

Dialectical View on HPWS and its Outcomes

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Abstract

New forms of HRM and HRM systems are broadly discussed in various scenarios, but mostly with a focus on positive outcomes as performance-enhancing, employee engagement, organizational affective commitment etc. Nevertheless, all novelties can have as many negative outcomes as positive, but it can be addressed, measured, and assessed only after some time. HPWS entered the field in 90's and now it is about time to start applying critical approach in order to understand that HPWS is not universal, it has many variations, many HRM items and different outcomes. Each organization must choose which ones are creating added value to them and which are not. This article aims to address these issues and provide an overview of both negative and positive sides of HPWS by applying dialectical view.

Keywords: Human resources management, high performance work systems, employee engagement, organizational commitment.