

High Performance Work System, Psychological Efficacy, Job Satisfaction and Task Performance in the Hotel Workplace

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Abstract

Extending from the perspective and literature of strategic human resource management, this study investigated the possible relationships among high performance work system, psychological efficacy, and employee outcomes. This study aimed to understand how high performance work system affected employees' psychological efficacy, and their employee outcomes, including job satisfaction and task performance. We found that high performance work system can help employees develop higher degree of psychological efficacy, and thus leading higher job satisfaction and task performance. Implication for managers and practical suggestions were proposed.

Keywords

High Performance Work System, Psychological Efficacy, and Employee Outcomes

1. Introduction

High performance work system (HPWS) has been regard as a mean to enhance employee motivation, competencies, and performance (Fu and Ma, 2015; Heffernan and Dundon, 2016; Takeuchi, Chen, and Lepak, 2009; Lawler, Chen, Wu, Bai, and Bai, 2011) [1]-[4]. HPWS includes a series of separate but interconnected HR practices that can enhance employees' competitiveness, including flexible job assignment and adequate work empowerment, rigorous recruitment and selection procedure, extensive training and development, merit-based performance appraisal, and competitive compensation and high wage (Batt, 2002; Chen, 2007; Takeuchi, Lepak, Wang, & Takeuchi, 2007; Patel, Messersmith and Lepak, 2013) [5]-[8]. Researchers have demonstrated that the use of HPWS would lead to higher employee productivity (Guthrie, 2004) [9], lower employee turnover rate (Guthrie, 2004) [9], better employee performance (Chen *et al.*, 2007) [10], higher helping behavior (Chuang *et al.*, 2010) [11], and better organizational performance (Becker *et al.*, 1996) [12]. Although the positive relationship between HPWS and performance criteria has been demonstrated by prior literature (Huselid, Jackson, and

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Psychological Work And Human Performance

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