

# LM7603 Implementing Improvements in Organisational Performance

Jeremy Turner

View Online



1.

Supporting workplace learning for high performance working in A DN and Sung, J (2002). Implementing High Performance Working Practices. Supporting workplace learning for high performance working. Geneva: International Labour Office; 2002. p. 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. Manufacturing advantage: why high-performance work systems pay off. Ithaca, N.Y.: ILR Press/Cornell University Press; 2000. p. 25-46.

3.

Bailey, T. 'Organizational Innovation in the Apparel Industry'. Industrial Relations: A Journal of Economy & Society [Internet]. Wiley; 1993;32(1):30-48. Available from: <http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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 [Internet]. Industrial and Labor Relations Review; 1995;48(2):197-221. Available from: <http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9501261515&site=ehost-live>

5.

Kling, J. 'High Performance Work Systems and Firm Performance'. Monthly Labor Review [Internet]. 1995;118(5):29–36. Available from:  
<http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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. Paper presented at Conference on Work Intensification. Unpublished; 2004. p. 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.

8.

Osterman, P. 'How Common is Workplace Transformation and Who Adopts It? Industrial and Labor Relations Review [Internet]. Industrial and Labor Relations Review; 1994;47(2):173–188. Available from:  
<http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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 [Internet]. Academy of Management; 1995;38(3):635–672. Available from:  
<http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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 Jun;41(2):291–314.

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 Nov;19(11):2041–2056.

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. Achieving Best Practice in Your Business High Performance Work Practices: Linking strategy and skills to performance outcomes [Internet]. DTI; 2005. p. 66–69. Available from:  
[https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices\\_UKReport2011.pdf](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.

14.

Kalmi, P. and Kauhanen, A. Workplace Innovations and Employee Outcomes: Evidence from Finland. *Industrial Relations*. 2008;47(3):430–459.

15.

Osterman, P. 'Work Reorganization in an Era of Restructuring: Trends in Diffusion and Effects on Employee Welfare'. *Industrial and Labor Relations Review* [Internet]. *Industrial and Labor Relations Review*; 2000;53(2):179–196. Available from:  
<http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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.

17.

Pil, F. K. and MacDuffie, J. P. 'The Adoption of High-Involvement Work Practices'. *Industrial Relations* [Internet]. Wiley Blackwell; 1996;35(3):423-455. Available from: <http://ezproxy.lib.le.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=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.

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.

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.

21.

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

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.

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.

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.

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.

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.

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.

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.

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.

30.

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.

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.

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. Learning as Work Research Paper No 17 [Internet]. Cardiff University School of Social Sciences; 2008. Available from: <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. The Impact of Efficiency and Standards Regulation on Product Market Strategies and Skills Utilisation in the Energy and Utilities Sector [Internet]. (unpublished); 2008. Available from: <https://www.skillsdevelopmentscotland.co.uk/media/117320/product%20market%20strategies%20and%20skills%20utilisation%20-%20skills%20in%20focus%20paper.pdf>

34.

Magretta, J. 'Why Business Models Matter'. 'Why Business Models Matter' [Internet]. *Harvard Business Review*; 2002;80(5):86–92. Available from: <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). COMPUTING PRODUCTIVITY: FIRM-LEVEL EVIDENCE [Internet]. MIT Sloan School Of Management; 2003. Available from: <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. Learning as Work Research Paper [Internet]. School of Social Studies, Cardiff University; 2007. Available from:  
[http://orca.cf.ac.uk/68484/1/transforming\\_knowledge\\_and\\_skills.pdf](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. Learning as Work Research Paper [Internet]. Cardiff University School of Social Sciences; 2008. Available from:  
<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. High Performance Work Practices: Linking Strategy and Skills to Performance [Internet]. Department of Trade and Industry in association with CIPD; 2005. p. 38-42. Available from:  
[https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices\\_UKReport2011.pdf](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.

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). The Realities of Partnership at Work [Internet]. Basingstoke: Palgrave Macmillan; 2008. Available from:  
<http://ezproxy.lib.le.ac.uk/login?url=http://www.palgraveconnect.com/doifinder/10.1057/9780230582477>

41.

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.

42.

CLMS Working Paper, No. 50 in S 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.

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*. Start-up factories: high performance management, job quality, and regional advantage. Oxford: Oxford University Press; 2002. p. 59-81.

44.

Supporting workplace learning for high performance working in A DN and Sung, J (2002). *Characteristics of High Performance Work Organizations*. Supporting workplace learning for high performance working. Geneva: International Labour Office; 2002. p. 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? *Voices from the Boardroom (Research Reports)*. Chartered Institute of Personnel & Development; 2002. p. 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). SKOPE Monograph No 11 [Internet]. SKOPE; 2008. Available from:  
<http://www.skope.ox.ac.uk/?person=business-models-and-their-implications-for-skills>



47.

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.

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.

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.

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.

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, editor. The learning potential of the workplace. Rotterdam, Netherlands: Sense Publishers; 2008. p. 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. Learning as Work Research paper, No 2 [Internet]. Centre for Labour Market Studies, University of Leicester; Available from:  
[http://learningaswork.cf.ac.uk/outputs/Workplace\\_Learning\\_Final.pdf](http://learningaswork.cf.ac.uk/outputs/Workplace_Learning_Final.pdf)

53.

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.

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 Dec;16(4):407-426.

55.

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

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.

57.

To have and to hold: retaining and utilising skilled people in S A, Oczkowski, E and Smith, CS (2008). Executive Summary. To have and to hold: retaining and utilising skilled people [Internet]. Adelaide, S. Aust: NCVER.; 2008. p. 7-9. Available from: <https://www.ncver.edu.au/publications/publications/all-publications/to-have-and-to-hold-retaining-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. The Business Benefits of Training in the Food and Drink Manufacturing Industry (Improve Ltd) [Internet]. ILO; 2008. Available from: [https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices\\_UKReport2011.pdf](https://www.longwoods.com/articles/images/High%20Performance%20Work%20Practices_UKReport2011.pdf)

59.

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. Organizing for high performance: employee involvement, TQM, re-engineering, and knowledge management in the Fortune 1000 : the CEO report. Rev. and updated ed. San Francisco, Calif: Jossey-Bass; 2001. p. 204-215.

60.

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

61.

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