The Centre for Work, Organisation and Wellbeing &
Department of Employment Relations and Human Resources

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HRM Practices, Organizational Citizenship Behaviour,
and Performance: A Multi-Level Analysis

Professor Tom Redman

Professor of Human Resource Management
Durham Business School, Durham University, United Kingdom

Tuesday 10\textsuperscript{th} August 1.00-2.00p.m (lunch included)

G34_2.02 Gold Coast Campus

Abstract

This research examines the relationship between HRM practices, conceptualized at the workplace level, and individual employee attitudes and behaviour. We focus on two possible explanations for the relationship: social exchange and job influence/employee discretion. Findings from a study of employees in North-East England suggest that there is a positive impact of HRM practices on organizational citizenship behaviour, through an effect on perceived job influence/discretion. There was no such effect for perceived organizational support. These findings provide support for a job influence and opportunity explanation of HRM effects on employee attitudes and behaviour.

Presenter Bio

Tom Redman is Professor of Human Resource Management at Durham Business School (DBS), Durham University, UK. Before joining DBS Tom was Professor of HRM at the University of Sheffield and the University of Teesside. Tom spent some 10 years in industry in quality, production and HR management positions (mainly with Royal Worcester Porcelain) prior to re-entering academic life. He has written on various aspects of Human Resource Management but in the twilight of his career his interests are returning to Industrial Relations concerns. He has written four books, one research monograph, and over sixty articles in refereed journals. His current research includes projects on the impact of HRM and leadership on organizational performance, organizational, union and occupational commitment, discrimination in the workplace, employee flexibility, vocational training, and employee involvement and empowerment. He has published in: Journal of Applied Psychology, Journal of Vocational Behavior, British Journal of Management, Journal of Management Studies, Industrial Relations, Journal of Labor Research, Journal of Cross Cultural Psychology, Human Relations, International Journal of Human Resource Management, Human Resource Management Journal and Work, Employment & Society etc. His most recent book, with Adrian Wilkinson, is the edited The Sage Handbook of Human Resource Management published in 2009. He is a Fellow of the Chartered Institute of Personnel and Development. He is on the editorial board of several academic journals including the Journal of Management Studies and Leadership and Organizational Development Journal and was the editor of Personnel Review 1995-2006.

RSVP (including any special dietary requirements) by 3\textsuperscript{rd} August to:
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