



## Exploring the relationship between individual and bundle implementation of High-Performance Work Practices and performance: evidence from Spanish manufacturing firms

A. Manresa <sup>a\*</sup>, A. Bikfalvi <sup>b</sup>, A. Simon<sup>c</sup>

<sup>a</sup> International University of Catalunya, Department of Economics and Social Science, Barcelona, Spain;

<sup>b</sup> University of Girona, Department of Business Administration and Product Design, Girona, Spain;

<sup>C</sup> Autonomous University of Barcelona, Department of Business Administration, Barcelona, Spain

## References

- M. D. Mijatović, O. Uzelac, and A. Stoiljković, "Effects of human resources management on the manufacturing firm performance: Sustainable development approach," Int. J. Ind. Eng. Manag., vol. 11, no. 3, pp.205 – 212, 2020.
- [2] M. Zhang, D. Di Fan, and C. Zhu, "High-Performance Work Systems, Corporate Social Performance and Employee Outcomes: Exploring the Missing Links," J. Bus. Ethics, vol.120, no. 3, pp.423-435, 2014.
- [3] V. Oladapo, and G. Onyeaso, "An Empirical Investigation of Sub Dimensions of High Performance Work," Int. J. Manag. Bus. Res., vol.6, no.1, pp.67–80, 2013.
- [4] P. Patel, J. Messersmith, and D. Lepak, "Walking the Tightrope: An Assessment of the Relationship between High-Performance Work Systems and Organizational Ambidexterity" Acad Manage J, vol.56, no. 5, pp.1420–1442, 2013.
- [5] M. Demirbag, D. Collings, E. Tatoglu, K. Mellahi, and G. Wood, "High-Performance Work Systems and Organizational Performance in Emerging Economies: Evidence from MNEs in Turkey" Manag. Int. Rev., vol.54, no. 3, pp.325–359, 2014.
- [6] R. Posthuma, C. Campion, M. Masimova, and M. Campion "A high performance work practices taxonomy: Integrating the literature and directing future research," J. Manage., vol.39, no. 5, pp.1184-1220, 2013.
- [7] B. Kroon, K. Van De Voorde, and J. Timmers "High performance work practices in small firms: A resource-poverty and strategic decision-making perspective," Small Bus. Econ., vol.41, no. 1, pp.71–91, 2013.
- [8] A. Danford, M. Richardson, P. Stewart, S. Tailby, and M. Upchurch, "Partnership, high performance work systems and quality of working life. New Technology, Work and Employment, vol.23, no. 3, pp.151–166, 2008.
- [9] D. Guest, "Human resource management and performance: Still searching for some answers," Hum. Resour. Manag. J., vol.2, no.1, pp.3-13, 2011.
- [10] J. Arthur, "Effects of Human Resource Systems on Manufacturing Performance and Turnover," Acad Manage J, vol.37, no.3, pp.670–687, 1994.
- [11] H. Ramsay, D. Scholarios, and B. Harley, "Employees and High-Performance Work Systems: Testing inside the Black Box," Br J Ind Relats, vol. 38, no. 4, pp.501–531, 2000.
- [12] B. Harley, Hope or hype? High-performance work systems in Harley Palgrade Mcmilligan., Houndmills, 2007.
- [13] K. Macky, and P. Boxall, "The relationship between high-performance work practices and employee attitudes: an investigation of additive and interaction effects," Int. J. Hum. Resour. Manag., vol.18, no. 4, pp.537–567, 2007.
- [14] J. Guthrie, P. Flood, W. Liu, and S. MacCurtain, "High performance work systems in Ireland: human resource and organizational outcomes" Int. J. Hum. Resour. Manag., vol.20, no.1, pp.112-125, 2009.
- [15] S. Ismail, "The Impact of High Performance Work Systems' on Firm Performance in MNCs and Local Manufacturing Firms in Malaysia," Int. J. Econ. Manag., vol.6, no. 11, pp.553–563, 2012.
- [16] A. Katou, "Measuring the impact of HRM on organizational performance," J. Ind. Eng. Manag., vol.1, no. 2, pp.119-142, 2008.
- [17] J. Messersmith, and P. Guthrie, "High performance work systems in emergent organizations:implications for firm performance," Hum Resour Manage, vol.49, no. 2, pp.241-264, 2010.
- [18] F. Pot, P. Totterdill, and S. Dhondt, "Workplace innovation: European policy and theoretical foundation," World Rev. Entrep. Manag. Sustain. Dev., vol. 12, no. 1, p.13, 2016.
- [19] C. Chen, and J. Huang, "Strategic human resource practices and innovation performance The mediating role of knowledge

management capacity" J. Bus. Res., vol.62, no. 1, pp.104-114, 2009.

- [20] F. Richardson, Enhancing Strategies to Improve Workplace Performance, Walden University, 2014.
- [21] N. Wu, K. Hoque, N. Bacon, and J.C. Bou Llusar, "High-performance work systems and workplace performance in small, medium-sized and large firms," Hum. Resour. Manag. J., vol.25, no. 4, pp.408–423, 2015.
- [22] European Innovation Scoreboard, 2020 (EC, 2021) accessed June 2021, available at: https://ec.europa.eu/growth/industry/policy/ innovation/scoreboards\_en
- [23] D. Nadler, The handbook of human resource development (2nd ed.), New York: Wiley, 1990.
- [24] B. Becker, and M. Huselid, "Strategic Human Resources Management: Where Do We Go From Here?," J Manage., vol.32, no. 6, pp.898–925, 2006.
- [25] P. Boxall, and J. Purcell, Strategy and Human Resource Management., London: Palgrave Macmillan, 2011.
- [26] M. Úbeda-García, E. Claver-Cortés, B. Marco-Lajara, P. Zaragoza-Sáez, and F. García-Lillo, "High performance work system and performance: Opening the black box through the organizational ambidexterity and human resource flexibility," J. Bus. Res., vol. 88, pp. 397-406, 2018.
- [27] M. Huselid, "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance," Acad Manage J, vol.38, no. 3, pp. 635-872, 1995.
- [28] J. Delaney, and M. Huselid, "The Impact of Human Resource Practices on Perceptions Organizational Performance," Acad Manage J, vol. 39, no. 4, pp. 949-969, 2016.
- [29] OECD, 2016. Organisation for Economic Co-operation and Development (OECD). Available at: http://www.oecd.org/.
- [30] P. Osterman, "Work reorganization in an era of restructuring: trends in diffusion and effects on employee welfare," Ind Labor Relat Rev, vol. 53, no. 2, pp.179–196, 2000.
- [31] S. A. Way, "High performance work systems and intermediate indicators of firm performance within the US small business sector," J Manage., vol.28, no. 6,pp.765-785, 2002.
- [32] P. Tamkin, High Performance Work Practices. Institute for employees. IES Research Networks, 2004.
- [33] T. Bauer, High Performance Workplace Practices and Job Satisfaction: Evidence from Europe. Institute for the Study of Labor (IZA), 2005.
- [34] J. Godard, "A critical assessment of the high-performance paradigm," Br. J. Ind. Relat., vol.42, no. 2, pp.349-378, 2004.
- [35] M. Marchington and A. Wilkinson, "Human Resource Management at Work. London, CIPD manufacturing firms," Thunderbird Int. Bus. Rev., vol.49, no. 1, pp.1035, 2008.
- [36] C. Parsons, and R. Necochea, "High Performance Work Systems in the Paper Industry," Work systems, vol.123, no. 4, pp.28-31, 2007.
- [37] M. Subramony, "A meta-analytic investigation of the relationship between HRM bundles and firm performance" Hum Resour Manage, vol.48, no. 5, pp.745–768, 2009.
- [38] N. Soens, D. Buyens, and M. S. Tailor, "First-Line Implementation of High-Performance Work Systems: Exploring Direct and Mediated Relationships With Work Unit Performance," Vlerick Leuven Gent Working Paper Series 2012/05, 2011.
- [39] L. O'Regan, "The Impact of High Performance Work Systems on Innovation Performance: A Study of Irish Companies," Hum. Res. Manage. J., vol.9, no. 1, pp.147-66, 2011.
- [40] Eurofound, 2012. Fifth European Working Conditions Survey, Available at: http://www.archidok.eu/search/classification/x01804/ page:2/sort:Corpbody/www.uni-mannheim.de/edz/pdf/eurostat/07/KS-RA-07-027-FR.pdf.
- [41] P. Kumar, L. Jena, and N. Panigrahy, "Learning and development practices in international context: conceptual introspection towards bringing the best work place strategies," Strategic HR Review, vol.15, no. 4, pp.180–186, 2016.
- [42] D. Mihail, M. Links, and S. Sarvanidis, "High performance work systems in corporate turnaround: A German case study," J. Organ. Chang. Manag., vol.26, no. 1, pp.190–216, 2013.
- [43] R. García-Chas, E. Neira-Fontela, and C. Varela-Neira, "High-performance work systems and job satisfaction: A multilevel model," J. Manag. Psychol., vol.31, no. 2, pp.451–466, 2016.
- [44] Eurofound, 2015. Developments in working life in Europe : EurWORK annual review 2014.
- [45] Y. Lin, and N. Liu, "High performance work systems and organizational service performance: The roles of different organizational climates," Int. J. Hosp. Manag., vol.55, pp.118–128, 2016.
- [46] J. Daspit, K. Madison, T. Barnett, and R. Long, "The emergence of bifurcation bias from unbalanced families: Examining HR practices in the family firm using circumplex theory," Hum. Resour. Manage. Rev., vol. 28, no. 1, pp. 18-32, 2018.
- [47] D. Kooij, and C. Boon, "Perceptions of HR practices, person-organization fit, and affective commitment: The moderating role of career stage," Hum. Resour. Manag. J., vol. 28, no. 1, pp.61-75, 2018.
- [48] Y. Lazim, N. Azizan, and S. Sorooshian, "How are the Performance of Small Businesses Influenced by HRM Practices and Governmental Support?" Mediterr. J. Soc. Sci., vol.6, no. 1, pp.97–108, 2015.
- [49] J. Gould-Williams, and M. Gatenby, "The Effects of Organizational Context And Teamworking Activities On Performance Out comes," Public Manag. Rev., vol.12, no. 6, pp.759–787, 2010.
- [50] C. Regan, "The Impact of High Performance Work Systems on Innovation Performance : A Study of Irish Companies," Dublin City University, 2011.
- [51] A. Katou, and P. Budhwar, "Causal relationship between HRM policies and organisational performance: Evidence from the Greek manufacturing sector," Eur. Manag. J., vol.28, no. 1, pp.25–39, 2010.
- [52] D. Jones, P. Kalmi, and A. Kauhanen, "How Does Employee Involvement Stack Up? The Effects of Human Resource Management Policies on Performance in a Retail Firm," Ind. Rel., vol. 49, no. 1, pp.1–21, 2010.
- [53] Y. Gong, K. Law, S. Chang, and K. Xin, "Human resources management and firm performance: The differential role of managerial affective and continuance commitment," J Appl Psychol, vol.94, no. 1, pp.263–275, 2009.
- [54] N. Martín-Cruz, V. Martín-Pérez, and C. Trevilla-Cantero, "The influence of employee motivation on knowledge transfer," J. Knowl. Manag., vol.13, no. 6, pp.478–490, 2009.
- [55] C. Chuang, and H. Liao, "Strategic Human Resource Management in Service Context: Taking Care of employees and customers," Pers. Psychol., vol.63, no. 1, pp.153–197, 2009.
- [56] A. Zacharatos, J. Barling, and R. Iverson, "High-performance work systems and occupational safety," J Appl Psychol, vol.90, no. 1, pp.77–93, 2005.

- [57] J. Gould-Williams, Human resource management. In R. Ashworth, G. Boyne, & amp; T. Entwistle. Public service improvement: Theories and evidence., New York: Oxford University Press, 2010.
- [58] B. Becker, and M. Huselid, "High Performance Work Systems and Firm Performance : A Synthesis of Research and Managerial Implications," Res. Pers. Hum. Resour. Manag., vol.16, no. 3, pp.53–101, 1998.
- [59] D. Guest, J. Paauwe, and W. Wright, HRM and Performance: Achievements and Challenges. John Wiley & Sons, 2012.
- [60] European Found, 2017. European Foundation for the improvement of living and working conditions. Available at: www.eurofound.com.
- [61] A. Glaister, G. Karacay, M. Demirbag, and E. Tatoglu, "HRM and performance: The role of talent management as a transmission mechanism in an emerging market context," Hum. Resour. Manag. J., vol.28, no. 1, pp.148-166, 2018.
- [62] I. Korobaničová, and N. Kováčová, "Human capital investment: practices and measurement in Slovak enterprises," Int. J. Ind. Eng. Manag., vol.9, no. 3, pp.139-146, 2018.
- [63] N. Foss, and K. Laursen, "Performance pay, delegation and multitasking under uncertainty and innovativeness: An empirical investigation," J. Econ. Behav. Organ., vol.58, no. 2, pp.246–276, 2005.
- [64] C. Zoghi, R. Mohr, and P. Meyer, "Workplace organization and innovation," Can. J. Econ., vol.43, no. 2, pp.622-639, 2010.
- [65] C. Ichniowski, K. Shaw, and G. Prenushi, "The Effects of Human Resource Management Practices on Productivity : A Study of Steel Finishing," Am. Econ. Rev., vol.87, no. 3, pp.291–313, 1997.
- [66] S. Black, and L. Lynch, "What's driving the new economy?: the benefits of workplace innovation," Econ. J., vol. 114, pp. 97-116, 2004.
- [67] A. Valeyre, E. Lorenz, D. Cartron, P. Csizmadia, M. Gollac, M. Illéssy, and C. Makó, "Working conditions in the European Union: Work organisation," European Foundation for the mprovement of Living and Working Conditions, 2009.
- [68] E. Bigné, M. A. Moliner, and J. Sánchez, "Perceived quality and satisfaction in multiservice organisations: the case of Spanish public services," J. Serv. Mark., vol.17, no. 4, pp.420-442, 2003.
- [69] B. Schneider, and D. Bowen, "Modeling the Human Side of Service Delivery," Serv. Sci., vol.1, no. 3, pp.154-168, 2009.
- [70] J. Combs, Y. Liu, A. Hall, and D. Ketchen, "How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance," Pers. Psychol., vol.59, pp.501–528, 2006.
- [71] S. Wood, and T. Wall, "Work enrichment and employee voice in human resource management-performance studies," Int. J. Hum. Resour. Manag, vol.18, no. 7, pp.1335–1372, 2007.
- [72] S. Wood, "Human ResourceManagement and performance," Int. J Manage. Rev., vol.1, pp.367-413, 1990.
- [73] T. Hong, "Research methods: when process complements goals," J. Am. Soc. Inf. Sci. Tec., vol.63, no. 11, pp.2283–2293, 2012.
  [74] ISI Institute, 2017. European Manufacturing survey. Fraunhofer ISI Institute from Germany. Available at: http://www.isi.fraunhofer.de/isi-en/.
- [75] B. Dachs, S. Biege, M. Borowiecki, G. Lay, A. Jager, and D. Schartinger, "Servitisation of European manufacturing: evidence from a large scale database," Serv. Ind. J., vol.34, no. 1, pp.5–23, 2014.
- [76] B. Dachs, S. Kinkel, and A. Jäger, "Bringing it all back home? Backshoring of manufacturing activities and the adoption of Industry 4.0 technologies," J. World Bus., vol. 54, no. 6, 101017, 2019.
- [77] A. Bikfalvi, A. Jäger, and G. Lay, "The incidence and diffusion of teamwork in manufacturing evidences from a Pan-European survey," J. Organ. Chang. Manag., vol.27, no. 2, pp.206–231, 2014.
- [78] M. Pons, A. Bikfalvi, J. Llach, and I. Palcic, "Exploring the impact of energy efficiency technologies on manufacturing firm performance," J. Clean. Prod., vol.52, pp.134–144, 2013.
- [79] A. Manresa, A. Bikfalvi, and A. Simon, "The impact of training and development practices on innovation and financial performance," Ind. Commer. Train., vol. 51, no. 7/8, pp. 421-444, 2019.
- [80] A. Manresa, A. Bikfalvi, and A. Simon, "The Use and Determinants of Training and Development for Creativity and Innovation International" J. Innov. Manag., vol. 22, no. 02, pp. 1-28, 2018.
- [81] C. Tan, and A. Nasurdin, "Human Resource Management Practices and Organizational Innovation: Assessing the Mediating Role of Knowledge Management Effectiveness," Electronic J. Knowl. Manag., vol.9, no. 2, pp.155–167, 2011.
- [82] J. Leede, and J. Looise, "Innovation and HRM: Towards an integrated framework," Creativity Innov. Manag., vol.14, no. 2, pp.108–117, 2005.
- [83] J. Weerawardena, and G. S. Mort, "Investigating social entrepreneurship: A multidimensional model," J. World Bus., vol.41, no. 1, pp.21-35, 2006.
- [84] M. Mohaimen, and M. Huq, "High-Performance Work System: An Essential Means," Int. J. Arts Commerce, vol.2, no. 6, pp.175–186, 2006.
- [85] I. Beltran-Martin, V. Roca-Puig, A. Escrig-Tena, and J. Bou-Llusar, "Human Resource Flexibility as a Mediating Variable Between High Performance Work Systems and Performance," J Manage., vol. 34, no. 5, pp.1009–1044, 2008.