

## DOCTORAL THESIS

### Factors Determining the Influence of Team Leaders on Team Members' Perceived HPWS Implementation: Test of a Trickle-Down Model

TSANG, Mei Ching Amy

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## ABSTRACT

Sandford Fleming (1876) illustrated the chaos in his book: *Terrestrial Time*. He wanted to make the world a less chaotic place, and for everyone to agree and follow on one thing consistently: what time it was by defining the 24-hour time zones. And he knew and emphasized that the more we could agree upon, the better in the future (Resnick, B., 2017). However, is it the same case to be applied on the implementation of High Performance Work System? The current study examines how the team leader's perceived HPWS implementation and team member's perceived HPWS implementation relate to team level outcomes in a cross-industry setting. We develop and test a trickle-down model that links team leader's perceived HPWS implementation to team member's perceived HPWS implementation and behaviors. We present a conditional indirect effects model that demonstrates how value congruence can constrain these effects. Multilevel analyses of survey data from a sample of 77 teams of 12 firms showed that although the correlation between team leaders' perceived HPWS implementation and CEO's perceived HPWS implementation was significantly positive, no significant relationship found between team leader's and team member's perceived HPWS implementation. However, results revealed significant negative relationship between team leader's and team member's perceived HPWS implementation when team member values are incongruent with the organizational values. Furthermore, consistent with the moderated mediation prediction, the perceptions of HPWS implemented between team leader and their team members, team member's perceived HPWS implementation mediates the relationship between team leader's perceived HPWS implementation and team level outcomes contingent on the level of value congruence.

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