List of tables

1.1 Similarities and differences between HRM and personnel management 19
1.2 Outcomes of research on the link between HR and organizational performance 21
4.1 Competency framework for HR professionals 90
4.2 Key competency areas 91
9.1 Linking HR and competitive strategies 136
9.2 HRM best practices 137
11.1 Incidence of different competency headings 162
14.1 Feelings at work 213
16.1 Job satisfaction 235
18.1 Summary of motivation theories 256
18.2 Motivation strategies 269
19.1 The Hay Group model of engaged performance 282
25.1 Survival rate analysis 378
25.2 Leavers by length of service 380
32.1 Performance appraisal compared with performance management 501
37.1 The implications of learning theory and concepts 557
38.1 Characteristics of formal and informal learning 565
41.1 Use of learning activities 615
41.2 Use of evaluation tools 619
42.1 Economic theories explaining pay levels 626
42.2 Summary of payment and incentive arrangements for sales staff 637
42.3 Comparison of shopfloor payment-by-result schemes 639
43.1 Examples of reward strategies and their derivation 656
44.1 Comparison of approaches to job evaluation 669
45.1 Summary of sources of market data 686
46.1 Summary analysis of different grade and pay structures 699
47.1 Comparison of individual contingent pay schemes 722
50.1 Contrasting dimensions of industrial relations and HRM 761
54.1 Communication areas and objectives 820
59.1 Computer system problems and solutions 894