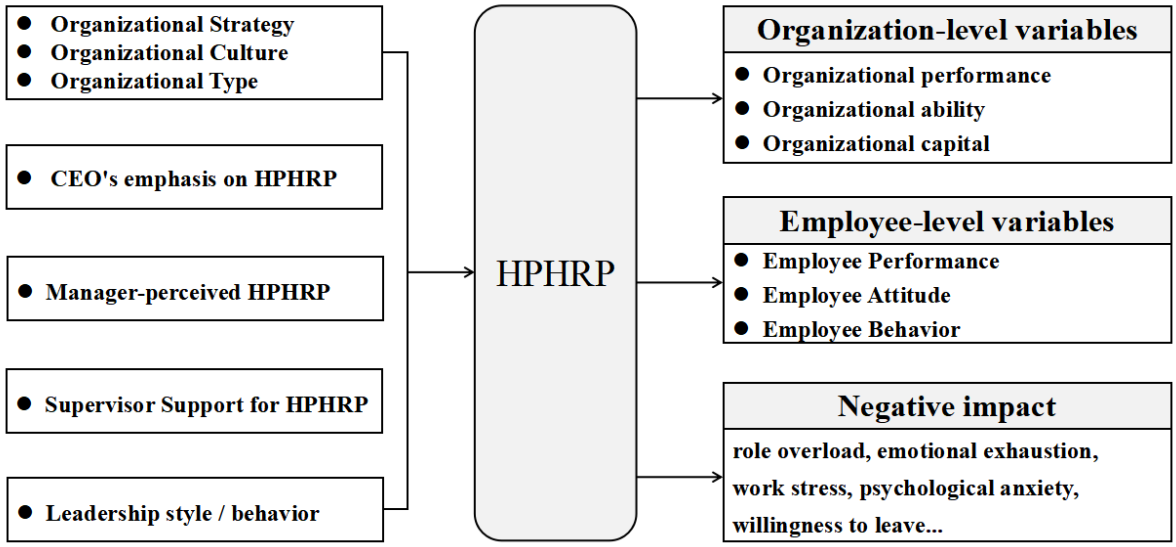


Figure 1. Antecedent and Outcome Variables of HPHRP

7. Research Prospects

(1) Examine the differential impact of different practices within HPHRP on employees or organizational outcomes. When organizations implement HPHRP, different human resource management practices often have different effects on employees. Undoubtedly, some developmental practices in HPHRP, such as training and career advancement, are beneficial to enhance employees' knowledge, skills and abilities, and increase their economic and social resources. But since HPHRP still revolves around organizational performance, performance-oriented job design, performance evaluation and compensation systems are at its core. On the one hand, through job design, HPHRP will directly lead to an increase in employee work content and workload. On the other hand, performance-based pay directly links employees' compensation to performance, and it also puts enormous pressure on employees to complete performance indicators, further leading to an increase in their workload and job requirements.These findings imply that different Human Resource Practices within HPHRP have differential impacts on employee outcomes. Therefore, future research should integrate the literature on HPHRP sub-dimensions and impact mechanisms, and explore the differential mediating mechanisms and boundary conditions of the impact of HPHRP sub-dimensions on employee or organizational outcomes.

(2) Dig deeper into other potential negative impacts of HPHRP on organizational or employee outcomes. Although some scholars strongly appeal to the academic community to pay attention to the negative effects of HPHRP, only a few scholars have verified its relationship with employee role overload and emotional exhaustion. The lack of empirical research limits people's understanding of the "dark side" of HPHRP, and the overall research is still in the exploratory stage, and there are still many unsolved mysteries that need to be revealed. First, future research should pay more attention to the specific aspects of the potential negative impact of HPHRP on organizations or employees. Second, future research should explore the boundary conditions of the negative effects of HPHRP more deeply, clarify under what conditions HPHRP can lead to negative consequences, and improve the guiding role of practice, so that companies can formulate corresponding strategies to prevent the negative effects of HPHRP. Finally, future research should actively explore effective ways to inhibit the negative effects of HPHRP.

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