HR Management – Firm Performance Empirical Papers: 1995-2003

- Ahmad, O., & Schroeder, R.G. 2003. The impact of human resource management practices on operational performance: Recognizing country and industry differences. *Journal of Operations Management*, 21(1): 19-43.
- Allen, D.G., Shore, L.M., & Griffeth, R.W. 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1): 99-118.
- Applebaum, E., Bailey, T., Berg, P., & Kalleberg, A. 2000. *Manufacturing advantage: Why high performance work systems pay off.* Ithaca, NY: Cornell University Press.
- Appleyard, M.M., & Brown, C. 2001. Employment practices and semiconductor manufacturing performance. *Industrial Relations*, 40(3): 436-471.
- Agarwala, T. 2003. Innovative human resource practices and organizational commitment: An empirical investigation. *International Journal of Human Resource Management*, 14(2): 175-197.
- Bacon, N., & Blyton, P. 2001. Management practices and employee attitudes: A longitudinal study spanning fifty years. *Sociological Review*, 49(2): 254-274.
- Bae, J., & Lawler, J.J. 2000. Organizational and HRM strategies in Korea: Impact on firm performance in an emerging economy. *Academy of Management Journal*, *43*: 502-518.
- Ballou, B., Godwin, N., & Shortridge, R.T. 2001. The relation between firm value and quality of work life. Working paper. Auburn University.
- Banker, R.D., Field, J.M., Schroeder, R.G., & Sinha, K.K. 1996. Impact of work teams on manufacturing performance: A longitudinal field study. *Academy of Management Journal*, 39: 867-890.
- Banker, R.D., Lee, S., Potter, G., & Srinivasan, D. 1996. Contextual analysis of performance impacts of outcome-based incentive compensation. *Academy of Management Journal*, *39*: 920-948.
- Bartel, A. 1998. The performance of retail bank branches: The role of human resource management. Unpublished paper, Columbia Business School.

- Bartel, A.P., Freeman, R., Ichniowski, C., & Kleiner, M. 1999. Human Resource Management and Performance in the Banking Industry. *IRRA Proceedings:* 35-42.
- Barnard, M.E., & Rodgers, R.A. 2000. How are internally oriented HRM policies related to high-performance work practices? Evidence from Singapore. *International Journal of Human Resource Management*, 11(6): 1017-1046.
- Barrette, J., & Ouellette, R. 2000. Performance management: Impact of the integration of strategy and coherence of HRM systems on organizational performance. *Industrial Relations*, 55(2): 207-226.
- Bartel, A. 2000. The Performance of Retail Bank Branches: The Role of Human Resource Management. Unpublished paper, Columbia Business School.
- Bartel, A.P., Freeman, R., Ichniowski, C., & Kleiner, M. 1999. Human Resource Management and Performance in the Banking Industry. *IRRA Proceedings*, 35-42.
- Batt, R. 1999. Work organization, technology, and performance in customer service and sales. *Industrial and Labor Relations Review, 52:* 539-564.
- Batt, R. 2000. Managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, 45(3): 587-597.
- Batt, R., Colvin, A., & Keefe, J. 2002. Employee voice, human resource practices, and quit rates: Evidence from the telecommunications industry. *Industrial & Labor Relations Review*, 55(4): 573-594.
- Bayo-Moriones, A., & Huerta-Arribas, E. 2002. Organisational incentive plans in Spanish manufacturing industry. *Personnel Review*, 31(1-2): 128-142.
- Becker, B.E., & Huselid, M.A. 1992. The incentive effects of tournament compensation systems. *Administrative Science Quarterly*, 37: 336-350.
- Becker, B.E., & Huselid, M.A. 1996. Managerial compensation systems and firm performance. Paper presented at the annual meeting of the Academy of Management, Cincinnati, OH.
- Becker, B.E. & Huselid, M.A. 1998. High performance work systems and firm performance: A synthesis of research and managerial implications. G. Ferris (Ed.) *Research in Personnel and Human Resource Management*, Volume 16: 53-101.

- Becker, B.E., & Huselid, M.A. 1999. Human resource management systems, complementarities, and firm performance. Draft Manuscript.
- Berg, P., Appelbaum, E., & Bailey, T. 1996. The performance effects of modular production in the apparel industry. *Industrial Relations*, *35*: 356-373.
- Berman, S.L., Wicks, A.C., Kotha, S., & Jones, T.M. 1999. Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance. *Academy of Management Journal*, 42(5): 488-506.
- Bjorkman, I., & Fan, X.C. 2002. Human resource management and the performance of western firms in China. *International Journal of Human Resource Management*, 13 (6): 853-864.
- Black, S.E., & Lynch, L.M. 1997. How to compete: The impact of workplace practices and information technology on productivity. Cambridge, MA: NBER Working paper #6120.
- Black, S.E., & Lynch, L.M. 2000. What's driving the new economy: The benefits of workplace innovation. Working paper 7479. National Bureau of Economic Research. Cambridge, MA.
- Black, S.E., & Lynch, L.M. 2001. How to compete: The impact of workplace practices and information technology on productivity. *Review of Economics and Statistics*, 83(3): 434-445.
- Boselie, P., Paauwe, J., & Jansen, P. 2001. Human resource management and performance: Lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7): 1107-1125.
- Boxall, P., & Steeneveld, M. 1999. Human resource strategy and competitive advantage: A longitudinal study of engineering consultancies. *Journal of Management Studies*, 36(4): 443-463.
- Brown, C., & Reich, M. 1997. Micro-macro linkages in high-performance employment systems. *Organizations Studies*, 18(5): 765-781.
- Bresnahan, T. F., E. Brynjolfsson, & L. Hitt. 2002. Information technology, workplace organization, and the demand for skilled labor: Firm-level evidence. *Quarterly Journal of Economics* 117 (1): 339-76.
- Brynjolfsson, E., & Hitt, L.M. 1998. Information technology and organizational design: Evidence from micro data. *Information Technology, Organizational Architecture and Productivity*.

- Brynjolfsson, E., Hitt, L.M., & Yang, S.K. Intangible assets: How the interaction of computers and organizational structure affects stock market valuations.
- Brynjolfsson, E., Hitt, L.M., Yang, S.K., Baily, M.N., & Hall, R.E. 2002. Intangible assets: Computers and organizational capital. *Brookings Papers on Economic Activity*, 1: 137-198.
- Burton, M.D., & O'Reilly, C. 2000. The impact of high commitment values and practices on technology start-ups. Paper presented at the Academy of Management Meeting, Toronto.
- Cabrera, E.F., & Cabrera, A. 2000. Evaluation of human resource practices in Spanish banks. *International Journal of Management*.
- Caligiuri, P.M., & Stroh, L.K. 1995. Multinational corporation management strategies and internal human resource practices: Bringing HRM to the bottom line. *The International Journal of Human Resource Management,* 6: 494-507.
- Cappelli, P., & Neumark, D. 1999. Do "high performance" work practices improve establishment-level outcomes? Working paper 7374. National Bureau of Economic Research. Cambridge, MA.
- Chadwick, C. 1999. The origins of synergies in strategic human resource systems. Unpublished doctoral dissertation, University of Pennsylvania The Wharton School.
- Chadwick, C., & Cappelli, P. 1998. Investments or contracts?: The performance effects of human resource management systems under different contingencies. Working Paper: The Wharton School.
- Collins, C., Smith, K.G., & Stevens, C.K. 2001. Human resource practices, knowledge-creation capability and performance in high technology firms. Under review, *Academy of Management Journal*.
- Colvin, A. J.S., Batt, R., & Katz, H.C. 2001. How high performance human resource practices and workforce unionization affect managerial pay. *Personnel Psychology*, 54: 903-934.
- Conyon, M.J., & Read, L.E. 1999. Corporate productivity and complementarities in human resource management systems. Working paper, Corporate Performance Research Unit, Warwick Business School, University of Warwick, Coventry, UK.

- Cormier, D., Magnan, M., & St.-Onge, S. 2001. Profit-sharing in strategic business units: A tool for performance management. Working paper No. 06-2001. Centre de Recherche en Gestion. Quebec, Canada.
- Coyle-Shapiro, J.A.M., Morrow, P.C., Richardson, R., & Dunn, S.R. 2002. Using profit sharing to enhance employee attitudes: A longitudinal examination of the effects on trust and commitment. *Human Resource Management*, 41(4): 423-439.
- D'Arcimoles, C.H.. 1997. Human resource policies and company performance: A quantitative approach using longitudinal data. *Organization Studies, 18*, 857-874.
- Das, A., Handfield, R.B., Calantone, R.J., & Shosh, S. 2000. A contingent view of quality management: The impact of international competition on quality. *Decision Siences*, 31(3): 649-690.
- Deery, S.J., & Iverson, R.D. 1999. The impact of industrial relations climate, organizational commitment, and union loyalty on organizational performance: A longitudinal study. Paper presented at the annual meeting of the Academy of Management, Chicago, II.
- Delaney, J.T. & Huselid, M.A. 1996. The impact of human resource management practices on perceptions of performance in for-profit and nonprofit organizations. *Academy of Management Journal*, 39, 949-969.
- Delaney, J.T. 1997. Unions, Human Resource Innovations, and Organizational Outcomes. *Advances in Industrial and Labor Relations*.
- Delery, J.E. & Doty, D.H. 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational perspectives. *Academy of Management Journal*, 39: 802-805.
- Delery, J.E., Gupta, N., Shaw, J.D., Jenkins, G.D., & Ganster, M.L. 2000. Unionization, compensation, and voice effects on quits and retention. *Industrial Relations*, 39(4): 625-645.
- Delery, J.E., & Shaw, J.D. The strategic management of people in work organizations: Review, synthesis, and extension. Working paper?
- Delery, J.E., Shaw, J.D., Gupta, N., Jenkins, G.D., & Ganster, M.L. 1996.

 Human resource management and firm performance: An empirical examination of motor carriers. Presented at the annual meeting of the Academy of Management, Cincinnati, OH.

- Dunlop, J.T., & Weil, D. 1996. Diffusion and performance of modular production in the U.S. Apparel Industry. *Industrial Relations:* 35, 334-355.
- Eriksson, T. 2001. The effects of new work practices Evidence from employeremployee data. Paper presented at the International Conference on Organizational Design, Management Styles, and Firm Performance. University of Bergamo.
- Fernie, S. and Metcalf, D. 1995. Participation, contingent pay, representation and workplace performance: Evidence from Great Britain. *British Journal of Industrial Relations*, 33(3): 279 315.
- Fey, C.F., & Bjorkman, I. 2000. The effect of human resource management practices on MNC subsidiary performance in Russia. SSE/EFI Working Paper Series in Business Administration.
- Fey, C.F., Bjorkman, I., & Pavlovskaya. 2000. The effect of human resource management practices on firm performance in Russia. *International Journal of Human Resource Management*, 11: 1-18.
- Freeman, R.B., Kleiner, M.M., & Ostroff, C. 1997. *The Anatomy and Effects of Employee Involvement*. Paper presented at the 1997 American Economic Association Meetings, New Orleans, LA.
- Fynes, B., & Voss, C. 2001. A pathanalytic model of quality practices, quality performance, and business performance. 2001. *Production and Operations Management*, 10(4): 494-513.
- Gant, J., Ichniowski, C., & Shaw, K. Getting the Job Done: Inside Production Functions of High Involvement and Traditional Organizations. *IRRA Proceedings*, 43-52.
- Gardner, T.M., Moynihan, L.M., & Wright, P.M. 2002. The role of organizational citizenship behaviors in mediating the relationship between HR practices and organizational outcomes. Paper presented at the annual Academy of Management meeting, Toronto.
- Gould-Williams, J. 2003. The importance of HR practices and workplace trust in achieving superior performance: A study of public-sector organizations. *International Journal of Human Resource Management*, 14(1): 28-54.
- Guest, D.E. 1999. Do people strategies really enhance business success and if so, why don't more organizations use them? Paper presented at the 1999 Institute for Personnel Development Annual Conference, Harrogate, UK.

- Guest, D., Michie, J., Conway, N., Trenberth, L., McDonald, E., & Sheehan, M. 2001. An international comparative study of the human resource management company performance relationship: Evidence from the United Kingdom, New Zealand, and Australia. Paper presented to the Netherlands HRM Network Conference on "Organizational Renewal: Challenging HRM," Nijmegen.
- Guest, D.E., & Pecci, R. 1997. HR and organizational effectiveness in the NHS. Unpublished Working Paper, Birkbeck College, University of London.
- Guest, D.E., & Pecci, R. 2001. Partnership at work: Mutuality and the balance of advantage. *British Journal of Industrial Relations*, 39(2), 207-236.
- Guthrie, J. 2001. High involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal, 44*, 180-192.
- Guthrie, J.P., Spell, C.S., & Nyamori, R.O, 2002. Correlates and consequences of Human Resource Management. *International Journal of Human Resource Management*, 13(1): 183-197.
- Harel, G.H., & Tzafrir, S.S. 1999. The effect of human resource management practices on the perceptions of organizational and market performance of the firm. *Human Resource Management*, 38: 185-200.
- Harel, G.H., Tzafrir, S.S., & Baruch, Y. 2003. Achieving organizational effectiveness through promotion of women into managerial positions: HRM practice focus. *International Journal of Human Resource Management*, 14(2): 247-263.
- Harris, L.C., & OGbonna, E. 2001. Strategic human resource management, market orientation, and organizational performance. *Journal of Business Research*, 51(2): 157-166.
- Hitt, M.A., Bierman, L., Shimizu, K., & Kochhar, R. 2001. Direct and moderating effects of human capital on strategy and performance in professional service firms. A resource-based perspective. *Academy of Management Journal*.
- Hoque, K. 1999. Human resource management and performance in the UK hotel industry. *British Journal of Industrial Relations*. 37(3): 419-443.
- Huang, T.C. 2000. Are human resource practices of effective firms distinctly different from those of poorly performing ones? Evidence from Taiwanese enterprises. *International Journal of Human Resource Management*, 11(2): 436-451.

- Huang, T.C. 2001. The effects of linkage between business and human resource management strategies. 2001. *Personnel Review*, 30(1-2): 132-151.
- Hunter, L.W., & Hitt, L.M. What makes a high-performance workplace" Evidence from retail bank branches. Working paper. The Wharton School. University of Pennsylvania.
- Hunter, L., Lafkas, J. .2003. Opening the box: Information technology, work practices, and wages. *Industrial & Labor Relations Review*, 56(2): 224-243.
- Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38: 635-672.
- Huselid, M.A. & Becker, B.E. 1995. The strategic impact of high performance work systems. Paper presented at the 1995 Academy of Management annual meetings, Vancouver, BC.
- Huselid, M.A. & Becker, B.E. 1996. Methodological issues in cross-sectional and panel estimates of the HR-firm performance link. *Industrial Relations*, 35: 400-422.
- Huselid, M.A. & Becker, B.E. 1997. The Impact Of High Performance Work Systems, Implementation Effectiveness, And Alignment With Strategy On Shareholder Wealth. Presented at the annual meeting of the Academy of Management, Boston, MA.
- Huselid, M.A., Jackson, S.E., & Schuler, R.S. 1997. Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, *39*: 949-969.
- Ichniowski, C., Kochan, T.A., Levine, D., Olson, C. & Strauss, G. 1996. What works at work: Overview and assessment. *Industrial Relations*, 35(3): 299-333
- Ichniowski, C., & Shaw, K. 1999. The effects of human resource management systems on economic performance: An international comparison of U.S. and Japanese plant. *Management Science*, *45*, 704-720.
- Ichniowski, C., Shaw, K., & Prennushi, G. 1997. The effects of human resource management practices on productivity: A study of steel finishing lines. *The American Economic Review.* 87: 291-313.

- Ittner, C.D., & Larcher, D.F. 1998. Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction. *Journal of Accounting Research*, 36: 1-35.
- Jayaram, J., Droge, C., & Vickery, S.K. 1999. The impact of human resource management practices on manufacturing performance. *Journal of Operations Management*, 18(1): 1-20.
- Kelly, M. R. 1996. Participative bureaucracy and productivity and productivity in machined products. *Industrial Relations*, *35*: 374-399.
- Khatri, N. 1999. Link between HR practices and performance in an Asian context. Under second review, *Asia Pacific Journal of Human Resources*.
- Khatri, N. 2000. Managing human resources for competitive advantage: A study of companies in Singapore. *International Journal of Human Resource Management*, 11: 336-365.
- Koch, M.J., & McGrath, R.G. 1996. Improving labor productivity: Human resource policies do matter. *Strategic Management Journal*, *17*: 335-354.
- Konrad, A.M., & Mangel, R. 2000. The impact of work-life programs on firm productivity. *Strategic Management Journal*, *21*: 1225-1237.
- Lahteenmaki, S., Storey, J., & Vanhala, S. 1998. HRM and company performance: The use of measurement and the influence of economic cycles. *Human Resource Management Journal*, 8(2): 51-65.
- Lam, L.W. & White, L.. 1998. Human resource orientation and corporate performance. *Human Resource Development Quarterly*. 9(4): 351-364.
- Laursen, K. 2001. The importance of sectoral differences in the application of (complementary) HRM practices for innovation performance. Working paper. Department of industrial economics and strategy. Copenhagen Business School, Frederiksberg, Denmark.
- Laursen, K., & Foss, N.J. 2003. New human resource management practices, complementarities and the impact on innovation performance. *Cambridge Journal of Economics*, 27(2): 243-263.
- Lee, M.B., & Chess, Y.H. 1996. Business strategy, participative human resource management, and organizational performance: The case of South Korea. *Asia Pacific Journal of Human Resources*, *34*: 77-94.

- Lee, J., & Miller, D. 1999. People matter: Commitment to employees, strategy and performance in Korean firms. *Strategic Management Journal*. 20(6): 579-593.
- Lepak, D.P., & Snell, S.A. Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management*, 28(4): 517-543.
- Lepak, D.P., Takeuchi, R., & Snell, S.A. An empirical examination of employment mode use and firm performance. Working paper.
- Lewin, D. 2002. HRM and business performance research: Empiricism in search of theory. Paper presented at the annual Academy of Management meeting, Denver, CO.
- Li. 2003. Strategic human resource management and MNEs' performance in China. *International Journal of Human Resource Management*, 14(2): 157-173.
- Liouville, J., & Bayad, M. 1998. Human resource management and performance: Proposition and test of a causal model. *Human Systems Management*. 17(3): 183-192
- Lowe, J., Delbridge, R., & Oliver, N. 1997. High-performance manufacturing: Evidence from the automotive components industry. *Organization Studies*, 18(5): 783-798.
- MacDuffie, J.P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review, 48*, 197-221.
- Martell, K., & Carroll, J.S. 1995. Which executive human resource management practices are associated with higher firm performance? *Human Resource Management*, 34: 497-512.
- Martell, K., Gupta, A. & Carroll, S.J. 1996. Human resource management practices, business strategies and firm performance: A test of strategy implementation theory. *IBAR*, 17(1): 18-21.
- McNabb, R., & Whitfield, K. 1997. Unions, flexibility, team working and financial performance. *Organization Studies*, 18(5): 821-838.
- McNabb, R., & Whitfield, K. 2001. Job evaluation and high performance work practices: Compatible or conflictual? *Journal of Management Studies*, 38(2): 293-312.

- Mendelson, H. 2000. Organizational architecture and success in the information technology industry. *Management Science*, 46(4): 513-529.
- Meyer, J.P., & Smith, C.A. 2000. HRM practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences*, 17(4): 319-331.
- Michie, J. and Sheehan, M. 1998. HRM practices, R&D expenditure and innovative investment: Evidence from the UK's 1990 workplace industrial relations survey (WIRS).
- Michie, J. and Sheehan, M. 2003. Labour market deregulation, "flexibility," and innovation. *Cambridge Journal of Economics*, 27(1): 123-143.
- Michie, J. and Sheehan, M. In Press. No innovation with our representation? An analysis of participation, representation, R&D, and Innovation. *Economic Analysis*.
- Miller, D., & Lee, J. 2001. The people make the process: Commitment to employees, decision making, and performance. *Journal of Management*, 27: 163-189.
- Mirvis, P.H., & Lawler, E.E. 1977. Measuring the financial impact of employee attitudes. *Journal of Applied Psychology*, 62(1): 1-8.
- Montemayor, E.F. 1996. Congruence between pay policy and competitive strategy in high performing teams. *Journal of Management*, 22; 889-908.
- Moriones, A.B., & Diaz de Cerio, J.M. Human resource management and operational performance in Spanish manufacturing industry. Working paper.
- Morishima, M. 1998. Changes in Japanese human resource management: Implications for firm performance. Paper presented at the Sixth Bargain Group Conference, Champaign II.
- Patterson, M.G., Wall, T.D. & West, M.A. Integrated manufacturing, empowerment and company performance. Working paper. University of Sheffield, UK.
- Patterson, M.G., & West, M.A. Employee attitudes and mental health as predictors of organizational productivity and profitability.
- Patterson, M.G., West, M.A., Lawthorn, R., & Nickell, S. 1997. Impact of people management practices on business performance. In *Issues in People Management*, Institute of Personnel and Development. London. 8/14/2003

- Richard, O.C., & Johnson, N.B. 2001. Strategic human resource management effectiveness and firm performance. *International Journal of Human Resource Management*, 12(2): 299-310.
- Richardson, R., & Thompson, M. The impact of people management practices on business performance: A literature review. Institute of personnel and development: 1-78.
- Rogg, K.L., Schmidt, D.B., Shull, C. & Schmitt, N. 2001. Human resource practices, organizational climate, and customer satisfaction. *Journal of Management*, 27: 431-449.
- Schuster, F.E. Organization culture and performance: A cross-cultural study. Working paper. Florida Atlantic University. Boca Raton, FL.
- Schuster, F.E., Dunning, K.E., Morden, D.L., Hagan, C.M., Baker, T.E., & McKay, I.S. 1997. Management practice, organization climate, and performance. *Journal of Applied Behavioral Science*, 33: 209-226.
- Sesil, J. 1999. The impact of employee involvement and group incentives on performance in UK High Technology establishments. In *High Technology Firms in the 1990s*, Sage Publishers.
- Shaw, J.D., Delery, J.E., Jenkins, G.D., Jr., & Gupta, N. 1998. An organizational-level analysis of voluntary and involuntary turnover. *Academy of Management Journal, 41*.
- Shaw, J.D., Gupta, N., & Delery, J.E. 2002. Voluntary turnover and organizational performance. Paper presented at the annual meeting of the Academy of Management, Denver, CO.
- Sheppeck, M.A. 1998. SHRM configurations and perceived organizational performance. The Academy of Management *Best Papers Proceedings*. San Diego, CA.
- Sheppeck, M.A., & Militello, J. 2000. Strategic HR configurations and organizational performance. *Human Resource Management*, 39(1): 5-16.
- Snell, S.A. & Youndt, M.A. 1995. Human resource management and firm performance: Testing a contingency model of executive controls. *Journal of Management, 21*, 711-737.
- Spell, C.S. 2001. Organizational technologies and human resource management. *Human Relations*, 54(2): 193-213.

- Storey, D.J. 2002. Education, training and development policies and practices in medium-sized companies in the UK: Do they really influence firm performance? *Omega-International Journal of Management Science*, 30(4): 249-264.
- Takeuchi, R. 2002. Examining the black box in strategic human resource management: How do we get the employees to contribute? Cross-level analysis of HR philosophy and support climate on individual organizational citizenship behaviors. Paper presented at the annual Academy of Management meeting. Denver, CO.
- Teo, Cl, & Waters, L. 2002. The role of human resource practices in reducing occupational stress and strain. *International Journal of Stress Management*, 9(3): 207-226.
- Tier, B.D. Human resource management and performance: A decade of research. Working paper. Pennsylvania State University, University Park, PA.
- Tregaskis, O. 1997. The role of national context and HR strategy in shaping training and development practice in French and U.K. organizations. *Organization Studies*, 18(5): 839-856.
- Vandenberg, R.J., Richardson, H.A., & Eastman, L.J. 1999. The impact of high involvement work processes on organizational effectiveness: A second-order latent variable approach. *Group & Organization Management*, 24(3): 300-339.
- Varma, A., Beatty, R.W.; Schneier, C.E., & Ulrich, David O. 1999. High performance work systems: Exciting discovery or passing fad? *Human Resource Planning*. 22(1): 26-37.
- Way, S. 2001. High performance work systems and intermediate indicators of firm performance within the U.S. small business sector. *Journal of Management*, 28(6): 765-785.
- Welbourne, T.M., & Andrews, A.O. 1996. Predicting the performance of initial public offerings: Should human resource management be in the equation? Academy of Management Journal, 39: 891-919.
- Welbourne, T.M., & Cyr, L.A. 1997. The view from the top: How strategic human resource management affects the performance of initial public offerings. Working Paper: Cornell University NYSSILR.
- West, M.A., Borrill, C., Dawson, J., Scully, J., Carter, M., Anelay, S., Patterson, M., & Waring, J. 2002. The link between the management of employees 8/14/2003

- and patient mortality in acute hospitals. *International Journal of Human Resoucre Management*, 13(8): 1299-1310.
- West, M A.., & Patterson, M. 1999. The workforce and productivity: People management is the key to closing the productivity gap. *New Economy*, 6: 22-27.
- West, M.A., Patterson, M., & Dawson, J. The effectiveness of top management groups in manufacturing organizations. Working paper. Aston Business School. University of Aston, England.
- West, M.A., Patterson, M., Pillinger, T., & Nickell, S. 1999. Organizational and environmental predictors of innovation. Working paper, Institute of Work Psychology, University of Sheffield.
- Whitener, E. 2001. Do "high commitment" human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27: 515-535.
- Whitfield, K., & Poole, M. 1997. Organizing employment for high performance: Theories, evidence and policy. *Organization Studies*, 18(5): 745-764.
- Wilkinson, A., Godfrey, G., & Marchington, M. Bouquets, brickbats and blinkers: Total quality management and employee involvement in practice. *Organization Studies*, 18(5): 799-819.
- Wimalasiri, J.S. 1995. An examination of the influence of human resource practices, organizational commitment and job satisfaction on work performance. *International Journal of Management*, 12(3): 352-363.
- Wood, S. 1999. Human resource management and performance. *International Journal of Management Reviews*, 1(4): 367-413.
- Wright, P.M., McCormick B., , Sherman, W.S., & McMahan, G.C. 1999. The role of human resource management practices in petro-chemical refinery performance. *The International Journal of Human Resource Management*, 10(4): 551-571.
- Wright, P.M., McMahan, G.C., McCormick, B., & Sherman, W.S. 1998. Strategy, core competence, and HR Involvement as determinants of HR effectiveness and refinery performance. *Human Resource Management*, 37: 17-29.
- Wright, P.M., McMahan, G.C., Snell, S.A., & Gerhart, B.A. 1999. Strategic human resource management: Building human capital and organizational

- capability. Technical report, sponsored by the SHRM Foundation and the Human Resource Planning Society.
- Youndt, M.A., Snell, S.A. 1999. Human resource management, intellectual capital, and organizational performance. Working Paper.
- Youndt, M.A., Snell, S.A., Dean, J.E., & Lepak, D.P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39: 836-866.
- Zheng, C. 2001. The relationship between HRM and Chinese SME Performance. *International Journal of Organisational Behaviour*, 4(4): 125-137.