
Subject Index

- Absence, 121, 230
- Advanced manufacturing technology
 definition, 2, 52
 job design, 55–57
 human-centred approaches, 57–59
 human resource practices, occurrence with, 202
 mechanisms in, 57
 performance, 56–57, 207
 redesign, 60–62
 role and skill in, 53–54
 stress, 56
 task allocation, 54
- Anxiety, 121, 122, 231
- Autonomous work groups
 service organisations, 222–223, 226, 228, 303
 socio-technical theory, 8
- Autonomy, 7–8, 25, 26, 38–39, 174, 225
- Call Centres
 definition, 2, 111–112
 extent, 112
 human resource management, 117–120, 231
 job design, 116–117, 120–121, 125–126
 performance, 124–125
 performance monitoring, 115–116, 121–122
 resistance, 123–124
 stress in employees, 120–123, 231
 technology, 112–113
 types of, 117–120, 122, 126
- Change
 continuity and, 4–7
 economic, social and political, 4
 organisational change and TQM, 41–43
- Cognition
 cognitive engineering, 56
 job design, 8
 mechanisms in performance, 8, 163, 230–231
- Cognitive demands
 attention demands, 8, 55
 cognitive load, 55, 74
 problem-solving demands, 8, 55, 116
- Customer–employee interaction, 113–115, 122, 227–228, 231
- Decision-making latitudes, 38, 42, 154, 225, 297–298
- Depression, 122, 231
- Design of modern working practices
 advanced manufacturing technology, 60–62
 political and social progresses in, 9–10
- Emotional exhaustion, 121, 122, 228, 231
- Emotional labour, 114–115, 121
- Employee experience of work, 6
- Employee involvement and empowerment
 call centres, 119
 cognitive mechanisms, 163
 definition, 2, 153–154
 employees, impact on, 167–168
 extent, 153–156
 lean manufacturing, 27
 motivational mechanisms, 163–165
 organisational performance, 158–163, 201, 206–208, 225
 participation in decision making, 24–27
 practices involved in, 153–158
 service organisations, 297–298
 total quality management, 40, 41–42, 46, 156, 160
- Employee stress, 6
 advanced manufacturing technology, 56
 call centres, 120–123
 customer–employee interaction, 122
 lean manufacturing, 24–25
 service organisations, 228, 230–231
 teleworking, 186–188
- Empowerment *see* Employee involvement and empowerment
- Feedback, 7, 154
- Flexibility, 20
- Fordism, 5
 just in time, 5
 lean manufacturing, 16, 20, 27, 32
 manufacturing practice, 198
 problems with, 198
 replaced by flexible practices, 5

- High-commitment approach, 5, 8, 164
 bundles of human resource practice and, 8, 117
 call centres, 117–120, 124–125
 contingency arguments, 9, 124–125
 human resource management and, 204–206
 lean manufacturing, 24
 service organisations, 223, 227
 universalist argument, 9, 124, 223
- High-involvement management (HIM), 8–9
 manufacturing practices and, 203–206, 214
see also High-commitment approach
- High-performance practices, 136, 161, 162
 employee involvement and empowerment, 153–173
- Human capital theory, 163, 232
- Human resource management,
 bundles of human resource practices, 8–9, 117, 155
 call centres, 117, 124
 contingency arguments, 9, 124, 162
 co-occurrence with manufacturing practices, 200–206
 internal fit, 8, 117
 knowledge management, 142–145
 lean manufacturing, 21–24
 organisational fit, 8, 117
 organisational performance, 8–9, 124–125, 206–214, 112, 223, 227
 service organisations, 223, 227
 strategic fit, 8, 117
 supply chain management, 80–85
 total quality management, 41, 200–206
 universalist argument, 9, 124, 223
- Intensification, 24–25
- Job characteristics
 types of, 7–8
- Job control, 7, 37, 39, 55–56, 116, 117, 121, 185–186
- Job design
 advanced manufacturing technology, 55–57
 call centres, 116–117, 121
 job characteristics model, 7
 job-demands-control model, 7
 lean manufacturing, 25, 29, 30
 mechanisms, 8, 57
 performance, 56, 125, 206–209, 225–226
 service organisations, 225–226
 socio-technical theories, 7
 teleworking, 185–187
 total quality management, 37–39
- Job satisfaction, 121, 122, 165, 225–227
- Job variety, 7, 55, 116, 186
- Just-in-time *see* Lean manufacturing
- Knowledge
 nature of 137, 138, 139, 140
 mechanisms in job design, 9–10
 sharing and distribution, 74, 102, 136, 140–141, 145–147
 teams, 102
- Knowledge management
 context of, 133–134
 communities of practice, 141–142
 culture, role of, 147–148
 definition, 137–138
 human resource management, 147
 information technology, 140–141
- Lean manufacturing
 cases, 27–29
 definition, 19–24
 Fordist production and, 16
 human resource management, 21–23
 implications for employees, 24–27
 job satisfaction and well being, 22, 28, 31
 just-in-time, 19
 occurrence with human resource practices, 274–279
 and organisational performance, 280, 281–5
 kaizan, 21, 29
 learning bureaucracy, 28
 organisational performance, 208–213
 origins, 16–19
- Lean production *see* Lean manufacturing
- Manufacturing practices
 extent, 199–200
 human resource practices, occurrence with, 200–206
 performance, 206–214
- Mass customisation, 223
- Mass customised bureaucracies, 120
- Mass markets
 service organisations, 224
 call centres, 117
- Mechanisms
 advanced manufacturing technology, 57
 cognitive, 163, 230–31
 economic and sociological, 232–233
 employee involvement, 163–165
 job design, 8, 57
 manufacturing practices, 163–5
 organisational performance, 183–185, 230–233
- Modern working practices
 co-occurrence with human resource practices, 200–206
 conceptualising, 3–4
 definitions, 2
 extent, 273–274

- Monitoring
call centres, 115–116, 119, 121–122, 228, 231
- New workplace, 5
experiential new, 5–6
extent of, 5
historical new, 5–6
- Organisational performance
manufacturing organisations, 206–214
mechanisms of performance, 163–165, 230–233
service organisations, 296–305
- Participation in decision making, 21, 25, 97, 155, 186, 225, 297
organisational performance, 162–299
- Performance
advanced manufacturing technology, 56, 207
call centres, 124–125
employee involvement and empowerment, 158–163, 206–208
just-in-time, 207, 208–213
lean manufacturing, 208–209, 213
manufacturing practices, 206–214
total quality management, 43–44, 206–214
- Psychological contract, 185–186
- Search organisations
business strategies, 220–223
customer segmentation, 222
economic and sociological mechanisms of performance, 232–233
economic context of, 220–223
high-commitment practices, 223
human resource management practices, 225–230
information technology, 224–225
job design, 225–226
mechanisms of performance, 230–233
models of service management, 223
pay and incentive systems, 227–229
psychological mechanisms of performance, 230–231
supervisors, effect of, 228–229
total quality management, 223, 226
- Skill
advanced manufacturing technology, 53
call centres, 117–119
employee, 6, 224, 232
skilled workforce, 8
total quality management, 37
- Social-technical theory, 3
advanced manufacturing technology, 57–60
call centres, 112
- Stress *see* Employee stress
- Supply-chain partnering
definition, 2, 70
employee experiences, 73–80
extent, 73
human resource management, 81–85
perspective taking, 79–81, 84–95
theoretical approaches, 72–74
trust, 74–79, 82–84
- Taylorism, 3, 5
call centres, 118
job design, 3, 7
lean manufacturing, 25
low commitment human resource management, 9
- Teamwork
characteristics of high-performance teams, 97–100
definition, 2
extent, 92
lean manufacturing, 25–27
performance, 94–95
service organisations, 226–227
within-team processes, 100–103
see also Autonomous work groups
- Teleworking
communications, 182–183
definitions, 2, 173, 174–175, 198–199
extent, 173
job design, 185–188
psychological contract, 185–186
stress, 186–188
- Total quality management
definition, 2, 34–36
effect on employees, 37–39
employee involvement, 39–41
hard and soft, 37–39
occurrence with, 200–206
performance, 43–44, 206–214
service organisations, 222, 225
- Trust
knowledge management, 140
supply-chain management, 74–79
teams, 101
- Turnover and quit rates, 121, 125, 164, 231, 232
- Well-being *see* Employee stress