

THE IMPLEMENTATION AND LONG-TERM SUSTAINABILITY OF HIGH-PERFORMANCE WORK SYSTEMS: A LITERATURE REVIEW

Burak Nedim AKTAŞ¹

Abstract

The implementation and long-term sustainability of high-performance work systems (HPWS) are both examined in this review of the literature. The review emphasizes the value of taking multiple factors into account, including leadership, organizational culture, continuous improvement, employee engagement, and sustainability from HPWS's point of view. In addition, it examines the difficulties organizations face in preserving HPWS over time and how these difficulties can be solved for long-term viability. Researchers interested in understanding the implementation and upkeep of these systems as well as managers and practitioners seeking to implement HPWS in their organizations may find the review to be a valuable resource. More studies are required to improve the comprehension of the long-term sustainability of HPWS since there has not been much research conducted in this area. Moreover, it has been noted from the review that the majority of the studies have been carried out in the context of large organizations, and more research is required to examine the long-term sustainability of HPWS in various business sectors.

Keywords: High-Performance Work Systems, HPWS, Sustainability of HPWS, Implementation of HPWS, Challenges of HPWS, Human Resources Management.

JEL Classification: M10, M12, M19.

YÜKSEK PERFORMANSLI İŞ SİSTEMLERİNİN UYGULANMASI VE SÜRDÜRÜLEBİLİRLİĞİ: LİTERATÜR İNCELEMESİ

Öz

Bu araştırma, yüksek performanslı iş sistemlerinin (YPİS) uygulanması ve uzun vadeli sürdürülebilirliğini incelemektedir. Literatür incelemesine dayanan ve önceki çalışmaların ışığında hazırlanan çalışma, YPİS bakış açısından, işletmelerde, liderlik, örgüt kültürü, sürekli iyileştirme, çalışan katılımı ve sürdürülebilirlik dâhil olmak üzere birden çok faktörü dikkate almanın önemini vurgulamaktadır. Ayrıca, örgütlerin YPİS'i sürdürebilmeye karşılaştıkları zorlukları ve bu zorluklara uzun vadede nasıl çözüm üretilebileceğini ele almaktadır. Çalışma, YPİS'in uygulanması ve sürdürülebilirliği açısından farklı bir perspektif sunmaktadır. Ancak, YPİS'in örgütlerde uzun dönemli sürdürülebilirliğinin anlaşılabilmesi adına daha fazla çalışmaya ihtiyaç olduğu söylenebilmektedir. Yapılan literatür incelemesi sonucunda, çalışmaların büyük çoğunluğunun büyük ölçekli firmalar bağlamında yürütüldüğü, farklı ölçek ve sektörlerde konunun ele alınmasının önemi vurgulanmalıdır.

Anahtar Kelimeler: Yüksek Performanslı İş Sistemleri, YPİS, YPİS Sürdürülebilirliği, YPİS Uygulanması, İnsan Kaynakları Yönetimi.

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¹ Beykoz University, Faculty of Business and Management Sciences, Department of International Trade and Finance, buraknedimaktas@beykoz.edu.tr, ORCID: 0000-0003-3011-4706.

1. Introduction

High-performance work systems (HPWS) have been a topic of interest in the field of organizational behavior for several decades. HPWS are characterized by a set of management practices and policies that are designed to promote employee engagement, autonomy, and skill development which, in turn, hold the key to achieving sustainable competitive advantage and long-term organizational success (Becker and Huselid, 1998). These systems are believed to have a positive impact on organizational performance, employee well-being, and overall sustainability (Huang, Ahlstrom, Lee, Chen and Hsieh, 2016; Marathe and Pathak, 2013; Appelbaum and Batt, 1993). However, the implementation and long-term sustainability of HPWS is still a matter of debate in the literature.

This study is explanatory and literature review-based which aims to examine the implementation and sustainability of HPWS from two different aspects. The first is the sustainability of HPWS itself outlining the findings of various studies about how HPWS is sustained in the organizations and the second is how HPWS contributes the organizational sustainability based on certain factors. The review also examines the challenges faced by organizations in maintaining HPWS over time, and the ways in which these challenges can be addressed for long-term sustainability. It is important to note that reviewed-researches do not necessarily draw a direct connection between variables and the long-term sustainability of HPWS. However, they highlight the importance of implementing and maintaining HPWS. The review involves mostly after the year of 2010 intending to put forward key findings of the recent studies about the topic, while, at the same time, paying sufficient attention to the past studies. The databases during the review has not been limited.

As indicated earlier, the study will draw on a variety of sources to provide a comprehensive understanding of the topic and will try to find answers for the following questions based on the resources: What are the main perspectives that research have focused on about the long-term sustainability of HPWS? Which factors contribute to the long-term success of HPWS and how do they impact overall organizational sustainability? What are the challenges faced by organizations in maintaining HPWS over time and how can these challenges be addressed for long-term sustainability? How do HPWS impact organizational performance over the long-term and what role does this play in overall sustainability?

In recent years, organizations are facing increasing pressure to not only achieve short-term financial performance but also to be sustainable in terms of many aspects.

Therefore, understanding the long-term sustainability of HPWS has become even more critical. Despite the importance of this issue, the literature on the long-term sustainability of HPWS is limited. This literature review will provide valuable insights for managers and practitioners seeking to implement HPWS in their organizations and for researchers interested in understanding the long-term sustainability of these systems.

2. Main standpoints that HPWS studies focus on

High-performance work systems (HPWS) have been widely recognized as a key driver of organizational performance and competitiveness (Fu, et al., 2015; Kling, 1995; Macduffie, 1995). HPWS are defined as a set of human resource practices, management systems, and organizational structures that are designed to enhance employee knowledge, skills, motivation, and involvement (Afonso et al., 2021; Snell and Morris, 2018). Sustainability, on the other hand, involves the persistence of systems and processes. Over time, the concept was adopted in a variety of fields and is now widely used in the business world. Sustainability has become a crucial topic both in the business community and in academia. From a business perspective, sustainability is especially important as it focuses on ensuring the long-term stability and competitive viability of an organization (Chillakuri and Vanka, 2020). In essence, the sustainability of HPWS depends on organizations acknowledging the requirements of their employees and implementing sustainable policies and procedures to reinforce their values and principles through increased employee engagement and involvement (Gollan, 2005). Research on the sustainability of HPWS has mainly focused on two main perspectives: the organizational perspective and the individual perspective (Kaushik and Mukherjee, 2022; Suchitra, Sasmita and Padma, 2019; Zhang et al., 2018; Marathe and Pathak, 2013).

2.1 Organizational perspective

From the organizational perspective, researchers have investigated the factors that contribute to the long-term sustainability of HPWS (Becker and Gerhart, 1996; Huselid, 1995; Tannenbaum and Dupuree-Bruno, 1994). First of all, sustainability of HPWS is influenced by the organizational culture and leadership. Research has shown that organizations with a strong culture of innovation, continuous improvement, and employee involvement are more likely to sustain HPWS over time (Al-Ajlouni, 2021; Zhou, Fan and Son, 2019). Furthermore, leadership is critical to HPWS's long-term viability by offering the vital support and resources, cultivating a positive organizational culture, and encouraging employee involvement (Sun and Mamman, 2022; Lee, Lee and Sohn, 2017).

The importance of structure and procedures in the long-term sustainability of HPWS is another component of organizational viewpoint. According to studies, the design of the organizational structure and procedures, such as decision-making processes, communication channels, and information systems, can have a major influence on HPWS and business long-term sustainability (Zhu, Liu and Chen, 2018; Sienknecht and Van Aken, 2002). Flat, decentralized, and flexible organizational structures are more likely to sustain HPWS over time because they provide employees more autonomy, engagement, and participation in decision making (Tannenbaum and Dupuree-Bruno, 1994). Long-term HPWS sustainability research has also looked into the function of human resource management (HRM) practices in sustaining HPWS over time. According to research, aligning HRM practices with the organization's strategic goals is crucial for HPWS's long-term viability (Jeong and Choi, 2016; Posthuma, Campion and Masimova, 2013). Besides, integrating HPWS with other HRM practices, such as performance management and training, is critical for the sustainability of these systems (Sarwar et al., 2020).

According to research, the external environment of the organization has an impact on the organization's sustainability. Organizations operating in unpredictable and constantly changing contexts may find it more challenging to sustain HPWS over time. This emphasizes the significance of businesses' ability to adapt and respond to changes in the external environment in order to preserve HPWS across time (Gemici and Zehir, 2021). Organizations that operate in unpredictable and constantly changing contexts may struggle to sustain HPWS over time because they demand a high level of adaptation and response to changing situations (Suryaningtyas and Irawanto, 2019).

Research on the deployment and sustainability of HPWS has underlined the relevance of leadership, culture, alignment of HRM practices, integration with other HRM practices, organizational structure and procedure, as well as the external environment in sustaining HPWS over time.

2.2 Individual perspective

From an individual perspective, researchers have investigated the factors that influence the HPWS from the perspective of employees (Michael and Alex, 2019; Zhang et al., 2018; Harley, Sargent and Allen, 2011; Huselid and Becker, 1995). One of the main findings is that employee involvement and empowerment are critical for the sustainability of HPWS (Yufang, Zhenzhong and Yong, 2017; Arefin, Raquib and Arif, 2015).

Research has shown that employees who are involved in the design and implementation of HPWS are more likely to support and maintain these systems over time (Varma et al.; 1999). Additionally, employee empowerment, which refers to the degree to which employees have autonomy and control over their work, has been found to be positively associated with the long-term sustainability of HPWS (Para-González et al. 2019). Moreover, there have been attempts to draw attention on the relationship between psychological empowerment and HPWS which have confirmed the significant relationship. Those conclusions, also, prove that the empowerment in organizations could lead to sustainability of the HPWS (Park, 2020; Arefin et al., 2019; Rabia and Afsheen, 2015).

Overall, the literature suggests that the sustainability of HPWS is influenced by a combination of organizational and individual factors. Organizational factors such as leadership and culture, as well as individual factors such as employee involvement and empowerment, are critical for the long-term success of HPWS. Suryaningtyas and Irawanto (2019) has found that external factors such as economic conditions, competition, and technological change may also play a role in the sustainability of HPWS. They maintain that by implementing HPWS, organizations can attain sustainability by providing training that enhances versatility and instilling values in employees. This enables organizations to effectively adapt to external changes and obstacles, such as innovative technology (Kaushik and Mukherjee, 2022).

3 Factors contributing to the long-term success of HPWS

3.1 Employee engagement

Employee engagement has been identified as one of the key factors in the long-term success of HPWS. Engaged employees are more likely to be committed to the organization and to go above and beyond their job requirements to help the organization achieve its goals (Mushtaq, Saleem, and Bakhtawar, 2022). Some studies have found that HPWS can lead to increased employee engagement, by providing employees with opportunities for skill development, autonomy, and participation in decision-making (Peprah, 2020; Snape and Redman, 2010). Additionally, engaged employees are more likely to stay with the organization over the long-term, which can help to ensure the sustainability of HPWS (Oliveira and Aguiar da Silva, 2015). Employee engagement can also be sustained over time by providing employees with opportunities for career development and growth (Edgar, Zhang and Blaker, 2021; Gollan, 2005). Concluded in academic studies regarding employee engagement and HPWS is that effective communication, transparency and a positive work environment are key elements that can foster employee

engagement and contribute to the long-term success of the organizations (Saini, 2015). Studies have also found that involving employees in the design and implementation of HPWS can increase their buy-in and commitment to the system, leading to higher levels of employee engagement (Para-González et al., 2019).

Furthermore, studies have also highlighted that HPWS that focus on both individual and collective outcomes (Jiang et al., 2012) can lead to higher levels of employee engagement (Kaushik and Mukherjee, 2022). These systems balance the needs of the organization with the well-being and development of employees, leading to a win-win scenario for both the organization and its employees (Yufang et al.; 2017; Jain, 2010). It's important to note that employee engagement is a complex and multi-dimensional construct, and it's influenced by various factors, including the nature of the work, leadership, communication, and the employee's individual characteristics. Thus, it would be significant for organizations to create a comprehensive approach in aiming to improve employee engagement in relation to HPWS (Benson, Kimmel and Lawler III, 2014).

Employee knowledge, skills, motivation, and engagement have been found to be improved by HPWS in a number of ways which, in turn, helps to ensure the long-term viability (Afonso et al., 2021). Implementing training and development programs is one method HPWS improves staff knowledge and abilities (Hassett, 2022). These programs equip employees with the information and skills they need to do their jobs well, which increases their enthusiasm and participation. HPWS also boosts employee motivation by giving them more autonomy and control over their job (Mattersah, 2019). This would be achieved through strategies such as self-managed teams, employee's involvement in decision-making, and performance-based awards (Peprah, 2020; Evans and Davis, 2005). Giving employees greater autonomy and control over their work leads to higher levels of job satisfaction and motivation, which in turn contributes to the long-term sustainability of HPWS (Afonso et al., 2021). On the other hand, HPWS practices such as participation in decision-making and compensation based on performance lead to an intensification of work, causing a decrease in job satisfaction, amplified job stress, exhaustion, extended work hours and an imbalance between work and personal life (Mariappanadar and Kramar, 2014).

HPWS enhances employee involvement by providing opportunities for employee participation and involvement in the design and implementation of these systems.

Research has shown that employees who are involved in the design and implementation of HPWS are more likely to support and maintain these systems over time (Min, Zhu and Bambacas, 2018). Studies have also shown that HPWS can have a positive impact on employee well-being and job satisfaction (Afonso et al., 2023; Chang, Wu and Liu, 2018). For instance, HPWS can grant workers greater independence and control over their tasks, leading to improved job satisfaction and overall well-being (Babic, Stinglhamber, and Hansez, 2019; Huang, et al. 2016). Similarly, a study shows that servant leadership and HPWS lead to positive outcomes because they improve employee engagement, leading to higher retention and satisfaction. Improving employee engagement is key to the effectiveness and sustainability of companies (Alafeshat and Tanova, 2019). HPWS is positively associated with employee organizational citizenship behavior in the long-term. Studies suggest that HPWS can lead to improved organizational citizenship behavior by providing employees with opportunities for skill development, autonomy, and feedback (Pak, Hyeok and Huikun, 2017; Pak, 2015).

3.2 Organizational culture

Organizational culture is also an important factor in the long-term success of HPWS. Study by Pichler et al., (2014) has concluded that HPWS and workplace culture are linked to lower turnover, with stronger correlation between workplace culture and turnover (Guthrie, 2001). A culture that supports HPWS is more likely to foster a positive work environment, which can help to improve employee engagement and performance (Coldwell and Floyd, 2014; Covey, 2004). Studies have found that HPWS can be sustained when organizations are able to anticipate and adapt to unexpected changes and disruptions. A supportive organizational culture is more likely to be adaptive and robust, which can assist to maintain the system's long-term viability (Fareed, Isa, and Noor, 2016). According to certain research, an organizational culture that promotes HPWS, typified by a strong emphasis on employee development, autonomy, and involvement, is positively connected to HPWS's long-term success and sustainability (Özçelik, Aybas, and Uyargil, 2016).

HPWS can be sustained through in such a culture where organizational learning and knowledge management are promoted. By doing so, a learning culture, knowledge sharing, encouraging experimentation and innovation are created (Zhu, Liu and Chen, 2018). Also, a culture of innovation, which encourages the exploration of new ideas, processes, and products, would facilitate the implementation and adaptation of HPWS in organizations (Hartog and Verburg, 2004).

The reason behind it is that a culture of innovation promotes experimentation and risk-taking helping organizations identify and implement new and effective practices that contribute to the sustainability of HPWS (Do and Shipton, 2019; Mehta, Pestonjee and Khan, 2018).

3.3 Leadership

Leadership is another key factor in the long-term success of HPWS (Saini, 2015). Effective leaders are able to create a culture that supports HPWS, which can help to ensure the long-term sustainability of the system. Leadership is positively related to the long-term success and sustainability of HPWS by continuously assessing and adjusting the system as needed to ensure its effectiveness over time (Riaz, Shahid and Ali, 2021; Arthur, Herdman and Yang, 2016). Furthermore, some studies have found that effective leadership can have a positive impact on organizational performance, by fostering a culture of innovation, creativity, and adaptability, which can help to ensure the long-term success and sustainability of HPWS (Alnoaimi and Almahamid, 2020; Mazzei, Flynn, and Haynie, 2016; Fu et al., 2015). Young et al. (2008) has also found that social identification has been found to play a role in sustaining high performance work systems (HPWS) reflected in workers' affective commitment and job satisfaction.

Cao, Zhao, and Zhao (2020) found that authentic leadership within departments is crucial. The study also discovered that HPWS perceived as high-quality by employees results in HR practices centered on commitment, which motivates better performance. Furthermore, line managers' leadership affects the HR management process and facilitates the implementation of HPWS. Team leaders and managers should be provided with recognition, reward, education, and support from the organization in order to build social identification, leading to benefits like high performance, commitment, and improved employee retention. The study by Gahan et al., (2021) draws attention to the evidence that HPWS and leadership both contribute to the development of capabilities related to innovation. In steady conditions, HPWS is more influential in forming these capabilities, while in more dynamic settings, leadership is more prominent.

Studies have demonstrated that leadership, specifically transformational leadership, is positively associated with the sustainability of HPWS (Han et al., 2018). Studies suggests that transformational leaders, who inspire and motivate their followers to achieve a shared vision and mission, can help create a culture that supports the implementation and sustainability of HPWS (Weller et al., 2020; Imran, Shabbir and Mahmood, 2020).

Overall, the studies indicate that effective leadership plays a crucial role in the long-term success and sustainability of HPWS by fostering a positive work environment, involving employees in the design and implementation of HPWS, providing employees with opportunities for skill development and career advancement, fostering effective communication (Riaz, Townsend and Woods, 2021) and servant leadership, and creating a culture that supports HPWS (Fan, Liu, and Zou, 2018; Gong, Law, Chang, and Xin, 2009).

3.4 Continuous improvement

In terms of continuous improvement, studies indicate that having a continuous improvement approach to HPWS can have a positive impact on the long-term sustainability of HPWS. By regularly assessing and adjusting the system, organizations can ensure its effectiveness and alignment with the organization's goals and objectives (Jewell, Jewell and Kaufman, 2022). Involving employees in the assessment and adjustment process can boost employee engagement, job satisfaction, and organizational commitment, while a continuous improvement approach can help organizations stay current with changing employee and customer needs, leading to improved organizational performance and customer satisfaction (Saini, 2015; Chiang et al., 2015; Boxall and Macky, 2007).

Organizations that have a continuous improvement approach to HPWS tend to have better communication, teamwork, and problem-solving abilities, which can contribute to the long-term sustainability of HPWS. Organizations may discover opportunities for development and make changes that result in more effective and efficient work processes by utilizing continuous improvement (Bowen and Lawler, 1992). As a result, productivity rises and organizational performance improves, which in turn helps HPWS remain sustainable over the long run. In addition, continuous improvement makes it easier to put best practices into practice, which raises HPWS's overall efficacy and helps ensure its long-term viability (Jain, 2010). However, according to Kintana, Alonso, and Olaverri (2006), companies should take into account how technology contributes to sustainability and HPWS influence. Technology advancements give organizations additional tools and resources to increase the efficacy of HPWS and assist them in keeping up with the evolving requirements of their customers and staff. In order to increase the efficiency and sustainability of their HPWS, companies should think about the role that technology plays in it (Jewell, Jewell, and Kaufman, 2022).

One study by Ruiz et al., (2019) found that continuous improvement, specifically the use of Total Quality Management (TQM), is positively associated with HPWS.

The study's conclusion suggests that companies that invest in HPWS and TQM practices can expect to see sustainable business results. TQM is particularly important as it has a greater influence on a company's results when combined with HPWS (Sienknecht and Van Aken, 2002).

3.5 Holistic approach

Organizations should adopt a holistic approach to strategic human resources management by considering not only the impact on organizational performance but also the impact on employee well-being, societal and environmental sustainability (Chillakuri and Vanka, 2020). This will ensure that HPWS are not only effective in the short-term but also sustainable over the long-term (Marathe and Pathak, 2013). Overall, these studies indicate that considering the multiple dimensions of HPWS and having a holistic approach can have a positive impact on the long-term sustainability of HPWS ((Lapiņa, Maurāne and Stariņeca, 2013). By considering multiple dimensions, organizations can ensure that all aspects of the system are effectively addressing the needs of employees, and that the system is aligned with the organization's goals and objectives (Jain, 2010). A holistic strategy may offer a more thorough comprehension of the system, assisting firms in identifying areas for development and putting into action improvements that result in more effective and efficient work processes (Marathe and Pathak, 2013). This may result in higher productivity and better organizational performance, both of which may support HPWS's long-term viability. Also, HPWS involve a range of practices that need to be aligned and integrated across different levels and functions of the organization (Gollan, 2005; Sienknecht and Van Aken, 2002), such as human resource management, operations, and strategy (Posthuma et al., 2013). Failure to achieve consistency and alignment can lead to fragmentation and inconsistency in the implementation of HPWS, which in turn can make it difficult to sustain these systems over time (Stefano, Bagdadli and Camuffo, 2018).

4. Does HPWS have always constructive outcomes?

Despite the positive outcomes associated with HPWS, the literature has also highlighted that the sustainability of these systems remains a major challenge. It is important to address those challenges for long-term sustainability. One of the main challenges faced by organizations in maintaining HPWS over time is the need to continually adapt the system to changing business conditions. For example, as the competitive environment changes, organizations may need to modify their HPWS to stay competitive (Kaushik and Mukherjee, 2022). Some studies have suggested that implementing HPWS can be challenging, and that they may not always lead to

positive outcomes. (Gulzar, et al., 2014; Godard, 2001; Ramsay, Scholarios, and Harley, 2000). A study by Jensen, Patel, and Messersmith (2013) found that the implementation of HPWS was associated with increased turnover, while another studies by MacKenzie (2015) and Bryson et al. (2005) found that trade union militancy can have a negative effect on HPWS, but this effect is mediated when there is a positive industrial relations climate. Moreover, adversarial labor-management relations hinder the implementation and sustainability of high-performance work practices and prevent positive outcomes (Appelbaum, Gittell and Leana, 2011). Additionally, some studies have shown that HPWS can have negative effects on employee well-being, especially in terms of work-life balance, and mental health. For example, a study by Shih, Chiang and Hsu (2010) found that HPWS can lead to work-family conflict, which then has a negative effect on satisfaction and performance. Zhang, Zhu, Dowling, and Bartram (2013) found that HPWS were associated with increased emotional exhaustion.

Another difficult task with HPWS is preserving the harmony between short-term and long-term performance. While HPWS are intended to improve performance over the long run, they may necessitate large short-term investments in the form of process adjustments, process development, and training. Organizations may find it challenging to strike a balance between the desire for immediate outcomes and the investments necessary to achieve long-term success as a consequence. This can be a significant obstacle to long-term HPWS sustainability (Ehnert, 2006). HPWS call for a change in company culture, values, and norms, which can be challenging to accomplish and uphold. To alter the attitudes, actions, and beliefs of employees, a major time and resource commitment is necessary. Additionally, it might be challenging to maintain these systems over time due to employee reluctance to change, which can be a major barrier to the deployment of HPWS (Benson, Kimmel and Lawler III, 2014).

The requirement to sustain staff involvement and dedication over the long term represents another significant problem. Organizations may need to identify strategies to engage and keep new hires when employees move on to new opportunities (Hu et al., 2019). Additionally, firms may need to identify strategies to maintain staff members' motivation and engagement when the business environment evolves (Kaushik and Mukherjee, 2022). Organizations can use a continuous improvement strategy for HPWS to overcome these issues. To guarantee that the system stays efficient over time, this strategy calls for routinely evaluating it and making any necessary adjustments. It's also critical to remember that HPWS may also have unfavorable consequences, including worsened leader anxiety and abusive supervision (Xi et al., 2022), as well as decreased employee wellbeing and job satisfaction, particularly if they are implemented

without taking into account the requirements and skills of employees (Jian, Sun, and Wang, 2019). As an example, HPWS can increase workload and pressure on employees, which may lead to burnout and decreased job satisfaction (Heffernan and Dundon, 2016; Jensen, Patel, and Messersmith, 2013; Kroon, Voorde, and Veldhove, 2009). Therefore, it's important for organizations to carefully design and implement HPWS to ensure that they do not negatively impact employee well-being and job satisfaction in the long-term (Gulzar, et al., 2014). In brief, Jian et al. (2019) suggest that organizations should design policies and practices that take advantage of the benefits of HPWSs for both employers and employees in order to create a sustainable workplace.

5. Conclusion

Even though there have been attempts to review of the topic (Kaushik and Mukherjee, 2022; Çakmak and Yiğit, 2022; Marathe and Pathak, 2013), research about the implementation and sustainability of HPWS is still relatively limited, and more studies are needed to further our understanding of the long-term sustainability of HPWS. Based upon this acknowledgement, this literature review has been put forward to highlight two main perspectives that studies focus on in the implementation and sustainability of high-performance work systems (HPWS): organizational and individual perspectives. Comprehensive overview of different dimensions based on those perspectives have been provided, such as employee engagement, organizational culture, continuous improvement, leadership, and a holistic approach, in the implementation and sustainability of HPWS. The review also covers a wide range of factors that can influence HPWS's implementation and sustainability, including organizational structure, organizational learning, knowledge management, strategic alignment, communication and participation, change management, external factors, employee retention, organizational resilience, cost-effectiveness, and competitive advantage. It has also explored the challenges faced by organizations in maintaining HPWS over time and the ways in which these challenges can be addressed for long-term sustainability.

The review has brought up the importance of a comprehensive methodology that considers both internal and external factors, as well as the requirement for organizations to continuously screen, assess and change, if needed, their HPWS in order to ensure its long-term sustainability. Understanding the long-term sustainability of HPWS has become even more critical in a modern world which is believed to be changing continuously. Despite the importance of this issue, the literature on the long-term sustainability of HPWS is observed as limited.

From this point of view, this literature review is an attempt to give valuable insights for managers and practitioners seeking to implement HPWS in their organizations and for researchers interested in understanding the long-term sustainability of these systems.

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