

# Preface

*Work Organization and Human Resource Management* covers issues related to the new advances in work organization and human resource management that result from the continuous and highly complex process of change that today's organizations are facing. In the present, as a consequence of social, technological, political and economic changes, the field of work and organizations management becomes highly complex, claiming management for more effective strategies. Conscious of this reality this book looks to provide support to academics and researchers, as well as those operating in the management field, to deal with policies and strategies related to work issues and human resource management.

Effective work practices and good employee relations are a real necessity of today's organizations, as they can help to reduce absenteeism, turnover, organizational costs, conducting to high levels of commitment, effectiveness, performance as well as productivity. Addressing these questions, this book focuses on the implications of those changes in work organization and human resource management.

Drawing on the latest developments, ideas, research and the best practice, the book intends to examine the new advances in work organization and human resource management resulting from the recent changes that are taking place and how they affect the management as well as the commitment and motivation of these organizations' workers.

This book covers *Work Organization and Human Resource Management* in 11 chapters. Chapter 1 discusses "The Role of Responsible HRM Practices and a Culture-Related Capability on the CSR-Performance Association: A Small Firm Perspective". Chapter 2 contains information about "Managing High Performance Work Systems and Organizational Performance". Chapter 3 covers "The Role of the Line Manager in HRM-Performance Research". Chapter 4 describes "The Impact of Strategic Human Resource Management Practices on Australian Dairy Farm Performance". Subsequently, Chapter 5 covers "Exploring Change in Small Firms' HRM Practices". Chapter 6 contains information on "Effective Human Resource Practices in Family Businesses". Chapter 7 describes "The Gender of the Entrepreneur and the Politics of Entrepreneurship for Women: An Exploratory Study". Chapter 8 focuses on the "Influence of Organizational Flexibility in High Performance Work Practices". Chapter 9 discusses "Gaining or Losing? Projective Identification, Professional Identities and New Public Management". Chapter 10 focuses "Researching HRM to Enhance Understanding: The Neglected Role of Ontology".

In Chapter 11, “[Examining the Motivation to Work Within a Group of Gardeners with Mental Disorders](#)” is presented.

Finally, it is important to say that this book is designed to increase the knowledge and effectiveness of all those involved in human resource management and working conditions in all kinds of organizations and activity sectors.

Whether we are a human resource manager, a manager, an engineer, a policy maker, a strategist, a practitioner, an academic or a researcher, we need to know what is happening, on both national and international environments, to be able to understand and develop effective responses to meet all these new demands and challenges. This is why, today, the interest in this subject is evident for many types of organizations, namely, important institutes and universities all over the world.

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