

Cambridge University Press

978-0-521-08997-5 - The American Workplace: Skills, Compensation, and Employee Involvement

Edited by Casey Ichniowski, David I. Levine, Craig Olson and George Strauss

Index

[More information](#)

Index

- accounting variables: event study of TQM effects, 189–90; results of TQM event study, 194–204, 210–25
- analysts' forecasts: alternatives when unavailable, 190–1; in analysis of TQM effects on performance, 177–80; compared with AR 1 model forecasts, 209, 225–6
- apparel industry: assembly using modular system, 40, 42–4; assembly using progressive bundle system, 40–2, 62, 64–5; characteristics of, 63–4; labor-intensive nature of manufacture, 40; modeling performance effects in, 53–8; performance effects of modular assembly, 51–8; sweatshop operations, 59. *See also* modular production system; progressive bundle system; unit production system
- automation: complement to high-involvement work practices of flexible, 143–4, 160–4; programmable, 96
- bundle system. *See* progressive bundle system
- business firms: adopters and non-adopters of modular systems, 45–52; development and performance of modules in, 68–74; distribution of TQM firms by industry, 192–3; effect of downsizing on financial performance, 206, 208–9; MDG sector industrial plants, 86; offering rapid replenishment, 48–9; performance of module adopters, 53–8; reasons for adopting modular systems, 46–8; sample of TQM firms, 228–30
- case studies: learning from, 15–19; meta-analysis of individual, 19–20; within single industry, 20–3; spanning many industries, 23–7
- certification of organizations where employees participate, 275–9
- change, organizational: evolutionary, 139; revolutionary and competence-destroying, 139–40
- CNC. *See* computer numerical control (CNC) technology
- Commission on the Future of Worker–Management Relations, 33
- compensation system: apparel industry bundle system, 65; apparel industry modular system, 66; group-based, 85, 87, 89
- competency traps, 141
- computer numerical control (CNC) technology, 89, 95; programming for machine tools, 95
- Conference Board, evidence on TQM effectiveness, 238–9
- control firms: characteristics related to financial performance, 259–63; portfolio for event study of TQM effects, 187–8
- Cronbach's α , 129–31
- data: for analysis of modular production system, 38–40; for analysis of TQM effectiveness, 243, 245–6; comparison of

Cambridge University Press

978-0-521-08997-5 - The American Workplace: Skills, Compensation, and Employee Involvement

Edited by Casey Ichniowski, David I. Levine, Craig Olson and George Strauss

Index

[More information](#)284 **Index**

- cross-sectional and panel data, 111–14, 116, 124–8, 134
- data sources: for analysis of high-involvement work practices, 138–9; for analysis of modular production system, 62; for apparel manufacturing practices, 39–40; human resource management strategy, 122–4; for studies of innovative work practices, 13–14; to test hypotheses related to work practices, 147–8; for TQM effects on firm financial performance, 181–3
- diffusion: impediments to, 29–33; of modular production, 44–51; studies of, 8; of workplace practices, 2, 273
- employee participation: certification of organizations permitting, 275–9; in development of modules in business firms, 68–76; with innovative work practices, 3–4; legislation to legalize, 280; in MDG (machining-intensive durable goods) sector, 107; in paper mill Team Concept, 16–17; work groups at Xerox, 18; in workplace, 273
- employee participation schemes: compensation system with, 85; group discussion mechanisms, 85; in large, old organizations, 93
- employee stock ownership plans (ESOPs), 87–92, 278–9
- employment, apparel industry, 63–4
- employment relations committee, proposed, 280–1
- European Works Council, 32
- event study methodology of TQM impact on firm financial performance, 175–80
- financial performance: comparison of quality award winners with control sample, 234–8; control methodology to develop measures of, 177–80; difference in quality award winners and control firms, 249–59; evidence from studies of TQM effectiveness, 238–40; firm characteristics related to, 259–62; of quality-award-winning and control firms, 246–8; studying effect of innovative work practices on, 10
- General Accounting Office (GAO), study of TQM effect on firm profitability, 239
- geometric complexity, 96
- government role: in creation of certification criteria, 275–9; recommendations for public policy implementation, 273–4
- hedonic regression analysis: in analysis of machining process, 95; uses for, 82
- heterogeneity bias, 114–15, 134
- human resource (HR) management: combined with high-involvement work practices, 138–9; comparison of panel and cross-sectional data to measure, 134; complementary practices, 142; heterogeneity bias in cross-sectional data for, 111–12, 114–15; hypotheses about impact on high-involvement work practices, 142–7; lag between implementation and benefits of, 132–4; measurement error using cross-sectional data, 111–12, 115–16; strategy and measures of strategy, 112, 120–8; testing hypotheses about impact on high-involvement work practices, 147–60
- Human Resources (HR) Policies index, 151
- incentive systems: under modular production system, 42–4, 74–6; to support new work practices, 143
- industrial bureaucracies: with new organizational forms, 84; with traditional practices, 83–4, 93
- information: employee participation complementary to, 107–8; importance to workers, 4; for modular systems, 52–4
- International Quality Study, 235
- interview methods: for study of TQM effects on firm financial performance, 183–6; topics for TQM effects on firm performance, 231–2
- Izumi, Hiroaki, 19–20
- job characteristics theory, 63

Cambridge University Press

978-0-521-08997-5 - The American Workplace: Skills, Compensation, and Employee Involvement

Edited by Casey Ichniowski, David I. Levine, Craig Olson and George Strauss

Index

[More information](#)

Index

285

- labor-management committees (LMCs), 87–92, 105n15
- Labor-Management Reporting and Disclosure Act (1959), 280
- learning curve: under competence-destroying change, 140–1; under evolutionary change, 140–1; with time-dependent work practices, 141
- legal system: barriers in labor law, 279–80; National Labor Relations Act, 33, 279
- Levine, David I., 26
- Levinthal, Daniel, 30
- MacDuffie, John Paul, 15, 21, 28
- machining: factors in work organization for, 87–92; MDG (machining-intensive durable goods) sector, 86; as multiproduct batch process, 82, 86; programs written for products, 95
- Malcolm Baldrige National Quality Award, 172, 176, 274–5
- measurement error, 115–16; indirect estimates of, 116; in panel data analysis, 134
- modular production system: advantage over progressive bundle system, 45; compared to bundle system in apparel industry, 17–18; cost reduction with, 72–4, 78; determinants of firms' adoption of, 49–51; diffusion of, 44–51; performance effects in apparel industry, 51–8
- modules: development and performance in business firms, 67–76; in modular system in apparel industry, 42–4
- National Labor Relations Act, 33, 279
- numerical control (NC): programming for technology of, 95; technology, 86, 89
- PA technology. *See* programmable forms of automation (PA).
- PBS. *See* progressive bundle system (PBS).
- production: batch manufacturing, 95, 97; diffusion linked to, 44. *See also* modular production system; progressive bundle system; unit production system
- productivity: in apparel industry, 65; in MDG sector, 107; in progressive bundle system, 41–2; relation of HR management and high-involvement work practices to, 138–9; relation to new work systems, 31–2; sources of rising, 97; as variable in high-involvement work practice analysis, 151–2, 158; workers' share of gains from, 34
- products: in batch production process, 95; differences in product properties in machining process, 95
- profitability: GAO study of TQM effect on firm's, 239; measurement of firm's, 242
- profit-sharing plans, 87–92
- programmable forms of automation (PA): changes in skill structure with, 106; CNC and NC technology, 94–5; time saving with, 105; time to make products using, 96–7
- programming: for NC or CNC tools, 95; for parts or products to be machined, 95
- progressive bundle system (PBS), 40–3; compensation system in, 43, 65; modular system advantage over, 45
- public policy: effect on workplace innovation, 32–3; paths to improve workplace performance, 274; recommended support for workplace effectiveness research, 273
- quality awards: financial performance of firms using systems for, 234–8; givers in analysis of TQM effectiveness, 243–4; relation to stock prices, 262, 264–6
- quality award winners: in analysis of TQM effectiveness, 243–5; characteristics related to financial performance, 259–63; comparison of financial performance with control firms, 246–8; implementation and post-implementation financial performance, 266–70
- replenishment: costs of retailer demand for rapid, 52–3; growing importance of rapid, 59; programs for rapid, 48–51

Cambridge University Press

978-0-521-08997-5 - The American Workplace: Skills, Compensation, and Employee Involvement

Edited by Casey Ichniowski, David I. Levine, Craig Olson and George Strauss
Index[More information](#)286 **Index**

- research: design for modular system
 performance effects, 66–7; effect of research design, 14; effect on firms of human resource (HR) innovations, 63; for future HR management, 134–5; future TQM analysis, 266, 268–70; methodological issues related to workplace practices, 6–14; as public good, 274; recommended for workplace practices, 274–5; recommended future, 33–5; types of workplace-related, 4–6; workplace-related, 4–6
- reward systems, group-based, 85
- routines, organizational: evolutionary changes in, 139; in organization's collective knowledge, 139; revolutionary changes in, 139–40
- self-regulation: economies in modular production, 77–8; of modular production workers, 67–8
- stock prices, relation of quality awards to, 262, 264–6
- stock return performance: in analysis of TQM effect on performance, 180; in event study of TQM effects, 190–1; results of event study of TQM effects, 204–7
- sweatshop operations, 59
- TEAM Act, veto of (1996), 280
- teams. *See* work groups
- Tobin's *q*, 117–20, 125–8
- total quality management (TQM)
 programs: analysis of firms using, 234–8; characteristics of, 172–4; control methodology to develop performance measures, 177–80, 187–8; criteria of effectiveness, 240–3; hypotheses in implementing effective: 242; philosophy of, 248–9. *See also* quality award winners
- unit production system, 40n6
- WIP inventory. *See* work-in-progress (WIP) inventories
- workers: in apparel industry bundle system, 18, 64–5; in apparel modular production system, 42–4, 65–8; empowerment in TQM firms, 208; in high-involvement workplaces, 2–3; job specialization in bundle production system, 18; multiskilled, 62; proposed certification for problem-solving, 279; reductions in numbers with downsizing, 208–9; team organization in NUMMI plant, 15–16. *See also* employee participation; work groups
- work groups: case study at telecommunications company, 18–19; case study at Xerox, 18; for collaborative problem-solving, 81; in high-involvement workplaces, 2–3; in modular production system, 42–4, 62; problem-solving committees, 87–91; self-regulation in modular production, 77–8
- work-in-progress (WIP) inventories: cost with replenishment requirements, 49; relation to adoption of modular system, 50–1
- work organization: comparison of two methods of, 17–18; with employee participation, 84–5, 140–1; factor pattern of, 89–92; relation to manufacturing performance, 94–106; Taylorist, 83, 140
- workplaces: certification where employees participate, 275–9; high-involvement, 2; performance measures, 3–4
- work practices: changes in levels of complementary practices, 160–3; complementary, 141–3; diffusion of innovations, 2, 273; effective, 273; emergence of dominant pattern of, 94–106; hypothesis related to altering costs of new, 145; impediments to innovative, 273–5; measurement of, 148–51; NUMMI assembly plant, 15–16; paper mill use of Team Concept, 16–17; recommended public policy support for, 273
- work practices, high-involvement, 4; changes in complementary practices, 160–3; complements to, 141–3; evolutionary view of adoption of, 139; hypotheses related to implementation of, 145–6; hypothesis related to

Cambridge University Press

978-0-521-08997-5 - The American Workplace: Skills, Compensation, and Employee Involvement

Edited by Casey Ichniowski, David I. Levine, Craig Olson and George Strauss

Index

[More information](#)**Index**

287

- adoption of, 144–5; hypothesis related to timing of introduction of, 146–7; relation to improved economic performance, 137
- work practices, innovative, 1–4; bundles of, 4, 12–13; diffusion linked to production systems, 44; extent of adoption, 27–9; firms' adoption of, 8; impediments to diffusion of, 29–33; measurement issues, 8, 10–12;
- methodological issues related to studies of, 6–14; in module production system, 67; predictions for firms with, 3; studies of diffusion of, 8. *See also* modular production system
- Work Practices index, 148–51, 153
- work systems, high-performance: human resource management in, 111–12; lag between implementation and benefits of HR management, 132–4