

CORPORATE GOVERNANCE AND PERFORMANCE: A STRATEGY TOWARD HIGH-PERFORMANCE WORK SYSTEMS FOCUSING ON THE MODERATING EFFECT OF GOAL ORIENTATION

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Abstract

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Although there has been discussion about the possibility that individual characteristics play a meaningful role in the relationship between high-performance work systems (HPWS) and individuality, there has been a lack of attempts to empirically verify this. Thus, the goal of this study is to determine how corporate goal orientation influences the relationship between job performance and organizational citizenship behavior (OCB) and the perception of a high-performance work environment. The research question includes how performance goal orientation can regulate the static relationship between the HPWS and the job performance system from the perspective of behavioral characteristics. The authors use a descriptive research design. A total of 1,722 team leaders and team members were sent a survey email, out of which 261 respondents replied. The authors also use exploratory factor analysis (EFA) and regression analysis. The results reveal that job performance and organizational citizenship conduct, as assessed by the team leader, are significantly positively correlated with team members' perceptions of an HPWS. The research depicts that there was a strong positive association between goal orientation and the outcome variables, and it is difficult to verify causal relationships in studies designed as cross-sectional surveys.

Keywords: High-Performance Work System, Performance Goal Orientation, Learning Goal Orientation, Job Performance, Organizational Citizenship Behavior

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1. INTRODUCTION

Recently, researchers have begun to be interested in the effects of individual employees' perceptions of high-performance work systems (HPWS) on a variety of performance variables. Matsuo (2024), in his research, examined and found that customer-oriented behavior, HPWS had a favorable impact on proactive behavior. Additionally, HPWS had a beneficial impact on proactive behavior through leadership-giving orientation, which was followed by organizational citizenship behavior (OCB). Wang et al. (2024), in their research, examined the direct relationship between employee intrinsicness and the moderating effect of employee-organization fit in HPWS. Arubayi and Odiri (2023), Huselid (1995), and Yeung (2024) mentioned that HPWS can be defined as a bundle of complementary individual human resource (HR) systems (e.g., recruitment, appraisal, compensation, education/training) designed to positively impact organizational performance by improving employees' abilities, attitudes, and motivation. According to the theory, there are situations in which a leader's role boils down to the performance of individual subordinates or teams, and the leader's actions are unnecessary. They believe that this phenomenon is that leader behavior is substituted or neutralized by the reciprocal factor.

According to the research objective, one of the most important organizational system functions is the HPWS, which is the system that manages employees to optimize their capabilities. Additionally, from the standpoint of behavioral traits, the study issue asks how performance goal orientation can control the static link between the job performance system and the HPWS. This research provides an answer to the questions:

RQ1: Is an individual-level HPWS job-related?

RQ2: Does it further have a positive relationship with people's behavior?

HPWS predicts that the sum total of the role behaviors of skilled individuals leads to improved firm performance, says Schuler (1989), and in this process, individual members are seen as strategic resources that make a pivotal contribution to an organization's competitive advantage by Amit and Schoemaker (1993) and Barney and Wright (1998).

Hypotheses are tested with respect to goal orientation, moderating the relationship between HPWS and OCB. A descriptive research design is used in the research. Totally 261 responses were collected through an online survey. Validity, an exploratory factor analysis (EFA), was first conducted based on the 24 initially constructed questionnaire items. Principal component analysis with factor rotation was performed using the Varimax method with Kaiser normalization. EFA and regression analysis were used to test their hypothesis. The findings of the research reveal that the study is significant because it offers the results of how individual temperamental traits can have a significant impact on the link between individual performance and HPWS. The way that different individual-level elements interact with the impression of an HPWS and eventually affect members' attitudes and behaviors is, therefore, something that researchers need to focus on further in the future. For instance, further study is required to determine how an individual's information processing processes, such as schemas, interact with HPWS to affect their behavior and attitudes. This study's key

finding is that not every member is affected by HPWS in the same way. "To which members should the high-performance work system be applied relatively more strongly?" is how this might be understood in reality.

This study shows that when members' goal orientation is low, institutional interventions like HPWS can be more successful. With an HPWS, goal-oriented members might need comparatively less management in the same situation. Employees with high goal orientation, for instance, actively and willingly engage in education and training because they have strong desires for learning and personal growth. This study focuses on the significance of an HPWS in order to accomplish organizational goals and improve performance. The objective of this research clearly depict and check if goal orientation moderates the relationship between HPWS and OCB.

The structure of the paper includes the following sections. Section 2 reviews the theoretical background and supports the hypotheses. Section 3 depicts the methodology used in the research, and explains the research and sampling design, and data collection methods. Section 4 represents the results of the study, examines the relationship between variables, and tests the hypotheses. Section 5 portrays the detailed discussion part, and Section 6 provides the conclusion of the study.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

2.1. Emergence of a high-performance work system at the individual level

Wang et al. (2024) stated that sustainability and general organizational management are closely related to the organizational system. The rationale is that organizational performance and the organizational system are closely related.

Wright et al. (2005) showed that the relationship between HPWS and managerial performance weakens after controlling for past performance. Studies that identify the so-called black box of how HPWS leads to performance continue to be debated. For example, it has been argued that the relationship between HPWS and performance is mediated by positive attitudes and behaviors, such as employee commitment, commitment, and job satisfaction (Lepak et al., 2006; Takeuchi et al., 2009), and the argument that increased work intensity and pressure and increased stress improve management performance is also gaining traction (Danford et al., 2008; Ramsay et al., 2000).

Attempts to introduce individual perceptions of HPWS have begun to develop mainly in overseas literature, while domestic studies related to this are difficult to find. Wright et al. (2005) showed that the relationship between HPWS and managerial performance weakens after controlling for past performance. Studies that identify the so-called black box of how HPWS leads to performance continue to be debated. A recent study in this regard by Jensen et al. (2013) showed that the intensity of use of HPWS increased the anxiety and role overload of employees, but this showed that the relationship weakened depending on how autonomously the members were able to perform their tasks. In response to the lack of clear conclusions on the relationship between HPWS and performance. Jensen et al. (2013) depicted that HPWS are

additionally applied with adequate job control, or the authority granted to workers to decide how to carry out their duties. As a result, there have been two major recent developments: 1) the mechanisms of individual interpretation of the HPWS (Bowen & Ostroff, 2004; Nishii et al., 2008); 2) the relationship between manager and employee perception of HR systems (Den Hartog et al., 2013; Liao et al., 2009). Pradhan et al. (2022), in their research, found that changes in constraints have a greater impact on job performance for managerial positions than changes in consequences.

According to Ehrhart and Schneider (2016), the individual searches for context-relevant cues that are appropriate to elicit meaning from the environment in which he or she finds himself, and the object that the individual actually sees and experiences plays an important role in this process. According to a recent study by Liao et al. (2009), differences in perceptions of HPWS were found between managers and individual members, whose measurements were higher than those reported by individuals. In the former case, it reports the HR system introduced by the organization, while in the latter case, it reports the actual HR experience. It seems to be because they report on the system (Nishii & Wright, 2007). Another study reported that individuals' perception of HR systems was more predictive of performance than that of managers (Den Hartog et al., 2013). This is because an individual's attitudes and behaviors are shaped by their experiences in personnel management, rather than by the influence of the adopted HR system itself, says Drazin et al. (1999). On the other hand, social cognitive theory by Fiske and Taylor (1991) suggested that individuals can perceive the same social stimulus differently. In other words, even if they experience the same HPWS, members interpret and add meaning through their own information processing filters, such as values, past experiences, and schemas.

2.2. Personal perception and performance of the high-performance work system

Evidence on how HPWS has a positive impact on personal performance and ability-motivation-opportunity (AMO). Peprah (2020) demonstrated how the favorable association between HPWS and employee engagement is weakened by organizational justice. Therefore, it is recommended that future studies investigate additional moderating factors that may help to improve and reinforce the association between HPWS and employee engagement. Delery and Shaw (2001), in their research, depicted that performance-based compensation and promotion based on objective evaluation are implemented to boost employee morale, increase their participation in important decision-making and empowerment within the scope of roles and responsibilities, and ultimately increase their commitment to their jobs and their commitment to their jobs (Boxall et al., 2011; Ehrnrooth & Bjorkman, 2012). In other words, an individual's contribution to the organization is recognized as a reasonable reward, and the individual's work is performed, such as education/training and participation opportunities. Wang et al. (2024) identified that employees' innovation performance is improved by HPWS in firms, and the mediating effect of intrinsic motivation on innovation

performance was investigated. An HPWS can be seen as a form of communication about what kind of behavior is required of the members and what kind of reward they will receive for the performance achieved (Guzzo & Noonan, 1994). According to the social exchange theory perspective by Blau (1986), an individual's perception of the intensity of the execution of an HPWS has a reciprocal characteristic. In other words, an individual's contribution to the organization is recognized as a reasonable reward, and the individual's work is performed, such as education/training and participation opportunities.

First, we will discuss how performance goal orientation can regulate the static relationship between the HPWS and the job performance system from the perspective of behavioral characteristics. Assuming that an HPWS that includes various education/training, regular job rotations, and a reward system based on a wide range of evaluation criteria is being implemented intensely within the organization. Sun et al. (2007) mentioned that the HR system itself predicts the improvement of the individual's work performance, but if the performance goal orientation of the members is considered at the same time, it seems that it is possible to offset job performance. As mentioned above, a performance-oriented individual seeks to be recognized for his or her abilities by faithfully working on a given task. The problem is that this tendency causes them to focus their work on tasks that they are familiar with and that they can do relatively better (Button et al., 1996). For this reason, employees with a high level of performance goal orientation tend to avoid challenging tasks due to concerns about achieving their goals, and their performance often suffers when they have trouble in the process of performing their tasks (Diemer & Dweck, 1980; Nicholls, 1978). On the other hand, members with a high learning goal orientation generally show a tendency to be more receptive to change or challenging tasks, which can be experienced during the performance of a task.

Job performance is an appropriate reflection of how effectively an individual member performs a task within the scope of his or her role and responsibility, and OCB is a discretionary behavior that is not directly required or immediately rewarded, but is necessary for the effective functioning of the organization (Organ, 1988). According to a study by Chuang and Liao (2010), it was reported that the HPWS exhibited a significant static relationship between service performance and help behavior, and this relationship was mediated by the atmosphere of concern for employees and customers. In addition, it has been shown that perceptions of HPWS improve individual organization and individual job fitness, which in turn is associated with organizational commitment and intention to exhibit OCB (Boon et al., 2011). In addition, Snape and Redman (2010) reported that HPWS has a positive impact on individual work performance. Therefore, based on the discussion so far, the following hypotheses have been formulated:

H1a: Individual-level high-performance work system is job-related and will have a static (+) relationship.

H1b: Individual-level high-performance work system is organized and will have a static (+) relationship with organizational citizenship behavior.

2.3. Moderating effect of goal orientation

Recently, there have been claims about the possibility that individual characteristics have a meaningful effect on the relationship between HR systems and performance, but so far, it has only been discussed conceptually, and it is difficult to find an attempt to verify it empirically. Therefore, this study aims to investigate how goal orientation as an individual trait systematically changes the relationship between the perception of high diversity and work system and individuality. In addition, goal orientation is greatly increased to performance-goal-oriented and learning.

3. RESEARCH METHODOLOGY

The authors used a descriptive research design. The data collection for this study was conducted among members working for a large cosmetics company in India. Prior to conducting the survey, the authors visited the HR manager three times to explain the purpose of the study and discuss the prepared questionnaire items. During this period, the authors confirmed that the company's HR system and program did not conform to the HPWS, and the HR manager also reviewed the design principles and individual systems of the HPWS. In this process, considering the HR system of the company, the HPWS questionnaire items were adjusted.

For security reasons, the data was collected through an online survey through the company's intranet, and 1,722 team leaders and team members were sent a survey email. The cover letter explained the purpose of the study and mentioned the guarantee of anonymity. In addition, the respondents were separated to minimize the occurrence of common method bias in constructing the questionnaire. A week later, in order to increase the response rate, a questionnaire email was sent out once again to the non-respondents. A total of 261 (15.2%) data points were collected through the online survey, excluding 79 cases of insincere and missing responses and non-pairing of team leader and team member responses. Considering the rather low response rate, the response was between the respondent and the entire company. We compared the sex ratio. For example, in the final data, women make up 39% of the company's workforce, compared to 33%. In addition, in the final data, 58.8% were in management/administration, 21.4% in sales, and 19.8% in research and development (R&D), respectively. Therefore, it is believed that the inconvenience due to non-respondents will not be significant.

The variables used in the study are largely divided into independent variables, moderating variables, dependent variables, and control variables.

All variables used a five-point Likert scale (1 = Not at all, 5 = Very much), and the independent and control variables were measured by the team members, and the dependent variables were measured by the team leader for each team member.

To verify validity, an EFA was first conducted based on the 24 initially constructed questionnaire items. Principal component analysis with factor rotation was performed using the Varimax method with Kaiser normalization. After the initial factor analysis, the survey items were compared, five items that did not load on the predicted factors were eliminated, and confirmatory factor analysis (CFA) was conducted on the remaining 19 survey items that loaded on the four factors. In the process of CFA, two additional survey items with factor loadings below 0.50 were eliminated to improve model fit, and the results were $\chi^2 = 187.05$, $df = 94$, confirmatory fit index (CFI) = 0.94, goodness-of-fit index (GFI) = 0.90, Tucker-Lewis index (TLI) = 0.92, and root mean square error of approximation (RMSEA) that was found to be 0.07, showing suitability that satisfies the required level. Cronbach's alpha for the HPWS consisting of the final 17 survey items was found to be 0.91.

This study is meaningful in that it provides the first discussion that individual temperamental characteristics can play an important role in the relationship between HPWS and individual performance. Therefore, in the future, researchers need to pay more attention to how various individual-level factors interact with the perception of an HPWS and ultimately influence members' attitudes and behaviors. For example, additional research is needed on how an individual's information processing mechanisms, such as schemas, and their interaction with HPWS influence individual attitudes and behavior.

4. RESEARCH RESULTS

4.1. Descriptive statistics and correlations of variables

Descriptive statistics and correlations between variables included in this study are presented in this research. Examining the results of correlation analysis between variables, the results showed overall support for the assumptions of this study.

Table 1 depicts team members' perception of HPWS shows a significant positive correlation between job performance and OCB measured by the team leader. Goal orientation had a significant positive correlation with the outcome variables, and job performance and OCB showed a positive relationship with each other.

Table 1. Descriptive statistics and correlation of variables

Factors	Average	Std. dev.	1	2	3	4	5	6	7	8
Gender	1.39	0.49								
Age	31.07	4.36	-0.49**							
Years of service	5.18	3.66	-0.20**	0.89**						
Occupation	1.64	0.87	-0.01	0.19*	0.13					
Education	3.08	0.44	-0.17*	0.37**	0.24**	0.35**				
HPWS	3.40	0.61	-0.13	0.13	0.13	-0.00	0.21**			
Goal orientation	3.86	0.55	-0.11	0.10	0.10	0.04	0.10	0.50**		
Job performance	3.64	0.62	-0.16*	0.20**	0.19**	-0.11	0.08	0.38**	0.39**	
OCB	3.64	0.63	-0.07	0.15*	0.18*	-0.20**	-0.08	0.36**	0.25*	0.65**

Note: N = 182, * $p < 0.05$, ** $p < 0.01$.

Presenting information about the construct allows evaluation of the convergent and discriminant validity of the construct by Hair et al. (2006). The factor structure considered in CFA is a five-factor model in which the five variables included in the research model are assumed to be individual factors. First, convergent validity can be explained by whether the items included in each factor share variance above a certain level (Hair et al., 2006) and the factor loadings presented for each factor in Table 1 are the cut-off values. It was found to exceed 0.50, and it could be confirmed that the average variance extracted (AVE) index also had a value of 0.50 or higher. In addition, considering that the construct validity was above the standard value of 0.70, convergent validity was judged to have been confirmed.

Survey items were loaded onto one random factor, and the model was analyzed for GFI, and the two-factor model included the independent and control variables in one factor and the dependent variable in another factor. The three-factor model set HPWS, goal orientation, and personal performance as factors, and the four-factor

hypothesis model divided individual performance into job performance and OCB. Also, the research finding reveals that it can be seen that the hypothesized model (four-factor model) initially established in this study is relatively more appropriate compared to the indices of other alternative models ($\chi^2 = 594.30$, $df = 329$, $\chi^2 / df = 1.81$, CFI = 0.92, incremental fit index (IFI) = 0.92, TLI = 0.9, RMSEA = 0.07). CFI, IFI, and TLI of 0.90 or higher are appropriate; a ratio of χ^2 to df of 3 or less and RMSEA of 0.1 or less is required. In addition, the findings compare the square root of the AVE and the correlation between variables to further confirm discriminant validity. As shown, the AVE is compared with the correlation between variables.

4.2. Moderating effect of goal orientation

An organization's main goal is to improve employee outcomes and, eventually, the performance of the company by coordinating employee goals with organizational goals. It is suggested that a key moderator of the relationship between OCB and HPWS is the perceived aim of employees.

Table 2. Hierarchical regression analysis

Variable	Job performance				OCB			
	1	2	3	4	5	6	7	8
Step 1: Control variables								
Gender	-0.12	-0.07	-0.05	-0.07	-0.02	0.04	0.04	0.04
Age	0.00	0.09	0.10	0.08	0.09	0.19	0.19	0.19
Years of service	0.17	0.08	0.07	0.09	0.14	0.03	0.03	0.03
Occupation	-0.16*	-0.13*	-0.15*	-0.14*	-0.20**	-0.18*	-0.18*	-0.18*
Education	0.07	0.02	0.01	0.01	-0.08	-0.17*	-0.17*	-0.17*
Step 2: Independent variables								
HPWS (H)		0.35**	0.21**	0.22**		0.37**	0.32**	0.32**
Step 3: Control variables								
Goal orientation (P)			0.28**	0.23*			0.10	0.10
Step 4: Control effect								
(H) \times (P)				-0.14*				-0.01
R ²	0.08	0.19	0.25	0.26	0.09	0.21	0.22	0.22
R ² change	0.08	0.11	0.06	0.01	0.09	0.12	0.01	0.00
Regression	2.88*	24.32**	12.96**	4.23*	3.30**	28.27**	0.01	0.00

Note: N = 182, * $p < 0.10$, * $p < 0.05$, ** $p < 0.01$ (two-tailed test). Standardized regression coefficients: $\beta = -0.14$, $p < 0.05$.

Through this procedure, we investigated whether goal orientation moderates the relationship between HPWS and OCB (H1b), and the results are presented in the model in Table 2. In other words, the relationship between the interaction term and the dependent variable was found to be insignificant, so the hypothesis was rejected. Therefore, the negative moderating effect of goal orientation was supported for the relationship between HPWS and job performance, and the moderating effect was rejected when the dependent variable was OCB.

Further findings reveal that when goal orientation is high, the simple slope is 0.14, and the t-test result is 1.80 ($p < 0.05$), which is significant, and when goal orientation is low, the simple slope is 0.31 and the t-test result is 3.53. It was confirmed as ($p < 0.01$). In other words, the simple slope itself was significant regardless of the level of goal orientation, but since the simple slope increased and significance improved when it was low rather than when it was high, it can be said to support the hypothesis established in this study. Therefore, it is judged that an individual's goal orientation weakens rather than strengthens the relationship between an HPWS and job performance.

5. DISCUSSION

Studies on HPWS that utilize company-level data have usually asked the company's HR manager or manager to measure the implementation or intensity of individual personnel systems. What this data collection method implicitly assumes is, first, high performance. A number of reported working systems. Second, it means that the message contained in the HPWS is interpreted and accepted equally by members (Nishii & Wright, 2007). Although recent studies have shown that the actual implementation method of HPWS is different from the intended one (Liao et al., 2009), individual differences in the effectiveness of HPWS can be investigated by considering individual characteristics. Attempts to systematically unravel were relatively lacking. Accordingly, an individual's goal orientation is related to the perception and development of an HPWS. The focus of this study was to determine how the relationship between personality and performance can be controlled, and ultimately to provide a tentative answer to the question, "Is the impact of perception of an HPWS on individual performance the same regardless of individual characteristics?" did. An important result presented by this study is that HPWS does not have

the same effect on all members. In practice, this can be interpreted as “To which members should the HPWS be applied relatively more strongly?”

According to our research, employees’ opinions on HPWS have a big impact on how well they perform later on. In particular, we found that HPWS and individual performance were positively correlated in later waves. We used mediation models to examine the connection between employee perceptions and HPWS’s effect on performance. Through the use of mediating factors, these models enabled us to investigate the indirect relationships between perceived HPWS and OCB. We evaluated the impact of HPWS on individual performance in connection with employee well-being by examining these mediation models. Organizations must investigate individual temperamental traits like learning and performance goal orientation, and team leaders must adjust their management strategies for team members accordingly. For instance, team members with a high learning goal orientation are free to choose whether to participate in other education or training programs outside of the required job training, whereas team members with a low learning goal orientation receive both mandatory and on-the-job training. To develop work performance abilities, job training must be prioritized, and the completion of optional education and training must be methodically managed. Furthermore, this study discovered that the beneficial correlation between OCB and HPWS was nullified when individual goal orientation was considered.

In addition, as a result of considering an individual’s goal orientation as a control variable that systematically changes the above relationship, it showed a significant negative relationship with job performance. The implication of these results is that the impact of perception of an HPWS is different depending on individual characteristics, and specifically, members with low goal orientation are more effective in improving performance due to the implementation of an HPWS than those who do not. It means experiencing more. This study showed that institutional interventions such as HPWS can be more effective when members’ goal orientation is low. In the same context, goal-oriented members may require relatively less management using an HPWS. For example, employees with high goal orientation have great needs for learning and personal development, so they voluntarily and actively participate in education/training. Our results point to a number of useful applications. First, the analyses emphasize how important it is to improve employees’ experiences and, consequently, their opinions of HPWS. According to our study’s conceptualization, HPWS works best when it simultaneously improves workers’ performance, motivation, and ability. This list isn’t all-inclusive, but it can be a good place to start for businesses looking to deploy HPWS successfully. The findings suggest that companies should incorporate HR procedures that are expressly designed to enhance employees’ mental health into their HPWS. For instance, companies might lessen harm by including flexibility in HPWS procedures. Although they don’t always lessen the effort, flexibility for employees includes alternatives like working from home, flexible shifts, and staggered shifts. According to our research, while putting HPWS into practice can help with task performance, it’s crucial to understand that HPWS can also affect general

well-being, which can result in better performance. A high level of goal orientation increases the likelihood that learning and performance creation will be valued more highly by individuals. In this process, exhibiting OCB, such as lending a helping hand to others, can be linked to reaching personal objectives. Because of this, people who are very goal-oriented may be less motivated to exhibit OCB, which would negate the significance of the positive correlation between HPWS and OCB.

6. CONCLUSION

Managers are responsible for monitoring and making sure that employees participate in the education and training process. Meanwhile, for members with low goal orientation, managers need to maximize the effectiveness of the introduced personnel system by continuously managing their participation or progress in education/training to improve human capital. Considering that the act of a team leader managing team members to improve performance utilizes his or her limited resources (Kanfer & Ackerman, 1989), team members with certain characteristics tend to be relatively more active in management. Knowing what is required will provide important clues to running your team effectively. This is because if a manager with limited resources adopts the same management method for individuals with high or low goal orientation, it would be the same as unnecessarily consuming the manager’s resources for members with high goal orientation. Therefore, it is necessary for organizations to investigate individual temperamental characteristics such as performance goal orientation and learning goal orientation, and for team leaders to adopt management methods for team members accordingly. For example, for team members with a high learning goal orientation, participation in other education/training programs other than mandatory job training is left to their own discretion, while team members with a low learning goal orientation are provided with not only mandatory training but also on-the-job training (on-the-job training). There is a need to emphasize job training and systematically manage the completion of optional education/training to cultivate work performance skills. In addition, this study found that the positive relationship between HPWS and OCB became meaningless when individual goal orientation was also considered. Therefore, in order to encourage goal-oriented helping behavior among team members, tasks need to be designed to be interdependent (Nielsen et al., 2012). Additionally, behaviors related to teamwork indicate that there is a need to provide incentives to goal-oriented members’ performance by including them in the performance evaluation criteria.

This study has several limitations as follows. First, while further anonymity was secured by conducting an online survey through the company intranet to collect data, there was a disadvantage in that the response rate was relatively low (15.2%). Cases in which analysis was performed at a level similar to the response rate of this study can be found in Becker and Huselid (1998), Guthrie (2001), and Zacharatos et al. (2005), and the proportion of respondents is significantly different from that of the entire organization. Although it was shown that there is no such thing, it is revealed that the data used in this study is not completely free from self-selection bias. Second, it is difficult to verify causal relationships in studies designed as cross-sectional

surveys. Although hypotheses between variables were established based on related theories and previous research, the cross-sectional survey has the limitation of not being able to draw conclusions about causal relationships. Therefore, it is believed that there is a need to confirm the causal relationship more clearly through future longitudinal studies. Third, data collection for this study was conducted in particular sectors. This method has the advantage of controlling in advance the effects of differences that may appear between industries and companies and identifying the effects of variables of interest, but it has the disadvantage of making it difficult to generalize the research results. Therefore, there is a need to further confirm whether similar results to this study are obtained among members who are exposed to different business situations. In addition, data collection for this study excluded other members working in the manufacturing group. Therefore, even in the manufacturing sector, it is expected that research to determine how employee orientation regulates the relationship between HPWS and performance will expand understanding of the role of personal characteristics in the implementation of HPWS. Fourth, in order to explain the phenomenon in which each member's goal orientation negatively regulates the impact of the perception of an HPWS on individual performance, this study used the leadership substitution theory by Kerr and Jemier (1978) as the main logic. It was used

as a background, and in addition, the self-determination theory (Deci & Ryan, 1985) was used to supplement the argument for the moderating effect. Researchers believe that the core thesis of alternative leadership theory provides appropriate guidelines for explaining the results of this study, but it is unclear how clear a theoretical basis can be established for using alternative leadership theory in research that does not include leadership variables. We still have regrets about whether it is. Considering that the results of this study empirically suggest that there may be situational factors that can replace the effects of HPWS, it is expected that related phenomena, such as HPWS substitution theory, can be specifically explained in the future. It is judged that new theorizing work is necessary.

Additionally, individual specialization orientation (Kerr & Jemier, 1978) and personality traits (Hough & Schneider, 1996) link HPWS to the responses of individual members, filtering messages from the personnel system. It has the potential to play a role as an individual's interpretation system. In addition, additional research is needed on how various leadership characteristics and team processes systematically change the relationship between HPWS and performance. In particular, it is expected that researchers' greater interest in substitutes as a situational factor, as in this study, will contribute to expanding understanding of the relationship between HPWS and performance.

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