LM7603 Implementing Improvements in Organisational Performance

Jeremy Turner

View Online

Achieving Best Practice in Your Business. High Performance Work Practices: Linking Strategy and Skills to Performance, in Sung, J. and Ashton, D. N. (2005). 'Case Study: Flight Centre UK'. High Performance Work Practices: Linking Strategy and Skills to Performance, Department of Trade and Industry in association with CIPD, 2005, pp. 38–42, https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_UKReport2011.pdf.

Achieving Best Practice in Your Business. High Performance Work Practices: Linking strategy and skills to performance outcomes, in Sung, J. and Ashton, D. N. (2005). 'Case Study: W L Gore'. Achieving Best Practice in Your Business. High Performance Work Practices: Linking Strategy and Skills to Performance Outcomes, DTI, 2005, pp. 66–69, https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_UKReport2011.pdf.

Ashton, D. N. 'The Impact of Organisational Structure and Practices on Learning in the Workplace'. International Journal of Training and Development, vol. 8, no. 1, 2004, pp. 43–53, https://doi.org/10.1111/j.1360-3736.2004.00195.x.

Bacon, N. and Blyton, P,. 'Union Co-Operation in a Context of Job Insecurity: Negotiated Outcomes from Teamworking'. British Journal of Industrial Relations, vol. 44, no. 2, 2006, pp. 215–37, https://doi.org/10.1111/j.1467-8543.2006.00495.x.

Bailey, T. '"Organizational Innovation in the Apparel Industry"'. Industrial Relations: A Journal of Economy & Society, vol. 32, no. 1, 1993, pp. 30–48, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9309075739&site=ehost-live.

Bartram, D. and Roe, R.A, and in W. J. Nijhof and L. F. M. Nieuvenhuis (2008) The learning potential of the workplace. 'Individual and Organisational Factors in Competence Acquisition'. The Learning Potential of the Workplace, edited by W. J. Nijhof and L. F. M Nieuvenhuis, Sense Publishers, 2008, pp. 71–96.

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, vol. 17, no. 1, 2007, pp. 21–41, https://doi.org/10.1111/j.1748-8583.2007.00018.x.

Boxall, P. and Macky, K. 'Research and Theory on High-Performance Work Systems: Progressing the High-Involvement Stream'. Human Resource Management Journal, vol. 19, no. 1, 2009, pp. 3–23, https://doi.org/10.1111/j.1748-8583.2008.00082.x.

Bryson, A., Forth, J. and Kirby, S. 'HIGH-INVOLVEMENT MANAGEMENT PRACTICES, TRADE UNION REPRESENTATION AND WORKPLACE PERFORMANCE IN BRITAIN'. Scottish Journal of Political Economy, vol. 52, no. 3, 2005, pp. 451–91, https://doi.org/10.1111/j.0036-9292.2005.00352.x.

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

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, vol. 19, no. 1, 2004, pp. 14–29, https://doi.org/10.1111/j.1468-005X.2004.00125.x.

Doellgast, V. 'Collective Bargaining and High-Involvement Management in Comparative Perspective: Evidence from U.S. and German Call Centers'. Industrial Relations, vol. 47, no. 2, 2008, pp. 284–319, https://doi.org/10.1111/j.1468-232X.2008.00521.x.

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, vol. 12, no. 4, 2001, pp. 568–85, https://doi.org/10.1080/713769651.

Felstead, A. and Gallie, D. 'For Better or Worse? Non-Standard Jobs and High Involvement Work Systems'. The International Journal of Human Resource Management, vol. 15, no. 7, 2004, pp. 1293–316, https://doi.org/10.1080/0958519042000238464.

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, vol. 16, no. 4, Dec. 2003, pp. 407–26, https://doi.org/10.1080/1363908032000093012.

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, vol. 19, no. 11, Nov. 2008, pp. 2041–56, https://doi.org/10.1080/09585190802404296.

Gould-Williams, J. 'The Effects of "High Commitment" HRM Practices on Employee Attitude: The Views of Public Sector Workers'. Public Administration, vol. 82, no. 1, 2004, pp. 63–81, https://doi.org/10.1111/j.0033-3298.2004.00383.x.

Guerrero, S. and Barraud-Didier, V. 'High-Involvement Practices and Performance of French Firms'. The International Journal of Human Resource Management, vol. 15, no. 8, 2004, pp. 1408–23, https://doi.org/10.1080/0958519042000258002.

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, vol. 39, no. 2, 2008, pp. 124–52, https://doi.org/10.1111/j.1468-2338.2007.00481.x.

Guest, D. E., Michie, J., Conway, N. and Sheehan, M. 'Human Resource Management and

Corporate Performance in the UK'. British Journal of Industrial Relations, vol. 41, no. 2, June 2003, pp. 291–314, https://doi.org/10.1111/1467-8543.00273.

Hailey, V. H., Farndale, E. and Truss, C. 'The HR Department's Role in Organisational Performance'. Human Resource Management Journal, vol. 15, no. 3, 2005, pp. 49–66, https://doi.org/10.1111/j.1748-8583.2005.tb00153.x.

High performance organisation checklist., in Holbeche, L. (2003). 'Extract "High Performance Organisation Checklist" (Pp. 1, 7-16 and 68-69)'. High Performance Organisation Checklist., Roffey Park Institute, Horsham, 2003.

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 Ashton, D. N. and Sung, J. (2008). 'Skill Formation Case Studies: Glenmorangie and Dataconnection. Adapted and Extended from Research Conducted for Achieving Best Practice in Your Business'. The Business Benefits of Training in the Food and Drink Manufacturing Industry (Improve Ltd), 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.

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, vol. 19, no. 7, 2008, pp. 1349–64, https://doi.org/10.1080/09585190802110224.

Huselid, M. A. '"The Impact of Human Resource Management Practices in Turnover, Productivity and Corporate Financial Performance"'. Academy of Management Journal, vol. 38, no. 3, 1995, pp. 635–72, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9507312908&site=ehost-live.

Kalleberg, A. L., Marsden, P. V., Reynolds, J. and Knoke, D. 'Beyond Profit? Sectoral Differences in High-Performance Work Practices'. Work and Occupations, vol. 33, no. 3, 2006, pp. 271–302, https://doi.org/10.1177/0730888406290049.

Kalmi, P. and Kauhanen, A. 'Workplace Innovations and Employee Outcomes: Evidence from Finland'. Industrial Relations, vol. 47, no. 3, 2008, pp. 430–59, https://doi.org/10.1111/j.1468-232X.2008.00528.x.

Kling, J. '"High Performance Work Systems and Firm Performance"'. Monthly Labor Review, vol. 118, no. 5, 1995, pp. 29–36, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9507104664&site=ehost-live.

Konzelmann, S., Forrant, R. and Wilkinson, F. 'Work Systems, Corporate Strategy and Global Markets: Creative Shop Floors or "a Barge Mentality"?' Industrial Relations Journal, vol. 35, no. 3, 2004, pp. 216–32, https://doi.org/10.1111/j.1468-2338.2004.00310.x.

Learning as Work Research Paper, in Jewson, N. ,. Felstead, A. ,. Fuller, A. ,. Kakavelakis, K. and Unwin, L. (2007). 'Transforming Knowledge and Skills: Reconfiguring the Productive

System of a Local Authority'. Learning as Work Research Paper, School of Social Studies, Cardiff University, 2007, http://orca.cf.ac.uk/68484/1/transforming_knowledge_and_skills.pdf.

Learning as Work Research Paper, in Kakavelakis, K. (2008). ''Family Metaphors and Learning Processes in a Restaurant Chain'. 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.

Learning as Work Research paper, No. 2, in Lee. T., Fuller, A. ,. Ashton, D. ,. Butler, P. ,. Felstead, A. ,. Unwin, L. and Walters, S. 'Workplace Learning: Main Themes and Perspectives'. 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.

Learning as Work Research Paper No. 17, in Khan, 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'. Learning as Work Research Paper No. 17, Cardiff University School of Social Sciences, 2008, http://orca.cf.ac.uk/25547/.

Lesser, E. L. and Storck, J. 'Communities of Practice and Organizational Performance'. IBM Systems Journal, vol. 40, no. 4, 2001, pp. 831–41, https://doi.org/10.1147/sj.404.0831.

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, vol. 20, no. 1, 2006, pp. 151–65, https://doi.org/10.1177/0950017006061290.

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, vol. 48, no. 2, 1995, pp. 197–221, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9501261515&site=ehost-live.

Magretta, J. '"Why Business Models Matter"'. 'Why Business Models Matter', vol. 80, no. 5, 2002, pp. 86–92, https://hbr.org/2002/05/why-business-models-matter.

Manufacturing advantage: why high-performance work systems pay off, in Appelbaum, E. ,. Bailey, T. ,. Berg, P. and Kalleberg, A. L. (2000). 'Discretionary Effort and the Organization of Work'. Manufacturing Advantage: Why High-Performance Work Systems Pay Off, ILR Press/Cornell University Press, 2000, pp. 25–46.

Organizing for high performance: employee involvement, TQM, re-engineering, and knowledge management in the Fortune 1000 : the CEO report, in Lawler, E. E. ,. Mohrman, S. A. and Benson, G. (2001). 'Section 22, Toward High Performance Organisations'. 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, pp. 204–15.

Osterman, P. ''How Common Is Workplace Transformation and Who Adopts It?' Industrial

and Labor Relations Review, vol. 47, no. 2, 1994, pp. 173–88, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9406031608&site=ehost-live.

———. '"Work Reorganization in an Era of Restructuring: Trends in Diffusion and Effects on Employee Welfare"'. Industrial and Labor Relations Review, vol. 53, no. 2, 2000, pp. 179–96, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=2788580&site=ehost-live.

Paper 139, Center for eBusiness@MIT, in Brynjolfsson, E. and Hitt, L. M. (2003). 'Computing Productivity: Firm-Level Evidence (Pp. 1-6, 13-20 and 37-40)'. COMPUTING PRODUCTIVITY: FIRM-LEVEL EVIDENCE, 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.

Paper presented at Conference on Work Intensification, in Kalleberg, A. L. ,. Berg, P. and Appelbaum, E. (2004). 'How Trust Really Works in High Performance Work Organizations'. Paper Presented at Conference on Work Intensification, Unpublished, 2004, pp. 21–22.

Pil, F. K. and MacDuffie, J. P. '"The Adoption of High-Involvement Work Practices"'. Industrial Relations, vol. 35, no. 3, 1996, pp. 423–55, http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9612044470&site=ehost-live.

Purcell, J. and Hutchinson, S. 'Front-Line Managers as Agents in the HRM-Performance Causal Chain: Theory, Analysis and Evidence'. Human Resource Management Journal, vol. 17, no. 1, 2007, pp. 3–20, https://doi.org/10.1111/j.1748-8583.2007.00022.x.

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, vol. 45, no. 3, 2007, pp. 495–517, https://doi.org/10.1111/j.1467-8543.2007.00625.x.

Roche, W. K. 'Who Gains from Workplace Partnership?' The International Journal of Human Resource Management, vol. 20, no. 1, 2009, pp. 1–33, https://doi.org/10.1080/09585190802528219.

Sengupta, S. 'The Impact of Employee-Share-Ownership Schemes on Performance in Unionised and Non-Unionised Workplaces'. Industrial Relations Journal, vol. 39, no. 3, 2008, pp. 170–90, https://doi.org/10.1111/j.1468-2338.2007.00483.x.

SKOPE Monograph No. 11, in Storey, J. and Salaman, G. (2008). 'Extracts from "Business Models and Their Implications for Skills" (Pp. 1-4 & 20-48)'. SKOPE Monograph No. 11, SKOPE, 2008, http://www.skope.ox.ac.uk/?person=business-models-and-their-implications-for-skills.

Start-up factories: high performance management, job quality, and regional advantage, in Doeringer, P. B. ,. Evans-Klock, C. and Terkla, D. G. (2002). 'Hybrid Systems of Management Practices'. Start-up Factories: High Performance Management, Job Quality, and Regional Advantage, Oxford University Press, 2002, pp. 59–81.

Styhre, A. 'Becoming Empowered: Organization Change in a Telecom Company'. The International Journal of Human Resource Management, vol. 15, no. 8, 2004, pp. 1445–62, https://doi.org/10.1080/0958519042000258020.

Supporting workplace learning for high performance working, in Ashton, D. N. and Sung, J. (2002). 'Characteristics of High Performance Work Organizations'. Supporting Workplace Learning for High Performance Working, International Labour Office, 2002, pp. 24–47.

———. 'Implementing High Performance Working Practices'. Supporting Workplace Learning for High Performance Working, International Labour Office, 2002, pp. 55–72.

The Impact of Efficiency and Standards Regulation on Product Market Strategies and Skills Utilisation in the Energy and Utilities Sector, in Ashton, D. N. and Sung, J. (2008). 'Interview Notes from Researchers Own Research Files'. 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%20strategies%20and%20skills%20utilisation%20-%20skills%20in%20focus%20paper.pdf.

The Realities of Partnership at Work, in Upchurch, M. ,. Danford, A. ,. Tailby, S. and Richardson, M. (2008). 'The High Performance Workplace: Fact or Fiction? (Pp. 20-52 & 178-190)'. The Realities of Partnership at Work, http://ezproxy.lib.le.ac.uk/login?url=https://link.springer.com/chapter/10.1057/9780230582477_2, Palgrave Macmillan, 2008, http://ezproxy.lib.le.ac.uk/login?url=https://link.springer.com/chapter/10.1057/9780230582477_2.

To have and to hold: retaining and utilising skilled people, in Smith, A. ,. Oczkowski, E. and Smith, C. S. (2008). 'Executive Summary'. To Have and to Hold: Retaining and Utilising Skilled People, NCVER., 2008, pp. 7–9, https://www.ncver.edu.au/publications/publications/all-publications/to-have-and-to-hold-retaining-and-utilising-skilled-people#.

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, vol. 8, no. 1, 1997, pp. 87–105, https://doi.org/10.1080/09585199700000042.

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, vol. 24, no. 3, 1999, pp. 300–39, https://doi.org/10.1177/1059601199243004.

Voices from the Boardroom (Research Reports), in Guest, 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?' Voices from the Boardroom (Research Reports), Chartered Institute of Personnel & Development, 2002, pp. 63–72. Paperback.

Warwick Management Group (WMG). 'Transforming Capability Toolset'. PARD Toolkit, Warwick University.

Way, A. 'High Performance Work Systems and Intermediate Indicators of Firm Performance Within the US Small Business Sector'. Journal of Management, vol. 28, no. 6, 2002, pp. 765–85, https://doi.org/10.1177/014920630202800604.