

High Performance Work System

- **Bae, Chen, Wan, Lawler, and Walumbwa (2003), Chen, Lawler, and Bae (2005)**
 - HR flow : recruitment, selection, training, and development
 - Work structuring : teamwork, and broadly-defined jobs
 - Reward system : wage and performance appraisal
 - Employee influence : employee participation and ownership
- **Hypothesis 4**
 - *Hypothesis 4: HPWS positively relates to HCN job performance.*