

Job Design, High Involvement Management, Well-being and Organizational Performance

Wednesday 6th April 2011, 1pm
(Refreshments provided from 12:45pm)

Prof. Stephen Wood

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Venue: School of Business and Economics, BE0.40

Book your place: For catering please email [Julie Collet](#) to book your place.

Abstract:

The relationships between organizational performance and job design and high involvement management, two dimensions of what is widely known as the “high performance work system”, are often assumed to be mediated by worker outcomes such as job satisfaction or other measures of well-being. In this talk Stephen Wood will report research that uses the Workplace Employment Relations Survey of 2004 to assess the extent to which job design and high involvement management are associated with employee well-being (job satisfaction and job-related contentment) and four measures of organizational performance, and whether links to organizational performance are mediated by well-being. The study reveals different relationships between job design and high involvement management and performance, and between the two measures of worker well-being and organizational performance. Job design is positively related to performance and job satisfaction is a mediator of this relationship. High involvement management is negatively related to performance, but this relationship is again mediated by job satisfaction. However, involving job-related contentment plays no mediating role, though high involvement management is negatively related to it, i.e. it increases anxiety. High involvement management thus has potentially conflicting implications: it increases organizational performance whilst decreasing the well-being of workers, both in terms of job satisfaction and in terms of job-related contentment.