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works including the cultural values which informed the behaviour of the bargainers The second investigates managerial responses to technical change in the British gas industry. We then move into the service sector with an essay on the management of clerical staff in banks including a discussion of the different roles available to male and female workers and the incorporation of automated technologies The final essay looks at the involvement of the unions in workplace productivity and the extent to which Labour politics informed union behaviour The essays in this volume shed new light on the reasons for Britain's economic performance and opens up earlier interpretations of national decline and adversarial workplace cultures **Understanding the People and Performance Link** John Purcell,2003-05-01 This report the most in for further debate depth of its kind to date confirms the powerful relationships between HR practices employee commitment and operating performance It is based on a three year investigation which looked at the HR practices staff views and performance in 11 large organisations including Jaguar Cars Nationwide Building Society Selfridges and Tesco The study provides answers to why and how people management practices influence business performance to unlock what has been termed the black box Key conclusions include the most carefully thought through HR strategy is a waste of time unless it is embraced by line managers who have the skills and understanding necessary to engage and motivate employees where effective HR practices are not in place levels of employee commitment are up to 90 per cent lower an organisation needs a clear direction and purpose beyond the bland mission statement or generic goal of financial returns which engages enthuses and unites people At the Nationwide Building Society this is a commitment to mutuality At Royal United Hospital Bath it is saving lives This big idea appears essential in motivating and directing people behind the strategy of the organisation **Black Enterprise** ,2000-04 BLACK ENTERPRISE is the ultimate source for wealth creation for African American professionals entrepreneurs and corporate executives Every month BLACK ENTERPRISE delivers timely useful information on careers small business and personal finance

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