

High-Performance Work Systems in the Indonesian Context: A Strategic Human Resource Management Literature Review

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ABSTRACT (10 PT)

Over the past three decades, High-Performance Work Systems (HPWS) have become central to Strategic Human Resource Management (SHRM) globally. However, recent literature between 2020 and 2027 exhibits extreme geographical and disciplinary imbalances. While global outputs reached 32,467 documents—heavily dominated by China and the United States—a severe disciplinary indexing overlap exists with the hard sciences. More critically, a systematic filtering combining the core construct with the geographical boundary of Indonesia yielded a mere five empirical articles. A synthesis of these localized studies reveals that HPWS does not operate through direct effects; instead, its efficacy is fully contingent upon complex intervening mechanisms, such as psychological empowerment, emotional exhaustion, and organizational climate. This severe literature scarcity exposes a profound empirical gap, strongly validating the academic necessity for qualitative, context-specific investigations to bridge the regional SHRM theoretical divide within the unique Indonesian institutional landscape..

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1. INTRODUCTION

Over the past three decades, strategic human resource management (SHRM) has become one of the most influential perspectives for explaining how organizations create sustainable competitive advantage through people. As organizations operate in increasingly dynamic, technology-driven, and globally competitive environments, human resources are no longer viewed merely as administrative assets but as strategic resources capable of generating long-term organizational value. Consequently, researchers and practitioners have shifted their attention from isolated human resource (HR) practices toward integrated HR systems that simultaneously enhance employee capability, motivation, and opportunities to contribute to organizational success. (Beurden, et al. 2026) (Naqshbandi, et al. 2023) (Apascaritei and Elvira 2022)

Strategic Human Resource Management (SHRM) has increasingly recognized human resources as a strategic asset capable of generating sustainable competitive advantage through integrated HR practices (Appelbaum, et al. 2000); (Jiang, et al. 2012)). Building upon this perspective, High-Performance Work Systems (HPWS) have become one of the most influential research streams within SHRM. From evidence synthesized by Posthuma et al. (2013) demonstrates that HPWS consistently improves employee attitudes and organizational performance across multiple industries, although substantial variation remains regarding the configuration of HR practices (Posthuma, et al. 2013). Likewise, Harney and Collings (2021) argue that future HPWS research should move beyond universalistic assumptions by considering institutional and contextual differences that shape implementation effectiveness into human resource practices (Harney and Collings 2021).

HPWS refers to a coherent bundle of mutually reinforcing HR practices designed to improve employee knowledge, skills, commitment, and discretionary effort while enhancing organizational performance. Rather than emphasizing individual HR practices in isolation, HPWS recognizes that complementary HR practices create synergistic effects that are more powerful than the sum of their individual components (Shi, et al. 2024) (Rehmani, et al. 2023) (Poutsma, Ligthart and Kaarsemaker 2017). This systemic perspective has positioned HPWS as a central theoretical construct within contemporary SHRM literature.

An expanding body of international research consistently demonstrates positive associations between HPWS and a wide range of organizational outcomes, including productivity, innovation, service quality, employee engagement, organizational commitment, job satisfaction, organizational citizenship behavior, and financial performance. Numerous theoretical perspectives, including the Resource-Based View (RBV) (Penrose 1995) (Wernerfelt 1984) (Barney 1991), Ability-Motivation-Opportunity (AMO) framework (Appelbaum, et al. 2000), Social Exchange Theory (SET) (Homans 1958), and Dynamic Capability Theory (Teece, Pisano and Shuen 1997), have been employed to explain these relationships. Collectively, these studies suggest that organizational performance depends not only on the existence of HR practices but also on how these practices are integrated and strategically aligned.

Despite substantial theoretical advancement, most HPWS evidence originates from North America, Europe, and several East Asian economies. Although these studies have significantly enriched SHRM theory, their findings may not be directly transferable to emerging economies where institutional environments, labor market structures, cultural values, organizational maturity, and regulatory systems differ considerably. Consequently, researchers increasingly argue that contextual factors play an essential role in shaping the effectiveness of HPWS implementation.

Indonesia offers a particularly compelling context for HPWS research. As Southeast Asia's largest economy and one of the world's most populous countries, Indonesia possesses a diverse workforce, heterogeneous industrial sectors, and rapidly evolving employment institutions. Ongoing digital transformation, Industry 4.0 initiatives, demographic shifts, labor law reforms, and increasing international competition have intensified the strategic importance of effective HR management. At the same time, Indonesia's collectivist culture, relatively high-power distance, and diverse organizational ownership structures may influence how HPWS practices are designed, implemented, and experienced by employees.

Although HPWS has been extensively examined in developed economies, recent reviews by Harney and Collings (2021) (Harney and Collings 2021) and Cooke et al.

(2022) (Cooke, Dickmann and Parry 2021) indicate that evidence from emerging economies remains fragmented and under-theorized. Within Southeast Asia, Indonesia has received comparatively limited scholarly attention despite its distinctive institutional environment. Existing Indonesian studies have primarily investigated direct relationships between HPWS and employee performance (e.g. (Paramanandana and Kistyanto 2021) (Maulidina and Frianto 2021) (Guritno and Widagdo 2024) (Farisi, et al. 2026)), while only a small number examine mediating mechanisms such as psychological empowerment or organizational commitment. Moreover, these studies employ diverse HPWS operationalizations, making cumulative knowledge development difficult aligned to be able to see employee welfare and the work landscape that is being transformed in certain fields.

To date, no comprehensive literature review has systematically synthesized HPWS research conducted specifically in Indonesia. Existing studies predominantly report individual empirical findings without integrating publication trends, theoretical foundations, methodological developments, measurement approaches, mediating and moderating mechanisms, sectoral distribution, and future research priorities into a unified analytical framework. This absence of synthesis limits theoretical accumulation and hinders evidence-based HR policy development. Furthermore, previous reviews have rarely evaluated how Indonesian HPWS research contributes to broader SHRM theory or whether dominant theoretical frameworks sufficiently explain HR practices within Indonesia's institution

Previous review studies have examined HPWS from different perspectives rather than focusing specifically on the Indonesian context. Boxall and Macky (2009) reviewed the theoretical foundations of HPWS and clarified the distinction between high-performance, high-involvement, and high-commitment work systems. Kaushik and Mukherjee (2021) systematically synthesized HPWS literature, emphasizing conceptual development, theoretical underpinnings, and future research directions. Bhardwaj et al. (2025) extended this stream by conducting a bibliometric and content analysis to identify the evolution of HPWS research and emerging research fronts. Dimple and Kuriakose (2025) narrowed the discussion to service industries and proposed a sector-specific HPWS framework. In contrast, our review does not merely synthesize global HPWS literature; instead, it critically consolidates empirical evidence produced within the Indonesian context, evaluates methodological and theoretical developments, identifies contextual characteristics unique to Indonesia, and proposes a country-specific strategic research agenda. Table 1 shows the following explanations.

Table 1: Previous Studies that relate to HPWS

No	Year	Focus/ Remarks	Reference
1	2008	Clarified the conceptual foundations of HPWS by distinguishing it from high-involvement work systems and high-commitment management. The review emphasizes employee experiences and the mechanisms linking high-involvement practices to organizational performance rather than identifying universal HR best practices.	(Boxal and Macky 2008)
2	2021	Systematically reviewed the conceptual development of HPWS, covering its definitions, theoretical foundations, technology integration, and organizational outcomes. The review identified organizational agility and technology adoption as emerging HPWS characteristics, acknowledged both positive and negative	(Kaushik and Mukherjee 2021)

		employee outcomes, and proposed future research directions.	
3	2024	Conducted a bibliometric review of 730 HPWS publications spanning three decades to map the field's intellectual structure, research themes, and collaboration patterns. The study identified three major research streams, namely conceptual debates, employee outcomes, and emerging workplace dynamics, and proposed future directions for HPWS research.	(Das 2024)
4	2025	Conducted a bibliometric and content review of 152 studies published between 2003 and 2024 to examine the evolution of HPWS research. The review mapped publication trends, identified key contributors and emerging research fronts, and synthesized evidence on the role of HPWS in improving employee engagement, talent retention, and organizational performance.	(Bhardwaj, et al. 2025)
5	2025	Systematically reviewed 82 studies on HPWS in the service sector published between 2006 and 2022. The review developed a conceptual framework, grounded in the Resource-Based View and the Job Demands–Resources model, to explain the positive and negative outcomes of HPWS and identify future research directions for service-oriented organizations.	(Dimple and Kuriakose 2025)
6	2025	Systematically reviewed 52 studies to examine HPWS from universalistic, contingency, and configurational perspectives. The review highlighted the limited development of configurational research, proposed conceptual dimensions for typological theorizing, and identified HPWS bundle formation as an important direction for future research.	(Kütt 2025)
	2025	Conducted a scoping review of HPWS implementation in Indonesian manufacturing companies based on 12 empirical studies. The review found that HPWS generally enhances employee engagement, OCB, individual performance, and organizational commitment, while emphasizing that its effectiveness depends on organizational context, perceived fairness, and integrated HR practices. It also identified work intensification, psychological stress, and cultural misalignment as key implementation challenges and recommended further research on mediating and moderating factors.	(Hutabarat, et al. 2025)

The body of review literature on High-Performance Work Systems (HPWS) has expanded considerably over the past two decades, reflecting the growing maturity of strategic human resource management (SHRM) research. Earlier reviews were primarily concerned with clarifying the conceptual foundations of HPWS, whereas more recent studies have shifted towards systematically synthesizing empirical evidence, mapping the intellectual structure of the field, and examining HPWS from sectoral and theoretical perspectives. Although these reviews have significantly advanced HPWS scholarship, they differ in their methodological approaches, analytical focus, and scope, resulting in varying contributions and remaining research gaps.

One of the earliest and most influential contributions was provided by Boxall and Macky (2008), who critically examined the conceptual development of HPWS by distinguishing it from related constructs, including high-involvement work systems and

high-commitment management. Rather than advocating a universal bundle of HR best practices, they argued that HPWS should be understood through the high-involvement perspective, where employee experiences represent the key mechanism linking HR practices to organizational performance. This conceptual review strengthened the theoretical foundation of HPWS by shifting attention from the identification of individual HR practices to the processes through which integrated HR systems influence organizational outcomes. However, because the review relied primarily on conceptual analysis rather than a systematic evidence synthesis, its conclusions were not supported by a transparent and reproducible review protocol.

The increasing volume of HPWS research subsequently led to the adoption of systematic review methodologies. Kaushik and Mukherjee (2021) synthesized the literature by examining the conceptualization of HPWS, theoretical foundations, technology integration, employee and organizational outcomes, and emerging research directions. Their review also introduced organizational agility and technology adoption as additional characteristics of HPWS, acknowledging the changing nature of contemporary organizations. Compared with earlier conceptual reviews, the systematic approach improved methodological transparency and reduced selection bias through structured evidence synthesis. Nevertheless, the review treated HPWS largely as a universal management system and provided limited discussion of how institutional, cultural, or national contexts may shape the implementation and effectiveness of HPWS.

A different perspective is offered by bibliometric reviews, which focus on the intellectual evolution of the research field rather than the synthesis of empirical findings. Das (2024) analysed 730 publications spanning approximately three decades to identify influential authors, institutions, collaboration networks, and dominant research themes. Similarly, Bhardwaj et al. (2025) combined bibliometric and content analyses of 152 studies to examine publication trends, research fronts, and the organizational implications of HPWS. These studies provide valuable macro-level insights into how HPWS research has developed over time and identify emerging areas that warrant further investigation. However, bibliometric approaches primarily describe patterns within the literature and are less effective in critically evaluating theoretical perspectives, methodological rigor, or contextual differences among empirical studies. Consequently, they explain the evolution of the field but offer limited understanding of the contextual conditions under which HPWS produces different organizational outcomes.

Recent reviews have also adopted more specialized perspectives by narrowing their analytical scope. Dimple and Kuriakose (2025) focused exclusively on service-oriented organizations and developed a conceptual framework integrating both the positive and negative outcomes of HPWS through the Resource-Based View and the Job Demands–Resources model. In contrast, Kütt (2025) approached HPWS from a configurational perspective, synthesizing evidence across universalistic, contingency, and configurational theories to explain how bundles of HR practices are formed. The review argued that configurational research remains relatively underdeveloped and proposed typological theorizing as a promising avenue for future research. These focused reviews provide deeper theoretical insights into specific dimensions of HPWS than broader literature syntheses. However, their conclusions are necessarily constrained by their sectoral or theoretical emphasis and therefore cannot fully explain the diversity of HPWS implementation across different organizational and institutional contexts.

Within the Indonesian context, Hutabarat et al. (2025) conducted the first scoping review of HPWS implementation in manufacturing companies. Synthesizing evidence from 12 empirical studies, the review concluded that HPWS generally improves employee engagement, organizational citizenship behaviour, individual performance, and

organizational commitment. At the same time, it highlighted that the effectiveness of HPWS depends on organizational context, perceived fairness, and the integration of HR practices, while factors such as work intensification, psychological stress, and cultural misalignment may reduce its benefits. This review provides an important contextual contribution by demonstrating that HPWS outcomes are influenced by organizational conditions within Indonesia. However, its scope remains limited to the manufacturing sector and emphasizes implementation outcomes rather than the broader evolution of HPWS research, including theoretical development, methodological characteristics, and cross-sectoral evidence.

Collectively, these reviews demonstrate that HPWS scholarship has progressed from conceptual clarification to systematic evidence synthesis, bibliometric mapping, and increasingly specialized analyses. Despite these advances, several limitations remain. Existing reviews predominantly adopt global, sector-specific, or theory-driven perspectives, while country-level syntheses remain scarce. Moreover, reviews focusing on Indonesia are still limited in scope and have yet to integrate evidence across industries, organizational settings, theoretical perspectives, and research methodologies. As a result, the development of HPWS research within Indonesia remains fragmented, making it difficult to identify national research trends, contextual determinants, and future research priorities.

The present review addresses this gap by providing a comprehensive synthesis of HPWS research conducted in Indonesia from a strategic human resource management perspective. Unlike previous reviews, it integrates evidence across multiple organizational sectors, critically evaluates theoretical and methodological developments, and examines the contextual factors influencing HPWS implementation within Indonesia. By adopting a broader national perspective, this review aims to consolidate fragmented knowledge, strengthen the contextual understanding of HPWS, and establish a future research agenda that contributes to both Indonesian and international SHRM scholarship.

2. METHOD

To identify relevant qualitative studies on High-Performance Work Systems (HPWS) within the Indonesian context, a systematic search was conducted using the Scopus database. The search strategy utilized the (TITLE-ABS-KEY) field operator to retrieve documents containing the specified search terms within their titles, abstracts, or keywords. The search query was constructed using a combination of Boolean operators (AND/OR) to integrate the core thematic concepts, the qualitative methodological framework, and the geographical focus.

The first stage of the search focused on capturing the core construct of the study. The terms "High-Performance Work Systems", "High Performance Work System", and the acronym "HPWS" were linked using the OR operator to ensure comprehensive retrieval of the topic regardless of spelling variations. To refine these results specifically for qualitative literature, this core construct was combined using the AND operator with a geographical filter was applied by adding "Indonesia".

Consequently, the final search string entered into the Scopus advanced search engine was formulated as follows:

TITLE-ABS-KEY ("High-Performance Work Systems" AND "HPWS" AND "Indonesia")

3. RESULTS AND DISCUSSION

The initial search executing the core construct within the Scopus database under the TITLE-ABS-KEY operator yielded a substantial baseline of 53,489 documents. This high volume of initial results reflects the extensive global prominence of High-Performance Work Systems (HPWS) within strategic human resource management literature over the past few decades. The following is attached with evidence in Figure 1:

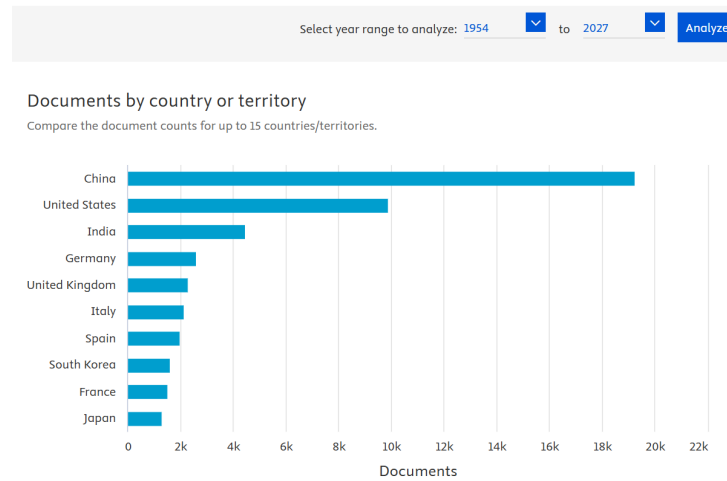


Figure 1: Database from Scopus since 1954 to 2027

A temporal analysis restricting the search to the period between 2020 and 2027 reveals a substantial body of literature, yielding a total of 32,467 documents on High-Performance Work Systems (HPWS). This high volume of recent publications underscores the sustained global interest and evolving academic attention dedicated to HPWS implementations in contemporary organizations. When analyzing the geographical distribution of these publications, a clear concentration emerges among a few leading nations, as illustrated in Figure 2.

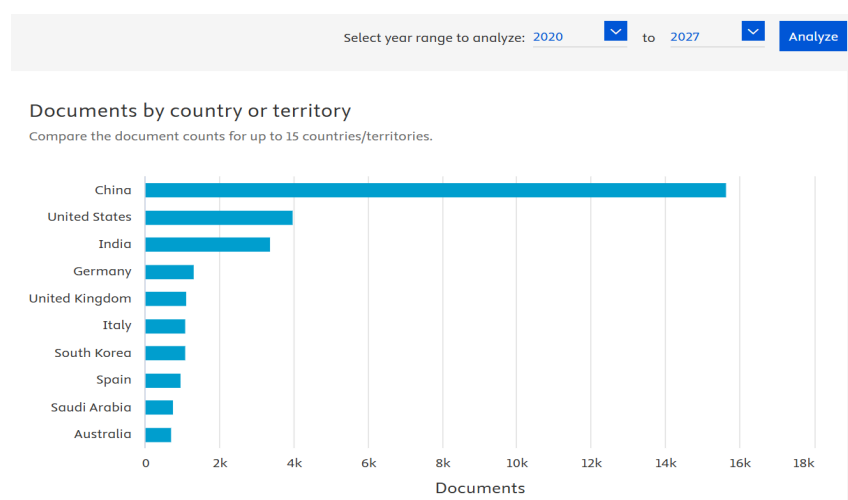


Figure 1: Database from Scopus since 2020 to 2027

The People's Republic of China significantly dominates this recent research landscape, contributing a staggering 15,605 documents. This is followed by a substantial output from the United States with 3,944 documents and India with 3,343 documents.

European contributions are heavily led by Germany (1,291 documents), the United Kingdom (1,100 documents), and Italy (1,070 documents). Rounding out the top contributing nations are South Korea (1,067 documents), Spain (938 documents), Saudi Arabia (735 documents), and Australia (697 documents).

This distribution highlights that while HPWS research remains a global phenomenon heavily led by economic powerhouses like China and the US, it also creates a stark contrast with the relatively limited volume of qualitative literature emerging from developing Southeast Asian economies like Indonesia, further justifying the necessity of this specific country-case study. To isolate empirical research directly relevant to the specific scope of this study, a highly restrictive string was deployed within the Scopus advanced search engine. By combining the primary descriptors with the geographical boundary, the query was configured to target documents containing "High-Performance Work System", "HPWS", and "Indonesia" simultaneously within their titles, abstracts, or keywords. Strikingly, this rigorous filtering process narrowed the massive global baseline of tens of thousands of documents down to a critical dataset of merely five articles.

Maslan, Panjaitan, and Jamaludin (2024) demonstrated that HPWS does not directly improve competitive advantage but instead influences organizational outcomes through IT performance. Using survey data from 191 manufacturing managers and supervisors analyzed with SmartPLS 4.0, the study provides evidence that IT capability functions as a strategic mechanism linking HRM practices to organizational competitiveness. A notable strength of this study is its examination of both direct and indirect relationships, allowing a more comprehensive understanding of HPWS outcomes. However, the study is limited to manufacturing firms and focuses primarily on organizational-level performance indicators. Consequently, it provides relatively little insight into employee-level behavioral or psychological outcomes that may explain how HPWS translates into organizational success. (Maslan, Panjaitan and Jamaludin 2024).

Similarly, Widjaja, Wijayadne, and Michael (2024) shifted the focus from organizational outcomes to employee performance by examining the relationships among work intensification, HPWS, emotional exhaustion, employee creativity, and performance in Indonesia's retail industry. Based on data from 235 employees analyzed using PLS-SEM, the study found that HPWS did not significantly influence employee creativity, whereas emotional exhaustion reduced creativity, which subsequently affected employee performance. This study offers a more nuanced understanding of HPWS by recognizing that its effectiveness may depend on employees' psychological conditions rather than solely on HR practices themselves. Nevertheless, its reliance on convenience sampling may reduce the generalizability of the findings, and the cross-sectional design limits the ability to establish causal relationships among the constructs (Widjaja, Wijayadne and Michael 2024).

A different perspective was provided by Rosari, Ardianto, and Danarilia (2025), who explored the potential "dark side" of HPWS by examining its relationship with knowledge-hoarding behavior. Using SEM on data collected from 235 employees across Indonesia's public and private sectors, they found that HPWS did not directly increase knowledge hoarding; instead, a competitive climate fully mediated this relationship, while psychological empowerment moderated employees' responses. Unlike many previous studies emphasizing only the positive consequences of HPWS, this research demonstrates that HR practices may unintentionally create unhealthy workplace dynamics if accompanied by excessive competition. The study broadens the theoretical understanding of HPWS by incorporating both mediating and moderating mechanisms. However, the findings also suggest that contextual factors beyond organizational practices, such as

organizational culture and leadership style, may deserve greater attention in explaining employees' knowledge-related behaviors (Rosari, Ardianto and Danarilia 2025).

The importance of contextual mechanisms was also emphasized by Ardianto and Rosaria (2024), who investigated whether HPWS improves employees' psychological well-being through psychosocial safety and supervisor support. Using PROCESS macro analysis on data from 395 Indonesian service employees, the authors found that HPWS alone did not directly enhance psychological well-being, despite employees perceiving it as an organizational investment. Instead, psychosocial safety and supervisor support emerged as important mechanisms shaping employee well-being. Compared with previous studies, this research contributes by focusing specifically on psychological health rather than performance outcomes. Its relatively large sample strengthens the reliability of the findings. However, because the study was conducted solely in the Indonesian service sector, the applicability of the results to other industries or national contexts remains uncertain (Ardianto and Rosari 2024).

Finally, Almadana, Suharnomo, and Perdhana (2025) examined HPWS from a social exchange perspective by investigating the roles of knowledge-sharing behavior and feeling trusted in promoting work engagement among employees in financial service companies undergoing organizational acquisition. Based on SEM and Sobel test analyses of 107 employees, the study found that HPWS positively influenced work engagement and knowledge-sharing behavior. However, feeling trusted by supervisors showed no significant effect on either knowledge sharing or work engagement, and knowledge sharing did not mediate the relationship between HPWS and work engagement. The study contributes valuable evidence by examining employees during organizational change, a context that remains relatively underexplored in HPWS research. Nevertheless, the relatively small sample size and focus on organizations experiencing acquisitions may limit the generalizability of the findings, particularly to more stable organizational settings (Almadana, Suharnomo and Perdhana 2025).

Taken together, these studies consistently suggest that HPWS rarely produces organizational or employee outcomes through direct effects alone. Instead, its effectiveness largely depends on intervening mechanisms, including IT performance (Maslan et al., 2024), emotional exhaustion and employee creativity (Widjaja et al., 2024), competitive climate and psychological empowerment (Rosari et al., 2025), psychosocial safety and supervisor support (Ardianto & Rosaria, 2024), and knowledge-sharing behavior (Almadana et al., 2025). This pattern indicates that HPWS should be understood as a contextual HR system whose effectiveness depends on organizational climate, employee psychological states, and social exchange processes rather than as a universally effective management practice.

Despite these valuable contributions, several limitations remain evident across the existing literature. Most studies employed cross-sectional survey designs and SEM-based analyses, which are appropriate for testing theoretical relationships but provide limited evidence of causality. Furthermore, the majority of the studies relied on Indonesian samples from specific industries, including manufacturing, retail, financial services, and the service sector, potentially restricting the external validity of the findings. Another important observation is that recent HPWS research has increasingly shifted its attention from traditional performance outcomes toward psychological and behavioral mechanisms, reflecting a broader recognition that employee perceptions, workplace climate, and well-being substantially influence the effectiveness of HR practices. These limitations suggest opportunities for future research to investigate HPWS across different organizational contexts, incorporate longitudinal or multi-source research designs, and explore additional

psychological and organizational mechanisms that may further explain how HPWS contributes to sustainable organizational performance.

This drastic reduction in document yield exposes a profound empirical gap in the current body of knowledge. While the broader search highlighted that HPWS is a heavily researched topic globally—particularly within major economies like China and the United States—the presence of only five indexed documents addressing this framework within Indonesia underscores a severe scarcity of localized research. Furthermore, this acute shortage of literature strongly validates the necessity and academic value of the current study. It demonstrates that strategic human resource management frameworks like HPWS remain significantly under-explored within the Indonesian corporate and institutional landscape, thereby positioning this qualitative investigation as a crucial and timely contribution to bridging a distinct regional literature gap.

4. CONCLUSION

This systematic review provides a critical consolidation of High-Performance Work Systems (HPWS) literature, mapping its global evolution and exposing a profound empirical gap within the Indonesian context. While the initial global baseline yielded a massive body of 53,489 documents—underscoring the immense prominence of HPWS in Strategic Human Resource Management (SHRM) theory over the past three decades—a temporal and geographical restriction between 2020 and 2027 revealed a stark concentration of research. Recent literature is heavily dominated by economic powerhouses, led overwhelmingly by China (15,605 documents), the United States (3,944 documents), and India (3,343 documents). Furthermore, disciplinary analysis uncovered a critical indexing anomaly: the vast majority of "HPWS" publications are situated within the hard sciences (e.g., Engineering, Materials Science, and Chemistry) due to shared acronyms, rather than authentic business management disciplines.

When the search string was rigorously constrained to isolate localized management research—specifically combining "High-Performance Work System," "HPWS," and "Indonesia"—the dataset was reduced to merely five empirical articles. A critical synthesis of these five studies reveals that HPWS does not operate through universalistic, direct mechanisms. Instead, its efficacy within Indonesian organizations is heavily contingent upon complex intervening mechanisms, including IT performance, emotional exhaustion, employee creativity, competitive climates, psychosocial safety, and knowledge-sharing behaviors.

Ultimately, this severe scarcity of localized literature exposes a significant regional gap in SHRM theory, demonstrating that HPWS remains profoundly under-explored within the unique institutional, cultural, and regulatory landscape of Indonesia. By highlighting this fragmentation, this review strongly validates the academic necessity and timeliness of qualitative, context-specific investigations. Moving forward, a strategic research agenda must transcend cross-sectional designs to explore diverse industries, longitudinal causality, and the distinct socio-cultural factors that shape how Indonesian employees experience and operationalize high-performance practices.

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