

## \* Human Resource management :-

- Positive side of HRM is - that they are enablers not - the owner of the company. It is a support function & it is there - to facilitate the needs of the manager of different SBU (Structured Business Units).
- All the HRs are limited - to - the line managers.
- HR is executed by line manager.
- HR support line managers by facilities of HR function.
- HR department & line managers work in collaboration.
- HR people lack confidence. It is that HR will be there to facilitate people when - they do something wrong.  
( Doing things right - then doing the right things)  
→ This should be avoided.
- HR people are strategic people. (Vision, Mission, Strategy)
- HR people focus on operation rather than strategy.
- HR should be there - to do - the right - things - then doing - the - things - right.
- HR doesn't need - to prove its worth because it's fighting against loads of prejudices.

Ques

Q Critically evaluate HRM. (write with references)

→ CRITISMS / PARADOXES OF HRM :

- ① David Guest (1991) believes that HRM is an optimistic but ambiguous concept. It is all hype & hope.
- ② Grönö et al (1999) stated that there is a disjunction between rhetoric and reality in the area of HRM between HRM theory and practice.
- ③ Karen Legge (1998) and Tom Keeney (1990) believe that HRM is a wolf in Sheep's clothing.
- ④ Caldwell (2004) believes that HRM is an unfinished project informed by a self fulfilling vision of what it should be.
- ⑤ Walton (1985) stated that HRM moves from control to commitment. It has to be considered that many organizations think that they are practicing HRM as described earlier & not doing so, atleast to the full extent.

(3)

Date: \_\_\_\_\_

Bibliography → References that used even for reading & gaining knowledge.

References → References that are used in implementation

There are no leaders, only leadership.

HRM is a RAM maker.

Q How HR is different from IR ?

∴ IR = Industrial Relation / Personnel Management.

→ Answer in handout # 01

Handout # 02 → Myths That Keep HR From  
Being a Profession.

Fads → Falsehood.

HR is supporting Function for line manager.

Means vs ends by Stanfard.

Balance score card.

Organization / Business is all about finance. ✗

Finance, employees & customers. ✓

— x — x — x — x —

IR

HR

\* Adversarial employee relations. \* Collaborative employee relations.

\* Reactive approach. \* Proactive approach.

\* Separate function. \* Integrated function.

\* Passive line management. \* Active line management.

\* Compartmentalized thinking. \* Linkage of various human resource levels to business needs.

## \* Work Process Engineering (Restructuring / Reorganization)

A radical and quantum change in an organization.  
This requires all organization members to rethink  
what work should be done.

### Change dynamics of recruitment

- Job enrichment : Extension of work of other domain / out of scope extension.
- Job enlargement : Extension of existing work.

### Organizational development

- Team building, human interaction, social bonding, management.

### Change hierarchy

- Change communication methods, continuous change within organization making progress.

### Soft Models of HRM.

- Efficiency & effectiveness.
- Providing career paths.
- Identify values, identify employee needs.

GMP

Q. Discuss strategic nature of HRM with examples.

### → STRATEGIC NATURE OF HRM

Strategic Partners are HR managers who work closely with senior managers to ensure the congruence between policies and business / financial performance.

HRM must be a strategic partner and employees representative simultaneously

#### 4 Rules of Dave Rich

- Administrative expert.
- Employee champion.
- Change agent.
- Strategic partner.

#### Examples :

① Sales department worked to reduce cost, HR managers implemented compensation, job rotation and downsizing practices to reduce labour cost per store.

Job rotation → Vertical → Enrichment.

→ Horizontal → Enlargement.

- ② As whirlpool sought to gain more global market share in appliances , HR strategies modified hiring practices , career paths to ensure multinational competence .
- ③ When motorola wanted to gain access to Russian markets , it provided TND to soviet customer .
- ④ When colgate , palmolive wanted to increase its global revenue , the compensation system was change to reward sales growth .

— x — x — x — x — x — | x

### → Significance of HRM

- To achieve efficiency (doing things right) and effectiveness (doing right things) of an organization .
- Generic strategies
- Backward , forward & horizontal integration .
- Government Legislation helps HR department to sustain in organization .  
like if govt sets pays etc it will be easy for HR .

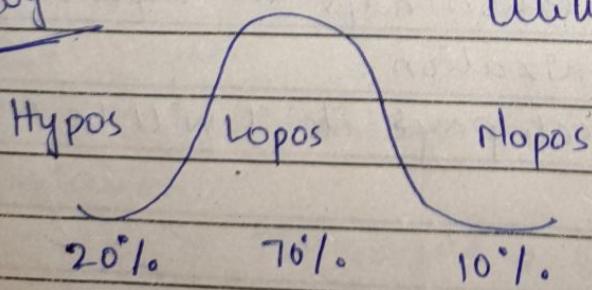
## → Lay off Survival Syndrome

It is term used to describe range of feeling experienced by employees who remain in an organization after it has gone through the process of downsizing & reorganization. Research reveals that this turns to feeling of betrayal by management, anger against management, guilt at keeping once job, resentment by others' survival envy and uncertainty both about the survival's current roles and about the job security.

The consequent drop in morale can lead to a decrease in performance and increase in stress. For some employees the survival syndrome manifest it self in greater absenteeism, while for others it takes the form of presentism.

80% profit goes to Hypos & remaining to others.

Types of employees



Utility Curve

Bell Curve Model

(10)

## → EMPLOYMENT PLANNING AND JOB ANALYSIS :

### \* Job Analysis :

Job analysis focuses on the job rather than a person.

Job analysis provides the foundation for identifying the KSA (Knowledge, skills and abilities) needed to achieve specific results in an organization.

Historically, HR professionals compile this information into job description which are then used to identify individuals to possess the needed KSAs for different positions. A successful recruitment & selection process is dependent on this process from which the hiring criteria is established.

### \* Job Competencies :

Job competencies help determine how well a candidate will fit into a particular work group and contribute to organizational goals.

Core competencies include team work, communication and custom of focus. Job specific competency include developing subordinates, leadership and strategic thinking.

Q How to conduct job analysis ?

### → METHODS TO CONDUCT JOB ANALYSIS:

#### ① Observation Method

- Observing, seeing and watching employee.
- Job analysis technique in which data is gathered by observing employees.
- Drawback : A guy can manipulate a behavior.

#### ② Technical Conference Method

- Take extensive input from employees
- Take exclusive input from line managers.
- What the job instantiate? What are substantial task to work?

#### ③ Diary Method

- Job analysis method that require employees to record daily activities.

#### ④ Individual Interview Method.

- Meeting with an employee to determine his entail.

#### ⑤ Group interview Method

- Several candidates are interviewed simultaneously for similar position.
- Observation of candidate's interaction.

## ⑤ Structured Questionnaire

Document that consists of a set of standardized questions with a fixed scheme.

→ Recruitment Cycle

Job description → Accountability

Job specification → Minimum skills required.

Job evaluation → Determine compensation,

grades and bands. All are different for different organizations.

→ Recruitment and selection are different processes that are used interchangeably.

Selection starts when recruitment ends.

Recruiters are also called Head hunters,

PSF (Professional service firms)

→ KSA stands knowledge, skills and abilities.  
where

Knowledge is theoretical

Skills are expertise and

ability is an outcome.

Handout # 04 → list of HR practices in high-performance work systems (Table 9.1)

Handout # 05 → Examples of high performance working ingredients (Table 9.2).

— x — x — x — x — x —

8th March 2021 Handout # 05 Liquid Leaders.

Upside down management → Serving customers are most important in business.

James Timson

→ Managing director of Family retail business.  
→ Owns 24 hrs locksmiths, The House Name Plate Company and keys Direct.

10 March 2021

Strategies which affects Work Post in different ways.

{ Read benefits & disadvantages from internet }

- ① Reengineering
- ② Corporate restructure.
- ③ Mergers & acquisitions.
- ④ Divestiture strategy
- ⑤ Offshoring / Outsourcing
- ⑥ Work force Expansion.

## ⑦ Workforce Reduction.

### \* Mergers and Acquisitions.

Combining the work force.

Allow enterprises to grow and downsize

Merge → Combination of two firms which subsequently form a new legal entity.

Acquisition → One company purchases the other outright.

Better planning and utilization of financial resources.

Increases market share

Reduces the cost of operation

Cultural mismatches due to which effectiveness not achieved.

### \* Divestiture.

Business unit eliminated

Reducing the workforce in the divesting organization and performing due-diligence

Whether you are diligent to perform in that particular unit or not?

## → Alternating staffing methods

(Common method) → Advertisement through social media and job portals

### ① Telecommunity

### ② Job sharing

Allow people with complementary skills to share their duties.

### ③ Part time Employees

### ④ Internships

Social responsibility to provide experience to graduates.

### ⑤ Temporary Workers

(i) Traditional workers

(ii) Oncall workers → Call workers on short notice, no new hiring, old staff

(iii) Payrolling → 3rd party contractors

(iv) Seasonal workers → Workers hired during high workload, advertisements.

### ⑥ Contract Workers

Acquiring talent

### (i) Independent Contractors

3rd party contractors

Self employed individuals who work on a project on fee basis with multiple customers at a time.

Government legislations like child labour, benefits, transportation etc.

### (ii) Contingent Workforce

Workforce made up of non-traditional workers including part time or seasonal workers as well as temporary or leased employees

## → Labour Market Analysis

### ① Economic Indicators

Some of the measures useful in analyzing the labour market includes unemployment rates, demographics, occupational outlook, wages by area & occupation.

Demographics → Impact of different ages, areas, mentalities.

### ② Industry Activity

Are new competitors entering in the market?

Is an existing competitor ramping up to

produce a new product? Is a competitor losing market share and laying off employees? Activities in an industry affects organization to obtain qualified individuals to fill job vacancies.

## 12 March 2021 Important for Mid 1

### ① Critically evaluate HRM.

→ Definitions (1 to 2) (Pg # 01)

→ Dark sides / Critics of HR (Pg # 02).

### ② Discuss some differences between HR and IR.

→ At least 8 differences (Handout # 01).

### ③ Strategic nature of HR.

→ Aligning HR practices in terms of talent acquisition, staffing, rigorous methods of maintaining employee engagement functions.

→ How can we align HR practices to the long-term business objectives of the company, so that those HR practices can achieve financial performance of the company. How can HR look creative for the organization.

→ Pg # 04, 05 (all 4 examples)

→ diagram from google.

### ④ What is job analysis and multi-faceted nature of job analysis?

→ All HR practices that are under job analysis like recruitment, talent acquisition, rewards, labor relation, performance appraisal.

→ Pg # 10.

⑤ Job analysis methods (Pg # 11)

⑥ Short definitions

→ Way of survival sickness (Absentism & Presentism)

→ Job morphing

→ Psychological contract

with who remains in  
the organization.

{ ⑦ HP's Application of HR Professional roles (Figure 2.2).

⑧ Sample Activities related to HR roles at HP (Figure 2.3)

→ Should be exactly same as in figure.

⑨ Replacement planning and succession planning



It is for any role

For managerial potentials

does he possess leadership qualities?

⑩ Knowledge workers

Using, disseminating, connecting, receiving or giving a knowledge. Teachers, accountant, IT workers or any one with strategic knowledge are knowledge workers. The one who can work at supervisory level and can think about strategies.

⑪ Work force engineering (pg # 05)

⑫ Significance of HR. (pg # 07)

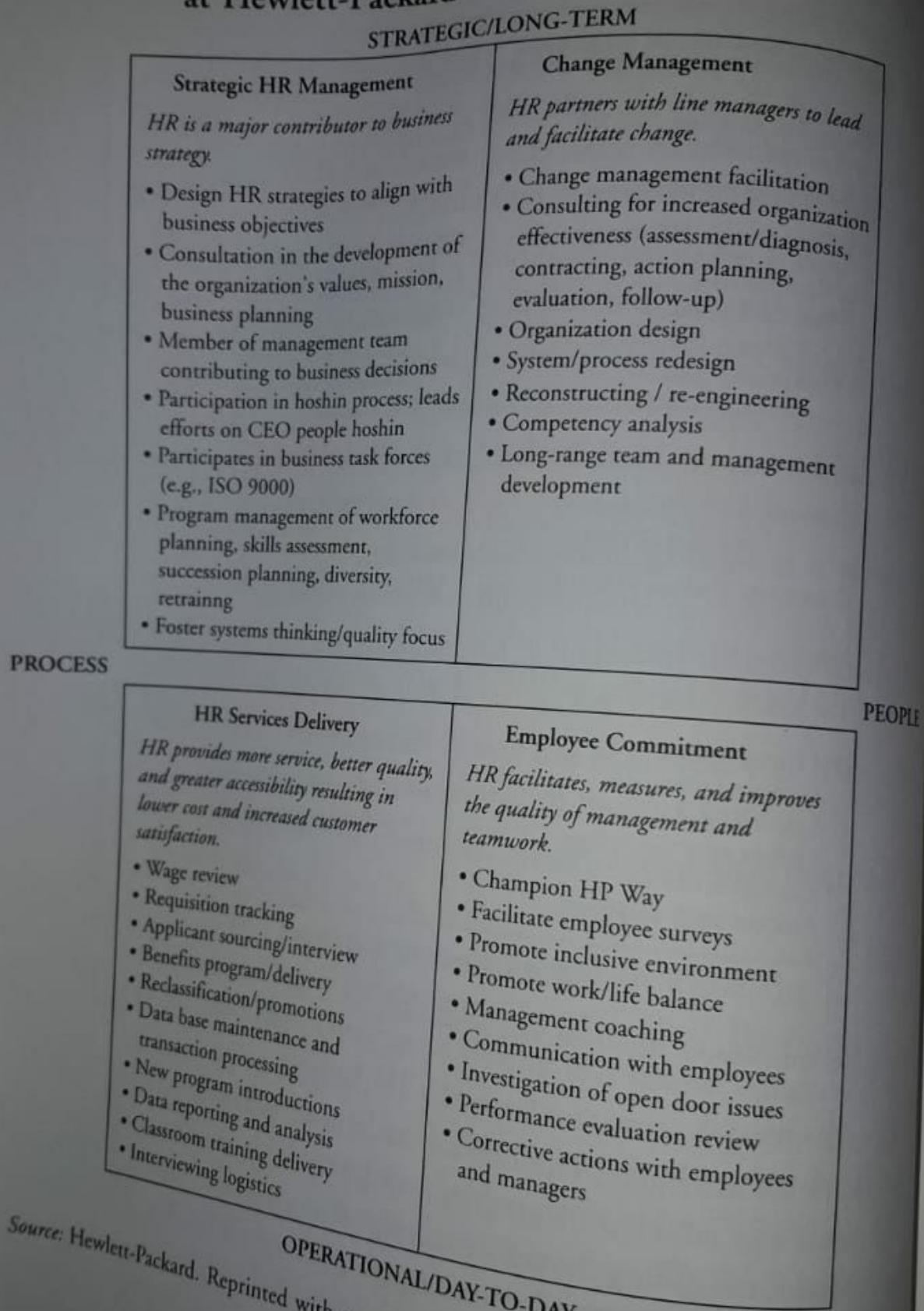
**Figure 2-2 Hewlett-Packard's Application of HR Professional Roles**  
STRATEGIC LONG-TERM

| STRATEGIC LONG-TERM   |  |
|---|--|
| PROCESS   | PEOPLE   |
| <p>Customer Need: effective business and HR strategies</p> <p>Ownership: 85% line; 15% HR</p> <p>HR Function: alignment</p> <p>PM Role: strategic HR management</p> <p>PM Competencies:</p> <ul style="list-style-type: none"><li>• business knowledge</li><li>• HR strategy formulation</li><li>• influencing skills</li></ul>   | <p>Customer Need: organizational effectiveness</p> <p>Ownership: 51% line; 49% HR</p> <p>HR Function: change management</p> <p>PM Role: change agent</p> <p>PM Competencies:</p> <ul style="list-style-type: none"><li>• change management skills</li><li>• consulting/facilitation/coaching</li><li>• systems analysis skills</li></ul> |
| OPERATIONAL/DAY-TO-DAY  |  |
| <p>Customer Need: administrative processes efficiency</p> <p>Ownership: 5% line; 95% HR</p> <p>HR Function: services delivery</p> <p>PM Role: function manager</p> <p>PM Competencies:</p> <ul style="list-style-type: none"><li>• content knowledge</li><li>• process improvement</li><li>• information technology</li><li>• customer relations</li><li>• service needs assessment</li></ul> | <p>Customer Need: employee commitment</p> <p>Ownership: 98% line; 2% HR</p> <p>HR Function: management support</p> <p>PM Role: employee champion</p> <p>PM Competencies:</p> <ul style="list-style-type: none"><li>• work environment assessment</li><li>• management/employee development</li><li>• performance management</li></ul>    |

*Source:* Hewlett-Packard. Reprinted with permission.

and/or its managers. The HR role statement, as illustrated in Figure 2-2, indicates who has ownership, or primary responsibility and accountability, for fulfilling the duties corresponding to each role in the model. Hewlett-Packard gives line managers primary ownership of strategic HRM (top left cell) and of the management of employee contribution (bottom right cell). It accords joint ownership to management of transformation and change (top right cell); and it allows the HR team primary ownership of firm infrastructure (bottom left cell). The primary role of HR and the competencies required to fulfill that role are further identified. Figure 2-2 lays out a vision of the Hewlett-Packard HR function

**Figure 2-3 Sample Activities Related to HR Roles  
at Hewlett-Packard**



Source: Hewlett-Packard. Reprinted with permission.

Table 1.1 Twenty-seven points of difference

| Dimension                               | Personnel and IR                             | HRM  |
|---|--|--|
| <b>Beliefs and assumptions</b>          |  |  |
| 1 Contract                              | Careful delineation of written contracts     | Aim to go 'beyond contract'  |
| 2 Rules                                 | Importance of devising clear rules/mutuality | 'Can-do' outlook:<br>impatience with 'rules'<br>'Business-need'    |
| 3 Guide to management action            | Procedures                                   |  |
| 4 Behaviour referent                    | Norms/custom and practice                    | Values/mission   |
| 5 Managerial task vis-à-vis labour      | Monitoring                                   | Nurturing  |
| 6 Nature of relations                   | Pluralist (diverse)<br>Institutionalized     | Unitarist<br>De-emphasized   |
| 7 Conflict                              |  |  |
| <b>Strategic aspects</b>                |  |  |
| 8 Key relations                         | Labour-management                            | Customer   |
| 9 Initiatives                           | Piecemeal (isolated)                         | Integrated   |
| 10 Corporate plan                       | Marginal to                                  | Central to   |
| 11 Speed of decision                    | Slow   | Fast   |
| <b>Line management</b>                  |  |  |
| 12 Management role                      | Transactional                                | Transformational leadership  |
| 13 Key managers                         | Personnel/IR specialists                     | General/business/line managers                                     |
| 14 Communication                        | Indirect                                     | Direct   |
| 15 Standardization                      | High (e.g. 'parity' an issue)                | Low (e.g. 'parity' not seen as relevant)                           |
| 16 Prized management skills             | Negotiation                                  | Facilitation   |
| <b>Key levers</b>                       |  |  |
| 17 Selection                            | Separate, marginal task                      | Integrated, key task   |
| 18 Pay                                  | Job evaluation (fixed grades)                | Performance-related  |
| 19 Conditions                           | Separately negotiated                        |  |
| 20 Labour-management                    | Collective bargaining contracts              | Harmonization<br>Towards individual contracts                      |
| 21 Thrust of relations with stewards    | Regularized through facilities and training  | Marginalized (with exception of some bargaining for change models) |
| 22 Job categories and grades            | Many   | Few  |
| 23 Communication                        | Restricted flow                              | Increased flow   |
| 24 Job design                           | Division of labour                           | Teamwork   |
| 25 Conflict handling                    | Reach temporary truces                       | Manage climate and culture   |
| 26 Training and development             | Controlled access to courses                 | Learning companies   |
| 27 Focus of attention for interventions | Personnel procedures                         | Wide-ranging cultural, structural and personnel strategies         |

Source: Storey (1992: 37)

Informally psychological contract → what is employee given to employee  
 - Reward  
 - commitment  
 - salary  
 Informal mutual obligation b/w employer and employee  
 Employee says something  
 Trade union says "not working on a common goal"  
 → Conflict resolution (minimize conflict)

**Table 1-1 Myths That Keep HR from Being a Profession**

| Old Myths   | New Realities   |
|---|---|
| People go into HR because they like people.                                 | HR departments are not designed to provide corporate therapy or as social or health-and-happiness retreats. HR professionals must create the practices that make employees more competitive, not more comfortable.      |
| Anyone can do HR.   | HR activities are based on theory and research. HR professionals must master both theory and practice.  |
| HR deals with the soft side of a business and is therefore not accountable. | The impact of HR practices on business results can and must be measured. HR professionals must learn how to translate their work into financial performance.  |
| HR focuses on costs, which must be controlled.                              | HR practices must create value by increasing the intellectual capital within the firm. HR professionals must add value, not reduce costs.   |
| HR's job is to be the policy police and the health-and-happiness patrol.    | The HR function does not own compliance—managers do. HR practices do not exist to make employees happy but to help them become committed. HR professionals must help managers commit employees and administer policies. |
| HR is full of fads.   | HR practices have evolved over time. HR professionals must see their current work as part of an evolutionary chain and explain their work with less jargon and more authority.  |
| HR is staffed by nice people.   | At times, HR practices should force vigorous debates. HR professionals should be confrontative and challenging as well as supportive.   |
| HR is HR's job.   | HR work is as important to line managers as are finance, strategy, and other business domains. HR professionals should join with managers in championing HR issues.   |

- A shared body of knowledge (for example, attorneys learn the canon of law).
- Essential competencies (for example, engineers have the skills to build bridges, design machinery, or create computers).
- Ethical standards maintained by collegial jurisdiction (for example, licensed psychologists must adhere to an established set of ethical standards).
- Clear roles (for example, controllers help monitor the economic performance of their firms).

# How to ...

## Steer your business through the downturn

Practical advice for HR professionals

Andrew Shapiro



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Every downturn has an upturn, and during tough economic times businesses should be planning their strategy with a view to emerging on top when things improve. HR's role is absolutely pivotal to the success of businesses navigating a recession and the following steps should help HR professionals ensure that their employees remain upbeat, productive and innovative through hard times.

### Step 1. Find alternatives to job cuts

Laying off large numbers of staff is short-sighted and damages productivity. Remind senior management that your business needs talent. Large-scale redundancies lead to a loss in the knowledge, experience and manpower necessary to maintain and grow an organization. Companies making across-the-board job cuts may experience a short-term cost saving, but often fail to meet their profit and production goals.

Those left behind will feel worried and upset for those who have gone, frustrated about their increased workload and fearful that they will be next for the chop. These negative feelings lead to demotivation and further staff attrition.

Alternatives to job cuts include cutting management bonuses, freezing salaries and reducing compensation packages. It is critical to explain

the rationale for staff reductions and the financial reasons for the changes.

### management's rationale to employees

#### Step 2. Implement plans to retain top talent

As well as guarding against swingeing redundancies, HR professionals should work to actively retain top talent. It is a mistake to assume that in a downturn employees will be unwilling or unable to find jobs elsewhere. In fact, low morale can cause job dissatisfaction, and many companies see a downturn as a chance to poach high achievers from rival businesses.

HR should develop a list of top targets – those individuals who the business most needs to keep – and focus on retaining those employees through initiatives such as developmental experiences, rotational assignments and imaginative reward schemes. Remember that the employees a business most values during a downturn may not be the same ones favored when the economy was plan sailing. → grid 4 Q3-7 files

#### Step 3. Recognize the opportunity to recruit

Consider becoming one of those companies that attracts top talent from elsewhere during a downturn. Un-enlightened businesses will be shedding good people. So look around your organization. Is there any department that could do with more manpower? Are there skill areas that are lacking?

Taking on new recruits from outside can plug gaps and bring a much-needed fresh perspective. When competitors are damaging their market reputation by making job cuts, recruiting can single out a business as a people-focused employer and a good place to gravitate towards.

Be absolutely clear about what sort of people the business is looking for before you start to advertise and you will maximize your chances of picking up a gem.

#### Step 4. Step up your communications

HR professionals are typically very good at communication. This is fortunate as when times are tough, businesses need more than ever to establish effective, clear and consistent internal dialogues, from the roots of an organization right to the top.

The most successful companies are those in which senior management is straight with employees in acknowledging the difficult times ahead. Encourage senior

management to call a general meeting and let people know exactly what is going on, and why. Provide clear information about how the downturn will affect your business, and what you plan to do.

It is crucial that every employee understands how they fit into the company strategy. Work proactively with managers to map out each individual's contribution. Set key goals for each employee that reflect this

#### Step 5. Encourage questions and new ideas

Try to create an environment in which employees feel they can voice their concerns – which will inevitably arise when the company is facing challenging times – and also their ideas on how to overcome problems.

Do not shy away from disagreements. Constructive conflict will further a debate and thus lead to stronger solutions.

Forum's research shows that leaders in high-growth businesses are more likely to identify 'challenging the status quo' as an attribute of their

success. Bill George, former CEO of Medtronics, a specialist in medical technology and therapies, says: "If you want good decision-making, candor is essential. You must acknowledge and thank those who disagree by telling them that they made the discussion – and hence the ultimate decision – much better. You try to create the tension inside because the outside environment is so great."

It is HR's responsibility to convince senior management that they cannot always reach the right decisions in a vacuum and to establish and reinforce a working climate where open discussion is nurtured.

#### About the author

Andrew Shapiro is an executive consultant at The Forum Corporation. Forum helps organizations achieve the results of their growth strategies faster, more effectively and more completely. It focuses on the essential driver of growth strategies: people. Andrew Shapiro can be contacted at andrew.shapiro@forum.com

Talent mapping strategies

**Table 9.2** Examples of high-performance working ingredients

| Organization                          | High-Performance Working Ingredients  |
|---------------------------------------|---|
| Halo Foods                            | <p>A strategy that maintains competitiveness by increasing added value through the efforts and enhanced capability of all staff.</p> <p>The integration of technical advance with people development.</p> <p>Continuing reliance on teamworking and effective leadership, with innovation and self- and team management skills.</p> |
| Land Registry                         | <p>Organizational changes to streamline processes, raise skill levels and release talents.</p> <p>Managers who could see that the problems were as much cultural as organizational.</p> <p>Recruitment of people whose attitudes and aptitudes match the needs of high-performance work practices.</p>                              |
| Meritor Heavy Vehicle Braking Systems | <p>Skill enhancement, particularly of management and self-management skills using competence frameworks.</p> <p>Teamworking skills and experience used on improvement projects.</p> <p>Linking learning, involvement and performance management.</p>  |
| Orangebox                             | <p>A strategy that relies on constant reinvention of operational capability.</p> <p>Engagement and development of existing talent and initiative in productivity improvement.</p> <p>Increasing use of cross-departmental projects to tackle wider opportunities.</p>   |
| PerkinElmer                           | <p>A vision and values worked through by managers and supervisors.</p> <p>Engagement of everyone in the organization and establishment of a continuous improvement culture. Learning as a basis for change.</p>   |
| United Welsh Housing Association      | <p>Linking of better employment relations with better performance.</p> <p>Using staff experience to improve customer service.</p> <p>Focusing management development on the cascading of a partnership culture.</p>   |

Source: Stevens (2005)

understanding of what those goals are and how people can contribute to their achievement, and on assessing what type of performance culture is required as a basis for developing a high-performance work system.

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F, CSG.

**Table 9.1** Lists of HR practices in high-performance work systems

| US Department of Labor (1993)  | Appelbaum <i>et al</i> (2000)  | Sung and Ashton (2005)  | Thompson and Heron (2005)   |
|--|--|---|---|
| Careful and extensive systems for recruitment, selection and training.                                       | Work is organized to permit front-line workers to participate in decisions that alter organizational routines.                     | High-involvement work practices, eg self-directed teams, quality circles, and sharing of or access to company information.    | Information sharing.<br>Sophisticated recruitment.<br><u>Formal induction programme.</u>      |
| Formal systems for sharing information with employees.   | Workers require more skills to do their jobs successfully, and many of these skills are firm-specific.                             | Human resource practices, eg <u>sophisticated recruitment processes, performance appraisals, work redesign and mentoring.</u> | Five or more days of off-the-job training in the last year.                                   |
| Clear job design.  | Workers experience greater autonomy over their job tasks and methods of work.  | Reward and commitment practices, eg <u>various financial rewards, family-friendly policies, job rotation and flexi-hours.</u> | Semi- or totally autonomous work teams; continuous improvement teams; problem-solving groups. |
| High-level participation processes.  | Incentive pay motivates workers to extend extra effort on developing skills.   |   | <u>Interpersonal skill development.</u>   |
| Monitoring of attitudes.   |  |   | Performance feedback.   |
| Performance appraisals.  |  |   | Involvement – works council, suggestion scheme, opinion survey.                               |
| Properly functioning grievance procedures.   |  |   | <u>Team-based rewards, employee share ownership scheme, profit-sharing scheme.</u>            |
| Promotion and compensation schemes that provide for the recognition and reward of high-performing employees. | <u>Employment security provides front-line workers with a long-term stake in the company and a reason to invest in its future.</u> |   |   |

### Jeffrey King (1995)

Jeffrey King cites a survey of Fortune 1000 companies in the United States revealing that 60 per cent of those using at least one practice increasing the responsibility of employees in the business process reported that the result was an increase in productivity, while 70 per cent reported an improvement in quality.

He examined the impact of the use of one practice. A study of 155 manufacturing firms showed that those that had introduced a formal training