


HIGH-PERFORMANCE HUMAN RESOURCE PRACTICES THROUGH THE LENSES OF THE ABILITY–MOTIVATION–OPPORTUNITY TAXONOMY: A MULTILEVEL PERSPECTIVE

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Abstract

Background. In the recent past, many studies were devoted to the relationship between High-Performance Human Resource Practices and different types of employee outcomes. Through these studies, it has been shown that High-Performance Human Resource Practices are related to desirable employee outcomes and for this reason the interest in the topic has intensified. Yet the way in which High-Performance Human Resource Practices produce expected performance has not been explained in a satisfactory way.

Research aims. The article aspires to analyze the concept of High-Performance Human Resource Practices (HPHRPs) through the lenses of Ability–Motivation–Opportunity (AMO) taxonomy, and to examine the interrelations between these categories of practices, as well as to discuss their impact on employee performance.

Methodology. The article applies literature review in the HPHRPs and AMO literature focusing on its outcomes in terms of employee ability, motivation, and opportunity, while applying the idea of the internalization process of HR activities.

Findings. HPHRPs were reviewed through the perspective of the AMO taxonomy. The extended view on relationships between HPHRPs is provided through the intended, actual and experienced internalization levels.

Keywords: human resource management, High-Performance Human Resource Practices, Ability–Motivation–Opportunity Theory, internalization process of HR activities.

JEL Codes: J24, M12.

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INTRODUCTION

During the recent past, many studies have been devoted to the relationship between High Performance Human Resource Practices (HPHRPs) and different types of employee outcomes, such as, job satisfaction, organizational commitment and citizenship behaviors (e.g., Boon, Den Hartog, Boselie, & Paauwe, 2011; Messersmith, Patel, Lepak, & Gould-Williams, 2011; Alfes, Shantz, Truss, & Soane, 2013; Mostafa & Gould-Williams, 2013). Past research has shown that HPHRPs are related to desirable employee outcomes and for this reason the interest in this issue has been growing. Yet the way in which HPHRPs produce expected performance has not been explained in a satisfactory way. As Delery and Roumpi (2017) claim, extending the behavioral approach and building on expectancy theory (Vroom, 1964; Lawler, 1971), the Ability–Motivation–Opportunity (AMO) model (Appelbaum, 2000; Purcell & Hutchinson, 2007) was created in order to describe in a better manner how human resource management (HRM) practices produce desired outcomes. According to this model, the relationship between HRM practices and employee-level and firm-level outcomes is mediated by the effect these practices have on the abilities, motivation and opportunities of employees. The study of Mitchell, Obeidat, and Bray (2013), employs the AMO taxonomy of performance to categorize the components of HPHRPs. With such an approach HPHRPs become more streamlined, linked with and targeting specific outcomes as per the AMO model. In this manner, consistent with previous definitions and in alignment with Mitchell et al. (2013), for the remaining part of this article, the term HPHRPs is from now on used to describe a collection of HR practices intended to enhance employees' skills, motivation, and opportunity to participate.

The aim of the article is to analyze the concept of High-Performance Human Resource Practices (HPHRPs) through the lenses of Ability–Motivation–Opportunity (AMO) taxonomy and examine the emanating interrelations between these categories of practices. For that reason, we also discuss its impact on employee performance. The article begins with presenting the underlying theoretical background both for HPHRPs and AMO model, then proceeds with the merging of these two components and finally examines further relationships between the HPHRPs and the dimensions of the AMO model adding

a perspective of multilevelity in terms of the internalization process (intended, actual, and experienced HR practices).

HIGH PERFORMANCE HUMAN RESOURCE PRACTICES

According to Tang, Cooke, Yu, and Chen (2017) high-performance human resources could be described as “a bundle of HRM practices designed to promote employees’ skills, motivation and involvement to enable a firm to gain a sustainable competitive advantage.” According to the existing literature, these HR practices are split in the two following streams according to the area they put emphasis on. High-commitment HR practices aim to reduce turnover, absenteeism, and costs via increasing the commitment of workforce, thus resulting in limited costs related to control and monitoring (Ramsay, Scholarios, & Harley, 2000) and high-involvement HR practices focus on creating an environment where employees can assume initiatives emanating from a work environment empowering them to make productive decisions (Ramsay et al., 2000).

As mentioned in Mostafa (2017), high-performance HR practices (HPHRPs) have been defined as “systems of HR practices designed to increase organizational effectiveness through creating conditions that help employees become highly involved in the organization and work hard to accomplish its goals.” As defined in Bamberger and Meshoulam (2000), HPHRPs cover the following areas: selective staffing, extensive training, internal mobility, employment security, results-oriented appraisal, incentive reward, broad job design, and participation.

Also, according to Mostafa (2017), during the past years, studies have been conducted to investigate the relationship between HPHRPs and potential employee outcomes such as job satisfaction, organizational commitment and citizenship behaviors. On the basis of the produced evidence, it was proven that HPHRPs are related to positive employee outcomes. More specifically, the results of research presented by Boon et al. (2011), showcase direct relationships as well as mediating and moderating roles of person–organization (PO) and person–job (PJ) fit in the relationship between perceived HR practices and employee outcomes. Furthermore, the results presented by Messersmith et al. (2011), indicate that utilization of HPHRPs is linked to

improved levels of job satisfaction, organizational commitment, and psychological empowerment and, in turn, these attitudinal elements were found to be positively linked to enhanced organizational citizenship behaviors. Additionally, Alfes et al. (2013) found that HR practices are related to organizational citizenship behavior and turnover intentions, whereas in research conducted by Mostafa and Gould-Williams (2013) it was shown that HPHRPs have a positive relationship with PO fit, job satisfaction and organizational citizenship behaviors (OCBs). In other words, the adoption of HPHRPs not only contributes to desirable employee outcomes, but is also linked to an enhanced fit between employees and organizations (Mostafa & Gould-Williams, 2013). Also, work performed in the field of SHRM suggests that the adoption of HPHRPs encourages better organizational performance (Becker & Gerhart, 1996; Huselid, 1995). More precisely Becker and Gerhart (1996) suggest that HR systems can be a source of sustainable competitive advantage even more in cases where the components of these HR systems have high internal and external fit – where internal fit refers to the alignment of the HR practices within the HR systems in reference, and external fit refers to the alignment of the HR system itself with the strategic objectives of an organization. Furthermore, Huselid (1995) pointed out that HPHRPs have both economical and statistical impact on intermediate employee outcomes (turnover and productivity) and financial performance, whereas Choi (2014) found there is a relation between HPHRPs and the improvement of financial performance of a company and the job satisfaction of its employees. Additionally, Appelbaum et al. (2000) showed that systems of HPHRPs may have different impacts depending on the industry in reference. For example, it was found that in the steel industry the introduction of such practices enhanced trust, intrinsic rewards, organizational commitment satisfaction, and wages; however, in the medical electronics industry there were significantly less reforms and innovation that could be performed with regards to human resource practices and thus outcomes were weaker for this particular industry. Furthermore, according to Shin and Konrad (2017), there is a positive relation between HPHRPs and productivity and, more specifically, an increase in one results in a subsequent increase in the other, thus generating a performance/productivity loop, while Fabi, Lacoursiere, and Raymond (2015) found significant links between HPHRPs, job satisfaction, organizational commitment, and intention to quit, and

García-Chas, Neira-Fontela, and Castro-Casal (2014) showed that HPHRPs are positively associated with procedural justice and intrinsic motivation.

ABILITY–MOTIVATION–OPPORTUNITY FRAMEWORK

AMO framework originates in the theoretical merge of inputs from industrial psychologists, who treated performance as a function of training and selection that enhances employees' abilities to perform (Lawshe, 1945), and social psychologists, who emphasized motivation (Wyatt, 1934). Opportunity was later added into this framework to describe external factors that prevent employees from performing at an optimal level (Peters & O'Connor, 1980; Blumberg & Pringle, 1982). Ability, motivation and opportunity have been shown to be interrelated (Blumberg & Pringle, 1982).

Ability refers to the employees' abilities to carry out their work (Jiang, Takeuchi, & Lepak, 2013). At the individual level of analysis, ability can be defined as the knowledge, skills and abilities of the individual employee. Motivation involves a range of employee attitudes that represent employees' willingness to perform well at work (Jiang et al. 2013). While ability emphasizes employees' capabilities to contribute, motivation describes the lengths to which employees are willing to use those capabilities (Liao, Toya, Lepak, & Hong, 2009). In turn, opportunity "reflects the means through which employees' abilities and efforts can be converted to outcomes" (Jiang et al., 2013, p. 1463). More precisely, opportunity includes the autonomy, task significance, and the perceived impact employees have at work that reflect their chances to deploy their skills in their jobs and contribute to the firm's success (Purcell & Hutchinson, 2007; Ehrnrooth & Björkman, 2012).

As mentioned earlier, the AMO model evolved as an effort to better explicate how HRM practices elicit desired outcomes. This model proposes that the relationship between HRM practices and employee-level and firm-level outcomes is mediated by the direct effect these practices have on employees' abilities, motivation, and opportunities to participate. More accurately, Appelbaum et al. (2000) showed that HPHRPs can have a positive impact on employee outcomes and proposed that apart from increasing worker wages, HPHRPs would improve the levels of trust and that intrinsic rewards would mediate the positive

relationships between HPHRPs and organization commitment and job satisfaction. Also, empirical analyses of the same research proved that HPHRPs have a positive effect on competitiveness and also increasing efficiency and capability with regards to responsiveness to consumers, product customization, suiting customer needs and delivering high quality production. Moreover, Purcell and Hutchinson (2007) showed that HPHRPs influence the commitment of employees towards their job and employer.

HPHRPS THROUGH THE LENSES OF AMO TAXONOMY

As mentioned earlier and based upon recent work by Appelbaum (2000), the study of Mitchell et al. (2013) applies the AMO taxonomy of performance to categorize the components of HPHRPs. Additionally, authors (Claudia, 2015; Jiang, Lepak, Hu, & Baer, 2012) suggest the appropriateness of conceptualizing HRM practices according to the AMO taxonomy and they categorize them as ability, motivation or opportunity-enhancing practices.

In line with the above, Appelbaum (2000) provided various examples of HR practices for ability (e.g., formal and informal training), motivation (e.g., job security, promotion opportunities), and opportunity (e.g., autonomy, communication) (Claudia, 2015). According to research conducted by García-Chas et al. (2014), selective staffing and extensive training are categorized under the ability dimension of the AMO taxonomy. Many authors agree that examples of ability-enhancing practices are primarily related to extensive training, and selective staffing. Additionally, Kehoe and Right (2010) based on earlier empirical research in HRM literature, included structured employment interviews as an ability-enhancing HR practice (Huselid, 1995) whereas Boselie, Dietz, and Boon (2005) and Katou and Budhwar (2010) suggested the same for performance evaluation. Training practices improve the chances of developing new abilities (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013; Schimansky, 2014), whereas selective staffing deals with attracting and choosing individuals who are in alignment with the profile of the organization (Schimansky, 2014). Furthermore, as indicated in Mitchell et al. (2013) the ability-enhancing HR practices of staffing and training have an impact on employees' performance by affecting their knowledge, skills, and abilities. Also, according to

Mitchell et al. (2013), selective staffing methods are used to single out applicants whose abilities are in alignment with the needs of the organization and the delivery of in-depth training can equip employees with skills and knowledge that are a close fit to the particular requirements of developing technologies within an organization. Research by Jiang et al. (2012) showed that ability-enhancing practices had a more positive relation to human capital compared to motivation-enhancing practices and opportunity-enhancing practices. Also, all three dimensions of the AMO taxonomy (ability, motivation, and opportunity to participate) were found to be related to financial outcomes by influencing directly human capital and employee motivation, while influencing indirectly voluntary turnover and operational outcomes. Furthermore, the results of Bos-Nehles et al. (2013) showed that ability was the best predictor of a line manager's HRM performance. In other words, the acquisition of skills and knowledge in order to implement HR practices effectively improves the performance of line managers when trying to apply intended HRM practices.

Similarly, motivation-enhancing HR practices have been related to productivity and have already been incorporated into past models of HPHRPs, since high involvement HR systems implementing job security and relative pay have been found to be linked with motivation (Mitchell et al., 2013). Other motivation-enhancing practices include formal performance appraisal, skill-based pay, and group-based pay, which have been found to be related to organizational performance (Mitchell et al., 2013). Moreover, in their research, Kehoe and Wright (2010) included merit-based promotion systems as a motivation-enhancing practice since it has been found to have a positive impact on motivation to perform. Furthermore, according to García-Chas et al. (2014) the most common motivation-enhancing HPHRPs are related to performance appraisal and extrinsic incentives such as pay for performance both at the individual and group level. Simultaneously, same research revealed other motivation-enhancing HPHRPs such as recognition, internal promotion, social activities, and work-life balance opportunities. On the other hand, the research by García-Chas et al. (2014) did not reveal many examples of practices focusing on intrinsic motivation. A few exceptions include motivation to learn, personal or team satisfaction, willingness to perform, corporate sense, and collaborative climate.

The final component of HPHRPs, opportunity-enhancing practices (Huselid, 1995), has also been positively linked to organizational

outcomes. The performance of highly skilled and motivated employees will be negatively impacted if jobs do not have a proper structure (Mitchell et al., 2013). As indicated by Boxall and Purcell (2003) employees' performance is better when their work environment is supportive and provides them with the opportunity to participate. Also, as per Bos-Nehles et al. (2013) opportunity to participate enhanced the effect of ability on HRM implementation effectiveness and motivation did not moderate the effect of ability on performance. Furthermore, according to Demortier, Delobbe, and El Akremi (2014) opportunity-enhancing practices are designed for delegating the decision-making authority and fostering employee participation. In this manner, participation is treated as an opportunity for employees to be involved in the decision-making process (Marin-Garcia & Juan Martinez, 2016; Schimansky, 2014). As per García-Chas et al. (2014), the opportunity-enhancing HPHRPs may be grouped in four principal bundles: employee-involvement practices, knowledge-sharing practices, job-design practices, and autonomy-enhancing practices. Employee-involvement practices involve self-directed work teams, problem-solving teams, team working, and practices encouraging flat hierarchies and employee involvement in the decision-making process. Knowledge-sharing HPHRPs aim to provide information about important issues within the organization (performance, financial, operating, or strategic information). Apart from the above, those practices also aim to establish communication between employees and management. Job design involves the creation of a suitable job description (practices, procedures and workplace design), support from HR professionals, job rotation, level of internationalization and providing favorable conditions at the workplace. Autonomy-enhancing practices have as a goal the decentralization of the decision-making process and the autonomy of employees in the workplace.

FURTHER RELATIONSHIPS BETWEEN HPHRPS AND EMPLOYEE OUTCOMES THROUGH AMO MODEL: THE ROLE OF THE INTERNALIZATION PROCESS

In line with the previous part of the article and according to the studies of Appelbaum et al. (2000) and Mitchell et al. (2013) the AMO taxonomy can be used in order to categorize the components of HPHRPs while

Claudia (2015) and Jiang et al. (2012) divide these components into categories of ability, motivation, and opportunity-enhancing practices.

In the paragraphs presented earlier, it was shown how the various HPHRPs were categorized and linked directly to a specific dimension of the AMO taxonomy. However, this approach has some limitations. As mentioned by Obeidat (2016) an overlap among HR practices is possible while Delery (1998) suggested that HPHRPs within an HR system may supplement each other, substitute one another, or interact in a positive or in a negative manner. For example, formal training programs, which aim at improving employees' skills and knowledge, can also be used to foster a commitment to employees that in turn boosts motivation as well (Wright & Kehoe, 2008). Also, training programs that may primarily aim at building a required skill set, but may also communicate a commitment to the employee that has an impact on motivation as well. In a similar manner, participation programs may provide opportunity, but in the same time, they can potentially help build the knowledge and motivation of employees.

Tharenou, Saks and Moore (2007) and Liao et al. (2009) claim that ability-enhancing practices have the potential of increasing employee motivation by improving their career prospects within the company. Through ability-enhancing HPHRPs, employees can enrich their professional skills, and as a result be in a position to deal with more complex tasks at work. As a result, employees are being presented with more opportunities for development and professional growth, which in turn, increases their level of motivation (White and Bryson, 2013). However, in the same study it was found that this outcome is dependent on the HRM intensity. Simplified, this means that the more HPHRPs are used, the greater the potential change on employee motivation. Additionally, ability-enhancing HPHRPs can also increase the probability of participating in the firm, since the firm's developmental initiatives encourage employees to apply new practices at work and to contribute to the organization (Pfeffer, 1998). Based on the above we can theorize that ability-enhancing HPHRPs can potentially influence in a positive manner the motivation and opportunity to participate as well.

Furthermore, Bowen and Lawler (1992) proposed the development of a reward system in order to promote employee participation in a firm. That would be in forms such as gainsharing plans, profit-sharing plans and stock ownership plans that lead to participative involvement and

employee engagement. Also, through a reward system, a conviction is created among employees that their efforts and autonomy will be rewarded, which encourages employees to be proactive in their job (Beltrán-Martín, Bou-Llugar, Roca-Puig, & Escrig-Tena, 2017). Since opportunities to participate may require additional input from employees, motivation-enhancing HPHRPs are needed to encourage them to continue providing their input especially because personal initiative has been found to be dependent on factors such as need for achievement and career planning (Frese, Fay, Hilburger, Leng, & Tag, 1997). Moreover, as per Howard and Foster (1999), employees will be hesitant to exhibit initiative at work if they do not perceive that they have promotion prospects. Based on the above we can theorize that motivation-enhancing HPHRPs could potentially influence in a positive manner the opportunities of employees (via participation) and also their abilities via their eagerness to learn and acquire new skills.

Opportunity-enhancing HPHRPs can potentially influence employees' abilities, since permitting them to assume a more involving role increases their opportunities to share their abilities and to propose initiatives and ideas, which in turn provides employees with learning opportunities (Jiang et al., 2012). As per White and Bryson (2013) the opportunity-enhancing HPHRPs can also be motivational for employees because the possibility of increased opportunities to participate and propose changes in the firm leads to higher levels of interest towards the job. In their view HRM systems directed towards intrinsic work motivation should provide opportunities for the domains of participation, skills formation and incentives all of which are complementary to each other. Based on the above, we could theorize that opportunity-enhancing HPHRPs have a positive influence on employee abilities and employee motivation as well.

Thus, we propose that:

- P1: Ability-enhancing HPHRPs can potentially influence in a positive manner the motivation and opportunity to participate as well.
- P2: Motivation-enhancing HPHRPs can potentially influence in a positive manner the ability and opportunity to participate as well.
- P3: Opportunity-enhancing HPHRPs can potentially influence in a positive manner employee abilities and employee motivation as well.

As mentioned by Obeidat, Mitchel, and Bray (2016), the AMO framework proposed by Appelbaum et al. (2000) describes work practices that improve the ability, motivation, and opportunity of employees. Nonetheless, so far, the research conducted has mainly been focused on the application of those practices at the organization level, whereas there are no deep insights on the application of these practices at the individual level (Obeidat et al., 2016). Boselie (2010) and Edgar, Zhang, and Blaker (2019) suggest that there is a need for an analysis on a micro-level with a focus on employees' experiences of HR practices and the impact these experiences have on behaviors and performance. Additionally, Kehoe and Wright (2010) claim that employees' perceptions of HPHRPs play a mediating role in the relationship between HPHRPs and performance. For these reasons, we posit that examining these relationships through the individual perspective of employees may shed a new light on the relationships between HPHRPs through AMO framework and respective results.

As per Wright and Nishii (2006) HRM practices are divided into three categories with respect to their level of internalization: intended, actual (implemented), and experienced (perceived). Intended HR practices are the ones that are most commonly designed at the strategic levels of an organization and their purpose is to elicit the desired affective, cognitive, and behavioral responses from employees that in turn will contribute to the success of the organization. Actual HRM practices imply that despite any original creation of a set of intended practices, it might be the case that not all of them are implemented and the ones that are, might be implemented in a manner different the one initially intended (Wright & Nishii, 2006). This implementation gap might be attributed to a variety of reasons, such as, institutional, political, or rational (Mintzberg, 1978). With regards to this implementation gap, the usual level of analysis is the job group. Nonetheless, these practices are implemented by various individuals within an organization, across different levels of hierarchy and, as such, implementation efforts consequently will vary (Zohar, 2000). Experienced HRM practices imply the manner in which actual HRM practices are perceived by employees. At the individual level variance might occur, on the one hand, due to the variation of the actual HR practices that would cause variance in experienced HR practices and, on the other hand, due to the variation of manners according to which employees perceive and interpret the HR practices (Wright & Nishii, 2006).

Previous research (Makhecha, Srinivasan, Prabhu, & Mukherji, 2016; Piening, Baluch, & Ridder, 2014) focused on the empirical findings of the existence of these levels of internalization dimension and gaps between them. As suggested by Makhecha et al. (2016), significant gaps between intended and implemented HR practices, and also implemented HR practices and their experiencing by employees, may result in a larger gap between top management's intended HR practices and the HR practices experienced by front-end employees. We posit that the gaps between intended and actual practices, actual and experienced practices but also between intended and experienced practices, may serve as a source of explanation for the above-presented possible extended relationships between HPHRPs and ability, motivation and opportunity dimensions of the AMO framework. This idea is briefly depicted in Figure 1.

The goal of formulating and implementing these HR practices is to elicit certain responses on behalf of the employees that will help an organization achieve its goals. When designing particular practices, which may be categorized to particular AMO dimensions, HR managers have some intentions not only about their characteristics, but first and foremost about intended results in terms of employees' behaviors. To fulfil their goals, the HR practices must be implemented as designed. If not, the hypothesized results on abilities, motivations, and opportunities of employees may be different than the expected ones. Finally, these implemented practices should be perceived by the employees as originally intended. Yet, employees may have their own interpretations of the intentions of these practices and their actual presence, which may result in other than the desired outcomes on the dimensions of ability, motivation, and opportunity. Thus, the main question becomes whether the abovementioned gaps contribute to the creation of the extended relationships between HPHRPs and AMO dimensions and if so, what is the extent of this contribution.

Thus, we propose that:

P4: The gaps between (1) intended and actual, (2) actual and experienced, (3) intended and experienced practices may explain the proposed potential influence of ability-enhancing HPHRPs, motivation-enhancing HPHRPs, and opportunity-enhancing HPHRPs on employee outcomes in terms of employees' ability, motivation, and opportunity.

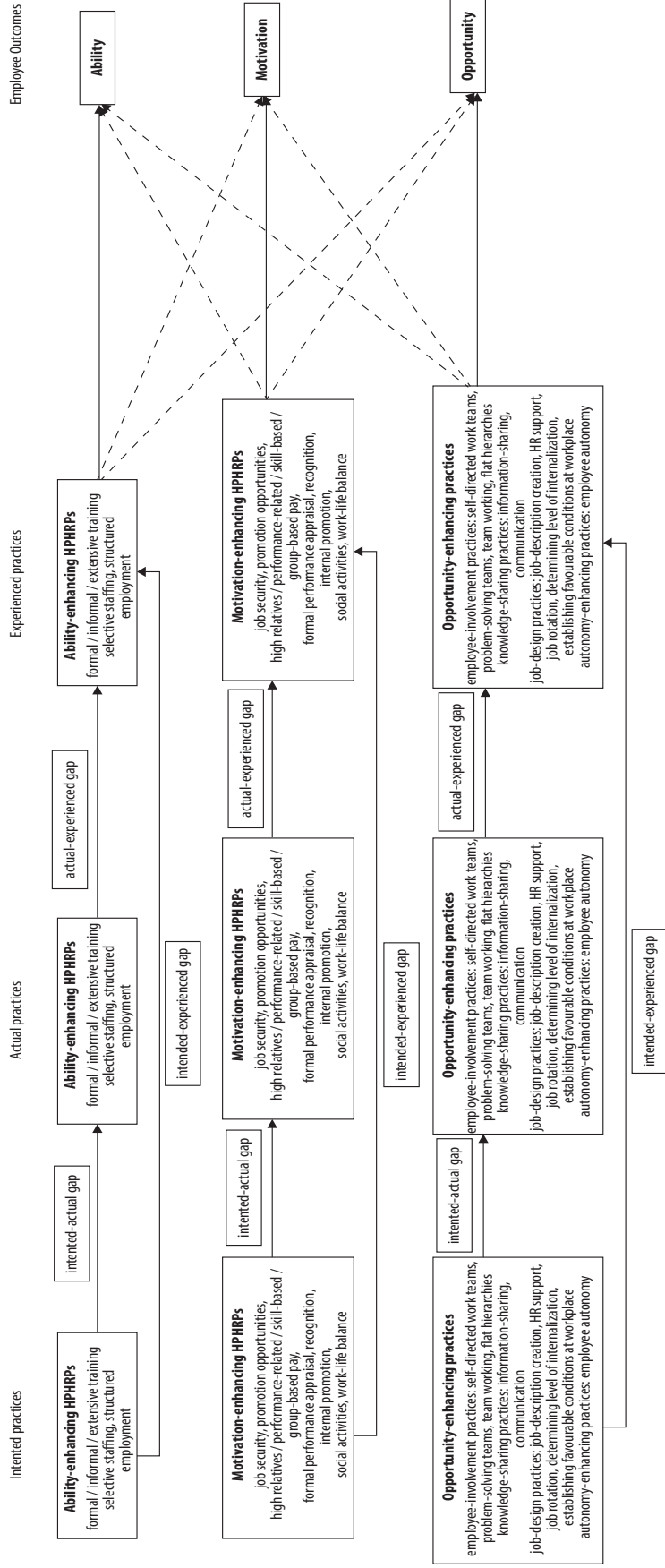


Figure 1. Theoretical model

Source: own elaboration.

DISCUSSION

In this article HPHRPs were presented alongside findings on employee and organizational level as per existing literature, followed by a brief presentation of AMO model and its origins. Afterwards, presented HPHRPs were reviewed through the perspective of the AMO taxonomy, while in the last part we examined relations between HPHRPs and AMO dimensions on the level of employee outcomes. While relationships between AMO practices at the organizational level of analysis and the results on the individual level in terms of increased ability, motivation, and outcomes have been previously suggested and examined (Appelbaum, 2000; Katou & Budhwar, 2010; Bos-Nehles et al., 2013; Boselie et al., 2005; Huselid, 1995; Edgar et al., 2019; Demortier et al., 2014), we offer an extended view on these relationships. We suggest that identifying variations between an organization's intended HR practices, actual practices, and their perception and interpretation by employees is crucial to the organizational success in terms of eliciting desired responses on behalf of their employees. Nevertheless, despite the increased focus on the importance of employees' perceptions of the applied HR practices and the underlying reasons for which these might differ from the ones of the management that designed these HR practices, this area still requires further research since there are few insights on how this gap is exactly created (Piening et al., 2014).

Most previous studies applied an organizational level of analysis, leaving the individual behaviors underexplored. Addressing this gap requires adopting multi- and cross-level designs (Dello Russo, Mascia, & Morandi, 2016). Thus, for the examination of the presented theoretical model, we recommend applying multilevel research. Furthermore, AMO framework and taxonomy is considered as a useful tool for understanding the HRM–performance relationship (Boselie et al., 2005; Demortier et al., 2014; Knies & Leisink, 2013). Simultaneously, some authors point out that this topic should be handled in a more thorough manner by introducing mediating variables. Such examples of mediating variables that could be an area of future research are: employee's individual characteristics, line-managers features (e.g., leadership style or affective commitment) or organizational level dimensions such as climate or culture (Marin-Garcia & Juan Martinez, 2016).

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PRAKTYKI WYSOKIEJ EFEKTYWNOŚCI PRZEZ PRYZMAT TAKSONOMII ZDOLNOŚCI–MOTYWACJI– MOŻLIWOŚCI DZIAŁANIA: PERSPEKTYWA WIELOPOZIOMOWA

Abstrakt

Tło: Dotychczas wiele badań poświęcono relacji między Praktykami Wysokiej Efektywności (HPWPs) a różnymi rodzajami wyników osiąganych przez pracowników. Dzięki tym badaniom wykazano, że Praktyki Wysokiej Efektywności są związane z pożądanymi wynikami pracowników i z tego powodu zainteresowanie tym tematem wzrosło. Jednak sposób, w jaki owe praktyki generują oczekiwane wyniki, nie został wyjaśniony w zadowalający sposób.

Cele badawcze: Artykuł ma na celu analizę koncepcji Praktyk Wysokiej Efektywności przez pryzmat taksonomii Zdolności–Motywacji–Możliwości działania (AMO) oraz zbadanie wzajemnych powiązań między tymi kategoriami praktyk, a także omówienie ich wpływu na wyniki pracowników.

Metodologia: W artykule zastosowano przegląd literatury z zakresu HPHRPs oraz AMO, koncentrując się na jej wynikach w zakresie efektów w postaci zdolności, motywacji i możliwości pracowników, przy jednoczesnym zastosowaniu idei procesu internalizacji praktyk HR.

Kluczowe wnioski: Dokonano omówienia HPHRPs z perspektywy taksonomii AMO. Przedstawiono rozszerzone spojrzenie na relacje między HPHRP z uwzględnieniem poziomów związanych z wymiarem internalizacji działań HR: poziomu intencji, poziomu aktualnego oraz doświadczanego.

Słowa kluczowe: zarządzanie zasobami ludzkimi, Praktyki Wysokiej Efektywności, Zdolności–Motywacji–Możliwości działania, proces internalizacji działań HR.