



## Scientific Review of Literature Pertaining to High Performance Work Practices

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### Abstract

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Human resources are playing a key role in achieving competitive advantage, and thereby achieving established goals. The primary purpose of this paper is to examine the scholarly literature on high performance work practices (HPWPs) including definitions and components of them. Authors conducted a comprehensive review based on articles published in the past 30 years. The great interest of researchers on HPWPs has caused a variety of definitions. Therefore, the construct of HPWPs does not have an agreed single definition among researchers. The literature review revealed that conceptual confusion exists about the meaning of HPWPs. Therefore, many similar terminologies have been emerged and used interchangeably for the fuzzy notion of HPWPs. Little agreement exists among scholars relating to precise HPWPs that should be included in the HPWP bundle for improving organizational or employee performance.

**Keywords:** *Human Resources, Human Resource Management, High Performance Work Practices, High performance work systems, High Involvement Work Systems*

## Introduction

One of the primary keys to organizational success in a competitive dynamic marketplace is managing employees working in the organization (Grobler & Wörnich, 2016). Gittell, Seidner, and Wimbush (2009) also stated that managing employees influences organizational performance. Most organizations' success depends mainly on their human resources (Cherif, 2020; Kim, 2011; Khan, 2010). Therefore, comprehensive Human Resource Management practices (HRMPs) are needed to convert the human resources of an organization into a sustainable competitive advantage (Hamid, 2019; Elrehail et al., 2019; Pham, 2019; Delery and Roumpi, 2017; Sikora, et al., 2016; Wilkinson, 2012; Jimenez-Jimenez & Sanz-Valle, 2008; Sung & Ashton, 2005; Huselid, 1995; Pfeffer, 1994). Consequently, prior scholars have found a certain set of human resource (HR) practices for improving employee effectiveness and organizational performance (Bailey et al. 2001, Ramsey et al. 2000). Different authors have differently labelled the set of HR practices. These practices include *employee recruitment and selection procedures, incentive compensation, performance management systems, extensive employee involvement and training* (Huselid, 1995, p.635). They are labelled as *High Performance Work Practices* (Lawler et al., 1995; Way, 2002; Guest et al., 2004; Combs et al., 2006; Wood et al., 2012; Karatepe, 2013; Karatepe & Vatankhah, 2014). Scholars do not have a precise meaning for the concept of 'HPWP' (Ogbonnaya, 2013, p.2). Elrehail et al. (2019) regarded HPWPs as "a set of internally coherent and consistent practices aimed at reinforcing and promoting employee competence, motivation as well as commitment" (as cited in Cherif, 2020, p.530).

This paper discusses the theoretical background of HPWPs, including diverse definitions of the term and terminologies used by existing researchers related to HPWS. It also addresses approaches and perspectives of HPWPs, components of HPWPs, empirical findings of different components of HPWPs, and the impact of HPWPs on organizations. This concept paper endeavours to

1. Describe the meaning of 'High Performance Work Practices'
2. Reveal different terminologies used by extant researchers related to HPWS
3. Identify the components or dimensions of HPWPs used by strategic human resource management researchers
4. Determine the most frequently used components of HPWPs based on existing literature.

## Methodology

This paper is based on a review and analysis of researches related to HPWPs. The researchers utilized refereed journals over the past 30 years for reviewing the literature. Researchers searched scholarly research papers from databases including Science Direct (Elsevier), Business Source Complete (EBSCO), JSTOR, research Gate, Google Scholar, Sage Journals Online, Wiley Online Library, Taylor and Francis Online, and Emerald insight. HPWPs, High performance work practices, High performance work systems, Human resource management practices, HR practices, HR systems, HPWS were used as key terms for searching articles for the review. For the review, researchers include published articles from 1990 to 2020. Overall, 76 research studies were collected to develop the theme of this paper and limited to 41 papers based on the scope and relevance of this study. The studies that were based on original and peer reviewed journals with free accessible full text published in English language were included. The articles that were not relevant to HRM practices were excluded for this study. The articles that are paid; and available in other languages than English were also disqualified (excluded). To gain an understanding of the phenomenon and strengthen the concept, both manufacturing and service sector studies were included. The information collected from various sources were analysed and synthesized to assess the existing body of literature.

## Review of HPWPs Definitions

Several definitions of HPWPs are prevalent in the HRM literature. As illustrated in Table 1, the literature review shows that the definition of HPWPs has been subject to several changes over decades, and there is no universally accepted definition of HPWPs (Armstrong, 2010, P.109). Ogbonnaya (2013) stated that researchers do not have a single binding meaning for the concept of 'HPWPs'. Moreover, Sung et al. (2005, p.4) stated that "the precise definition of HPWPs is subject to continuous debate." Hence, inconsistency exists among scholars regarding the definition of HPWPs. As depicted in table 1, precise definition of HPWPs does not exist (Timiyi, 2014). Therefore, the term HPWPs is a fuzzy notion. Consequently, many similar terminologies have been emerged and used interchangeably, as depicted in table 2.

**Table 1: Definitions of High Performance Work Practices**

Author (Year)	Definition
Huselid (1995, p.65)	"A set of HR practices that are either capable of improving workers' skills or motivating them to become more productive."
Datta et al. (2005, p.135).	"A system of HR practices designed to enhance employee's skills, commitment and productivity in such a way that employees become a source of competitive advantage"
Takeuchi et al. (2007, p.1069)	"A group of separate but interconnected human resource (HR) practices designed to enhance employees' skills and effort."
Dessler (2009, p. 91)	"An integrated set of human resource management policies and practices"
Kroon et al. (2013, p.71)	"A set or a bundle of human resource management practices aimed at stimulating employee and organizational performance "
Rabl et al. (2014, p.3)	"Human resource (HR) practices designed to increase business performance by enhancing employee ability, motivation and opportunity to contribute (AMO)."
Voorde & Beijer (2015, p.63)	"A group of separate but interconnected HR practices designed to enhance employee and firm performance through enhancing employee skills, motivation and opportunity to contribute."
Obeidat, Mitchell & Bray (2016, p.2)	"HR practices that enhance the ability, motivation, and opportunity of employees to contribute to organizational performance."
Odiaka & Chang (2019, p. 24-25)	"A combination of distinct but interconnected Human Resource management practices, designed to structure the HRM system, enhance employee performance by stimulating creativity and firm performance."

Source: Author developed based on literature review

The review of the definitions of HPWPs reveals a non-existence of agreement among scholars regarding the precise meaning of the construct; HPWPs. The different authors defined the construct of "high performance work practices" in different ways. However, HPWPs have generally conceptualized as "bundles of mutually reinforcing and complementary human resources policies and practices that promote vigorous worker selection practices, increased career and skill development opportunities and the use of performance-based incentives, team-based work practices, and participatory decision making" (Huselid, 2010 as cited in Sabwami, 2015, p.1).

## Multiple Labels of HPWPs

Different authors have labelled HPWPs differently in the academic literature (Iddagoda & Opatha, 2019, p.71). Therefore, it is essential to review similar terminologies that have been used interchangeably with HPWPs. The most widely used terminologies are *high-involvement work practices (HIWP)*, *high-involvement management*, *high commitment practices (HCP)*, *high-performance HR practices*; *high commitment management*, *high performance work systems (HPWS)*. Also, several scholars have used alternative terms such as *best practices*, *best HRM practices*, *high involvement work systems*, *high-performance work environment*, and *high commitment human resource practices*. Table 2 illustrates different terminologies used by extant researchers related to HPWS. However, the underlying objectives and principles behind these terminologies are the same (Timiyo, 2014). It was also supported by Ashton & Sung (2002), Gittell et al. (2010), and Ferreira et al. (2010). They believe that a common thread exists among all these terms.

**Table No 2: Terminologies used by extant researchers related to HPWS.**

Terminology	References
High-performance work practices	Appelbaum & Batt (1994); Ramsay et al. (2000); Combs et al. (2006); Ferreira et al. (2010); Patel & Conklin (2012); Ogbonnaya (2013); Tregaskis et al (2013); Karatepe (2013); Karatepe & Vatankhah (2014); Sabwami (2015); Do (2016); Odiaka & Chang (2019)
High-performance management practices	Cristini, Eriksson, & Pozzoli (2013)
High-performance human resource practices	Sun et al (2007); Mitchell, Obeidat, & Bray (2013); Kehoe & Wright (2013)
High performance work organizations	Kalleberg et al., (2006)
High performance work environment	Weinberg et al (2013)
High performance work systems	Huselid & Rau (1997); Ramsay et al., (2000); Patel & Conklin, (2012), Tang et al ., (2017)
High-commitment management	Arthur (1994); Wood & De Menezes (1998); Whitener, (2001); Gould-Williams (2004); Purcell (2006)
High commitment work system	Chang et al (2014)
High-commitment practices	Whitener, (2001); Gould-Williams (2004); McClean & Collins (2011); Garg & Punian 2017)
High-commitment HR practices	Rubel et al., (2018)
High-commitment work practices	Iverson & Zatzick (2007)
High-involvement work processes	Macky & Boxall (2008)
High involvement work systems	Wood & De Menezes, (2011)
High involvement management	Guthrie (2001); Mohr and Zoghi (2008)
High involvement work practices	Guerrero & Didier (2004); Zatzick & Iverson (2006); Benson et al (2006); Mohr & Zoghi (2008); Kim & Sung-Choon (2013)
Innovative human resource practices or best practices	Pfeffer (1994); Paauwe & Boselie, (2005); Mohr & Zoghi (2008)

Source: Author developed based on literature review.

## Approaches in the field of HRM

Various approaches guide researches in the field of HRM. *High-Commitment Management* model (Walton, 1985), *High-Involvement Management model* (Lawler, 1986), and *High-Performance Management model* (Huselid, 1995) are the popular approaches. The first approach among them is ***High-Commitment Management*** model. It is based on employee commitment and called for the conceptualization of human resources as an asset rather than as disposable factors of production.

**High- Involvement Management** (HIM) approach is also a popular approach in HRM. It is also known as PIRK model. HIM focuses on four principles for building an engaged workforce. They are Power, Information, Reward, and Knowledge. “High-Involvement management was considered to be the less restrictive interpretation of high-commitment management” (Wood, 1999, p. 370).

**High-Performance Management** is the latest approach (Huselid, 1995; Appelbaum, et al., 2000). This model argues that competitive markets now demand that “firms emphasize quality and can adapt rapidly to changing conditions,” which in turn means that they “must increasingly rely upon the creativity, ingenuity and problem-solving ability of their workers” (Wood & Wall, 2007, p. 1339).

### Components of HPWPs

The notion of ‘HRM bundling’ is that individual HRM practices should be used together in coherent bundles to generate a greater impact on outcomes. However, the concept is very popular in HRM literature, no consensus among scholars regarding the composition of the HPWP bundle (Beltrán-Martín et al., 2008). Armstrong (2010, p.109) also noted that “there is no generally accepted definition of high-performance work system and no standard list of the features or components of such a system.” Various definitions used by diverse authors create an obscure in explaining which practices belong to HPWPs. Boxall, (2012). Macky & Boxall (2007) and Ramsay et al. (2000, p.507) also stated that no consensus on the composition of the ideal bundle. Table 3 demonstrates HPWPs used in the SHRM field.

Table 3: HPWPs used by SHRM researchers

Author(s)	Year	HPWPs
Pfeffer	1994	Employment security, Selectivity in hiring, High wages, Incentive pay, Employee ownership, Information sharing, Participation and empowerment, Teams and job design, Training and skill development, Cross utilization and cross-training, Symbolic egalitarianism, Wage compression, Promotion from within, Long-term perspective, Measurement of practices, Overarching philosophy.
Huselid	1995	Employee skills and organizational structures, Employee motivation performance appraisals.
Hoque	2000	Sophisticated recruitment, Induction, Off the job training, Internal labour market, Performance related pay, Profit-related pay, Performance appraisal, Team work, Team briefing, Quality circles, Single status, Harmonization, Flexible working/family-friendly, Job security
Ramsey et al	2000	Sophisticated recruitment and selection, Induction, Formal training systems/ Off-the- job training, Internal labour market, Performance related pay, Profit – sharing schemes, Performance appraisal, Team autonomy/ Team work, Downward communication, Upward communication, Employee consultation, Consultative committees, Harmonization, Grievance procedures, Job security, Family-friendly management/Flexible working, EEO/Diversity management, Total quality management index, Investors in people accreditation, Formal team structures, Job control, Representation/union involvement, Problem-solving groups, Employee share ownership
Guest et al	2003	Sophisticated recruitment, Induction, Off the job training, Internal labour market, Performance related pay, Profit-related pay, Performance appraisal, Team work, Two-way communication, Quality circles, Functional flexibility, Single status and harmonization, Flexible working/family-friendly, Job security.

Combs et al	2006	Sophisticated recruitment, Internal labour market, Off the job training, Performance related pay, Profit-related pay, Performance appraisal, Team work, Information sharing, Participation, Benefits, Flexible working/family-friendly, Job security.
Wall & Wood	2005	Sophisticated recruitment, Internal labour market, Off the job training, Performance related pay, Profit-related pay, Performance appraisal, Team work, Team briefing, Participation, Benefits, Harmonization, Job security.
Horgan & Mührlau	2006	Selection, Training, Mentoring, Incentives, Knowledge-sharing mechanisms
Combs, Liu, Hall & Ketchen	2006	Incentive compensation, training, compensation level, participation, selectivity, internal promotion, HR planning, Flexible work, performance appraisal, grievance procedures, teams, information sharing, and employment security.
Sun, Aryee, & Law	2007	Selective staffing, extensive training, internal mobility, employment security, clear job description, result-oriented appraisal, incentive reward, participation.
Nishii, Lepak, & Schneider	2008	Staffing, Training, Benefits pay, Scheduling.
Gong et al.	2009	Maintenance- oriented HR subsystem Performance-oriented HR subsystem
Liao et al.	2009	Extensive service training, information sharing, self-management service teams and participation, compensation contingent on service quality, job design for quality work, service-quality based performance appraisal, internal service, selective hiring, employment security, and reduced status differentiation.
Takeuchi, Chen, & Lepak	2009	Thirteen practices measured as two bundles- (a) Employee skills and organizational structures (quality management circle, teams) (b) Employee motivation (performance appraisals).
Chuang & Liao	2010	Thirty five items including six HR practices: staffing, training, involvement/participation, performance appraisal, compensation/rewards, and caring.
Snape & Redman	2010	recruitment, development, motivation, and involvement of employees
Chan & Mak	2012	Job security, Enlarged jobs Promotion from within, Careful selection, High remuneration, Extensive training, Information sharing, Performance feedback, Occupational safety and health
Kehoe & Wright	2013	Selective staffing, Hiring selectivity, Employee participation, Performance-based compensation, High pay, Formal performance evaluation, Regular information sharing communication, Merit-based promotion opportunities, Extensive formal training, Implementation of changes based on employee suggestions
Posthuma et al.	2013	Compensation, Job design, Training and development, Recruitment and selection, Turnover/retention management, Performance appraisal, Employee relations, Promotions, Communication
Ko & Smith-Walter	2013	Selection, training and development, performance-related rewards, performance appraisal, communication, empowerment, participation in decision making
Beha & Looa	2013	Strategic HRM alignment, Recruitment and selection, Training & development, Compensation & benefit, Performance appraisal, Internal communication, Career planning, Job design

Zhang & Morris	2013	Internal merit based promotion, Employment security, Rigorous selection procedures, Grievance/communication procedures, Extensive training, Information sharing, Participatory mechanisms, Performance management systems, Performance –related pay, Self-managed teams, Profit sharing
Theriou & Chatzoglou	2014	Employment security, Selective hiring, High levels of teamwork and decentralization, Compensation and incentives contingent on performance, Extensive training, Employee involvement and internal communication arrangements, Internal career opportunities, Broadly defined job descriptions, Harmonization, Employee health and safety
Hoa Do	2016	Information sharing, Job design, Pay, Performance appraisal, Training, Team work, Internal service, Service discretion
Karatepe & Olugbade	2016	Selective staffing, Job security, Team work, Career opportunities
Ogbonnaya & Valizade	2016	Staff training, performance appraisal, supportive management, team working, job design, job discretion, involvement in decisions and communication.
Zhang & Morris	2018	Explicit job analysis, Clearly defined job description, High employee involvement in HR planning, External recruitment sources, Capability-and-skill-orientation criteria are used in recruitment, performance appraisal, Employee participation schemes, compensation, Skill is a crucial determinant of compensation, performance based compensation, Broad and general training, Training credits are tightly linked to promotion, Extensive communication, Self-managed teams, Employee –management meetings, Information sharing
Odiaka & Chang	2019	Cross departmental training, Internal mobility and empowerment.
Nadeem et al	2019	Selective staffing, extensive training/competency development, performance-based compensation, information sharing, and empowerment

Source: Literature review

As seen in Table 3, the specific HR practices included in high-performance HR systems have varied across studies (Kehoe & Wright, 2010). Hence, the precise components that make up the HPWPs remain questionable (Lloyd & Payne, 2004; Timiyo, 2014). No one fixed list of generally applicable practices fully encapsulates HPWS (Ko & Smith-Walter, 2013). A commonality across practices in any high-performance approach focuses on promoting workforce ability, motivation, and opportunity to perform behaviours (Applebaum et al., 2000; Combs et al., 2006) consistent with organizational goals (as cited by Kehoe & Wright, 2010, p.368). Kehoe & Wright (2010) constructed a list of 15 HR practices, including *ability-enhancing practices*, *motivation-enhancing practices*, and *opportunity-enhancing practices*. Although it is difficult to mention the precise practices that form HPWPs, the AMO model clarifies the content of HPWPs (Ogbonnaya et al., 2017). The AMO model conceives consensus by creating a model that grasps all used definitions by different researchers (Ogbonnaya et al., 2017). This model consists of three separate dimensions ability, motivation, and opportunity (Jiang, Lepak & Baer, 2012; Zhang & Morris, 2018; Ogbonnaya et al., 2017). Table 4 demonstrates the constituents of HRM practices and their key references.

Table 4: Components of HPWP: Studies since 2010 to date

Practice	Description	Key references
Selective hiring	“The extensiveness of procedures used in recruiting new employees” (Ogbonnaya, 2013, p. 30),	Wood & De Menezes, 2011; Wood et al., 2012; Ko & Smith-Walter, 2013; Beha & Looa, 2013; Zhang & Morris, 2013; Theriou & chatzoglou, 2014; Karatepe & Olugbade, 2016; Zhang & Morris, 2018; Nadeem et al, 2019.

Staff training	“The availability and perceived value of skills enhancement programs offered to employees” (Ogbonnaya, 2013, p. 30)	Wood & De Menezes, 2011; Ko & Smith-Walter, 2013; Beha & Looa, 2013; Zhang & Morris, 2013; Theriou & Chatzoglou, 2014; Ogbonnaya & Valizade, 2016; Do, 2016; Zhang & Morris, 2018; Nadeem et al., 2019.
Performance appraisal	“Assessment of employees’ job performance based on a set of organizational objectives and criteria” (Ogbonnaya 2013, p. 30).	Wood & De Menezes, 2011; Wood et al., 2012; Ko & Smith-Walter, 2013; Beha & Looa, 2013; Zhang & Morris, 2018; Ogbonnaya & Valizade, 2016; Do, 2016; Zhang & Morris, 2018.
Job description	“The level of influence given to employees over how to carry out their job tasks and responsibilities” (Ogbonnaya, 2013, p. 31).	Wood & De Menezes, 2011; Wood et al., 2012; Theriou & Chatzoglou, 2014; Zhang & Morris, 2018.
Flexible working	“The degree of freedom exercised by employees in terms of where and when to conduct their job tasks” (Ogbonnaya, 2013, p. 31).	Atkinson & Hall, 2011.
Team working	“The level of employee participation in group-based work activities” (Ogbonnaya, 2013, p. 31).	Wood et al., 2012; Zhang & Morris, 2013; Theriou & Chatzoglou, 2014; Do, 2016; Karatepe & Olugbade, 2016; Ogbonnaya & Valizade, 2016.
Participative decision making	“The extent to which employees are allowed to make contributions towards workplace decisions” (Ogbonnaya, 2013, p. 31).	Ko & Smith-Walter, 2013; Zhang & Morris, 2018.
Employee representation	“The existence of formal structures for protecting and promoting the common interest of employees” (Ogbonnaya, 2013, p. 31).	Bryson & Forth, 2010; Wood & De Menezes, 2011.
Grievance systems	The existence of standard procedures for airing and resolving workplace complaints and grievances (Ogbonnaya, 2013, 31).	Walker & Hamilton, 2011; Wood & De Menezes, 2011; Zhang & Morris, 2014.
Supportive management	“The level of managerial care and support offered to help employees in conducting their job tasks effectively” (Ogbonnaya, 2013, p. 31).	Wood & De Menezes, 2011; Ogbonnaya & Valizade, 2016.
Information sharing	“The extent to which employees are kept updated on vital information regarding various aspects of work” (Ogbonnaya, 2013, p.31).	Wood & De Menezes, 2011; Wood et al., 2012; Do, 2016; Zhang & Morris, 2014; Nadeem et al., 2019.
Compensatory reward systems	“The provision of workplace incentives to extrinsically motivate employees at work” (Ogbonnaya, 2013, p. 31).	Wood et al., 2012; Beha & Looa, 2013; Theriou & Chatzoglou, 2014; Zhang & Morris, 2018; Nadeem et al., 2019.

Source: Author developed based on literature review.



### Various terms used for components of High-Performance Work practices

The following table 5 shows the different terms used for the components of high-performance work practices.

Table 5: Terms used for components of High Performance Work practices

Components of HPWPs	Terms used
Compensation and Reward system	Salaries, Financial incentives, High salary, Power, workers income and benefits, Merit-based rewards and pay, Income, Bonuses, Performance related/ performance- based pay, Awards, promotions, Fair rewards, Fairness in rewards, High pay, remunerations, Pay for performance, Recognition and appreciations, Direct compensations, Benefits and allowances
Training and Development	Career prospects and opportunities for growth, professional development, support for career and professional development, career prospects, Learning and development, opportunities of education, Training and development. facilities of education, career development, opportunities for advancement, career opportunities and advancement
Work Design	Autonomous teamwork, Job design, Working environment and working conditions, Team working, Flexible working hours, Creativity, Diversity and meaningful work, Job enrichment, Autonomous work design, diversified and independent work task.
Job Security	Job Security, Employment Security
Performance Management System	performance review and appraisal system, Performance appraisal
Staffing	Recruitment and selection, Merit -based hiring, Placement, Induction, Fair staffing practice, Recruitment through social network.
Employee involvement	Participation in decision making, employee empowerment, delegate decision making, participation, Consultation
Supervisory support	Supervisory support and encouragement, Trust in supervisors, Recognition by supervisors, Trust in managers
Communication	Communication, Inter-organizational communication and process, Organizational communication

### The most frequently used components of HPWPs

The most common practices considered under the concept of HPWPs are recruitment and selection, pay management, training and development, and performance management (Pfeffer,1995; Guest, 2000; Ashton & Sung, 2002, p.28; Kroon, Voorde & Timmers, 2013, as cited in Iddagoda & Opatha, 2019, p.76). Meta-analysis of Combs et al. (2006: p.509) includes 92 relevant studies. Based on 92 studies, they identified 13 HRM practices as the major constituents of an effective HPWP system. They are incentive compensation, training, compensation level, participation, selectivity, internal promotion, HR planning, flexible work, performance appraisal, grievance systems, teams, information sharing, and employment security.

As shown in table 6, the most widely adopted practices are training and development (73%), selective hiring (71%) compensation and reward (61%), performance appraisal (61%), and Information

Sharing/ communication (41%), which is in line with earlier reviews (e.g., Boselie et al., 2005; Posthuma et al., 2013).

Table 6: The most frequently used components of HPWPs

HPWPs	Frequency	%
Compensation and reward	21	51
Training and Development	30	73
Flexible working	04	10
Job Security	12	29
Performance Appraisal	25	61
Selective hiring	29	71
Employee Involvement	05	13
Information Sharing/ communication	17	41
Team Working	14	34
Empowerment	04	10
Job description	06	15
Participative Decision Making	07	17
Employee representation	03	07
Promotion from within/ internal labour market	09	22

Source: Author developed based on literature review

## Conclusion

A precise definition of HPWPs does not exist. Therefore, the term HPWPs is a fuzzy notion, and multiple labels have emerged. There is a common thread among all the terms, HPWPs, high-performance human resource practices, high involvement work practices, high involvement work systems, high commitment work systems, high commitment practices, and HPWPs. Researchers do not agree on the composition of the set of practices comprising the HPWS. The most common practices considered under HPWPs are recruitment and selection, training and development, pay management, and performance management. However, it is difficult to mention the precise practices that form HPWPs; the AMO model clarifies the content of HPWPs. HPWPs are positively related to job satisfaction, job performance, organizational performance, employee engagement, and employee outcomes.

## Conflict of Interest

Authors declare that there is no conflict of interest.

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