

Examining the Effect of Leadership on Commitment HR Implementation

Jaewan Yang¹

Abstract

Findings of a positive relationship between high performance work systems (HPWS) and organizational performance indicate that an investment in a set of well-configured HR practices can promote strategic organizational goals. However, recent strategic human resource management (SHRM) research indicates that this HPWS-performance mechanism is unlikely to become universal in any organization, because its mere adoption does not mean that effective HR practice implementation would follow. Drawing on the full-range leadership theory, we address this implementation problem by focusing on the moderating effect of three leadership styles on the association between HPWS and employees' perceived support for innovation. Data collected from 66 work teams showed that the three leadership styles had distinctive moderating effects on the association, and subsequently on team effectiveness. The findings contribute to the SHRM literature by demonstrating the importance of leadership styles in effective implementation of HPWS to promote organizational innovation and team effectiveness.

Key words: HPWS, HR practices implementation, leadership styles, innovation

¹ Asst. Prof, College of Business, Hankuk University of Foreign Studies Seoul, South Korea