







Home ► All Journals ► Economics, Finance & Business

- ► The International Journal of Human Resource Management ► List of Issues ► Volume 14, Issue 8
- Human resource strategy and firm perform

The International Journal of Human Resource Management >

Volume 14, 2003 - Issue 8: Developments In Comparative Human Resource Management

1,889 124 Views CrossRef citations to date Altmetric

Original Articles

Human resource strategy and firm performance in Pacific Rim countries

Johngseok Bae, Shyh-jer Chen, Tai Wai David Wan, John J. Lawler & Fred Ochieng Walumbwa

Pages 1308-1332 | Published online: 17 Feb 2007

66 Cite this article ▶ https://doi.org/10.1080/0958519032000145774



Full Article

Figures & data

Metrics

Reprints & Permissions

Read this article

Share

Abstract

This paper examines the impact of high-performance work system (HPWS) techniques on organizational performance in four East and Southeast Asian economies that have been at the forefront of Asia's rapid development. All now face considerable competitive pressures from newer emerging markets (e.g. China, India, Vietnam, Eastern Europe) and thus experience many of the same sources of uncertainty from globalization as more economically developed countries, especially in the period following the 1997 Asian financial crisis. Many companies in Korea, Taiwan, Singapore and Thailand are experimenting with features of American-style high-performance work systems. We collected data from nearly 700 companies in the region, both subsidiaries of MNCs (American, Japanese and European) and locally owned firms. Statistical techniques were used to measure the effects of HPWS techniques on perceived

financial performance. In general, the results indicated HPWSs worked effectively, even under tremendously variable conditions. Most interesting is the finding that use of HPWS techniques in locally owned firms apparently has at least a marginally greater impact on firm performance than when used in MNC subsidiaries.

Keywords:

HR strategy	high performance		work system	firm performance	Asian countries	
multinational	corporations	global	ization			
	,	3				

Notes

Johngseok Bae, Korea University Business School, Seoul, Korea (e-mail: johngbae@korea.ac.kr). Shyh-jer Chen, National Sun Yat-Sen University, Kaohsiung, Taiwan (e-mail: schen@cm.nsysu.edu.tw); Tai Wai David Wan, National University of Singapore, Singapore (e-mail: bizwantw@nus.edu.sg); John J. Lawler, University of Illinois at Urbana-Champaign, Champaign, IL, USA (e-mail: j-lawler@uiuc.edu); Fred Ochieng Walumbwa, University of Nebraska (e-mail: fwalumbwa@unlnotes.unl.edu).

Related Research Data

MODES OF THEORIZING IN STRATEGIC HUMAN RESOURCE MANAGEMENT: TESTS OF UNIVERSALISTIC, CONTINGENCY, AND CONFIGURATIONS. PERFORMANCE PREDICTIONS.

Source: Academy of Management Journal

ORGANIZATIONAL AND HRM STRATEGIES IN KOREA: IMPACT ON FIRM PERFORMANCE IN AN EMERGING ECONOMY.

Source: Academy of Management Journal

Human Resource Management, Manufacturing Strategy, and Firm Performance

Source: Academy of Management Journal

Human Resource Bundles and Manufacturing Performance: Organizational Logic and

Flexible Production Systems in the World Auto Industry

Source: ILR Review

HRM and company performance: the use of measurement and the influence of economic cycles

Related research 1



People also read

Recommended articles

Cited by 124

Information for

Authors

R&D professionals

Editors

Librarians

Societies

Opportunities

Reprints and e-prints

Advertising solutions

Accelerated publication

Corporate access solutions

Open access

Overview

Open journals

Open Select

Dove Medical Press

F1000Research

Help and information

Help and contact

Newsroom

All journals

Books

Keep up to date

Register to receive personalised research and resources by email



Sign me up













Copyright © 2025 Informa UK Limited Privacy policy Cookies Terms & conditions

Taylor and Francis Group

Accessibility