LM7603 Implementing Improvements in Organisational Performance

Jeremy Turner





1.

Supporting workplace learning for high performance working in A DN and Sung, J (2002). Implementing High Performance Working Practices. In: Supporting Workplace Learning for High Performance Working. International Labour Office; 2002:55-72.

2.

Manufacturing advantage: why high-performance work systems pay off in A E, Bailey, T, Berg, P and Kalleberg, AL (2000). Discretionary Effort and the Organization of Work. In: Manufacturing Advantage: Why High-Performance Work Systems Pay Off. ILR Press/Cornell University Press; 2000:25-46.

З.

Bailey, T. 'Organizational Innovation in the Apparel Industry'. Industrial Relations: A Journal of Economy & Society. 1993;32(1):30-48.

http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9309075739&site=ehost-live

4.

MacDuffie, J. P. 'Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production Systems in the World Auto Industry'. Industrial and Labor Relations Review. 1995;48(2):197-221.

http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9501261515&site=ehost-live

5.

Kling, J. 'High Performance Work Systems and Firm Performance'. Monthly Labor Review. 1995;118(5):29-36. http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9507104664&site=ehost-live

6.

Paper presented at Conference on Work Intensification in K AL, Berg, P and Appelbaum, E (2004). How Trust Really Works in High Performance Work Organizations. In: Paper Presented at Conference on Work Intensification. Unpublished; 2004:21-22.

7.

Guest, D., Brown, W., Peccei, R. and Huxlwy, K. Does partnership at work increase trust? An analysis based on the 2004 Workplace Employment Relations Survey. Industrial Relations Journal. 2008;39(2):124-152. doi:10.1111/j.1468-2338.2007.00481.x

8.

Osterman, P. 'How Common is Workplace Transformation and Who Adopts It? Industrial and Labor Relations Review. 1994;47(2):173-188. http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9406031608&site=ehost-live

9.

Huselid, M. A. 'The Impact of Human Resource Management Practices in Turnover, Productivity and Corporate Financial Performance'. Academy of Management Journal. 1995;38(3):635-672. http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9507312908&site=ehost-live

10.

Guest, D. E., Michie, J., Conway, N. and Sheehan, M. Human Resource Management and Corporate Performance in the UK. British Journal of Industrial Relations. 2003;41(2):291-314. doi:10.1111/1467-8543.00273

11.

Gooderham, O., Parry, E. and Ringdal, K. The impact of bundles of strategic human resource management practices on the performance of European firms. The International Journal of Human Resource Management. 2008;19(11):2041-2056. doi:10.1080/09585190802404296

12.

Achieving Best Practice in Your Business. High Performance Work Practices: Linking strategy and skills to performance outcomes in S J and Ashton, DN (2005). Case Study: W L Gore. In: Achieving Best Practice in Your Business. High Performance Work Practices: Linking Strategy and Skills to Performance Outcomes. DTI; 2005:66-69. https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_ UKReport2011.pdf

13.

Konzelmann, S., Forrant, R. and Wilkinson, F. Work systems, corporate strategy and global markets: creative shop floors or 'a barge mentality'? Industrial Relations Journal. 2004;35(3):216-232. doi:10.1111/j.1468-2338.2004.00310.x

14.

Kalmi, P. and Kauhanen, A. Workplace Innovations and Employee Outcomes: Evidence from Finland. Industrial Relations. 2008;47(3):430-459. doi:10.1111/j.1468-232X.2008.00528.x

15.

Osterman, P. 'Work Reorganization in an Era of Restructuring: Trends in Diffusion and Effects on Employee Welfare'. Industrial and Labor Relations Review. 2000;53(2):179-196. http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=2788580&site=ehost-live

16.

Roche, W. K. Who gains from workplace partnership? The International Journal of Human Resource Management. 2009;20(1):1-33. doi:10.1080/09585190802528219

Pil, F. K. and MacDuffie, J. P. 'The Adoption of High-Involvement Work Practices'. Industrial Relations. 1996;35(3):423-455.

http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&d b=buh&AN=9612044470&site=ehost-live

18.

Vandenberg, R. J., Richardson, H. A. and Eastman, L. J. The Impact of High Involvement Work Processes on Organizational Effectiveness: A Second-Order Latent Variable Approach. Group & Organization Management. 1999;24(3):300-339. doi:10.1177/1059601199243004

19.

Humborstad, S. I. W., Humborstad, B., Whitfield, R. and Perry, C. Implementation of empowerment in Chinese high power-distance organizations. The International Journal of Human Resource Management. 2008;19(7):1349-1364. doi:10.1080/09585190802110224

20.

Guerrero, S. and Barraud-Didier, V. High-involvement practices and performance of French firms. The International Journal of Human Resource Management. 2004;15(8):1408-1423. doi:10.1080/0958519042000258002

21.

Styhre, A. Becoming empowered: organization change in a telecom company. The International Journal of Human Resource Management. 2004;15(8):1445-1462. doi:10.1080/0958519042000258020

22.

Boxall, P. and Macky, K. Research and theory on high-performance work systems: progressing the high-involvement stream. Human Resource Management Journal. 2009;19(1):3-23. doi:10.1111/j.1748-8583.2008.00082.x

23.

Edwards, P. and Wright, M. High-involvement work systems and performance outcomes: the strength of variable, contingent and context-bound relationships. The International Journal of Human Resource Management. 2001;12(4):568-585. doi:10.1080/713769651

24.

Ramirez, M., Guy, F. and Beale, D. Contested Resources: Unions, Employers, and the Adoption of New Work Practices in US and UK Telecommunications. British Journal of Industrial Relations. 2007;45(3):495-517. doi:10.1111/j.1467-8543.2007.00625.x

25.

Bryson, A., Forth, J. and Kirby, S. HIGH-INVOLVEMENT MANAGEMENT PRACTICES, TRADE UNION REPRESENTATION AND WORKPLACE PERFORMANCE IN BRITAIN. Scottish Journal of Political Economy. 2005;52(3):451-491. doi:10.1111/j.0036-9292.2005.00352.x

26.

Sengupta, S. The impact of employee-share-ownership schemes on performance in unionised and non-unionised workplaces. Industrial Relations Journal. 2008;39(3):170-190. doi:10.1111/j.1468-2338.2007.00483.x

27.

Doellgast, V. Collective Bargaining and High-Involvement Management in Comparative Perspective: Evidence from U.S. and German Call Centers. Industrial Relations. 2008;47(2):284-319. doi:10.1111/j.1468-232X.2008.00521.x

28.

Kalleberg, A. L., Marsden, P. V., Reynolds, J. and Knoke, D. Beyond Profit? Sectoral Differences in High-Performance Work Practices. Work and Occupations. 2006;33(3):271-302. doi:10.1177/0730888406290049

29.

Gould-Williams, J. The Effects of 'High Commitment' HRM Practices on Employee Attitude: The Views of Public Sector Workers. Public Administration. 2004;82(1):63-81. doi:10.1111/j.0033-3298.2004.00383.x

Way, A. High Performance Work Systems and Intermediate Indicators of Firm Performance Within the US Small Business Sector. Journal of Management. 2002;28(6):765-785. doi:10.1177/014920630202800604

31.

Felstead, A. and Gallie, D. For better or worse? Non-standard jobs and high involvement work systems. The International Journal of Human Resource Management. 2004;15(7):1293-1316. doi:10.1080/0958519042000238464

32.

Learning as Work Research Paper No. 17 in K A, Shirani, F, Jewson, N, Felstead, A, Fuller, A Kakavelakis, K and Unwin, L (2008). 'The Prawn Sandwich Will Live Forever' Learning to Innovate in Commercial Sandwich Production. In: Learning as Work Research Paper No. 17. Cardiff University School of Social Sciences; 2008. http://orca.cf.ac.uk/25547/

33.

The Impact of Efficiency and Standards Regulation on Product Market Strategies and Skills Utilisation in the Energy and Utilities Sector in A DN and Sung, J (2008). Interview notes from researchers own research files. In: The Impact of Efficiency and Standards Regulation on Product Market Strategies and Skills Utilisation in the Energy and Utilities Sector. (unpublished); 2008.

https://www.skillsdevelopmentscotland.co.uk/media/117320/product%20market%20strate gies%20and%20skills%20utilisation%20-%20skills%20in%20focus%20paper.pdf

34.

Magretta, J. 'Why Business Models Matter'. 'Why Business Models Matter'. 2002;80(5):86-92. https://hbr.org/2002/05/why-business-models-matter

35.

Paper 139, Center for eBusiness@MIT in B E and Hitt, LM (2003). Computing Productivity: Firm-Level Evidence (pp. 1-6, 13-20 and 37-40). In: COMPUTING PRODUCTIVITY: FIRM-LEVEL EVIDENCE. Vol MIT Sloan Working Paper 4210-01. MIT Sloan School Of

Management; 2003. http://dspace.mit.edu/bitstream/handle/1721.1/5417/4210-01.pdf?sequence=2

36.

Learning as Work Research Paper in J N, Felstead, A, Fuller, A, Kakavelakis, K and Unwin, L (2007). Transforming Knowledge and Skills: Reconfiguring the Productive System of a Local Authority. In: Learning as Work Research Paper. School of Social Studies, Cardiff University; 2007. http://orca.cf.ac.uk/68484/1/transforming_knowledge_and_skills.pdf

37.

Learning as Work Research Paper in K K (2008). 'Family Metaphors and Learning Processes in a Restaurant Chain. In: Learning as Work Research Paper. Cardiff University School of Social Sciences; 2008.

http://learningaswork.cf.ac.uk/outputs/Microsoft%20Word%20-%20ESRC%20TLRP%20Learning%20as%20Work%20Research%20Paper%20No%2018.pdf

38.

Achieving Best Practice in Your Business. High Performance Work Practices: Linking Strategy and Skills to Performance in S J and Ashton, DN (2005). Case Study: Flight Centre UK. In: High Performance Work Practices: Linking Strategy and Skills to Performance. Department of Trade and Industry in association with CIPD; 2005:38-42. https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_ UKReport2011.pdf

39.

Lloyd, C. and Payne, J. Goodbye to all that? a critical re-evaluation of the role of the high performance work organization within the UK skills debate. Work, Employment & Society. 2006;20(1):151-165. doi:10.1177/0950017006061290

40.

The Realities of Partnership at Work in U M, Danford, A, Tailby, S and Richardson, M (2008). The High Performance Workplace: Fact or Fiction? (pp. 20-52 & 178-190). In: The Realities of Partnership at Work. Palgrave Macmillan; 2008. http://ezproxy.lib.le.ac.uk/login?url=http://www.palgraveconnect.com/doifinder/10.1057/97 80230582477

Danford, A., Richardson, M., Stewart, P., Tailby, S. and Upchurch, M. High performance work systems and workplace partnership: a case study of aerospace workers. New Technology, Work and Employment. 2004;19(1):14-29. doi:10.1111/j.1468-005X.2004.00125.x

42.

CLMS Working Paper, No. 50 in S E and Sung, J (2007). High Performance Work Practices -Work Intensification or Win-win? In: CLMS Working Paper, No. 50. Centre for Labour Market Studies, University of Leicester; 2007.

43.

Start-up factories: high performance management, job quality, and regional advantage in D PB, Evans Klock, C and Terkla, DG (2002). Hybrid Systems of Management Practices. In: Start-up Factories: High Performance Management, Job Quality, and Regional Advantage. Oxford University Press; 2002:59-81.

44.

Supporting workplace learning for high performance working in A DN and Sung, J (2002). Characteristics of High Performance Work Organizations. In: Supporting Workplace Learning for High Performance Working. International Labour Office; 2002:24-47.

45.

Voices from the Boardroom (Research Reports) in G D, King, Z, Conway, N Michie, J and Sheehan Quinn, M (2002). Are Executives Sceptical About the Role of HR Departments and of HRM Innovations? In: Voices from the Boardroom (Research Reports). Chartered Institute of Personnel & Development; 2002:63-72.

46.

SKOPE Monograph No. 11 in S J and Salaman, G (2008). Extracts from 'Business Models and their Implications for Skills' (pp. 1-4 & 20-48). In: SKOPE Monograph No. 11. SKOPE; 2008.

http://www.skope.ox.ac.uk/?person=business-models-and-their-implications-for-skills

Hailey, V. H., Farndale, E. and Truss, C. The HR department's role in organisational performance. Human Resource Management Journal. 2005;15(3):49-66. doi:10.1111/j.1748-8583.2005.tb00153.x

48.

Bartram, T., Stanton, P., Leggat, S., Casimir, G. and Fraser, B. Lost in translation: exploring the link between HRM and performance in healthcare. Human Resource Management Journal. 2007;17(1):21-41. doi:10.1111/j.1748-8583.2007.00018.x

49.

Bacon, N. and Blyton, P. Union Co-operation in a Context of Job Insecurity: Negotiated Outcomes from Teamworking. British Journal of Industrial Relations. 2006;44(2):215-237. doi:10.1111/j.1467-8543.2006.00495.x

50.

Purcell, J. and Hutchinson, S. Front-line managers as agents in the HRM-performance causal chain: theory, analysis and evidence. Human Resource Management Journal. 2007;17(1):3-20. doi:10.1111/j.1748-8583.2007.00022.x

51.

Bartram, D. and Roe, R.A, The learning potential of the workplace in WJN and LFMN (2008). Individual and Organisational Factors in Competence Acquisition. In: W. J. Nijhof and L. F. M Nieuvenhuis, ed. The Learning Potential of the Workplace. Sense Publishers; 2008:71-96.

52.

Learning as Work Research paper, No. 2 in LeeT Fuller, A, Ashton, D, Butler, P, Felstead, A, Unwin, L and Walters, S. Workplace Learning: Main Themes and Perspectives. In: Learning as Work Research Paper, No. 2. Centre for Labour Market Studies, University of Leicester. http://learningaswork.cf.ac.uk/outputs/Workplace_Learning_Final.pdf

van der Krogt, F. and Warmerdam, J. Training in different types of organizations: differences and dynamics in the organization of learning at work. The International Journal of Human Resource Management. 1997;8(1):87-105. doi:10.1080/09585199700000042

54.

Fuller, A. and Unwin, L. Learning as Apprentices in the Contemporary UK Workplace: creating and managing expansive and restrictive participation. Journal of Education and Work. 2003;16(4):407-426. doi:10.1080/1363908032000093012

55.

Lesser, E. L. and Storck, J. Communities of practice and organizational performance. IBM Systems Journal. 2001;40(4):831-841. doi:10.1147/sj.404.0831

56.

Ashton, D. N. The impact of organisational structure and practices on learning in the workplace. International Journal of Training and Development. 2004;8(1):43-53. doi:10.1111/j.1360-3736.2004.00195.x

57.

To have and to hold: retaining and utilising skilled people in S A, Oczkowski, E and Smith, CS (2008). Executive Summary. In: To Have and to Hold: Retaining and Utilising Skilled People. NCVER.; 2008:7-9.

https://www.ncver.edu.au/publications/publications/all-publications/to-have-and-to-hold-ret aining-and-utilising-skilled-people#

58.

High Performance Work Practices: Linking Strategy and Skills to Performance (DTI & CIPD) and The Business Benefits of Training in the Food and Drink Manufacturing Industry in A DN and Sung, J (2008). Skill Formation Case Studies: Glenmorangie and Dataconnection. Adapted and extended from research conducted for Achieving Best Practice in Your Business. In: The Business Benefits of Training in the Food and Drink Manufacturing Industry (Improve Ltd). Vol High Performance Work Practices: Linking Strategy and Skills to Performance (DTI&CIPD). ILO; 2008.

https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_ UKReport2011.pdf

Organizing for high performance: employee involvement, TQM, re-engineering, and knowledge management in the Fortune 1000 : the CEO report in L EE, Mohrman, SA and Benson, G (2001). Section 22, Toward High Performance Organisations. In: Organizing for High Performance: Employee Involvement, TQM, Re-Engineering, and Knowledge Management in the Fortune 1000 : The CEO Report. Rev. and updated ed. Jossey-Bass; 2001:204-215.

60.

High performance organisation checklist. in H L (2003). Extract 'High Performance Organisation Checklist' (pp. 1, 7-16 and 68-69). In: High Performance Organisation Checklist.

61.

Warwick Management Group (WMG). Transforming Capability Toolset. In: PARD Toolkit. Warwick University.