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高績效人力資源實務做法比較與探討 --
以台灣公司、大陸公司和在台美商公司為例

The Comparisons of High Performance Work Practices
among Taiwanese , Chinese Corporations and American
Subsidiaries

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司和在台美商公司為例

The Comparisons of High Performance Work Practices among
Taiwanese , Chinese Corporations and American Subsidiaries

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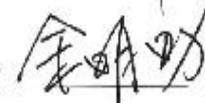
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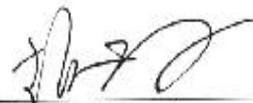


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摘要

本研究採用質性研究的方式，訪談九家公司，分別是在台灣的三家美國子公司、三家在台灣的台灣公司及三家在大陸的大陸公司，同時收集分析次級資料。這九家公司的背景不同，所處的產業也不同，唯一相似之處是員工的文化背景大致相同(不論在台灣或大陸，大多數的員工都是華人)。在這些情境下，經研究分析，有些高績效人力資源工作實務的做法，被所有公司採用，例如：嚴格甄選、團隊運作與決策權下放、獎勵性的薪酬制度、廣泛的訓練。同樣在這些情境下，也有些高績效人力資源實務的做法，沒有被一致性的採用，例如：雇用的安全性(不因策略錯誤而輕易裁員)、減少階級差距、分享資訊。本研究發現，一家公司採用何種人力資源做法，受到公司背景與員工背景的相互影響。

本研究也發現，有兩項正在進行中的高績效人力資源工作實務趨勢。一是人力資源工作實務會隨著所處地域的文化背景、所處的行業背景，科技的進步，員工的組成背景等各項因素，而需要不斷的進行調整，才會是符合公司自身需要的“高績效人力資源工作實務”；二是透過積極性的運用這些“高績效人力資源工作實務”，在短時間內培養優秀的高潛力人才，為公司創造高績效。

另一項研究發現是將這些訪談公司依不同的背景與特性做分組，發現差異性較大的人資工作實務是“雇用安全性”與“減少階級差距”。處在非高科技行業的公司、本土公司或華人企業，比高科技公司、國際化公司或外商，更傾向於採行“雇用安全性”，但相對而言，高科技公司、國際化公司或外商，比非高科技行業的公司、本土公司或華人企業，更傾向於採行“減少階級差距”。

關鍵字：高績效人力資源工作實務、人力資源、雇用安全性、減少階級差距、高績效人力資源工作實務趨勢

ABSTRACT

This study adopts qualitative approach , through interviewing with nine case companies (including three American subsidiaries in Taiwan , three Taiwanese companies in Taiwan and three Chinese companies in China) as well as secondary data collection to understand how they implement High Performance Work Practices (HPWP). The nine case corporations have different background and are in different industries. However , most of their employees are Chinese (in Taiwan and China) and have the same culture background.

This study finds out some of the HPWP are implemented by all companies , like Selective hiring 、 Team & decentralization、 Compensation contingency、 Extensive training. On the other hand , some of the HPWP are not implemented by all companies , like Employment security、 Reduced status distinctions、 Sharing information. At the same time this study finds out that company's background and employees' background will affect how the company carries out HPWP.

This study also finds out two ongoing trend of High Performance Work Practices :(1) Continuous modification HR practices to be the update HPWP ; (2) Aggressive application HR practices to develop high performance talents.

Another finding is that , all case companies are grouped according to the different perspectives , non-high-tech corporations , local enterprises or Chinese enterprises are more willing to adopt “employment security” than high-techcorporations , multinational enterprises or Non-Chinese enterprises. On the other hand , high-techcorporations ,or multinational enterprises , or non-Chinese enterprises have fewer status differences than non-high-tech corporations ,or local enterprises , or Chinese enterprises .

Keyword : High Performance Work Practices 、 Human Resources 、 Employment Security、 Reduction of Status Differences、 Ongoing Trend of High Performance Work Practices



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Chapter 1 INTRODUCTION

1.1 Research Background

It is probably fair to say that human resources is the most important asset for most companies. A study conducted by the Development Dimensions International (DDI)-Economist showed that three quarters of senior executives who participated in this research listed talent as their most critical business imperative—above all others.

Many entrepreneurs had pointed out the importance of human resource. For examples, Liu Chuanzhi, the chairman of Legend Holdings, said “Talent is the most profitable commodity. Enterprise is the final big winner if it is successful to manage talent.” Jack Welch, the former CEO of General Electric, said “Regardless of the figures look so attractive, culture is as important as financial statements.” Culture is demonstrated by people.

Apple CEO Tim Cook sent a company-wide memo on October 15th, 2013 that discusses how he found Ahrendts and how she will fit into the Apple culture.

“Ahrendts has the same point of view of our values and our focus on innovation. She places the same strong emphasis as we do on the customer experience. She cares

deeply about people and stresses our view that our most important resource and our soul is our people.”

We can say that Human Resources is the most important asset for most , even all companies. This study is interested in if there are common work practices in human resources for most , even all companies in Taiwan and China , and what are the different human resources practices among these companies which stay in different industries and have different background.



1.2 Research Motivation and Objective

There is no doubt that human resources is the most critical component for all organizations. As the late US president Franklin Roosevelt said “ No country, however rich , can afford the waste of its human resources.”A great company with excellent performance must have employees with outstanding performance.

There is evidence for positive impact of human resources (HR) practices on firm performance. Arthur(1992,1994) presented evidence for the relationship between the human resource systems and the manufacturing performance of steel minimills. Many scholars pointed out that some human resources practices have positive impact on firm performance. Arthur(1994) named these best human resources practices as “High Performance Work Practices(HPWP).”Huselid(1995) and Delaney (1996) found support the impact of highperformance work practices(HPWP) on firm performance.

Huselid (1995) also pointed out that organizations that adopt best HR practices can generate greater returns ,although organizations may not be able to sustain a competitive advantage because these practices are imitable. Such practices include profit sharing, results-oriented appraisals, and greater employment security(Delery1996).

Highperformance work practices(HPWP) had been proved that they have positive effect on firm performance in different countries such as Russia(Fey et al.,2000),Korea(Bae and Lawler , 2000), New Zealand (Guthrie, 2001) and China(Björkman and Fan,2002)

We can say highperformance work practices(HPWP) have been the common sense for most organizations after they had been proved with positive effect over 20 years.With the qualitative approach ,the purpose of this study is tryingto figure out :

(1) Will corporations ,located in Taiwan and China , with different background and in different industries , adopt the same High-performance work practices(HPWP) or different practices?

(2) These corporations have different background and in different industries.

However , most of their employees are Chinese , and have the same Culture background. Will it affect the adoption of High-performance work practices(HPWP) ?

(3) What is the future trend towardHigh-performance work practices(HPWP) ?

1.3 Research Procedure

The procedure of this study would be divided into five steps.

The first is to collect information ,then to define research subject.

The second is to review literatures according to research topics.

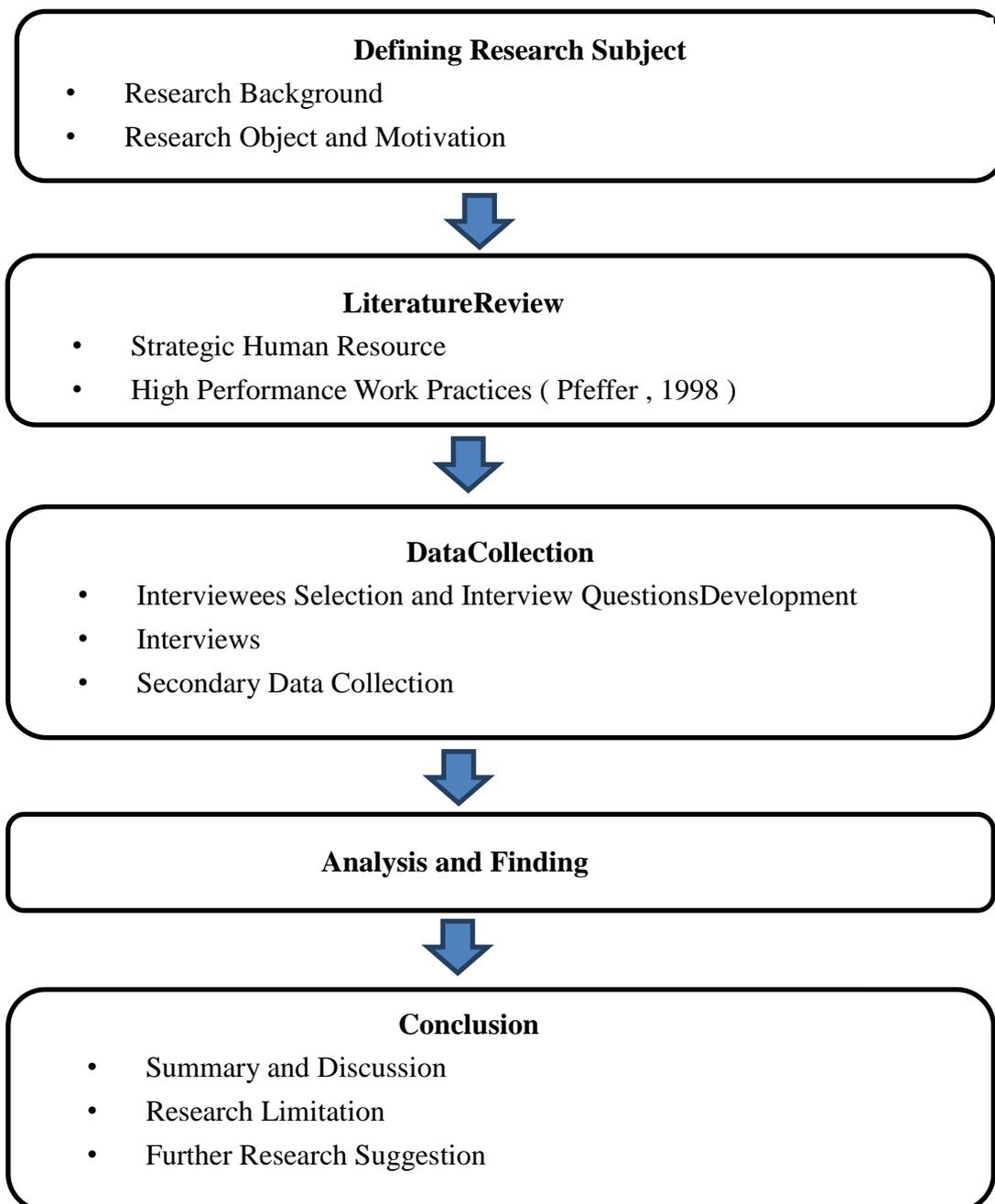
The third is to list interview corporations and discuss interview questions.

The fourth is to analyze collected data from interviews and secondary data ,then generalize findings.

The last step is to summarize conclusions.

Figure 1 shows the research procedure.

Figure 1 Research procedure



Chapter 2 LITERATURE REVIEW

2.1 Strategic Human Resource

The field of strategic human resource management (SHRM) has three dominant modes of theorizing: universalistic, contingency, and configurational perspectives.

The basic premise underlying SHRM is that organizations adopting a particular strategy require HR practices that are different from those required by organizations adopting alternative strategies.

To date, SHRM has predominately been an applied field. The field's dominant focus has been to demonstrate the importance of effectively managing the human resources of organizations.

2.1.1 Universalistic perspective

According to the universalistic framework, some HR practices are universally effective. Organizations that adopt these best practices will get higher returns.

Universalistic perspective indicates that the relationship between a given independent

variable and a dependent variable is universal across the population of organizations.

Some authors have adopted a universalistic perspective (cf. Dewar & Werbel, 1979) and argued for a "best practices" approach to SHRM (Delaney, Lewin, & Ichniowski, 1989; Huselid, 1993, 1995; Osterman, 1994; Pfeffer, 1994; Terpstra & Rozell, 1993).

These researchers, like many micro-level HR researchers, put forward that some human resources practices are always better than others and that all organizations should adopt these best human resources practices. For instance, Pfeffer argued that greater use of 7 management practices, such as employment security, selective hiring, teams & decentralization of decision making, comparatively high compensation contingent on organizational performance, extensive training, reduced status distinctions and barriers, extensive sharing of financial and performance information throughout the organization.

Similarly, Osterman (1994) argued that a number of innovative work practices, such as teams, job rotation, quality circles, and total quality management, result in productivity gains for all American organizations. In general, the practices identified by Pfeffer and Osterman have been labeled "high performance work practices," or simply "best practices."

Huselid(1995) assessed the simultaneous use of multiple sophisticated HR practices and concluded that the HR sophistication of an organization was significantly related to turnover, organizational productivity, and financial performance.

2.1.2 Contingency perspective

In the contingency framework, the effectiveness of individual HR practices is contingent on firm strategy. An organization that adopts HR practices appropriate for its strategy will be more effective.

A second group of researchers has adopted a contingency perspective (Butler, Ferris, & Napier, 1991; Dyer, 1985; Fombrum et al., 1984; Golden &Ramanujam, 1985; Gomez-Mejia &Balkin, 1992; Lengnick-Hall &Lengnick- Hall, 1988; Milkovich, 1988; Schuler & Jackson, 1987a).Contingency theorists argue that, in order to be effective, an organization's HR policies must be consistent with other aspects of the organization. For example, contingency theorists have attempted to show how a number of HR practices are consistent with different strategic positions and how these practices relate to firm performance (Balkin& Gomez-Mejia, 1987; Begin, 1993; Gomez-Mejia &Balkin, 1992; Schuler & Jackson, 1987a).

Contingency arguments imply interactions rather than the simple linear relationships incorporated in universalistic theories (Schoonhoven, 1981; Van de Ven&Drazin, 1985; Venkatraman, 1989). In other words, contingency theories posit that the relationship between the relevant independent variable and the dependent variable will be different for different levels of the critical contingency variable.

2.1.3 Configurational perspective

In the configurational framework there are synergistic effects among HR practices. Thus, consistency within the configuration of HR practices and between the HR practices and strategy are necessary to enhance performance.

A third group of SHRM theorists has developed arguments that are consistent with the configurational approach that is emerging in the organization theory and strategic management literatures. Configurational theories differ from universalistic and traditional contingency theories because configurational theories are guided by the holistic principle of inquiry, are usually based on typologies of ideal types, and explicitly adopt the systems assumption of "equifinality" (Doty, Glick, & Huber, 1993; Doty & Glick, 1994; Meyer, Tsui, & Hinings, 1993; Miller & Friesen, 1984; Venkatraman& Prescott, 1990). In general, configurational theories are concerned

with how the pattern of multiple independent variables is related to a dependent variable rather than with how individual independent variables are related to the dependent variable.

2.1.4 Section summary

The differences among these three perspectives will be summarized in the following.

Universalistic perspective indicates that the relationship between a given independent variable and a dependent variable is universal across the population of organizations.

Contingency perspective indicates that the relationship between the relevant independent variable and the dependent variable will be different for different levels of the critical contingency variable. Configurational perspective is concerned with how the pattern of multiple independent variables is related to a dependent variable

Universalistic perspective thinks there are “best human resources practices” for all organizations. Contingency perspective wants to know how a number of human resources practices are consistent with different strategic positions and how these practices relate to firm performance. Configurational perspective emphasizes, for high performance, it should be consistent within configuration of human resources practices and between human resources practices and strategy.

2.2 High Performance Work Practices

“High performance work practices” means some human resources practices would result in better performance. Many researchers with universalistic perspective indicated some human resources practices would lead organization to enhance performance, reap better profits. These practices also would be called “best practices”, or “High performance work practices.”

In this study, the seven practices of successful organization (Pfeffer, 1998) was selected as the benchmark of High Performance Work Practices (HPWP) for several reasons.

First, drawing on the theoretical works of Osterman (1987), Sonnenfeld and Peiperl (1988), Kerr and Slocum (1987), and Miles and Snow (1984), Delery and Doty (1996), identified the Pfeffer's practices are consistently considered strategic HR practices.

These strategic HR practices are: internal career opportunities, formal training systems, appraisal measures, profit sharing, employment security, voice mechanisms, and job definition. Nearly all of these are also among Pfeffer's (1994) 16 most effective practices for managing people.

Second, Pfeffer modified these 16 practices into 7 ones in 1998. Pfeffer said this 7 practices focuses on basic dimensions, some of which, such as compensation and reduction of status differences, have multiple components that were previously listed separately. Some of the items on the previous list have more to do with the ability to carry out highperformance work practices – such as being able to take a long-term view and to realize the benefits of promoting from within – than with describing dimensions of the practices themselves.

Third, many studies researched which practices are the best for high performance. But these studies or researchers did not conclude a common consensus.

Comparatively, Pfeffer's 7 practices are commonly recognized by most researchers.

2.2.1 Employment security

About the effects of high performance human resources systems or high performance work practices, many studies have pointed out that employment security as one important factor in their findings of these systems. That is because creativity in work practices or productivity improvement or any types of labor- management cooperation are impossible to last for a long time when employees scare that they will lay themselves off by increasing job productivity.

Adopting employment security , there are many additional benefits in addition to staffs' whole-hearted investment to strengthen productivity. One advantage to companies is to reduce the possibility that they will lay off employees during economic recession. Layoffs include many costs for corporations which have devoted many resources in recruiting, training, and developing staffs' productive. Layoffs will put companies' important assets on the road for the competitors to employ them easily.

Adopting employment security practice will also lead companies to do the recruitment job carefully, because the companies know that they cannot lay off employees casually when their labor demand have overestimated. Besides, employment security adopted for a long time contributes to build trust relationship between staffs and their employer, which can enhance to more cooperation, tolerance in pressing for salary increases, and raise loyalty to the company.

Employment security can lead to another advantage, in that it urges employees to take a long-term view on their works and companies benefits.

The concept of employment security does not say that companies should always keep

employees who have poor performance or don't cooperate with others – that is, employees' performance is the really important key issue. Employment security stresses that employees will not be immediately laid off for some issues, for instance, economic recession or senior management's wrong decisions about strategic development. The concept of employment security emphasizes management policy, not on protecting individuals who violate rules or have bad performance on the job.

The idea of adopting security employment in today's competitive environment seems ridiculous or impossible and many companies don't employ this policy. But professor Pfeffer stressed that employment security is the basis to carry out most other high performance work practices, such as selective recruiting, organizing self-managed team, extensive training, and information sharing. Organizations should not like to invest the resources in the careful recruiting and new employee training if these staffs are unlikely to be with the company long enough for it to make up for these payments.

2.2.2 Selective hiring of new personnel

Companies serious about gaining returns through staffs will invest their effort needed to make sure that they recruit the right people at the beginning. This requires a few things.

First , the company needs to own a large applicant pool from which to do selection and recruitment.

Second , the company needs to make sure what are the most important attributes and capabilities needed in its applicant pool.

Third , attributes and capabilities needed should be considered carefully and match job requirements and company culture.

Fourth ,the company should emphasize applicants' attributes which is more important than their skills because attributes are not easy to change and skills can be educated.

The key point for the selective hiring is the company should screen applicants' attributes carefully and preferentially. Applicants' attributes represent their attitude and belief that will be the key factors of their job performance.

Satirically, many companies stress to recruit talents whom have special skills which can be trained or acquired easily. Meanwhile, they pay less attention to discover new comers if they have the right attitudes, beliefs, and cultural fit – attributes that are difficult to change or educate and that are the key points to staffs turnover and job performance. A lot of studies prove that the degree of value congruence and cultural fit between job seekers and their companies obviously forecasts both pursuant work performance and turnover.

2.2.3 Self-managed teams and decentralization of decision making as the basic principles of organizational design.

Organizing staffs into self-managed teams is a key element of actually all high performance organizational design and human resources management systems. A lot of articles and case studies as well as strict, systematic researches demonstrate the effectiveness of teams as the tenet of organization design.

Teams will present many advantages. First, teams replace hierarchical control of work with peer-based. Staffs will control themselves instead of managerial levels spending time and energy to oversee employees directly.

Second , teams allow staffs to present their ideas to put forward better and more creative answers to many difficult questions. Third , and perhaps most critically , by replacing hierarchical control with peer , teams allow displace hierarchical layers and drink-in tasks previously operated by administrative talents , refraining from the huge costs of deploying workers whose only job is to oversee employees who oversee other employees to do the work. As important as organizing self-managed teams , authorizing the first line staffs to make critical decisions , because they maybe more clear to the relevant situations than the management .

Some people maybe confuse about how self-managed teams being adopted , possibly removing administrative layers and even some specialists , be in keeping with the first topic of employment security ? Removing posts need not cost the elimination of the administrative layers doing these works— those staffs can be removed to other works that increase more benefits to companies.

Even companies for which adopting self-managed teams will not be possible can take advantages from one key point of team success : authorizing the first line staffs to make critical decisions , because their experience , knowledge and ability will help

them to respond to the difficult situations in a reasonable and effective manner.

2.2.4 Comparatively high compensation contingent on organizational performance.

Staffs will feel if they are really valued or not according to the level of salaries. Most of high-performance companies emphasize contingent compensation system is really important in their organizations. Such compensation can show a lot of different types, including stock ownership, pay for special capabilities, profit sharing, gain sharing, or many different types of individual or team motivation plans.

When staffs feel that they are owners, they will act, think and devote themselves like owners. Additionally, contradiction between labor and management can be cut down by connecting them through employees ownership.

Only providing ownership plans without supplying information sharing, training schemes, and authorization can't show great effect on firm performance because even if employees are more inspired by stock ownership, they still lack of abilities, information, or authorization to devote themselves to contributing

something with that motivation.

The key question with stock options is that they do not stand for real ownership.

Earnings-sharing plan also makes compensation more flexible, allowing adjustments in the salary stripe without layoffs. When firm's business declines, earning-sharing payments decline and labor cost decrease – without violating the company's employment security policy.

Contingent compensation is really important for some reasons. First, it is approximately equity and fairness. If the company earns a lot of profits, in most situations, it is the result of most employees devoting themselves to work hard. So it is equity and fairness to share the earnings to employees according to their contributions, not only to management level or board of directors.

Second, contingent compensation will contribute to inspire staffs' effort, because employees trust they will share some profits from the results of their contributions.

When incentives according to team performance were designed, workforce productivity and work quality upgraded again.

2.2.5 Extensive training

It is fair to say that almost all studies of high-performance human resources management systems stress the importance of training. Training is the basic element of high-performance work practices (HPWP) because all adopted systems would produce high performance after most staffs do their jobs excellently , cooperate with others actively, communicate with others effectively, pursue better and better customer satisfaction , improve their skills all the time , and so on. All of these need the talented and inspired labor force that has the ability and knowledge to perform the essential missions.

In today business environment , job seekers will evaluate for which company deserves to work according to its training system because training will help them enhance capability. Sometimes it is hard to evaluate the result and when to get returns after company invested a lot of resources in staffs training. At the same time , many successful companies believe the most important asset in the organization is human resources and one best way to increase the value of this asset is training.

2.2.6 Reduced status distinctions and barriers , including dress , language , office arrangements , and wage differences across levels

Employees don't really contribute their minds and knowledge on the job or devote themselves into the tasks if they don't think the company attaches great importance to them or treat them fair. In order to make most staffs feel that they are valued , one important high performance work practice (HPWP) is to reduce status distinctions and barriers to send signals that not only management is important as well as first-line employees.

Professor Pfeffer pointed out there are two principal ways to accomplish “reduce status distinctions and barriers.” First , symbolically, through the use of language and labels (for example , many companies will formulate employees have to speak official language) , physical space, and dress (for example , employees have to wear uniforms.) Second , substantively, making a reduction in the company’s degree of salary inequality , especially across levels.

One advantage through lessening status differences is that it will encourage all staffs open communication which is necessary for the company , teams and employees in

learning , adaptation and moving forward.

Cutting down status differences and developing the trust that all employees are valued by lessening the difference in wages between management and front-line employees.

Obviously , this practice “reduced status distinctions and barriers”is consistent with the previous practice “ comparatively high compensation contingent.”In other words , when company adopt “ comparatively high compensation contingent” , it is going toward “reduced status distinctions and barriers.”

2.2.7 Extensive sharing of financial and performance information throughout the organization

The seventh practice for high performance work practices (HPWP) is “information sharing” , and it is related to others practices discussed previously. For instance , “extensive sharing of financial and performance information throughout the organization” will help build trust between employees and management, at the same time help “reducing status distinctions and barriers” , because employees will feel valued to know company’s important information and management are confident in sharing “secret” information to employees. Trusted and inspired employees will try to help company reach its target when they understand company’s information such as

financial performance , strategy , and operational schedules.

As the analysis previously , these high performance work practices can't be operated alone , in other words , they should be adopted to become company's human resources management systems. When employees received “training” , “organizing self-managed team” , encouraged by “comparatively high compensation contingent on organizational performance” and felt valued through “reduced status distinctions and barriers” , they should understand “financial and performance information” to help them make right decisions on their job and spend right resources on their tasks to achieve excellent performance.

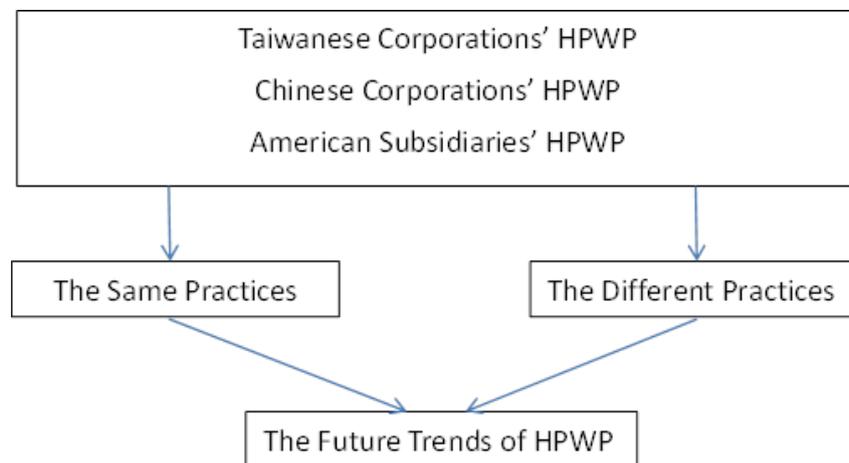
Chapter 3 Research Method

3.1 The Framework of the Study

The framework of this study is first to collect nine corporations' HPWP through interview and secondary data , including three Taiwanese firms in Taiwan , three Chinese firms in Mainland China , and three American subsidiaries in Taiwan.

After getting the necessary data ,the author started to analyze these data to identify the same and different practices among these corporations' HPWP. Then , the author proposed some suggestions about the future trends of HPWP.

Figure 2The Framework of the Study after Findings



3.2 Qualitative Approach

The purpose of this study is to understand the same and different HPWP among different background firms located in Mainland China and Taiwan. Among various

methods , case study method is the most often used method for exploratory study because it is able to generate the answer to ‘why’, ‘what’ , and ‘ how’ questions.

Robson(2002:178) defines case study as ‘ a strategy for doing research which involves an empirical investigation for a particular contemporary phenomenon within its real life context using multiple sources of evidence’. It is especially suitable for research which the rich context of research and process being enacted are tried to understand(Mark, Philip , and Adrian, 1997 ; Morris and Wood , 1991)

Various kinds of data collection techniques can be used in case study method, for example, observation, interview , questionnaire, and documentary analysis. In this study , interviews were conducted, and secondary data were also gathered for analyzing the cases.

The instructor , Dr. Bih-Shiaw Jaw , organized graduate students to develop the interviewing questions and discuss which case companies to interview. Then, graduate students divided into 3 groups to visit more than 15 firms in Mainland China and Taiwan respectively(nine of them are this study’s case companies). Finally, each

group reported their gatherings from the interviews and sorted out documents.

3.2.1 Selection criterion of case companies

①had state-owned background or private-owned background.

②staying in the high-tech industry or traditional / service industry.

③being the flagship corporation or a prominent company in its industry.

④ Taiwanese corporations in Taiwan , Chinese corporations in China , and American subsidiaries in Taiwan.

These selection criterion can be showed in the following table.

Table 1TheMatrix for Case Company Selection

Case company	Taiwanese corporations	Chinese corporations	American subsidiaries
--------------	------------------------	----------------------	-----------------------

had state-owned background and staying in the high-tech industry			
had state-owned background and staying in the traditional / service industry			
private-owned background and staying in the high-tech industry			
private-owned background and staying in the traditional / service industry			

According to the selection criterion , the case companies should be mature , large scale , and prominent corporations , or the young but outstanding firm.

After discussions among the instructor and graduate students , this study's nine case companies are decided as below. Each type of corporation , Taiwanese , Chinese, and American subsidiaries has 3 firms respectively . The reason for each respective case company will be described below.

【Taiwanese corporations】

①“Chunghwa Telecom” had state-owned background and stays in the high-tech industry. It is the flagship corporation in the telecom industry in Taiwan.

②“China Steel” had state-owned background and stays in the traditional / service industry. It is the flagship corporation in the iron and steel industry in Taiwan.

③“ASUS” has private-owned background and stays in the high-tech industry. It is an outstanding corporation in computer industry in Taiwan.

【Chinese corporations】

①“Lenovo” had state-owned background and stays in the high-tech industry. It is the flagship corporation in computer industry in China.

②“Founder Securities” had state-owned background and stays in the traditional / service industry. It is an outstanding corporation in securities industry in China.

③“Caixin Media” has private-owned background and stays in the traditional / service industry. It is an outstanding corporation in media industry in China.

【American subsidiaries】

①“IBM Taiwan” has private-owned background and stays in the high-tech industry. It is an outstanding corporation in information technology services industry in Taiwan.

②“Texas Instrument Taiwan” has private-owned background and stays in the high-tech industry. It is an outstanding corporation in semiconductor industry in Taiwan.

③“Citibank Taiwan” has private-owned background and stays in the traditional / service industry. It is an outstanding corporation in banking industry in Taiwan.

The nine case companies can be shown in table 2.

Table 2 The Matrix of Selected Case Companies

Case company	Taiwanese corporations	Chinese corporations	American subsidiaries
had state-owned background and staying in the high-tech industry	Chunghwa Telecom	Lenovo	
had state-owned background and staying in the traditional / service industry	China Steel	Founder Securities	
private-owned background and staying in the high-tech industry	ASUS		IBM Taiwan ; Texas Instrument Taiwan
private-owned background and staying in the traditional / service industry		Caixin Media	Citibank Taiwan

3.2.2 Interview questions

In order to understand the case companies’ human resources practices , the instructor and graduate students held meetings to discuss and list questions for interview.

Main questions to interviewees

(1) Employees are laid off or not during economic downturns or the strategic mistakes of senior management which lead to bad performance.

(2) Processes designed to make sure the demands of recruitment.

(3) Channels adopted for recruitment.

(4) Job rotation system.

(5) Training system.

(6) Compensation and benefits policy.

(7) Performance incentive system.

(8) Career development plan.

(9) Organization design & self-managed teams.

(10) Methods for the reduction of status differences.

(11) Sharing financial and performance information throughout the organization.

The face-to-face interviews took place in December 2012 to January 2013 in Beijing,

China (interviewed human resources managers in Chinese firms) , and in January ~

March 2013 in Taiwan (interviewed Taiwanese firms and American subsidiaries

human resource managers). The headline of interview questions included recruitment

and selection / appointment / training / compensation and benefits / promotion and career development / performance assessment. More than 15 firms were selected according to the matrix : Chinese firm / Taiwanese firm / American subsidiary in Taiwan , and State-owned firm / Private-owned high-tech firm / Private-owned service firm (nine of them are the study's case companies). Most of the selected firms are public or outstanding companies. Each interview lasted from two to three hours.

The interview information about the nine case companies can be found in Table 3.

Table 3 Interview Information

American subsidiary	Citibank Taiwan	IBM Taiwan	Texas Instrument Taiwan
Interview Date	January , 2013	March , 2013	January , 2013
Interview Place	Taipei , Taiwan	Taipei , Taiwan	Taipei , Taiwan
Interview Unit	HR Department	HR Department	HR Department
Respondent	HR Vice President	HR Manager	HR Manager

Taiwanese firm	Chunghwa Telecom	China Steel	ASUS
Interview Date	January , 2013	March , 2013	March , 2013
Interview Place	Taipei , Taiwan	Kaohsiung , Taiwan	Taipei , Taiwan

Interview Unit	HR Department	HR Department	HR Department
Respondent	HR Senior Manager	HR Manager	HR Manager

Chinese firm	Lenovo	Founder Securities	Caixin Media
Interview Date	December , 2012	January , 2013	January , 2013
Interview Place	Beijing , China	Beijing , China	Beijing , China
Interview Unit	HR Department	HR Department	HR Department
Respondent	HR Manager	HR Manager	HR Manager

3.3 Case Company Profile

【Citibank Taiwan】

Citi, operating its business in more than 160 countries, is an advancing and leading global bank. Citi provides a broad range of financial products and services to satisfy different types of customer demand, including multinational enterprises, local business, governments and individuals.

Citi came to Taiwan in 1964 and set up its first branch in Taipei in 1965. Since that time, Citibank Taiwan started its rapid business growth and won a lot of recognition and applause. For example, Euromoney magazine declared Citibank Taiwan as The Best Bank in Taiwan in 2011. Finance Asia reported that Citibank Taiwan is the Best Foreign Commercial Bank in Taiwan for 16 consecutive years.

In addition to the outstanding performance in financial services industry, Citi also devotes to social responsibility. Since 1995, Citi has been actively participated in many programs such as the Citibank-United Way Taiwan Fund Raising, Educating the Next Generation etc. These programs, recognized by the public, demonstrated Citi's long-term commitment to the city in which it lives and runs its businesses.

【IBM Taiwan】

Since its foundation, IBM uphold the values of "Dedication to every client's success, Innovation that matters – for our company and for the world, trust and personal responsibility in all relationships". In 2011, the global IBM celebrate 100th anniversary, becoming the first technology company operating more than one century.

IBM Taiwan , founded in 1956 , has deeply involved in the development of the industry changes and major daily life changes in Taiwan, including e-Government, banking automation and integration, e-supply chain automation in the semiconductor industry.

IBM headquarter has developed four development projects for the future :Growth Markets , Business Analytics , Cloud , Smarter Planet. In Taiwan, IBM continued to assist the innovation of large enterprises in transition and assist SMEs to accumulate its competitive strength. To meet the global development strategies, IBM Taiwan strive to input the following focus areas :Lean enterprise strategies , Practice of enterprise innovation and transformation , Deepening scientific and technological application and integration.

【Texas Instrument Taiwan】

Texas Instrument (TI)Taiwan founded in 1969. They constructed a modern semiconductor assembly-and-test plant in Zhonghe District, New Taipei City, Taiwan. Its IC output has exceeded 3 billion annually. Its semiconductor sales and marketing offices located in Taipei 、 Hsinchu、 Taichung and Kaohsiung city. Over 2000 employees work in TI Taiwan. They provide products and technology consulting service for Taiwan information industry clients.

For more than 80 years, Texas Instruments has used increasingly complex signal-processing technology – with advances ranging from the incremental to the revolutionary – to literally and repeatedly change the world. TI is a leader in the analog industry and has a great company culture which provides many opportunities and challenges to its employees. In different career stages, TI provides related trainings, on-the-job training (projects) and self-learning opportunities which helped employees to grow quickly.

【Chunghwa Telecom】

Chunghwa Telecom was officially established on July 1, 1996 as part of the Republic of China government's privatization efforts. Prior to this, it operated as a business unit of the Directorate General of Telecommunications for over 100 years. The company's common shares have been listed on the Taiwan Stock Exchange since October 2000.

In August 2005, Chunghwa Telecom became a privatized company, as the Taiwan government's ownership was reduced to less than 50%.

Chunghwa Telecom is the largest telecommunication service provider in Taiwan and one of the largest in Asia in terms of revenue. In terms of both revenue and customers, Chunghwa is Taiwan's largest provider of fixed line services, mobile services, broadband access service, and internet service. The company also provides information and communication technology services to corporate customers.

【China Steel】

China Steel was planned and organized in 1960s and the corporation was officially established on December 3, 1971. On November 1, 1974, China Steel Corporation (CSC) began the first stage of construction. The first blast furnace was launched on June 27, 1977. A few months later, the first stage of the building plan of the steel mill

was accomplished. The second and the third stage were subsequently accomplished in 1982 and 1988, respectively. Presently, the company has a total of four blast furnaces.

CSC was started as a non-governmental company. It once transformed into a state-owned company on July 1, 1977 and subsequently re-privatized on April 12, 1995. Although CSC is a de jure non-governmental company at present, the Government of the Republic of China (Taiwan) still owns a large portion of its stocks, thus the chairman of the company is appointed by the government.

【ASUS】

ASUS , founded in Taipei in 1989 ,is a Taiwanese multinational computer hardware and electronics company headquartered in Beitou District, Taipei, Taiwan. Its products include desktops, laptops, netbooks, LED/LCD panels, mobile phones, networking equipment, monitors, motherboards, graphics cards, optical storage, multimedia products, servers, workstations, and tablet PCs. The company's slogan is: "Inspiring Innovation. Persistent Perfection."

Asus is the world's fifth-largest PC vendor by 2012 unit sales (after HP, Lenovo, Dell and Acer). Asus appears in BusinessWeek's "InfoTech 100" and "Asia's Top 10 IT

Companies" rankings, and it ranked first in the IT Hardware category of the 2008 Taiwan Top 10 Global Brands survey with a total brand value of US\$1.3 billion. Asus has a primary listing on the Taiwan Stock Exchange and a secondary listing on the London Stock Exchange.

【Lenovo】

Lenovo Group Limited is a Chinese multinational technology company with headquarters in Beijing, China, and Morrisville, North Carolina, United States. It sells personal computers, tablet computers, smartphones, workstations, servers, electronic storage devices, IT management software and smart televisions. In 2012, Lenovo was the world's second-largest personal computer vendor by unit sales. It markets the ThinkPad line of notebook computers and the ThinkCentre line of desktops.

Lenovo has operations in more than 60 countries and sells its products in around 160 countries. Lenovo was founded in Beijing in 1984 and incorporated in Hong Kong in 1988 under its previous name, Legend. Lenovo is listed on the Hong Kong Stock Exchange and is a constituent of the Hang Seng China-Affiliated Corporations Index, often referred to as "Red Chips."

【Founder Securities】

Founder Securities Co., Ltd. (hereinafter referred to as "Founder Securities" or the "Company") is China's first comprehensive securities company in 2010. Currently the company has set up a joint venture investment bank, futures, direct investment, joint venture fund and three other subsidiaries, as of October 2013, with 131 outlets (where the securities business department 120 futures business department 11), employs more than 4,000 people.

Founder Securities is committed to providing high-end institutional investors and has financial, investment and value-added services to build customer demand for all-round, multi-level system of financial services and products with strong R & D capabilities, superior service levels and market a wide range of business channels, have the industry's leading integrated financial services terminals.

In the context of the securities industry innovation and development, the company initiated the concept of excellence in leading financial services integrate various business segments to create comprehensive, multi-level system of integrated financial services, and actively explore the development mode of integrated operations.

【Caixin Media】

Founded in 2010 ,Caixin Media Company Limited is a media group dedicated to providing financial and business news and information through periodicals, online content, mobile apps, conferences, books and TV/video programs. Caixin Media aims to blaze a trail that helps traditional media prosper in the new media age through integrated multimedia platforms.

The editorial staff at Caixin Media is well-known for independent thinking and professional practices. They are insiders with a profound understanding of China's economic and social transition. They are sharp observers with a global vision. They are the torchbearers of professional journalism, known for providing high-quality, credible content.

The profile of all case companies is presented in Table 4.

Table 4 Case Company Profile

Corporation name	Foundation year	Location	Background	Industry	Public or not
Citibank Taiwan	1964	Taiwan	American subsidiary	Finance	Public
IBM Taiwan	1956	Taiwan	American subsidiary	High tech	Public
Texas Instruments Taiwan	1969	Taiwan	American subsidiary	High tech	Public
Chunghwa Telecom	1996	Taiwan	Taiwanese company	Telecom	Public
China Steel	1971	Taiwan	Taiwanese company	Iron and Steel	Public
ASUS	1989	Taiwan	Taiwanese company	High tech	Public
Lenovo	1984	China	Chinese company	High tech	Public
Founder Securities	2008	China	Chinese company	Securities	Public
Caixin Media	2010	China	Chinese company	Media	NOT

Chapter 4 Analysis and Finding

In the following , the interview contents of the nine case companies will be presented.

Then , these case companies' human resources practices will be classified according to Pfeffer's 7 practices and analyzed from different perspectives.

4.1 The main interview contents of case companies

For the interviewees' privacy , these case companies will use "code" instead of its real company name.

【Corporation A】

Corporation A will consider to lay off employees when they can not reach target profit or change business strategies. According to business strategies and departments' target sales , human resources department will summarize departments' manpower demand and talents' qualifications. Channels of recruitment include job rotation , internal recruiting , internal recommendations , company website and job bank.

Employees who work with more than two years can apply for a job rotation when there is job posting. According to performance evaluation , talents will get

comprehensive rotation plan for their short-term next/career movement.

Training programs will be designed to help employees' short-term and long-term career movement. It includes new employees training , functional training programs.

Performance evaluation includes performance summary review and business as usual.

Employee's salary depends on personal performance , personal contribution and company's business performance. High performance employees will receive higher compensation and bounds.

Company is composed of several functional departments. Each department includes self-managed teams. For its American parent company background , it is trying to reduce status differences through the use of language and labels. Company will share financial and performance information throughout the organization monthly.

【Corporation B】

Corporation B will lay off employees when they change business strategies , adopt Mergers and Acquisitions, or can not reach target profit. In the fall of the year , company will consider manpower , finance , strategies to make recruitment schedule and adjust it in the spring of next year. Recruiting channels include campus

recruiting ,internal recommendations , company website and job bank.

Training programs are composed of basic skills training , professional skills training and management training. Employees can apply for job rotation when they work with more than two years in their original positions , qualified performance evaluation and work transitions for three months.

Company will do the following processes to enhance workforce

commitments :Challenge & opportunity , Enablement , Work/life flexibility , Clarity ,

Rewards & recognition , Relationships/ community/teamwork caused to client

satisfaction then driven business performance.

Company will review salary structure every year. Employee's performance is related

to salary increase and bonus. Compensation and benefit policy is composed of benefit ,

fix earning , short-term incentive ,long-term incentive.

Matrix organization is company's feature. Professionals will be grouped in the

self-managed team according to task demand. For its American parent company

background , it is trying to reduce status differences through the use of language and

labels. CEO will share financial and performance information throughout the organization quarterly.

【Corporation C】

CorporationC will lay off employees when they change business strategies ,or can not reach target profit. Recruitment demand is based on clients' new needs and staff turnover. Recruiting channels include company website , job posting , head hunter and job bank.

Job rotation system is called JOS (Job Opportunity System). Employees can apply for job rotation when they work with more than one year in their original positions and have qualified performance evaluation. Potential leader talents will get overseas rotation.

TNOB means the outcome of performance evaluation which is Top 10 ,Next 10 , others and bottom. High performance employees will have bonus and incentive .Compensation and benefit policy is composed of benefit , fix earning , short-term and long-term incentive.

Employees' training and career development include : New college graduate development (NCG), Future leader identification ,Leader development , New manager development , Engineering development , Mentoring , Cross-cultural training , Professional education , Online knowledge platform.

Company is composed of several functional departments. Each department includes self-managed teams. For its American parent company background , it is trying to reduce status difference through the use of language and labels. Company will share financial and performance information throughout the organization monthly.

【Corporation D】

Corporation D is not easy to lay off employees when they change business strategies ,or can not reach target profit because of its state-owned background.According to staff turnover, business needs , construction plans and budgets , human resources department will summarize departments' manpower demand and talents' qualifications. Recruiting channels include company website and outsourcing.

Company sets up internal training college for employees training. Its training

programs include skills training ,talents education , and expatriates

training.Compensation policy adopts leading strategy in the industry. Employee's

bonus is related to personal key performance index.

With the classification of balanced score card , team member will have personal key

performance index and that is the basis for performance evaluation. Business

functions will decide which departments and teams to set up. For its past state-owned

background and Chinese culture , there are status differences in the company , even

though they are trying to reduce the differences.This is a public company and they

will publish financial and performance information periodically.

【Corporation E】

Corporation E is not easy to lay off employees when they change business

strategies ,adopt Mergers and Acquisitions,or can not reach target profit because of its

state-owned background. On September and October ,HR Department will summarize

the employment demands raised by various departments, to form the formal personnel

demand schedule of the year.

Recruiting channels include public examination , job rotation , university-industry

collaboration and job bank. According to nomination , transfer training or job posting , employees will get job rotation opportunity.

Annual training programs will be decided according to staff training needs investigation. Its education training system includes four parts : management , profession , domestic study and abroad study.

Performance evaluation will be held two times annually. The results of personal performance will be related to salary increase and bonus. Teams will be set up for business needs. For its past state-owned background and Chinese culture , there are status differences in the company , even though they are trying to reduce the differences. This is a public company and they will publish financial and performance information periodically.

【Corporation F】

Corporation F will not lay off employees casually when they change business strategies or can not reach target profit , because Corporation F is really selective hiring according to its growth strategy and now stays on the growth stage.

On October ,HR Department will summarize the employment demands raised by various departments, to form the formal personnel demand schedule of the year.

Channels of recruitment include campus and military recruiting , internal recruiting , internal recommendations , company website and job bank.

Some positions will be expatriated for company's globalization. This kind of rotation system will be introduced clearly during interview. There are five steps to develop Talent development plan : assessment , plan , execution , review and evaluation.

Training system includes two parts : off-job training and on-job training. Off-job training includes core value and management competency training , professional competency training and self-development training.Compensation and benefit policy is better than market conditions.

Employee's bonus is related to personal key performance index. Core value is the most important key performance index.Business strategies will decide which departments and teams to set up. The situation of status differences in the company is better than other companies , even though they emphasize traditional Chinese culture. This is a public company and they will publish financial and performance information

periodically.

【Corporation G】

Corporation G will consider to lay off employees when they change business strategies or can not reach target profit even though they had state-owned background and now public company.

HR Department will summarize the employment demands raised by various departments, to form the formal personnel demand schedule of the year. Channels of recruitment include labor market , campus recruiting , internal recruiting , internal recommendations , company website , job bank and social networking website.

After evaluate business development and talent review , HR department will design employees' individual development plan and carry out job rotation , especially for high potential talents.

Training system includes new staff training , mentor training , professional and general skills training and high potential talents training.

Compensation policy includes salary , bonus , stock option and benefit. Performance

evaluation will be held quarterly. Business profit is each team's key point for evaluation.

For its past state-owned background and Chinese hierarchy culture, there are status differences in the company, even though they are trying to reduce the differences.

This is a public company and they will publish financial and performance information periodically.

【Corporation H】

It is not easy to comment on whether or not Corporation H adopts Employment Security. Corporation H wants to keep higher retention rate but employees will resign (or have to resign) when they cannot meet target sales. For Corporation H, how to have higher retention rate is more important than Employment Security.

HR Department will summarize the employment demands raised by local companies, to form the formal personnel demand schedule of the year, but there are temporary employment demands for its high staff turnover. Internal recruiting is the first option for recruitment. External channel is job bank.

Training system includes management training , professional and general skills training , and product promotion training. Compensation policy includes salary and bonus. The outcomes of performance evaluation will decide employees' bonus and salary increase.

For its past state-owned background and Chinese hierarchy culture , there are obviously status differences in the company. This is a public company and they will publish financial and performance information periodically.

【Corporation I】

Corporation I is relatively a young corporation than other case companies.

Corporation I is a prominent and outstanding company in its industry. Corporation I is continuing to recruit new employees for its business growth and staff turnover. Corporation I's employees are very popular in other firms for their good trains and professionals. For Corporation H , how to have higher retention rate is more important than Employment Security.

For business growth , recruitment process keeps going on. Internal recruiting is the

first option for recruitment. External channel is company website and job bank. Every two weeks , company will invite an expert to make a speech for all employees. Every business has its own training courses. E-learning helps employees to train themselves at any time.

Compensation policy adopts higher fixed income and lower bonus. Company will increase fixed wage every year. Personal key performance index is the basis to performance evaluation. Business strategies will decide which departments and teams to set up.

For its Chinese hierarchy culture , there are obviously status differences in the company. Company does not share much financial and performance information throughout the organization.

Section summary of 4.1

After interviews and secondary data collection ,the study concludeTable 5Comparison Sheet below about the implementation of HPWP in nine case corporations.

The meaning of symbols in Table 5 ~ 10 :

✓ : have implemented this work practice ;

△ : try to implement this work practice ;

X : don't implement this work practice ;

Table 5 HPWPComparison Sheet of All Case Corporations

Corporation Code	Employment security	Selective hiring	Teams & decentralization	Compensation contingency
A	X / Consider to lay off employees when fail to reach target profit or change business strategies.	✓ / Carefully select potential talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
B	X / Consider to lay off employees when change business strategies , adopt Mergers and Acquisitions,or fail to reach target profit.	✓ / Select excellent talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
C	X / Consider to lay off employees when change business strategies ,or fail to reach target profit.	✓ / Select cultural fit talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
D	✓ / Not easy to lay off employees because of its state-owned background.	✓ / Design a series of steps to select talents.	✓ / Organize people into self-managed teams.	✓ / Profit sharing

Table 5HPWPComparison Sheetof All Case Corporations

CorporationCode	Employment security	Selective hiring	Teams & decentralization	Compensation contingency
E	✓ / Not easy to lay off employees because of its state-owned background.	✓ / Culture fit is more important than job skills.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
F	✓ / Not easy to consider lay off employees for staying on the growth stage.	✓ / Select cultural fit talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
G	X / Consider to lay off employees when change business strategies or fail to reach target profit.	✓ / Select cultural fit talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
H	△ / Work hard to have higher retention rate.	✓ / Select potential talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing
I	✓ / Want to have employment security but suffer higher	✓ / Select potential talent.	✓ / Organize people into self-managed teams.	✓ / Profit sharing

	turnover rate.			
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Table 5HPWPComparison Sheetof All Case Corporations

CorporationCode	Extensive training	Reduction of status differences	Sharing information
A	✓ / Execute extensive training	△ / Reasonable wage differences.	✓ / Share information periodically.
B	✓ / Execute extensive training	△ / Reasonable wage differences.	✓ / Share information periodically.
C	✓ / Execute extensive training	△ / Reasonable wage differences.	✓ / Share information periodically.
D	✓ / Execute extensive training	△ / Office arrangement.	✓ / Share information periodically.
E	✓ / Execute extensive training	△ / Office arrangement.	✓ / Share information periodically.
F	✓ / Execute extensive training	△ / Office arrangement.	✓ / Share information periodically.
G	✓ / Execute extensive training	△ / Reasonable wage differences.	✓ / Share information periodically.
H	✓ /	X /	✓ /

	Execute extensive training	Larger wage differences.	Share information periodically.
I	✓ / Execute extensive training	X / Larger wage differences.	X / Not share much information to employees.

4.2 The Comparisons of High Performance WorkPractices

After presented the nine case companies' human resources practices in section 4.1 and listed them in table 5 , this study will analyze these practices from the following four perspectives :

Corporations in the high-tech industry VS. Corporations in the non-high-tech industry ;

Local enterprises VS. Multinational enterprises ; .

Chinese enterprises VS. Non-Chinese enterprises ;

Taiwan-located enterprises VS. Mainland China-located enterprises ;

4.2.1 Corporations in the high-tech industry VS. Corporations in the non-high-tech industry

“ Corporation B ,C , F ,G ” stay in the high tech industry. “ Corporation A , D , E , H , I ” stay in the non-high tech industry. The major differences of these two groups'HPWP : (1)Corporations in the high tech industry are not intended to adopt employment security. Corporations in the non-high tech industry are intended to

adopt this practice. (2) Corporations in the high tech industry emphasize reducing status differences. Corporations in the non-high tech industry are not easy to adopt this practice.

Summarize the interviews and secondary data to analyze why corporations in the high tech industry are more difficult than corporations in the non-high tech industry to adopt employment security. This study found out that the environment in high tech industry changes rapidly and the high tech product life cycle is shorter than non-high tech product, so these high tech corporations are not easy to adopt employment security.

High tech corporations are intended to hire young man. For more innovation , high tech corporations are intended to reduce status differences to inspire creativity of young employees.

The comparisons of the two group's HR practices can be shown in Table 6.

Table 6 HPWP Comparison Sheet of High-tech Corporations and Non-high-tech Corporations

	Corporations in the high tech industry	Corporations in the non-high tech industry
Employment security	X / Not intend to adopt this practice.	△✓ / Have adopted or intend to adopt this practice.
Selective hiring	✓ / Select potential talent.	✓ / Select cultural fit talent.
Teams & decentralization	✓ / Organize people into self-managed teams.	✓ / Organize people into self-managed teams.
Compensation contingency	✓ / Profit sharing.	✓ / Profit sharing.
Extensive training	✓ / Execute extensive training.	✓ / Execute extensive training.
Reduction of status differences	△✓ / Have adopted or intend to reduce status differences.	△ X / Try but not easy to reduce status differences.
Sharing information	✓ / Share information periodically.	△ / Try to share information periodically.

4.2.2 Local enterprises VS. Multinational enterprises

“ Corporation D , E , H , I ” belong to local enterprises. “ Corporation A , B , C , F , G ” are multinational enterprises. Compared these two groups'HPWP ,

The major differences of these two groups'HPWP : (1) Local enterprises are intended to adopt employment security. Multinational enterprises are not intended to adopt this

practice. (2) Multinational enterprises emphasize reducing status differences. Local enterprises are trying but not easy to adopt this practice.

Summarize the interviews and secondary data to analyze why multinational enterprises are more difficult than local enterprises to adopt employment security, and why multinational enterprises are easier than local enterprises to reduce status differences. This study found out that cultural difference is the key point.

Local enterprises are dominated by Chinese Confucian culture. The relationship between company and employees are like family members. Multinational enterprises are dominated by Western culture which stresses contract relationship. That is why local enterprises are intended to adopt employment security because employees not only have contract relationship with company, but they are family members.

Chinese Confucian culture, which emphasizes respecting older and leader, has obviously class gap. Western culture stresses equal to everybody. That is why multinational enterprises are intended to reduce status differences to make equal to everybody.

The comparisons of the two group's HR practices can be shown in Table 7.

Table 7HPWP Comparison Sheet of Local enterprises and Multinational enterprises

	Local enterprises	Multinational enterprises
Employment security	✓△ / Have adopted or intend to adopt this practice.	X / Not intend to adopt this practice.
Selective hiring	✓ / Select cultural fit talent.	✓ / Select cultural fit and potential talent.
Teams & decentralization	✓ / Organize people into self-managed teams.	✓ / Organize people into self-managed teams.
Compensation contingency	✓ / Profit sharing.	✓ / Profit sharing.
Extensive training	✓ / Execute extensive training.	✓ / Execute extensive training.
Reduction of status differences	△ X / Try but not easy to reduce status differences.	△✓ / Take actions to reduce status differences.
Sharing information	△ / Try to share information periodically.	✓ / Share information periodically.

4.2.3 Chinese enterprises VS. Non-Chinese enterprises

“ Corporation D , E , F , G , H , I ” are Chinese (or Taiwanese) corporations.

“ Corporation A , B , C ” are non-Chinese (or non-Taiwanese) corporations.

The major differences of these two groups' HPWP are the same with section 4.2.2 : (1)

Chinese enterprises are intended to adopt employment security. Non-Chinese

enterprises are not intended to adopt this practice. (2) Non-Chinese enterprises

emphasize reducing status differences. Chinese enterprises are trying but not easy to

adopt this practice.

Summarize the interviews and secondary data to analyze why Non-Chinese

enterprises are more difficult than Chinese enterprises to adopt employment security ,

and why Non-Chinese enterprises are easier than Chinese enterprises to reduce status

differences. This key point is the same with section 4.2.2 "cultural difference".

Chinese enterprises are dominated by Chinese Confucian culture.

Non-Chinese enterprises , whose parent companies are American enterprises , are

dominated by American Western culture. Chinese enterprises are intended to adopt

employment security to protect employees who are family members.

Non-Chinese enterprises are intended to reduce status differences to make equal to

everybody , which is the key value of American Western culture.

The comparisons of the two group's HR practices can be shown in Table 8.

Table 8HPWP Comparison Sheet of Chinese Enterprises and Non-Chinese Enterprises

	Chinese enterprises	Non-Chinese enterprises
Employment security	✓△ / Have adopted or intend to adopt this practice .	X / Do not adopt this practice.
Selective hiring	✓ / Select cultural fit and potential talent.	✓ / Select cultural fit and potential talent.
Teams & decentralization	✓ / Organize people into self-managed teams.	✓ / Organize people into self-managed teams.
Compensation contingency	✓ / Profit sharing.	✓ / Profit sharing.
Extensive training	✓ / Execute extensive training.	✓ / Execute extensive training.
Reduction of status differences	X / Have status differences.	△ / Intend to reduce status differences.
Sharing information	△ / Try to share information periodically.	✓ / Share information periodically.

4.2.4 Taiwan-located enterprises VS. Mainland China-located enterprises

“ Corporation A , B , C , D , E , F ” are located in Taiwan. “ Corporation G , H , I ”

are located in Mainland China.

Employment security is not easy to do the comparison because these corporations have obviously different background and stay in different industry even though they locate in Taiwan or Mainland China.

The major difference of these two groups' HPWP is Taiwan-located enterprises emphasize reducing status differences. Mainland China-located enterprises are trying but not easy to adopt this practice.

Summarize the interviews and secondary data to analyze why Taiwan-located enterprises are easier than Mainland China-located enterprises to reduce status differences. This key point is "cultural difference".

Taiwan and Mainland China are dominated by Confucian culture, but Chinese pay more attention to social hierarchy than Taiwanese. That is the why Mainland China-located enterprises are more difficult than Taiwan-located enterprises to do something to reduce status differences.

The comparisons of the two group's HR practices can be shown in Table 9.

Table 9HPWP Comparison Sheet of Taiwan-located enterprises and Mainland China-located enterprises

	Taiwan-located enterprises	China-located enterprises
Employment security	✓X / Some of them adopt this practice , and some not.	✓X / Some of them adopt this practice , and some not.
Selective hiring	✓ / Select cultural fit and potential talent.	✓ / Select cultural fit and potential talent.
Teams & decentralization	✓ / Organize people into self-managed teams.	✓ / Organize people into self-managed teams.
Compensation contingency	✓ / Profit sharing.	✓ / Profit sharing.
Extensive training	✓ / Execute extensive training.	✓ / Execute extensive training.
Reduction of status differences	△✓ / Intend to reduce status differences.	X / Have status differences.
Sharing information	✓ / Share information periodically.	△ / Try to share information periodically.

Section summary of 4.2

After listed the nine case companies' human resources practices and analyzed these practices from four perspectives :

Corporations in the high-tech industry VS. Corporations in the non-high-tech industry ;

Local enterprises VS. Multinational enterprises ; .

Chinese enterprises VS. Non-Chinese enterprises ;

Taiwan-located enterprises VS. Mainland China-located enterprises ;

This study found out the major different practices among the case companies are “employment security” and “reduction of status differences”.

Corporations in the high-tech industry are not intended to adopt “employment security”, but corporations in the non-high-tech industry are willing to adopt this practice. Corporations in the high-tech industry have fewer status differences than corporations in the non-high-tech industry. This study found out that the environment in high tech industry changes rapidly and the high tech product life cycle is shorter than non-high tech product, so these high tech corporations are not easy to adopt employment security but they adopt “reduction of status differences” to inspire young employees’ creativity and innovation.

Local enterprises or Chinese enterprises are more willing to adopt “employment security” than Multinational enterprises or Non-Chinese enterprises. On the other

hand , Multinational enterprises or Non-Chinese enterprises are more willing to adopt “reduction of status differences” than local enterprises or Chinese enterprises. This key point for these situations is “cultural difference”. Local enterprises or Chinese enterprises are dominated by Confucian culture , which pays attention to family-members relationship between company and employees. Multinational enterprises or Non-Chinese enterprises are dominated by Western culture which stresses contract relationship between company and employees.

The major difference HR practice between Taiwan-located enterprises and Mainland China-located enterprises is “reduction of status differences”. In Mainland China ,Chinese pay more attention to social hierarchy than Taiwanese in Taiwan , even though both sides are dominated by Confucian culture. Taiwan-located enterprises are more willing to do something to adopt “reduction of status differences” than Mainland China-located enterprises.

The comparisons of the four perspectives can be shown in Table 10.

Table 10HPWPComparison Sheet with Four Perspectives

	Employment security	Reduction of status differences
Corporations in the high-tech industry	X / Not intend to adopt this practice.	△✓ / Have adopted or intend to reduce status differences.
Corporations in the non-high-tech industry	△✓ / Have adopted or intend to adopt this practice.	△ X / Try but not easy to reduce status differences.
Local enterprises	✓△ / Have adopted or intend to adopt this practice.	△ X / Try but not easy to reduce status differences.
Multinational enterprises	X / Not intend to adopt this practice.	△✓ / Take actions to reduce status differences.
Chinese enterprises	✓△ / Have adopted or intend to adopt this practice .	X / Have status differences.
Non-Chinese enterprises	X / Do not adopt this practice.	△ / Intend to reduce status differences.
Taiwan-located enterprises	✓X / Some of them adopt this practice , and some not.	△✓ / Intend to reduce status differences.
Mainland China-located enterprises	✓X / Some of them adopt this practice , and some not.	X / Have status differences.

4.3 The future trend of HPWP

Summarize interview contents , secondary data , and compare case companies' HR practices , this study found out two points : (1) Continuous modification HR practices to be the update HPWP , (2) Aggressive application HR practices to develop high performance talents. The two points may be the future trend of HPWP.

4.3.1 Continuous modification HR practices to be the update HPWP

Highperformance work practices (HPWP) had been proved that they have positive effect on firm performance in different countries over 20 years.

This study found out that some HR practices are adopted by all case companies and some not. After compare all case companies' HR practices and group case companies with four perspectives to analyze their practices , this study found out that many factors will affect how company adopt and implement HR practices. These factors include culture , market conditions , technology , talent , industry , location , parent company's background ,and so on.

One practice , which is implemented well in western culture company , maybe need to be modified in eastern culture company. For example , in this study , employees call each other names in American subsidiaries to reduce status differences. Employees call each other titles in Chinese companies to meet social hierarchy. This practice , “reduction of status differences” , need to be modified in China to meet China’s traditional culture -- social hierarchy. But some Confucian culture leaded companies in Taiwan and China are trying to take actions to reduce status differences when they are growing from local companies to international companies.

Impact factors (including culture , market conditions , technology , talents , and so on) will change time to time , so that HR practices need to be continuous modification to be the update HPWP.

4.3.2 Aggressive application HR practices to develop high performance talents

Each company needs talents to create high performance. HR practices are designed and implemented to attract , train , keep talents for high performance. Some case companies , especially multinational companies , apply HR practices aggressively and completely to bring up talents and create high performance in a short time.

For example ,case companies “Corporation A and C” recruit potential talents in the world each year with strict selection processes. Afteremploy high potential talents ,HR department will implement a series of extensive trainings and job rotation. These high potential talentswill get higher salary than other new staff. At the same time , they have to receive strict performance evaluation. If they pass a series of training and evaluations ,they will be promoted to be a top department manager in a few years. They need to create high performance in their departments , and if they do , they will get nice compensation and benefits.

Aggressive application HR practices to develop high performance talents have been the general trend. Not only in multinational companies , more and more local enterprises are trying to adopt this method to develop talents and create high performance in a short time.

Chapter 5 Conclusion

5.1 Summary and discussion

The purpose of this study is to find out how the High Performance Work Practices (HPWP) are implemented by the nine case companies , which have different background , are in different industries ,but have the same employees culture background. Then try to figure out the future trend of HPWP. The result is some of the HPWP are implemented by all companies , like Selective hiring 、 Team & decentralization、 Compensation contingency、 Extensive training , and some of the HPWP are not implemented by all companies , like Employment security、 Reduced status distinctions、 Sharing information.

After analyzed interview contents and secondary data , this study found out company's background and employee's background will affect how the company carried out HPWP. Then this study figured out two points : (1) Continuous modification HR practices to be the update HPWP , (2) Aggressive application HR practices to develop high performance talents. The two points may be the future trend of HPWP.

According to Table 5HPWP Comparison Sheet of All Case Companies, there are four practices below adopted by the nine case corporations.

- Selective hiring
- Team & decentralization
- Compensation contingency
- Extensive training

Although the nine corporations have different background , Taiwanese company / Chinese company / American subsidiaries , and are in different industries , finance / high tech / telecom / steel / securities / media , however , they consistently carry out 4 High Performance WorkPractices , Selective hiring / Team & decentralization / Compensation contingency / Extensive training. It is probably fair to say that the 4 High Performance WorkPractices have been adopted by every company in the world.

The other three practices , Employment security、 Reduced status distinctions、 Sharing information are not implemented by all case companies.

The nine case corporations have different degrees in “Sharing information.” American subsidiaries have the highest degree in “Sharing information”, because they stress totally performance orientation. The three Taiwanese corporations are all public companies. According to government regulations, they will release operation and finance data at fixed period. About three Chinese corporations, Corporation G and H are public companies, and Corporation I is a young company. Corporation G and H will release operation and finance data at fixed period. Corporation I did not share much information to employees.

The major differences of these case companies’ HPWP are Employment security and Reduced status distinctions. This study analyzed them from the following four perspectives :

Corporations in the high-tech industry VS. Corporations in the non-high-tech industry ;

Local enterprises VS. Multinational enterprises ; .

Chinese enterprises VS. Non-Chinese enterprises ;

Taiwan-located enterprises VS. Mainland China-located enterprises ;

Corporations in the non- high-tech industry are more willing to adopt “employment security” than corporations in the high-tech industry. The main reason is that environment in the non- high tech industry is more stable than environment in high tech industry. So corporations in the non- high-tech industry are more willing to adopt “employment security” to keep smooth operation.

Local enterprises or Chinese enterprises are more willing to adopt “employment security” than Multinational enterprises or Non-Chinese enterprises. The main reason is that local enterprises or Chinese enterprises are dominated by Confucian culture , which pays attention to family-members relationship between company and employees , not just contract relationship as multinational enterprises or Non-Chinese enterprises .

High-techcorporations ,ormultinational enterprises , or non-Chinese enterprises have fewer status differences than non-high-tech corporations ,or local enterprises , or Chinese enterprises. The main reasons are high-tech companies are intended to reduce status differencesto inspire the creativity of young workers for innovation. At the same time , multinational enterprises , or non-Chinese enterprises are dominated by

western culture which emphasizes equal to people. Eastern culture emphasizes social hierarchy.

Taiwan-located enterprises are more willing to reduce status differences than Mainland China-located enterprises. The main reason is people in mainland China pay more attention to social hierarchy than people in Taiwan.

This study found out when Chinese enterprises are growing from local enterprises into multinational enterprises , they will change their HR practices , will not intend to adopt “employment security” and will try to reduce status differences , which are multinational enterprises’ or Non-Chinese enterprises’ HR practices.

5.2 Research Limitation

The limitation of this study is mainly the limited time and resource in data collection.

Despite the contributions of this study, several factors limit the generalizability and usefulness of the findings. First, the numbers of case companies are not enough. Only three Taiwanese companies, three Chinese companies, and three American subsidiaries in Taiwan represent these three kinds of company background.

Second, the industries of these case companies are dispersive. The study results may not be valid in all industries since the numbers of case companies are not enough and their industries are dispersive.

Third, the scale of these case companies have a big difference. The parent companies of three American subsidiaries are Multi-National Corporations(MNC). Most of Taiwanese and Chinese companies are public companies except the young but prominent Corporation I.

5.3 Further research suggestion

This study try to understand how High Performance Work Practices (HPWP) are implemented when most employees are Chinese (in Taiwan and China) with the same culture background , but corporations background are different such as Taiwanese or Chinese companies ,or American subsidiaries , and industries background are also different such as finance , high tech , steel , telecom , media.

The further research can do something to get more generalizability and usefulness of the findings. First , if time is available , interview more companies to support the findings. Second , another kind of findings is interested if all case companies are in the same industry . Third ,if the scale of these case companies is in the same level, the findings maybe will be more meaningful.

Professor Jeffrey Pfeffer said “ implementing these practices in isolation may not have much effect , however , and under some circumstances , it could actually be counterproductive. For instance , employment security can be counterproductive unless the firm hires people who will fit the culture and unless incentives reward outstanding performance.” But this study finds out some HPWP are implemented by all companies , some are not. So another kind of interest further research can do some observation about those companies which do not implement all the 7 HPWP.

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