Inside the Black Box: How Do High-Performance Work Systems Enhance Employees' Involvement?

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All interested are welcome
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ABSTRACT

In an attempt to contribute to the on-going black box arguments of the recent studies of HRM-performance relationships, this study documents the inner mechanisms regarding how the adoption of high-performance work systems (HPWS) leads to an increase in employees’ work attitudes, including job involvement and satisfaction. Multilevel analytical result of a longitudinal, hierarchical data, with samples of 723 employee samples nested in 31 Japanese establishments, revealed that the quality of leader-member exchange (LMX) relationships plays between the use of HPWS and employees’ work attitudes. Moreover, some forms of organizational climate were found to moderate the positive crosslevel relationship between HPWS and LMX. Findings were used to discuss a new perspective in the application of social exchange theory to HRM-performance relationships.