Chapter- 2

Literature Review

Literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Literature review should be referred to as reviewing and analyzing the work of literature in relation to the specified topic in research.

Most often associated with academic-oriented literature, such as a thesis, a literature review usually precedes a research proposal and results section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area.

A well-structured literature review is characterized by a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic.

Muhammad Jamal, 2011, examined the relationship of job stress, job stressors, and Type-A behavior pattern with employees' job satisfaction, organizational commitment, psychosomatic health problems, and turnover motivation among full-time nurses (N = 215) working in a large Canadian hospital. Both job stress and stressors (role ambiguity, overload, conflict, and resource inadequacy) were significantly related to four outcome variables. Type-A behavior was associated with high job stress, high role ambiguity, conflict, resource inadequacy, and psychosomatic health problems. In addition, Type-A behavior was found to be an important moderator of the stress-outcome relationships. Implications of the findings for management and for future research are highlighted.

Jane Lewis, May 2011, explains the idea that any further development of the concept of 'welfare regime' must incorporate the relationship between unpaid as well as paid work
and welfare. Consideration of the privately domestic is crucial to a gendered understanding of welfare because historically women have typically gained entitlements by virtue of their dependent status within the family as wives and mothers. The paper suggests that the idea of the male-breadwinner family model has served historically to cut across established typologies of welfare regimes, and further that the model has been modified in different ways and to different degrees in particular countries.

**David J. Houston, 2011,** Focused on Is there public-service motivation? In comparison to private employees, are public employees more likely to value extrinsic rewards over intrinsic rewards? Utilizing data from the General Social Survey, Public-and private-sector workers are compared with regard to the incentives that they value most highly in a job. This study contributes to the research literature in the difference between public and private employees by providing a multivariate analysis of survey data collected using a national sampling frame. Logistic regression results indicate that public employees are more likely to place a higher value on the intrinsic reward of work that is important and provides a feeling of accomplishment. Additionally, private-sector workers are more likely to place a higher value on such extrinsic reward motivators as high income and short work hours. These findings suggest that public-service motivation does exist. Individuals employed in public organizations value different motives than those employed in private organizations.

**Dermot McCarthy, Eoin Reeves, Tom Turner, 2010,** the outcomes of a substantial broad-based employee share-ownership scheme for employee attitudes and behaviour in a privatised firm. Results are based on a survey of 711 employees in Eircom, an Irish telecommunications firm, which is 35 percent employee-owned. The ESOP has created sizable financial returns and has had extensive influence in firm governance at the strategic level. However, findings show only a limited impact on employee attitudes and behaviour. This is attributed to a failure in creating a sense of employee participation and line of sight between employee performance and reward. The aim of employee share-ownership often includes aligning employee objectives with those of other shareholders, and thus improving labour performance. The findings in this study highlight a need to
provide employees with a sense of ownership and control. Findings also question the assumption that where employees have a substantial shareholding, they will focus on securing the long-term prospects of the firm. Little research has examined the impact of a large employee shareholding on attitudes and behaviour within a public-quoted firm. The substantial and unparalleled size of the Eircom ESOP presented a unique opportunity to conduct such a study.

**Fred Twine, 2009**, argued that Marshall confuses ‘rights’ and ‘opportunities’ within his notion of civil rights. This critique is then developed in terms of Titmuss' concept of the ‘social division of welfare’ so as to distinguish different routes to welfare in old age. A distinction is made between a civil opportunity route to occupational pensions and a social rights route to a state earnings related pension. This distinction is then elaborated to tease out some social class and gender dimensions of citizenship and inequality in old age from a life course perspective.

**Elke Viebrock, Jochen Clasen, 2009**, The notion of ‘flexicurity’ has recently become a buzzword in European labour market reform. It promises to deliver a magic formula to overcome the tensions between labour market flexibility on the one hand and social security on the other hand by offering ‘the best of both worlds’. This article gives a state-of-the-art review on flexicurity. The development of the concept is set against the background of changed economic circumstances in the last two decades. The components of flexicurity are presented in more detail, followed by a review of ‘real worlds of flexicurity’ in selected European countries, with Denmark and the Netherlands as the most prominent examples. The third section considers the transferability of flexicurity policies across borders. Finally, we concentrate on collective actors involved in promoting the idea of flexicurity at European, supra-national and national levels. We conclude with a discussion of some tensions within and criticisms of the concept.

**MZ Cooke, 2009**, MZ Cooke examines the employee, safety, and health and welfare rights. The (FMLA) Family Medical Leave Act for appropriate employees and is required by federal to do so when employment circumstances arise. The policy consists of clear-
cut advice on how this leave is to be administered for employers and their workers. All employers must let their employees know their rights to the FMLA. The company has a demand to place a notification for all workers to see about the basic provision of the act. If employers do not make the workers aware of this, they will be charged a penalty fee. Employers are banned from discriminating against workers who have the FMLA leave. The FMLA gives qualified employees a twelve week of unsettled pay. The FMLA maintains that the health benefits for the worker will continue during the leave of absence. The FMLA is expected to aid an employee’s security for their family and work responsibilities. It was created to have lawful safety for employers and support of equal opportunity for all people. FMLA is not just focused on companies; its policies are adapted for all public schools, private schools, secondary schools, public agencies and companies with forty or more employees.

ADAM COPELAND, CYRIL MONNET 2008, the change in welfare associated with the introduction of incentives. We calculate by how much the welfare gains of increased output due to incentives outweigh workers’ disutility from increased effort. We accomplish this by studying the use of incentives by a firm in the check-clearing industry. Using this firm’s production records, we model and estimate the worker’s dynamic effort decision problem. We find that the firm’s incentive scheme has a large effect on productivity, raising it by 12% over the sample period for the average worker. Using our parameter estimates, we show that the cost of increased effort due to incentives is equal to the dollar value of a 5% rise in productivity. Welfare is measured as the output produced minus the cost of effort; hence, the net increase in the average worker’s welfare due to the introduction of the firm’s bonus plan is 7%. Under a first-best scheme, we find that the net increase in welfare is 9%.

Adam M. Copeland, 2008, the change in welfare associated with the introduction of incentives. Specifically, we calculate by how much the welfare gains of increased output due to incentives outweigh workers' disutility from increased effort. We accomplish this by studying the use of incentives by a firm in the check-clearing industry. Using this firm's production
records, we model and estimate the worker's dynamic effort decision problem. We find that the firm's incentive scheme has a large effect on productivity, raising it by 14% over the sample period. Using our parameter estimates, we show that the cost of increased effort due to incentives is equal to the dollar value of a 9% rise in productivity. Welfare is measured as the output produced minus the cost of effort; hence the net increase in welfare due to the introduction of the firm's bonus plan is 5%. Under a first-best scheme, we find that the net increase in welfare is 6%.

Olli E. Kangas, 2008, examined the attitudes of different socio-economic groups toward means-testing. By using data from an opinion survey of 1,117 Finns, the study seeks to answer the following questions: Are universal social benefits more popular than selective ones? Who are the most vigorous opponents of means-testing, the middle classes or blue-collar workers? Results give some support to the hypothesis that selective benefits are the most unpopular. The study also shows that opinions on selectivity do not cluster in one dimension, but that there are several aspects of selectivity and that the attitudes of socio-economic groups vary depending on which aspect of selectivity is at stake. The working class and Social Democrats have more reservations toward selectivity which targets the needy, whereas they are more eager to introduce selectivity into universal welfare programs by discriminating against high-income earners. Salaried employees and voters of the Conservative Party are more reluctant to exclude well-to-do people from universal benefits, whereas they accept tighter means-testing in currently means- or income-tested schemes.

Alex Edmans, 2008, studied the stock returns of companies with high employee satisfaction and compares them to various benchmarks -- the broader market, peer firms in the same industry, and companies with similar characteristics. His research indicates that firms cited as good places to work earn returns that are more than double those of the overall market. Those ideas came to dominate management thinking during the industrial age when economic expansion was based largely on industrial machinery. In that environment, workers were required to perform relatively simple tasks and they were easily replaceable. Companies motivated workers mainly with money, paying by the piece in order to reward employees who churned out the most products. In today's
business world shaped by new technology, knowledge and creative thinking, the value of each employee is increasingly important, although hard to measure directly, Edmans says. "Nowadays companies are producing more high-quality products. They are focusing on innovation and looking for the value-added to come from workers rather than machines." Since key outputs, such as teamwork, building client relationships and idea generation, are difficult to measure, motivating workers by paying by the piece is less effective. This leads to the increasing importance of employee satisfaction as a motivational tool. Pleasant working conditions can lead to employees identifying with the firm, and thus exerting more effort than the minimum required by the employment contract. Moreover, it can be a powerful method of retaining key employees.

**Keith Macky and Peter Boxall, 2007**, the relationship between high-performance work system (HPWS) practices and employee attitudes. Using a randomly selected, national population sample, clear evidence was found for a positive relationship between HPWS practices and the attitudinal variables of job satisfaction trust in management, and organizational commitment, implying that HPWS can provide win-win outcomes for employees and employers. However, the study also tests – from an employee perspective – the ‘complementarities thesis’ and finds negative interaction effects among HPWS practices. This strengthens the argument that there are likely to be limits to the positive outcomes of HPWSs for employees. Evidence of sequencing in the employee attitudinal responses to HPWSs was also found, with job satisfaction as the key mediating variable.

**Dimitris Manolopoulos, 2007**, advance the understanding of the relationship between work motivation and organizational performance in the extended public sector, by testing empirically common elements of existing theoretical frameworks. Findings show that the public sector in Greece is more likely to provide extrinsic than intrinsic rewards, however the latter seems to be related to better organizational outcomes. Both individuals' ability and demographic characteristics are core determinants of employees' motivational preferences. The core of this paper tests empirically the relationship between intrinsic and extrinsic motivation with performance in a country of EU “periphery”. Caution should be exercised in generalizing the results for more advanced economies. Organizational leaders and public management in Greece need to conceive work motivation as a
complex system and recognize the importance of intrinsic incentives. There is currently limited evidence on the impact of motivation in the performance of the extended public sector. This research is one of the very few that has been made from the perspective of employees. To the extent of the author's knowledge, this is the first time that a detailed public sector level analysis on work motivation has been presented for Greece.

**Indra Abeysekera, 2007**, Although much has been discussed about voluntary disclosure of human capital in annual reports there has been limited examination of the motivations behind such disclosure. This study uses the perspective of the political economy of accounting to understand motivations. Using the method of content analysis, this paper examines human capital disclosure practices in annual reports of a sample of firms in Sri Lanka, a developing nation. Eleven case study interviews from the sample explore the motivations behind the disclosure practices of firms. Findings reveal that firms use disclosure to reduce tension between firms and their constituents, in the interest of further capital accumulation.

**Orla Gough, 2004**, An integral part of government policy is to encourage employees to make financial provision for retirement. This research focused on that why eligible employees, particularly women, do not join their company schemes. This two-stage study uses face to face interviews followed by a survey of 532 employees who have chosen not to become members of their company schemes. Findings highlight personal pension ownership and a requirement for flexibility and pension portability as the key reasons for non-membership. The dominant reason given by women was the expectation that a partner would provide in retirement.

**Michael K. Moch, 2004**, hypotheses regarding social determinants of internal motivation and job involvement are generated and tested against data gathered from 522 employees of an assembly and packaging plant. Specifically, it is hypothesized that integration into networks of work-based relationships will be positively associated with internal motivation and negatively associated with job involvement. It is also hypothesized that the strength of these relationships will vary with the employees'
orientation toward growth and development. Consistent with the hypotheses, it is found that integration is associated with internal motivation; however, isolates who are growth oriented are more internally motivated than isolates who are not growth oriented. There is no main effect of integration on job involvement; however, isolates who are not growth oriented are more involved in their jobs than are isolates who are growth oriented. It is concluded that internal motivation and job involvement can be alternative sources of meaning and identity, particularly for people who are isolated from work relationships and therefore are unlikely to be highly involved with the organization.

John Milliman, Andrew J. Czaplewski, Jeffery Ferguson, 2003, One important question in the field of workplace spirituality concerns the relationship of this construct with employee work attitudes. This study attempts to make a rigorous empirical examination of the relationship between workplace spirituality and five prevalent employee job attitudinal variables. It assesses the validity and reliability of the measures used and discusses the results of the analysis, which indicate that each of the three dimensions of spirituality used has a significant relationship with two or more of the five job attitude variables examined. While acknowledging that spirituality at work is an abstract concept, this study attempts to provide some of the first empirical support that there is a positive association between spirituality at work and employee job outcomes. The research concludes with a number of implications and research directions for both academics and business managers, including the need to investigate the comprehensive impact of spirituality at work on individuals and organizations.

Schermerhorn, Jr., Hunt, Osborn, 2002, Employee Motivation refers to the individual forces that account for the direction, level, and persistence of a person’s effort expanded at work.” Within this definition there are three key words that are easily misinterpreted by managers: direction, level, and persistence. Direction refers to an individual’s choice when presented with a number of possible alternatives. Level refers to the amount of effort a person puts forth. Persistence refers to the length of time a person sticks with a given action. Once managers fully understand the meaning of motivation they can begin to apply it in the workplace. But, first managers must determine which category of
motivation is best. There are three categories that the theories of motivation fall in: reinforcement, content, and process. Reinforcement theories emphasize the linkage between individual behavior and some specific outcomes to show how managers can alter the direction, level, or persistence of individual actions. Content theories profile different needs that may motivate individual behavior. Basically, content theories focus on the physiological or psychological deficiencies that we feel a compulsion to reduce or eliminate. Process theories focus on the thought or cognitive processes that take place within the minds of people and that influence their behavior. After managers have determined the category of motivation theories he or she wishes to implement, he or she can then decided which theory within that category is best.

Heinz-Josef Tüselmann, Frank McDonald, Arne Heise, 2002, Based on a representative survey of German subsidiaries in the UK, their parent companies and a comparative analysis to the Workplace Employee Relations Survey 1998, the article examines the impact of nationality of ownership on employee relations (ER) in German multinational companies (MNCs) operating in an Anglo-Saxon setting. It also assesses whether in light of heightened international competition and the problems in the German ER model, there has been a weakening of the home country effect over time. The study finds little evidence of a home country effect in relation to ER structures but reveals a pronounced country-of-origin effect in the ER approach and style. There is also evidence that German MNCs have responded to the globalisation pressures of the 1990s by a heightened emphasis on the country-of-origin collective approach in their UK subsidiaries, whilst at the same time developing comprehensive direct human resource management employee involvement schemes to complement, rather than substitute collective ER.

Jeffrey Coats, Edward Davis, Stephen Longden and Raymond Stacey Clive Emmanue, 2002, This article examines performance evaluation systems of fifteen multinationals — five German, five UK and five US — and how they relate to corporate strategy or mission statements in each case. The technique of analysis used is the multilayered case study approach, and includes ‘face-to-face’ interviews.
The results, by authors Jeffrey Coates, Edward Davis, Stephen Longden, Raymond Stacey (Aston University) and Clive Emmanuel (University of Glasgow), are very instructive. The cases show a consistent use of missions/strategies, objectives and performance measures within the companies, but wide variation between them. Detailed tables are presented which show clearly the range of variation between the companies and countries concerned.

Juan Jose Dolado, Florentino Felgueroso, Juan Francisco Jimeno-Serrano, May 2002. In order to offer a balanced assessment of the role of minimum wages in the welfare State, seven basic questions need to be answered: (i) Why is the minimum wage a useful redistributive tool? (ii) How binding are minimum wage floors in different countries? (iii) To what extent do minimum wages have the adverse consequences that standard analyses predict? (iv) Are there strong theoretical grounds underlying the revisionist results? (v) Who supports minimum wages? (vi) Under which conditions is the minimum wage a better tool than other policy instruments to achieve income redistribution? And, finally, (vii) what is the overall cross-country time-series evidence regarding the employment effect of the minima? The aim of this paper is to provide an appraisal on the available evidence for each of the above-mentioned issues.

Report of National Commission on Labour (2002), Government of India, made recommendations in the area of employees welfare measures which include social security, extending the application of the Provident Fund, gratuity and unemployment insurance etc. Employees absenteeism in Indian industries can be reduced to a great extent by provision of good housing, health and family care, canteen, educational and training facilities and provision of welfare activities. The principle for successful implementation of employees welfare activities is nothing but an extension of democratic values in an industrialized society.

Rajib N. Sanyal (2001). A survey of employee benefits provided to host country non-managerial employees in China by American firms indicates that these tend to change over time, vary by the size of the firm, and differ between wholly owned and joint
ventures. Statistical analysis suggests that the use of certain extrinsic and intrinsic benefits tends to be positively perceived by Chinese employees, and in turn, these favorably impact specific dimensions of organizational performance. The findings show that American firms provide benefits that recognize established practices in China and the current needs of Chinese workers. Implications for employee benefits managers in foreign firms are discussed.

Rohit Verma, 2000, this study presents an empirical snapshot of management challenges among different types of service industries (Service Factory, Service Shop, Mass Service, and Professional Service). Based on data collected (sample size = 273; response rate 97.5 percent) from the managers of four services (Fast Food, Auto Repair, Retail Sales, Legal Services) we show how management challenges change with customer contact/customization and labour intensity. These results have important implications for understanding “real life” service operations, for process improvement, and for service design.

The David Blake, (2000), UK is one of the few countries in Europe that is not facing a serious pensions crisis. The reasons for this are straightforward: state pensions are among the lowest in Europe, the UK has a long-standing funded private pension sector, its population is ageing less rapidly than elsewhere in Europe and its governments have, since the beginning of the 1980s, taken measures to prevent a pension crisis developing. This article reviews the policies that have been implemented over the last two decades. It describes and analyses the defects in the Thatcher-Major governments’ reforms that brought us to the current system, examines and assesses the reforms of the Blair government, and then identifies the problems that remain unresolved and how they might be addressed. Concludes with an examination of the implications of these reforms for the future of occupational pension schemes.

Derek Hall, Frances Brown 1999, Analysis of the welfare — physical, economic, social, etc. — of all those involved in tourism (tourists, employees, local residents, animals and the environment in which it takes place) is proposed as a means of illuminating tourism’s
nature and impacts. The paper argues that the welfare of one set of participants may be compromised by efforts to increase that of others and illustrates this with an examination of the contrasting welfare of tourists and non-tourists; the welfare of tourism employees, especially those who migrate to take up work, versus that of other residents; and the benefits that accrue to animals and nature when included in the tourism product.

**W. David Rees, Christine Porter, 1998**, Employee participation is in the news because of the stakeholder concept and European legal developments. Argues that for most employees what matters is the working relationship with their boss, rather than indirect forms of representation, such as works councils. If employers are genuine about participation, the prime area of attention needs to be the day-to-day behaviour of line managers. This necessitates reviewing the performance, selection and training of line managers. This is also necessary if indirect forms of participation are to work as they too depend on effective and co-operative line management. Participation also needs to be examined in the context of organizational and national culture and the pressures on an organization at particular points in time. Too often the topic is addressed as though the objectives can be achieved simply through mechanistic/legal imposition.

**William T. Dickens, Lawrence F. Katz, Kevin Lang, Lawrence H. 1998**, This offers some observations on employee crime, economic theories of crime, limits on bonding, and the efficiency wage hypothesis. We demonstrate that the simplest economic theories of crime predict that profit-maximizing firms should follow strategies of minimal monitoring and large penalties for employee crime. Finding overwhelming empirical evidence that firms expend considerable resources trying to detect employee malfeasance and do not impose extremely large penalties, we investigate a number of possible reasons why the simple model's predictions fail. It turns out that plausible explanations for firms large outlays on monitoring of employees also justify the payment of premium wages in some circumstances. There is no legitimate a priori argument that firms should not pay efficiency wages once it is recognized that they expend significant resources on monitoring.
Stephen Wood and Lilian De Menezes, 1998, Are the practices widely associated with the high commitment or involvement model, such as job flexibility and minimal status differences, actually used in conjunction with each other? Or rather are they being used, as some commentators speculate, in a fragmented or ad hoc manner? The authors use Latent Variable Analysis to assess whether practices identified with high commitment management do form a unity. They are simultaneously attempting to see if such practices can be used as indicators for measuring an underlying high commitment orientation on the part of management. The analysis uses data from the 1990 UK Workplace Industrial Relations Survey and its sister survey, the Employers' Manpower and Skills Practices Survey, on the use of a range of high commitment practices across the whole economy. The evidence suggests that there is an identifiable pattern to the use of high commitment practices. Four progressive styles of high commitment management (HCM) were discovered. Though the use of it in its entirety is still relatively rare in the UK, the proportion of organizations with medium levels of high commitment management is higher than is perhaps commonly assumed. High degrees of high commitment management are not necessarily associated with non union work places. The research also demonstrates that HCM does have some performance effects, though they are not unique to it since those organizations that adopt high commitment management in its entirety do not perform better on any performance criteria than all others, but they do perform better than some types.

American Journal of Economics and Sociology, The, April, 1997 by Howard J. Gensler, W. David Walls, welfare program participation decisions are modeled as a joint decision-making process. The impacts of welfare program characteristics and individual-specific characteristics on the joint work/welfare decisions are estimated through the use of a bivariate probit model. The joint-choice modeling approach improves the efficiency of the estimation over the single-equation estimation approach in which the work/welfare participation decisions are assumed to be independent. The precision of the estimates and the validity of the underlying model are important in the evaluation of alternative welfare reform policies.
N.G. Terry, P.J. White, 1997, A postal survey of companies registered in Scotland considered various occupational pension issues. A major finding was the strong managerial belief (but absence of hard evidence) that pension schemes had positive recruitment and motivational effects. Ad hoc-ery - in the sense of expediency - might help to explain this lack of evidence. Nevertheless, schemes could fulfill certain covert objectives, indicative of a more purposive management. The relationships between pension schemes and human resource management (HRM) are shown to be complex. Aggregate pension provisions seem to run counter to the individualistic thrust of HRM. However, early retirements and shifts into money purchase schemes for some employees might reflect a distinction between “core” and “periphery” employees, as well as “hard” and “soft” HRM approaches.

John Hills, 1997, This extent to which the policies towards the welfare state pursued by the Labour Government in its first fifteen months represent a break with those of its Conservative predecessor and with earlier policies put forward by Labour in opposition. Four key parts of its inheritance from the Conservatives are identified: attempts to control public spending; privatization (more in terms of welfare provision than of its financing); the growth of means-testing; and the growth of inequality. The paper summarizes the main policy developments towards the welfare state since May 1997, and identifies four linking themes: the importance to Labour of shedding its “tax and spend” image leading to tight budget constraints, but with significant reallocation towards health and education; a strong focus on the promotion of paid work; a series of measures intended to reduce inequality and relative poverty, but with controversy over benefit levels; and the new dominance of the Treasury in making welfare and social policy. Some of these policies mark clear reversals from those of the Conservatives, but in others they continue an evolution which was already underway, despite the earlier Labour rhetoric about “thinking the unthinkable” on welfare reform.

Krista K. Olson, LaDonna Pavetti, 1996, Time limits, increasing employment and training participation requirements, and strict economic sanctions for non-compliance with program expectations, all increase the importance of engaging a broader share of the
AFDC caseload in employment or employment-related activities. Over time, these policy changes will require states and local welfare offices to develop strategies to engage welfare recipients who have traditionally been exempted from participation in education or training activities, as well as other long-term recipients, in welfare-to-work programs. This paper is the first of a series of papers that will examine the magnitude of this challenge and identify potential options for helping this group of families find and maintain employment.

In an attempt to identify the percentage of the caseload that is likely to need more assistance than traditional welfare-to-work programs generally provide, this paper examines the following questions:

1. What are the types of personal and family challenges that may hinder a welfare recipient's movement toward productive and successful employment?

2. What do we know about the prevalence of each of these potential barriers to employment among the welfare population?

3. When the presence of multiple barriers is taken into account, what fraction of the current AFDC caseload is likely to experience at least one potential barrier to employment?

4. What do we know about the relationship between the presence of these potential barriers to employment and actual work experience?

5. What are the implications of these findings for the design and delivery of welfare-to-work programs?

To provide a comprehensive picture, we utilize existing literature, such as evaluations of welfare-to-work demonstration programs, informal surveys of direct service providers, analyses of large-scale national surveys, and case record reviews, which we supplement with a primary analysis of the National Longitudinal Survey of Youth (NLSY). Later papers will examine the characteristics and structure of programs already addressing
these issues, develop a set of alternative intervention models to promote sustained employment among those who would otherwise fail to achieve employment goals, and design a multi-site demonstration project to test promising intervention strategies.

**Ann Davis, Lucy Gibson, 1992,** Describes a process through which organizations might seek to implement interventions relating to employee wellbeing. Emphasizes the importance of a comprehensive needs assessment both in obtaining the breadth of information needed to design appropriate interventions and also in providing baseline information against which to evaluate programme effectiveness. Discusses factors which influence the type of intervention appropriate for a particular situation and highlights their design implications. Finally, provides guidance on programme implementation and evaluation, and discusses some of the advantages and disadvantages of different approaches to tertiary welfare provision.

**Greg R. Oldham, 1992,** It shows that (a) the relationship between the internal work motivation of employees and their job performance; and (b) the moderating effect of individual growth need strength, co-worker satisfaction, and supervisory satisfaction on the relationships between several job characteristics and internal motivation. Results showed positive, significant relationships between the measure of internal motivation and employees' rated work quality, quantity, and effort. In addition, significant relationships between the job characteristics and internal motivation were obtained for employees who were desirous of growth satisfactions and who experienced high satisfaction with their supervisors and co-workers. Implications of the results for future research on job design were discussed.

**In the view of K.K. Chaudhuri, in his “Human Resources: A Relook to the Workplace”,** states that HR policies are being made flexible. From leaves to compensations, perks to office facilities, many companies willing to customize policies to suite different employee segments. The older employees want social security benefits, younger employees want cash in hand because they can’t think of sticking to a
company for many years and retire from the same company. Conventions and Recommendations of ILO(1949) sets forth a fundamental principle at its 26th conference held in Philadelphia recommended some of the measures in the area of welfare measures which includes adequate protection for life and health of workers in all occupations, provision for child welfare and maternity protection, provision of adequate nutrition, housing and facilities for recreation and culture, the assurance of equality of educational and vocational opportunity etc.

James H. Dulebohn, Janice C. Molloy, Shaun M. Pichler and Brian Murray, Many have noted the lack of human resource management research on employee benefits, which is surprising because employer-sponsored benefits are a primary concern of executives and employees alike. Employee behavior and contemporary employment relationships. This provides a foundation for such research by providing an overview of the context from which U.S. employer-provided benefit programs evolved and the contemporary state of benefits research in human resource management.

Bill Cochrane, A. Dharma Lingam, Paul Harris, Michael Law, Gemma Piercy, This particular study concentrates on dairy manufacturing. That industry is one of the leading exponents of HPWS in New Zealand. The research builds on earlier work, including that which explores the relationship between industry training, workplace productivity, worker voice, and the role of unions (see Cochrane, Law, & Piercy, 2005). As noted there, underpinning our previous research has been a central concern with the ways in which on-the-job union activity, the redesign of work, workers’ education and training, and employee involvement at the workplace can come together in order to provide workers with a ‘voice’ both in their work and in the wider society.

Sven Olsson Hort, Stein Kuhnle, It has long been assumed among Western commentators that rapid economic growth in East and South-east Asia has been achieved without the development of social policies. It has often been inferred that growth without social welfare is not only possible, but beneficial to further strong economic growth. The article questions these perceptions and beliefs. First, to what extent did East and South-east Asian countries delay the introduction of social insurance schemes compared to
European pioneering countries, in the sense of introducing them only at a much higher level of 'modernization'? Second, to what extent was the economic miracle achieved by some of these countries based on (or accompanied by) attempts to forestall or retrench welfare state schemes? Third, to what extent has the recent financial crisis led to attempts at lowering or changing standards of social protection? The study shows that the Asian countries generally introduced social security programmes at a lower level of 'modernization' than Western European countries; that rapid and strong economic growth in the decade 1985–95 has in general been accompanied by welfare expansion; and that even after the financial crisis of 1997, expansion of state welfare responsibility is more evident than efforts to reduce or dismantle state welfare responsibility.

Jay Ginn, Sara Arber, Research on gender inequality in employment has focused mainly on women's lower rates of pay, neglecting the less visible inequalities in occupational welfare such as fringe benefits. This paper examines gender differences in access to one centrally important occupational benefit an occupational pension. We analyse the 1987 General Household Survey to assess the relative importance of women's domestic roles, in terms of marriage and children, and how this articulates with the effect of labour market position in constraining their opportunity to accumulate occupational pension rights. Women employees' disadvantage in pension scheme membership is greater if they are married, have a child, work part-time, are employed in the private sector, have been in their job a short time and have low earnings. We conclude that women's pension scheme membership is reduced by the gendered division of domestic responsibilities, and the impact this has had on the type of employment women were able to undertake. Current gender inequality in occupational pension scheme membership suggests that, unless more generous state provision for retirement is made, the likelihood of poverty for elderly women will increase in the future.

Michelle Brown, Lori A. Geddes, John S. Heywood, Using data from the 1995 wave of the Australian Workplace Industrial Relations Survey, this article estimates the determinants of four types of group employee-involvement (EI) schemes: autonomous groups, quality circles, joint consultative committees and task forces. The results indicate that EI is associated with employees having longer expected tenure and higher labour force attachment. The authors
argue that this is sensible as EI will be more successful in settings of interdependent production, settings in which such employees are at a premium. The results also show that complementary HRM practices, such as formal training and incentive pay, are associated with an increased likelihood of EI. Unionization, size of workplace and the extent of competition are also confirmed as determinants.