

Qualification: CIPD Diploma in Applied Human Resources

Module Name:

Understanding the Link between Individual and Organisational Performance
Word Count: 3297

Student Name: Duncan Hook
Student Number: 1920325
CIPD Membership Number: 5665008X

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 
Date: 19th August 2021

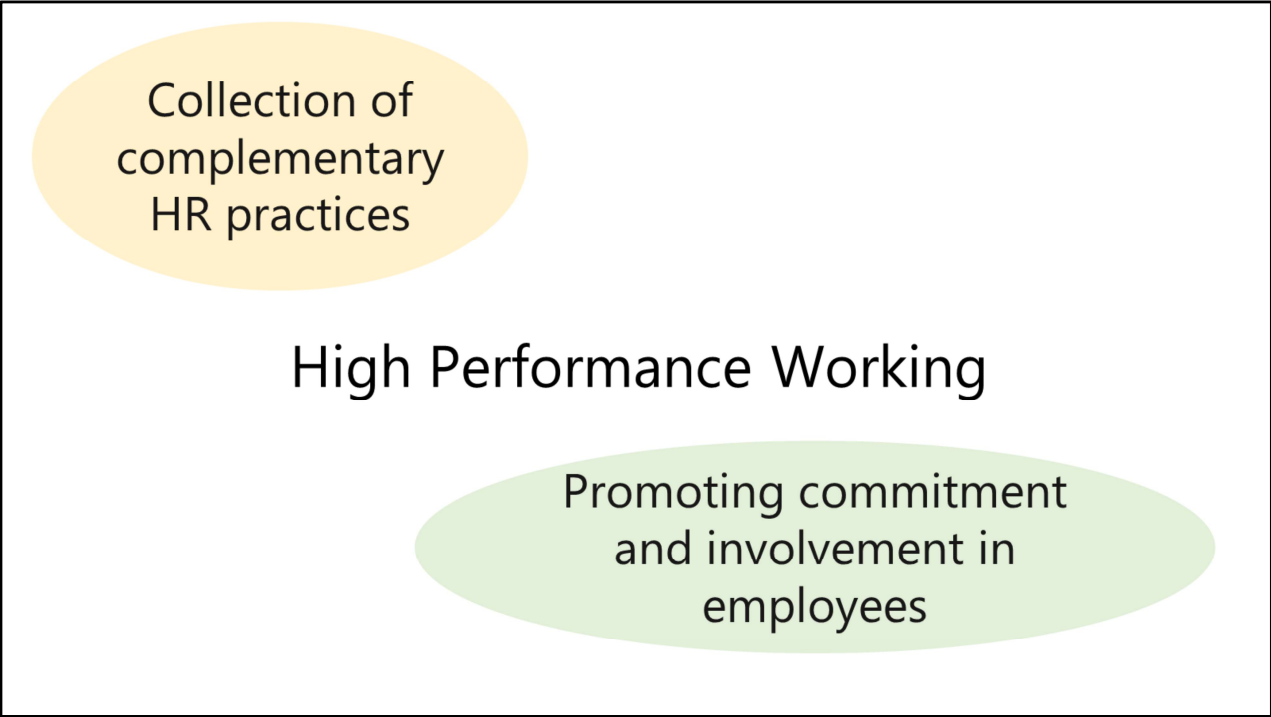
Managing Individual & Organisational Performance

High Performance Working

What are High
Performance
Working Systems?



High Performance Working (HPW) is born from the human relations principle which argues that staff who enjoy their job, feel motivated and valued will be more dedicated to the organisation. This in turn leading to better work and attendance (Taylor, 2016, pp. 198-199).



Collection of
complementary
HR practices

The diagram is enclosed in a black rectangular border. It features a central title 'High Performance Working' in black text. To the top-left of the title is a yellow oval containing the text 'Collection of complementary HR practices'. To the bottom-right of the title is a light green oval containing the text 'Promoting commitment and involvement in employees'.

High Performance Working

Promoting commitment
and involvement in
employees

There is no singular model of HPW system as different organisations will adopt different practices suitable for their business (EEF & CIPD, 2003, p. 3). What is determined is that they consist of:

- A package of human resource practices adopted together that complement rather than contradict each other (Campbell & Giles, 2010, p. 17).
- Policies which are intended to “promote employee commitment and involvement” (Taylor, 2016, p. 199) through practices which encourage autonomy and an emphasis on individual’s value (EEF & CIPD, 2003, p. 3).

Examples of HPW Best Practices

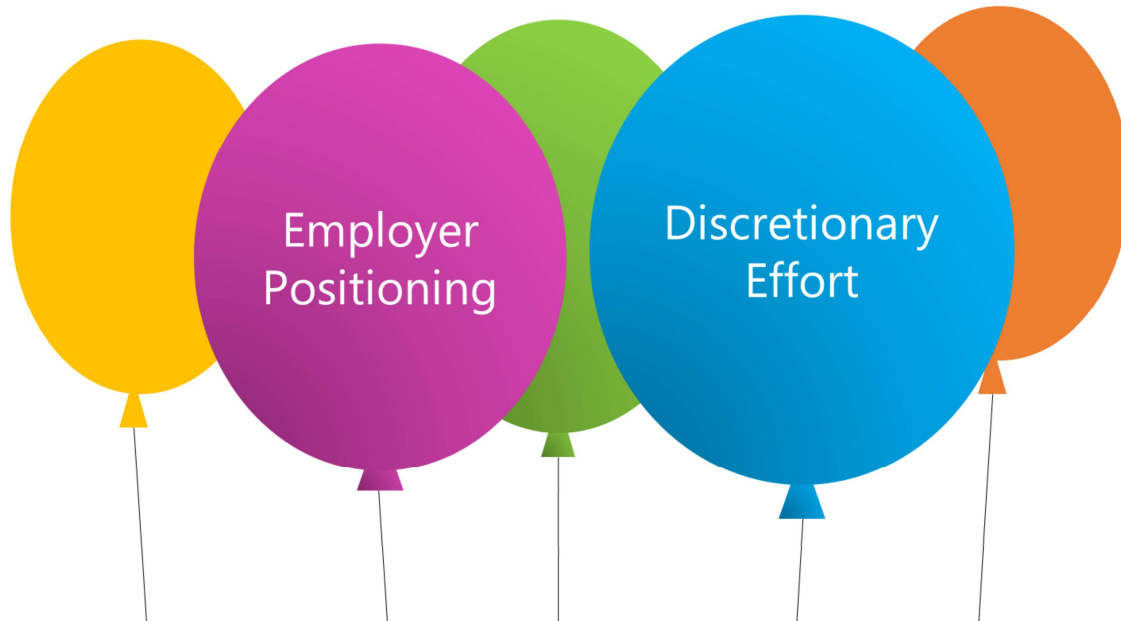
- Investment in L&D
- Work-Life Balance
- Harmonised Terms & Conditions
- Performance Related Pay Systems
- Job Security
- Flexible Working
- Sophisticated Talent Management Processes
- Open Communication

Examples of such best practices can include (Taylor, 2016, p. 199):

- Investment in learning and development with a goal of growing skills and encouraging career development (Marchington, et al., 2016, p. 61).
- Good work-life balance promoted for staff to reduce stress and reduce burn out
- Terms and conditions that apply for all levels of the business ensuring a consistent approach to benefits for managers and lower level staff. This helps flatten the sense of hierarchy in the organisation.
- Pay systems that are based on performance in role. These both attract hard working staff and help employees feel they have been rewarded for their efforts.
- A sense of security in a job which also helps employees feel valued for their work.
- Flexible working, enabling employees to learn transferable skills and the autonomy to role or the conditions of the role when needed.
- Recruitment processes which focus on thorough selection of talent ensuring the best person for each job and best fit for the organisation (Jeffery, 2016).
- Communication channels allowing employees to have a say in decision-

making and encouraging transparency from managers on upcoming changes (Marchington, et al., 2016, p. 63).

What are the benefits?



The two biggest proposed benefits of these practices are:

- Positioning of the organisation - The organisation can be known as an “Employer of Choice” (Wilkinson & Taylor, 2016, p. 61) through their own publicity and through employees who will be vocal about the benefits of working in an organisation with these practices. This will in turn affect employer brand and ensure higher quality talent and retention of people (Taylor, 2016, p. 200).
- “Discretionary effort” – The employees who have become advocates for the organisation are more likely to be committed to the brand, displaying more passion for their work and putting more effort to ensure they repay the company’s investment in them (EEF & CIPD, 2003, p. 4).

Studying the link between 'High Performance Working' and organisational performance



There is existing research which has aimed to prove the link between HPW and performance in organisations and further studies which aim to explain the cause of this link.

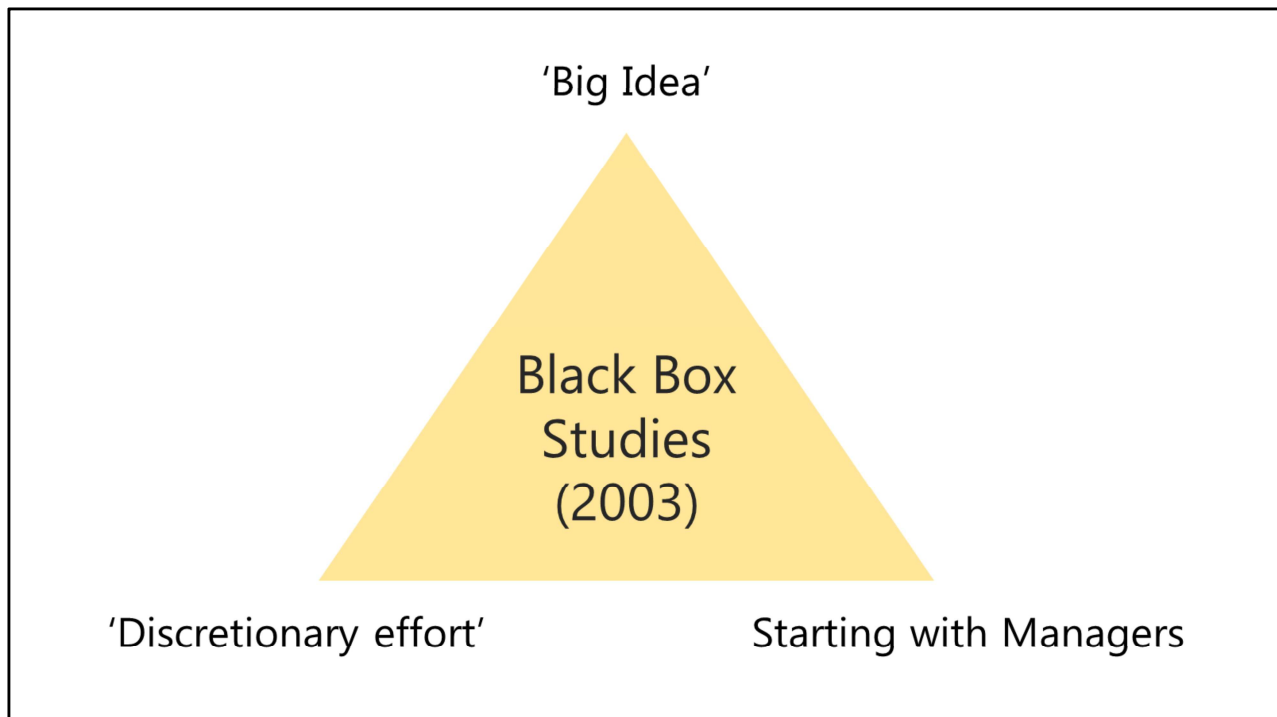
Example: Huselid Study (1995)

Average findings:

- 7.05% decrease in employee turnover
- Per Employee:
 - \$27,044 added sales
 - \$3,814 added profit
 - \$18641 added market value

The **1995 Huselid study** (Taylor, 2016, p. 200) came as the result of surveying 968 businesses. The results showed a pattern in organisations who had introduced HPW policies with the benefit of better employee retention along with improved organisational performance of increased sales, profits and market value per employee (Huselid, 1994).

One consistent piece of criticism for this study is that, while one way of interpreting the results is that investment in HPW creates great business results it could just as likely be that already successful businesses are able to implement changes such as these due to high profits (Taylor, 2016, p. 204). However, there are situations that a business like Google can use HPW to sustain their results (Tombs, 2020) and so it becomes difficult to prove either way as success and these practices are mutually beneficial.



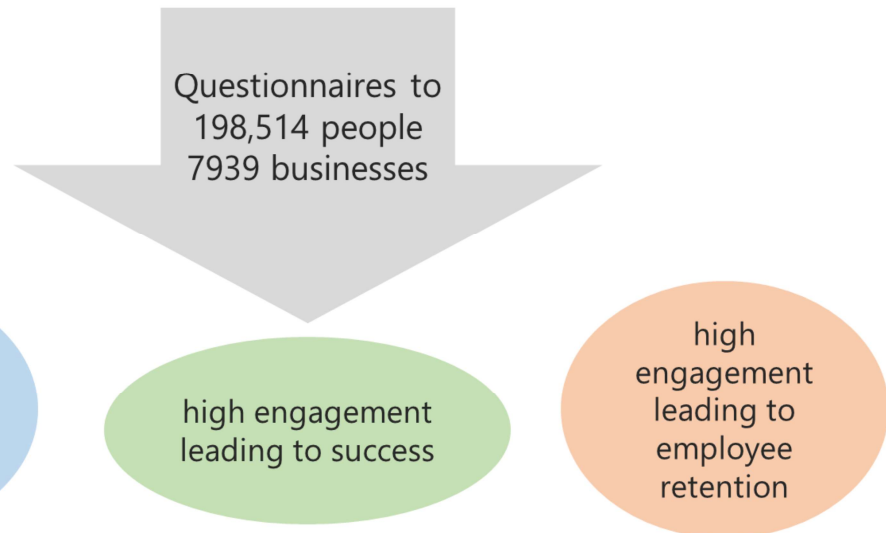
Expanding upon this research are two important studies from the early 2000s that aim to understand **why** this pattern exists.

The first of these, a study from Bath University named the **'Black Box Studies'** identified 12 UK organisations who had successfully implemented HPW and conducted extensive interviews with staff to understand why this was working (Taylor, 2016, pp. 201-202). Their findings were:

- Staff had higher job satisfaction, were more motivated and felt loyalty to the organisation and therefore applied themselves more without being asked because they felt it was the right thing to do working (Taylor, 2016, pp. 201-202).
- These organisations had a clear mission statement that all staff could align with. Policies aligned with this statement and everyone is bought into it so there is a sense of belonging and cohesion amongst the organisation (Purcell, et al., 2003, p. 13).
- Line managers live and breathe the HPW practices and this feeds into all the interactions they have with staff and helps these policies become essential to the daily operation of the company (Purcell, et al., 2003, pp. 37-38).

One of the challenges with implementing cultural changes such as this are the investment required. While big tech companies can afford to implement these sort of cultural changes and ethos, this is not in reach of companies in all sectors (Taylor, 2016, pp. 201-202).

Example: Gallup organisation studies (2002)



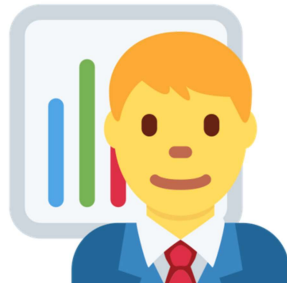
Another relevant study by the **Gallup** organisation was based on attitude surveys gauging employee engagement in a huge sample encompassing various businesses and sectors.

These found that perceived high engagement correlated with teams who had the best results and retention.

They also found that high engagement was not necessarily organisation wide as there was high likelihood in variation in perceived engagement from team to team (Taylor, 2016, pp. 202-203). This suggested that the line manager of each team was important in creating this result.

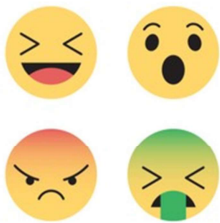
Can HR take all the credit?

The importance of the individual and manager.



While all these studies look at the impact HR has on performance, it is advised to remember that HR is part of the solution and not the only function playing their part. Some criticism of the studies here is that they attribute too much of the success of these organisations to HR policies while there are other factors such as individuals worth ethic or effort which is inherent in human behaviour (Taylor, 2016, p. 204).

Research by Boon and Kalshoven (2014) found that individual proficiency in a role affected not only their performance but also the perceived benefits gained from HPW practices placed in their organisation; perceived benefit being another factor which is attributed to the line manager's engagement with HPW and their ability to live the policies (Zhang, et al., 2018).



High Performance and the Link to Wellbeing



HPW systems have been introduced to improve employee experience on the whole to encourage commitment to the organisation leading to additional effort (Taylor, 2016, pp. 198-199). The latest CIPD report on wellbeing at work (2020) highlights some concerns and their link to overworking and focus on performance.

Committed or Exploited?

Drive	Pride in Job	Passion
Burnout	Impact Personal Life	Anxiety
 CD PROJEKT®		

Some argue that employees who are said to be exhibiting “high commitment” as a result of HPW are actually being exploited, and this is why organisational results are improved (Taylor, 2016, p. 204).

Recent news stories in the video game industry have highlighted European studios like ‘CD Projekt Red’ taking advantage of the passion that programmers have for the medium and encourage them to work extremely long, unsociable hours to impossible deadlines under the guise of a ‘dream job’ (Schreier, 2020). The results are frequently burnout from pushing too far, breakdown in relationships and sometimes a bigger impact on employee’s mental health.

Some organisations rely on their high commitment culture to the extent that it has led them to take risks to employee health to restore this culture during the covid 19 pandemic. Both Apple (Parsons, 2021) and Google (Elias, 2021) have been highly resistant to employees continue to work from home, publicly asking for workers to return to the office to restore the lifestyle they foster which delivers the best results and innovations; this while infection rates were still climbing.

Committed or Exploited – drive=burnout, pride in the company=impact on personal life, passion=anxiety

Wellbeing at work (CIPD, 2020)

- Overworking and Management style main causes of stress
- HPW policies most frequently used to improve wellbeing
- 89% of people professionals observing 'presenteeism' in their workplace

Some of the significant CIPD findings in terms of psychological wellbeing were:

- Workers cited 'heavy workload' and 'management style' as the two main causes of stress (CIPD, 2020). The results driven nature of a high performance culture can create a situation where admitting you are struggling to a manager can be a sign of weakness (Ballman, 2021).
- HPW policies such as flexible working and improved work life balance are most commonly used to resolve issues of stress in employees (CIPD, 2020). These policies are essential in ensuring people take the rest they need to perform at their best and avoid burnout (Maledu, 2021).
- 'Presenteeism', when employees continue working even when ill (Personnel Today, 2018) has become increasingly common and the link appears to be with additional pressure and expectation on these workers to perform in their job.

Getting the Wellbeing/Performance Balance Right



For the policies that promote wellbeing to be effective they need to be built into the operation of the business and not just as a box ticking exercise (Burt, 2017). This is where an HPW structure could, if well managed, be beneficial as this structure is introduced as part of a sweeping change in people management and balances wellbeing policy with the measures that boost performance.

Getting the Wellbeing/Performance balance right

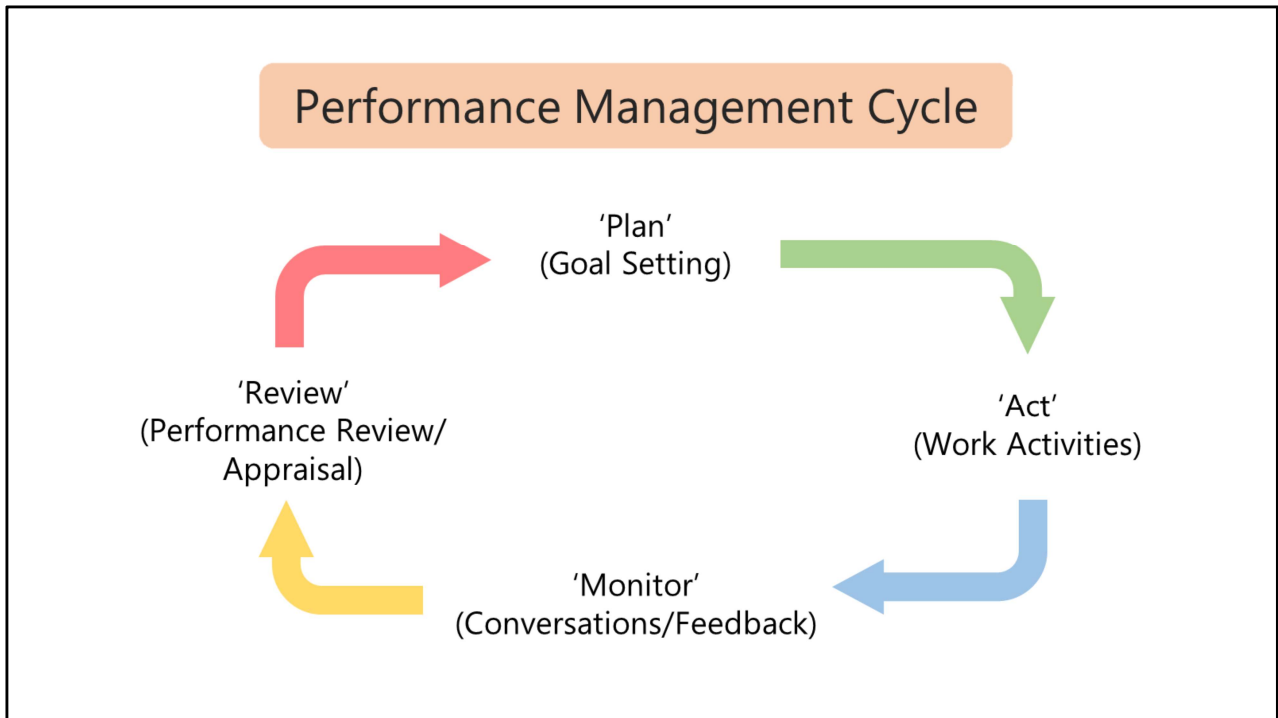
Performance Management

What is Performance Management?



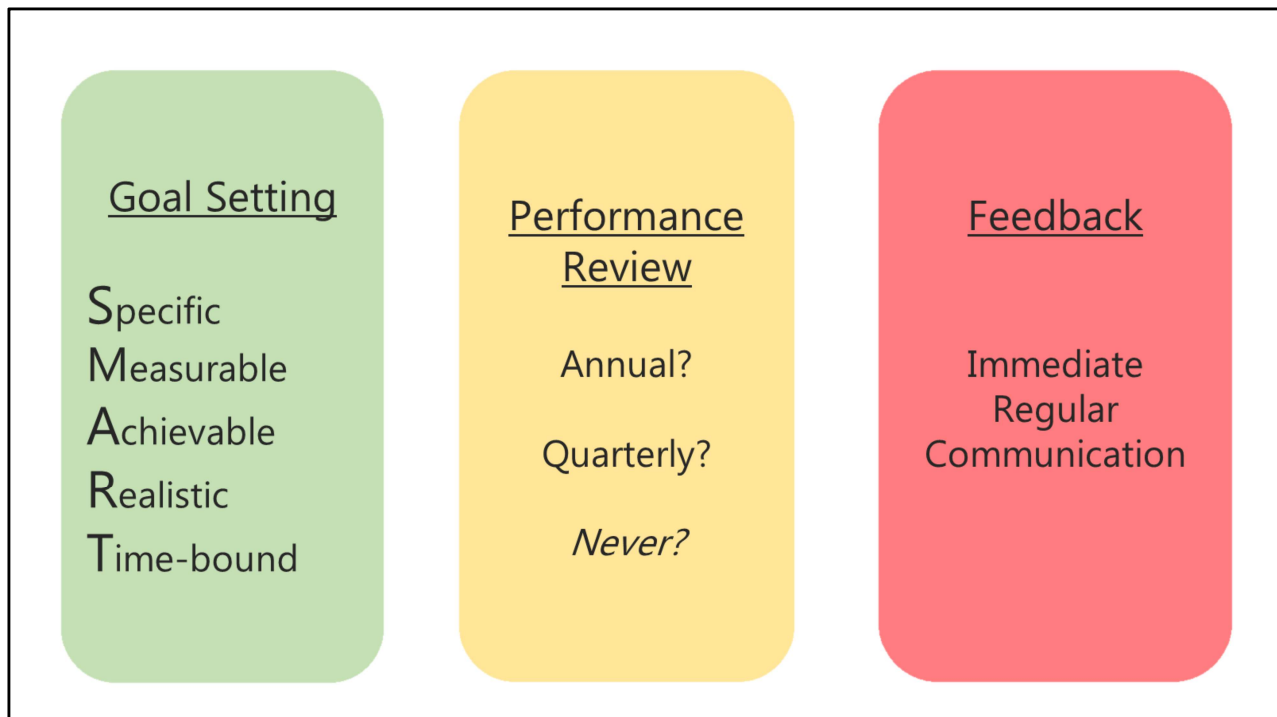
Performance Management describes the systems and activities carried out to improve employee performance in line with the expectations of their role and the strategy of the organisation (Armstrong, 2009, p. 9). Traditionally this would be led by the manager and follow a strict annual cycle but recent trends and impacts such as covid 19 have put the emphasis on employees having a hand in their own and others performance and making it an “agile” (Wigert & Barrett, 2020) continual practice which has an impact every day.

What is performance management?



These changing trends affect the structure of the traditional performance management cycle. In Armstrong's (2009, p. 62) model of a cycle, the process takes the individual through the four distinct stages shown here to structure development over time.

In the traditional cycle, goals are created by the manager for the year ahead, occasional catch ups would provide feedback and then the annual review would look back on the goals set and determine results based on this (Wigert & Barrett, 2020). The modern approach suggested by Gallup (Wigert & Barrett, 2020) and others is to shorten this cycle making Armstrong's model work over a quarterly basis, ensuring that goals are adjustable and context sensitive, feedback is regular and consistent and reviews are shorter and more relevant.



The CIPD (Gifford, 2020) do recognise that there is not a singular approach to performance management as sector, culture and structure of the organisations are influential on which form of the following activities will work best:

- Goal Setting – where goals are to be based on results these are often structured to fit into the acronym SMART detailed here (CIPD, 2016, p. 16). This gives clear goals that a manager can set their employee and enables measurable outcomes which contribute to the organisation (Wigert & Barrett, 2020). Alternatively, the CIPD have champion a competency or behaviour based approach; identifying existing strengths and encouraging growth in these areas to allow employees to develop in their own unique way that plays to their strengths (CIPD, 2017).
- Performance Reviews – Traditional approaches to annual performance reviews create a sense that this one milestone is fundamental in shaping the year ahead, reviewing and scoring the previous year, setting objectives and discussing reward (Gifford, et al., 2017). This often involves a lot of work on the part of the manager and the employee and may not be as effective in the long term as the employee sees it as more an opportunity to show how much they have achieved rather than actually admitting areas they could do with developing in (Armstrong, 2017). There is a recent trend

to remove some of the more formal elements of performance reviews (Cotton, 2020), but some UK organisations, such as River Island (Snape, et al., 2017), have taken the step of removing annual reviews altogether due to their time consuming nature and the way they tend to overshadow the feedback which has proven to be more valuable (Cotton, 2020).

- Feedback is fundamental communication key in ensuring employees understand how they are performing and that their efforts are appreciated (Wigert & Barrett, 2020). The benefit of these conversations is in the immediacy of course correction or validation, the antithesis of the slow delivery of an annual appraisal (Cappelli & Tavis, 2016). Long term they improve engagement and motivation for the employee and a develop understanding in the manager relationship (Gifford, 2020).

The Contribution of Performance Management

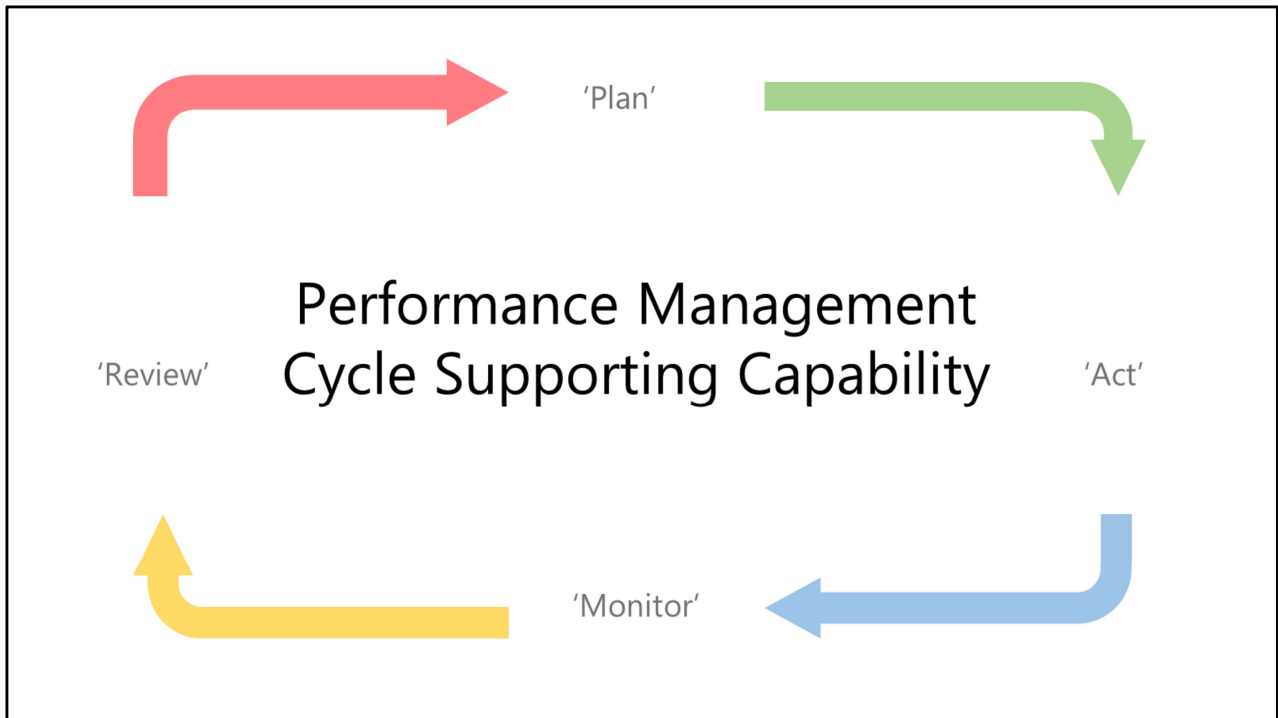


Performance Management's other function in measuring output or behaviours of an individual are in determining reward or their future with the organisation; at both ends of the scale whether progression or termination (Gifford, 2020).

Managing Capability Issues



In issues of employee capability, even when dealing performance rather than health, regular communication is important to ensure the employee is aware of areas to improve upon before taking the employee down a more formal performance improvement process (Taylor & Wilkinson, 2016, p. 42). The traditional “performance improvement plan” has a bad reputation and is more often viewed as a first stage towards dismissal (Ryan, 2016). Such plans should be the last resort with prevention the better solution to be fair to the employee.



This suggests that the modern trend of a more regular review cycle being the better solution for capability issues. This ensures goal setting remains relevant and is reviewed in a timely manner. The traditional annual appraisal is a much less effective way to notify and ultimately manage an employee who is underperforming (Wigert & Barrett, 2020).

Rewarding Performance – is this the right time?



Conversations around pay increase are a motivational tool used commonly in many organisations performance reviews (Gifford, 2020) and it might seem that this fits well into the traditional structure of an annual appraisal where performance is judged and reward determined.

This might not be the best time to do this, however. If the performance review is there to identify opportunities and set goals, this is at odds with a process that rewards strengths (Taylor, 2016, p. 206). It is argued that employees are therefore likely to be less honest about any poor performance for fear that it may negatively affect their pay increase and in turn cheat their way out of proper development and guidance (Cappelli & Tavis, 2016).

Development is its own reward!



The newer trend is to keep these activities separate and focus on personal development at the performance review (Cotton, 2020). Effective development should see improvement in skills, everyday work, more autonomy and leading ultimately to a happier work life which is itself motivational in the long term (Rees & Tymon, 2016, p. 265). This is further supported by studies which indicate that financial incentives are actually detrimental to performance (Kohn, 1993) by narrowing focus and looking at a short term goal rather than long term development.

Line Manager role in Performance Management



As we have seen, to implement improvements in and manage performance requires consistent monitoring and communication to be effective. While the CIPD suggest that the line manager should not be calling all the shots in performance management (Gifford, 2020), they do recommend they take an active role to guide this process ensuring it aligns with organisational goals and that the employee continues to be engaged with the performance management process.

Benefits to Line Manager guidance in Performance Management

- Organisational Knowledge
- Working Relationship
- Employee Knowledge
- Proximity/Availability
- Addressing Capability Early

The line manager brings many different benefits to the table when guiding performance management. These include:

Knowledge of both the organisational objectives and how the employee fits into these objectives. This way they can ensure that development goals stay relevant to business goals (Gifford, 2020).

Regular performance conversations help the development of a strong working or even coaching relationship (Robinson, 2013, p. 4). This will make open and honest feedback, recognition and collaboration easier in the long term.

In most cases, the manager will be knowledgeable of the type of work the employee is engaged in, the challenges they have face and their strengths.

This ensures that goals remain realistic but also will stretch the employee “beyond their comfort zone” (Gifford, et al., 2017).

By working closely with the employee they can regular catch up and monitor process against goals. This also gives them an opportunity to gather feedback and understand if the current goals are engaging the employee to develop (Gifford, et al., 2017).

By regularly catching up with their team member, the line manager can address any potential performance or capability concerns early before the need for any formal processes (Robinson, 2013, p. 4). In this trusting

relationship they are offering fair, timely advice that avoids unnecessary stress later on.

Pitfalls to Employee-Led Performance Management

Misaligned Goals



No set measure of performance

Discouraging Feedback

Some organisations who promote personal development have explored the idea of individuals managing their own performance. The CIPD have studied employee's setting their own goals and found evidence that it is very rarely beneficial compared to when a line manager is there to collaborate and guide (Gifford, et al., 2017). The potential pitfalls of employees setting their own goals are:

- Personal goals becoming misaligned with the organisations priorities meaning potential underperformance in the long run (Gifford, et al., 2017).

- Feedback does not have the same basis in performance management as these are more likely to be personal goals. The line manager may also not feel like they are in the position to give feedback when they were not involved with setting priorities (Gifford, 2020).

- Lack of clear performance indicators so the individual both know what needs to be delivered and this can in turn be measured at a review stage (Robinson, 2013, p. 4).

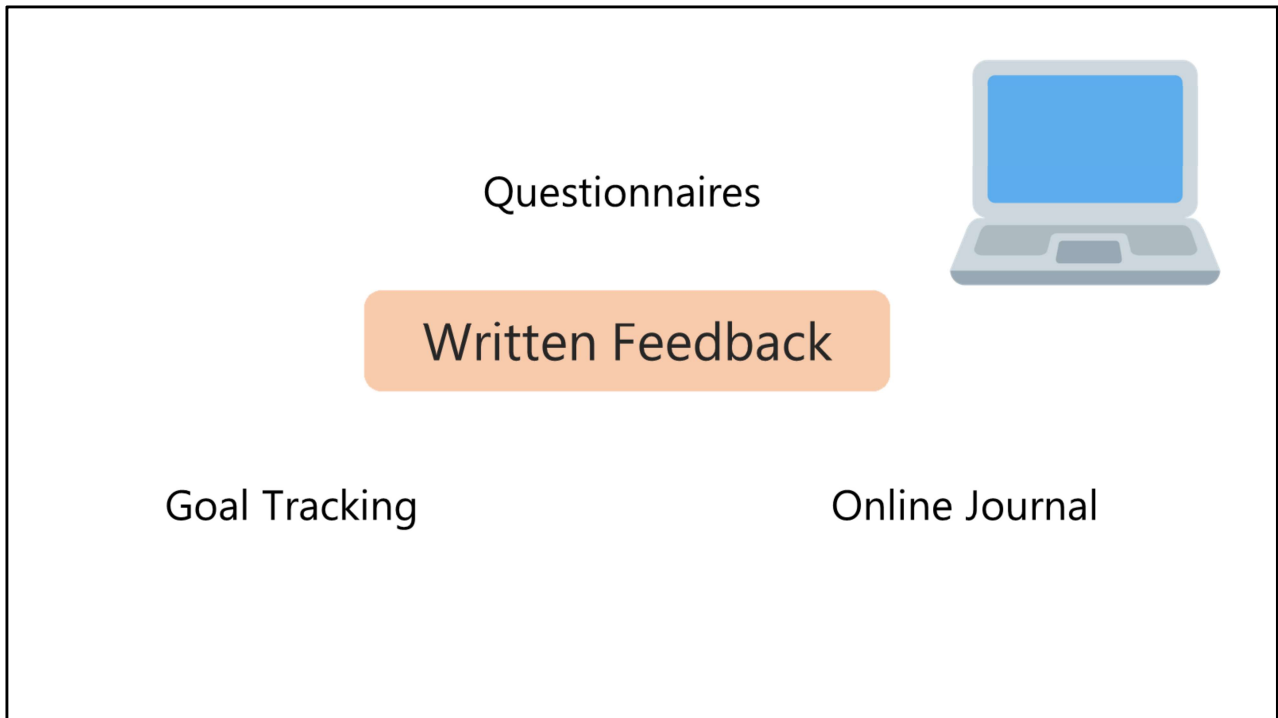
This does not mean that collaboration is not important (Gifford, et al., 2017). In performance reviews it is important that employees feel able to question and challenge, particularly when potential changes to pay are in discussion.

Challenges for the Line Manager in Performance Management

- Workload
- Team Size
- Bias (Intentional or Unintentional)
- Performance Data overload

With the scale and importance of performance management, it is clear that although it is essential for HR to involve line managers (Gamba Quilliam, 2020), there are challenges in delivering this as seen here (Gifford, 2020). The following are different feedback methods which HR can foster to help to ensure performance management continues while assisting the manager.

Challenges for the Line Manager in Performance Management – Workload, Team Size, Bias (Intentional or Unintentional), Data overload



Although potentially more detached, and rarely used in isolation, written feedback can be an effective way to keep communication going while keeping a record of development between manager and the individual (Gifford, 2020). To guide this structure, an HR led resource such as questionnaires, online journals or interactive programmes such as Compass or StandOut can be an effective way to track development against the priorities set in conversations and keep conversation going (Schrage, et al., 2019).

Coaching Techniques

Active Listening

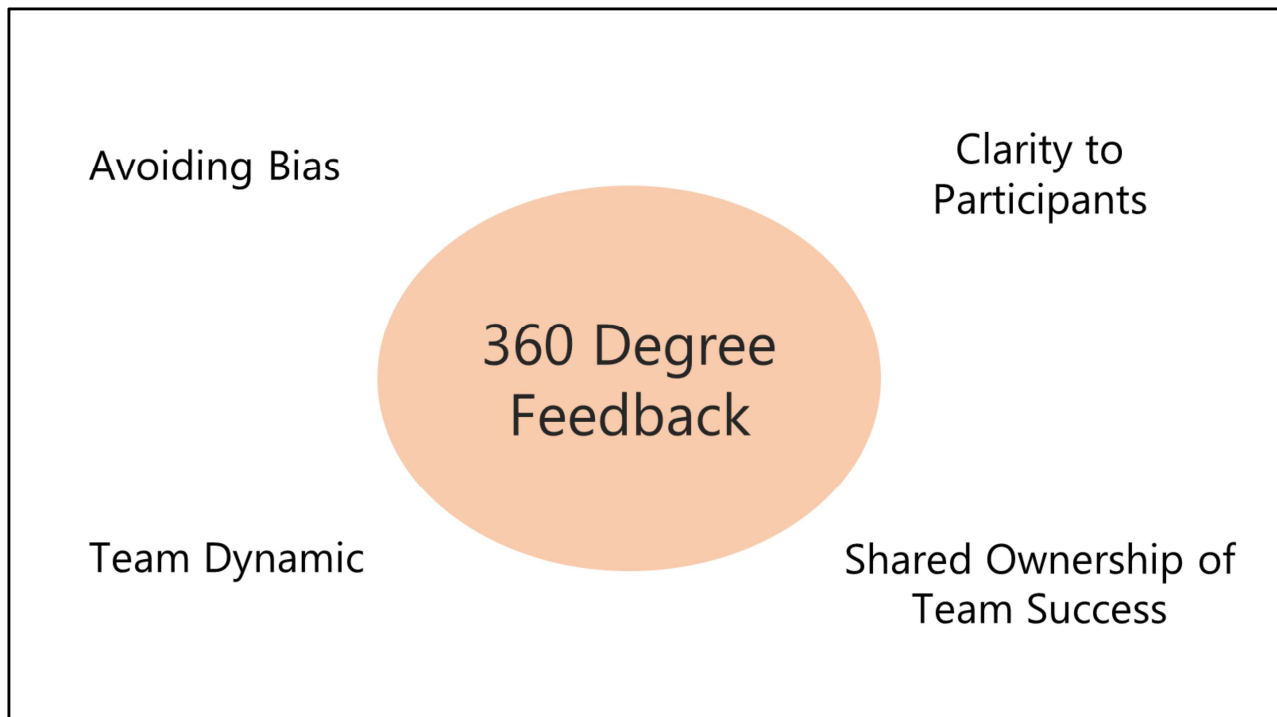
Active Feedback Sessions



Clear,
Constructive
Feedback



Structured feedback sessions should be a regular occurrence and HR can support these by developing coaching skills in leaders such as active listening (Haden, 2020). For feedback from the manager to be most effective it should be clear, constructive and specific to the individual (Robinson, 2013, p. 29).



360 degree feedback sessions are a great way to ensure a rounded vision of the employee's work while also building on the team dynamic and fostering a feedback culture between peers to have a hand in supporting each others development (Taylor, 2016, p. 210). An obvious benefit to this approach is the avoidance of bias on the part of the line manager in reviewing performance, whether inadvertently through shared experience or intentional due to personal connection with the individual (Gifford, 2020).

As this process involves peers there is still potential for this process to be manipulated in favour or detriment to the individual and so to remain fair, clarity that the process is intended for development and enabling the individual to respond is important (Gifford, 2020). For this reason, feedback gathered here could just form part of the performance review to ensure a more rounded view.

References

Armstrong, M., 2009. *Armstrong's handbook of performance management: an evidence-based guide to delivering High performance*. Fourth ed.

London/Philadelphia: Kogan Page.

Armstrong, M., 2017. *How can we fix performance management?*. [Online]

Available at: https://www.peoplemanagement.co.uk/voices/comment/fix-performance-management#_ga=2.234717086.1038224926.1552657222-1720027656.1545140203

[Accessed 2 August 2021].

Ballman, P., 2021. *Why better could be worse for workplace culture*. [Online]

Available at: <https://www.peoplemanagement.co.uk/voices/comment/why-better-could-be-worse-for-workplace-culture>

[Accessed 15 August 2021].

Boon, C. & Kalshoven, K., 2014. HOW HIGH-COMMITMENT HRM RELATES TO ENGAGEMENT AND COMMITMENT: THE MODERATING ROLE OF TASK PROFICIENCY. *Human Resource Management*, 53(3), pp. 403-420.

Burt, E., 2017. *Nearly half of UK workers say bosses put performance ahead of health*. [Online]

Available at: <https://www.peoplemanagement.co.uk/news/articles/half-workers-say-bosses-put-performance-ahead-health>

[Accessed 3 August 2021].

Campbell, M. & Giles, L., 2010. *High Performance Working: Employer Case Studies*, London: UK Commission for Employment and Skills.

Cappelli, P. & Tavis, A., 2016. *The Performance Management Revolution*. [Online] Available at: <https://hbr.org/2016/10/the-performance-management-revolution?autocomplete=true>

[Accessed 15 August 2021].

CIPD, 2016. *Could do better? Assessing what works in performance management*, London: CIPD.

CIPD, 2017. *Strengths-based performance conversations: an organisational field trial*, London: CIPD.

CIPD, 2020. *Health and Well-being at Work*, London: CIPD.

Cotton, C., 2020. *Article Review: Ratingless performance reviews*. [Online] Available at: <https://www.cipd.co.uk/news-views/nutshell/issue-94/performance-reviews>

[Accessed 30 July 2021].

Cotton, C., 2020. *Performance-related pay*. [Online]

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/people/pay/performance-factsheet>

[Accessed 30 July 2021].

EEF & CIPD, 2003. *Maximising employee potential and business performance: the role of High Performance Working*, London: EEF & CIPD.

Elias, J., 2021. *Google warns pandemic could hinder its ability to 'maintain corporate culture' in 2021*. [Online]

Available at: <https://www.cnbc.com/2021/02/08/google-warns-pandemic-effects-could-hinder-corporate-culture-in-2021.html>

[Accessed 27 July 2021].

Gamba Quilliam, G., 2020. *Line managers' role in supporting the people profession*. [Online]

Available at: <https://www.cipd.co.uk/knowledge/fundamentals/people/hr/line-managers-factsheet>

[Accessed 17 July 2021].

Gifford, J., 2020. *Performance management: an introduction*. [Online]

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/people/performance/factsheet>

[Accessed 20 July 2021].

Gifford, J., 2020. *Performance reviews*. [Online]

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/people/performance/appraisals-factsheet>

[Accessed 27 July 2021].

Gifford, J., Brook, J. & Mohammed, A., 2017. *CIPD Podcast: Strength in numbers: what's new in performance management*. [Sound Recording] (CIPD).

Haden, S., 2020. *Coaching and Mentoring*. [Online]
Available at:
<https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet#6991>
[Accessed 12 April 2021].

Huselid, M. A., 1994. Documenting HR's effect on company performance. *HR Magazine*, 39(1), pp. 79-85.

Jeffery, R., 2016. *Google's four rules of recruitment*. [Online]
Available at: <https://www.peoplemanagement.co.uk/news/articles/google-rules-recruitment>
[Accessed 28 July 2021].

Kohn, A., 1993. *Why Incentive Plans Cannot Work*. [Online]
Available at: <https://hbr.org/1993/09/why-incentive-plans-cannot-work>
[Accessed 3 August 2021].

Maledu, W., 2021. *How businesses can prioritise work and wellbeing*. [Online]
Available at: <https://www.peoplemanagement.co.uk/voices/comment/how-businesses-prioritise-work-and-wellbeing>
[Accessed 18 August 2021].

Marchington, M., Wilkinson, A., Donnelly, R. & Kynighou, A., 2016. High-Commitment HRM Policy and Practice. In: M. Marchington, A. Wilkinson, R. Donnelly & A. Kynighou, eds. *Human resource management at work*. London: CIPD, pp. 55-80.

Parsons, J., 2021. *Apple won't back down on bringing staff back to office post-Covid*. [Online]
Available at: <https://metro.co.uk/2021/06/30/apple-wont-back-down-on-bringing-staff-back-to-office-post-covid-14850227/>
[Accessed 3 August 2021].

Personnel Today, 2018. *The case for linking employee wellbeing and productivity*. [Online]
Available at: <https://www.personneltoday.com/hr/case-linking-employee-wellbeing-productivity/>
[Accessed 25 July 2021].

Purcell, J. et al., 2003. *Understanding the People and Performance Link: Unlocking the black box*, London: CIPD.

Rees, G. & Tymon, A., 2016. Performance Management, Motivation and Reward. In: G. Rees & R. French, eds. *Leading, managing and developing people*. London: CIPD, pp. 253-279.

Robinson, D., 2013. *The Engaging Manager series: The engaging manager and sticky situations*, Brighton: Institute for Employment Studies .

Ryan, L., 2016. <https://www.forbes.com/sites/lizryan/2016/04/08/the-truth-about-performance-improvement-plans/?sh=2e90c6783b36>. [Online]

Available at: <https://www.forbes.com/sites/lizryan/2016/04/08/the-truth-about-performance-improvement-plans/?sh=2e90c6783b36>

[Accessed 27 July 2021].

Schrage, M., Kiron, D., Hancock, B. & Breschi, R., 2019. *Performance Management's Digital Shift*, London: MITSloan/McKinsey & Company.

Schreier, J., 2020. *In World of Video Game Development, Chronic Overtime Is Endemic*. [Online]

Available at: <https://www.bloomberg.com/news/articles/2020-09-30/in-world-of-video-game-development-chronic-overtime-is-endemic>

[Accessed 23 July 2021].

Snape, J., Britton, C., Crowhurst, N. & Howarth, R., 2017. *CIPD Podcast: Coaching: It's a culture thing*. [Online]

Available at: <https://www.cipd.co.uk/podcasts/coaching-culture#gref>

[Accessed 27 April 2021].

Taylor, S., 2016. Improving Organisational Performance. In: S. Taylor & C. Woodhams, eds. *Human Resource Management: People and Organisations*. London: CIPD, pp. 197-219.

Taylor, S. & Wilkinson, K., 2016. Employment Law. In: S. Taylor & C. Woodhams, eds. *Human Resource Management: People and Organisations*. London: CIPD, pp. 25-49.

Tombs, T., 2020. *3 Ways Google Creates a High-Performance Culture*. [Online]

Available at: <https://www.entrepreneur.com/article/353628>

[Accessed 2 August 2021].

Wigert, B. & Barrett, H., 2020. *Performance Management Must Evolve to Survive COVID-19*. [Online]

Available at: <https://www.gallup.com/workplace/318029/performance-management-evolve-survive-covid.aspx>

[Accessed 30 July 2021].

Wilkinson, K. & Taylor, S., 2016. Resourcing and Talent Planning. In: S. Taylor & C. Woodhams, eds. *Human Resource Management: People and Organisations*. London: CIPD, pp. 51-78.

Zhang, J. et al., 2018. How Do High-Performance Work Systems Affect Individual Outcomes: A Multilevel Perspective. *Frontiers in Psychology*, Volume 9, pp. 1-13.

Bibliography

Agency for Healthcare Research and Quality, 2015. *High-Performance Work Practices in CLABSI Prevention Interventions*. [Online]

Available at: <https://www.ahrq.gov/hai/cusp/clabsi-hpwpreport/clabsi-hpwpap.html>
[Accessed 13 August 2021].

BBC, 2021. *Young Goldman Sachs bankers ask for 80-hour week cap*. [Online]

Available at: <https://www.bbc.co.uk/news/business-56452494>
[Accessed 23 July 2021].

Bimbaum, J., 2019. *MIT Sloan Webinar: Performance Management for Successful Teams*. [Online]

Available at: <https://sloanreview.mit.edu/video/performance-management-for-successful-teams/>
[Accessed 7 August 2021].

CIPD, 2019. *UK Working Lives*, London: CIPD.

Clear Review, 2019. *The UK Performance Management Report*, London: Clear Review.

Elias, J., 2020. *Alphabet CFO explains how Google fixed a dip in productivity during the early days of the Covid-19 pandemic*. [Online]

Available at: <https://www.cnbc.com/2020/11/18/how-google-improved-employee-productivity-during-covid-19-pandemic.html>
[Accessed 27 July 2021].

Goler, L., Gale, J. & Grant, A., 2016. *Let's Not Kill Performance Evaluations Yet*. [Online]
 Available at: https://hbr.org/2016/11/lets-not-kill-performance-evaluations-yet?referral=03759&cm_vc=rr_item_page.bottom
 [Accessed 19 August 2021].

Graziano, N., 2019. The Leader as Coach. *Harvard Business Review*, Issue November-December, pp. 110-119.

Kersley, A., 2020. *Coronavirus drives surge in support for unionisation, say games industry activists*. [Online]
 Available at: <https://www.theguardian.com/games/2020/sep/25/coronavirus-drives-surge-in-support-for-unionisation-say-games-industry-activists>
 [Accessed 23 July 2021].

Muzaffar, M., 2021. *First year Goldman Sachs workers describe 'inhumane' conditions and call for 80-hour week cap*. [Online]
 Available at: <https://www.independent.co.uk/news/world/americas/goldman-sachs-survey-hours-work-conditions-b1819427.html>
 [Accessed 23 July 2021].

Pink, D., 2009. *The puzzle of motivation*. [Online]
 Available at: <https://www.youtube.com/watch?v=rrkrvAUbU9Y>
 [Accessed 21 July 2021].

Schrange, M., 2020. *Rethinking Performance Management for Post-Pandemic Success*. [Online]
 Available at: <https://sloanreview.mit.edu/article/rethinking-performance-management-for-post-pandemic-success/>
 [Accessed 17 August 2021].

Sweney, M., 2021. *Apple delays return to corporate offices until 2022 as Covid cases rise*. [Online]
 Available at: <https://www.theguardian.com/technology/2021/aug/20/apple-delays-return-to-corporate-offices-until-2022-as-covid-cases-rise>
 [Accessed 21 August 2021].

Wollard, K. K. & Shuck, B., 2011. *Antecedents to Employee Engagement: A Structured Review of the Literature*, Fort Lauderdale: Sage.

Young, J., 2020. *Article Review: Homeworking and team performance*. [Online]
 Available at: <https://www.cipd.co.uk/news-views/nutshell/issue-96/homeworking-performance>
 [Accessed 16 August 2021].

Young, J., 2020. *CIPD Article Review: Homeworking and team performance*. [Online]
 Available at: <https://www.cipd.co.uk/news-views/nutshell/issue-96/homeworking-performance>
 [Accessed 14 August 2021].