People Management and Performance

John Purcell, Nicholas Kinnie, Juani Swart, Bruce Rayton and Sue Hutchinson
**Contents**

*List of figures* vii  
*List of tables* viii  
*About the authors* ix  
*Foreword* xi  
*Acknowledgements* xii  
*Introduction* xiii

1  Understanding the link between people management and organisational performance 1  
2  Culture and values 19  
3  Intended HR practices 42  
4  Bringing practices to life: the vital role of front line managers 59  
5  Employees’ perceptions, attitudes and discretionary behaviour 76  
6  HR architecture and employment sub-systems: practices and perceptions 91  
7  People and performance in professional knowledge intensive organisations 125  
8  Analysing the links between people management and organisational performance: the case of Nationwide Building Society 158
Contents
9 Implications for the development of theory and practice 177

Appendix 193
Notes 195
References 198