Table 2.1	Role behaviours appropriate for different strategies,	
	Schuler and Jackson (1987)	36
Table 3.1	Achieving vertical fit between HR and business strategies	56
Table 4.1	A summary of human capital measures and their possible uses	73
Table 4.2	Framework for external reporting	76
Table 5.1	Issues facing HR departments	83
Table 5.2	Measures of HR effectiveness and their use	89
Table 6.1	Competency framework for HR professionals	126
Table 6.2	Key competency areas	127
Table 7.1	Research on the link between HRM and firm performance	136
Table 7.2	The HR practices that impact on performance	144
Table 10.1	Alternative research philosphies	177
Table 10.2	Contrasts between quantitative and qualitative research	
	(Bryman and Bell, 2007)	181
Table 11.1	Incidence of different competency headings	205
Table 11.2	Reasons for using competencies	208
Table 13.1	Lists of HR practices in high-performance work systems	236
Table 13.2	Examples of high-performance working ingredients	242
Table 14.1	Feelings at work (WERS, 2004)	254
Table 16.1	Changes in the psychological contract	282
Table 16.2	Job satisfaction (WERS, 2004)	283
Table 19.1	Summary of motivation theories	319
Table 19.2	Factors affecting motivation strategies and the HR contribution	330
Table 26.1	Criteria for a rigorous competency definition	455
Table 30.1	A survival rate analysis	500
Table 30.2	Leavers' length of service analysis	501
Table 31.1	Person specification classification schemes	517
Table 32.1	Advantages and disadvantages of interviews	544
Table 32.2	Dos and don'ts of selection interviewing	563
Table 41.1	Characteristics of formal and informal learning	669
Table 43.1	The implications of learning theory and concepts	709
Table 46.1	Economic theories explaining pay levels	738

xxiv List of Tables

Table 47.1	A factor plan	759
Table 47.2	A paired comparison	763
Table 47.3	Comparison of different job evaluation methods	767
Table 48.1	Analysis of market rate data sources	790
Table 49.1	Summary analysis of different grade and pay structures	805
Table 50.1	Summary of contingent pay and service-related pay schemes	830
Table 51.1	Summary of payment and incentive arrangements for	
	sales staff	842
Table 51.2	Comparison of shop floor payment-by-result schemes	845
Table 53.1	A pay matrix	865
Table 55.1	Industrial relations negotiations/commercial negotiations	923