



Managing Employee Performance and Reward: Concepts, Practices, Strategies

By Professor John Shields, Michelle Brown, Dr Sarah Kaine, Catherine Dolle-Samuel, Dr Andrea North-Samardzic, Dr Peter McLean, Dr Robyn Johns, Dr Patrick O'Leary, Dr Geoff Plimmer, Jack Robinson



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Now in its second edition, *Managing Employee Performance and Reward* continues to offer comprehensive coverage of employee performance and reward, presenting the material in a conceptually integrated way. This new edition has been substantially updated and revised by a team of specialist contributors, and includes:

- an increased focus on employee engagement and the alignment between the organisation's goals and the personal goals of employees
- expanded coverage of coaching, now a leading-edge performance enhancement practice
- extensive updates reflecting the major changes in employee benefits in recent years, as organisations strive to attract and retain talent
- updated coverage of executive salaries and incentives in the contemporary post-GFC environment.

This popular text is an indispensable resource for both students and managers alike. Written for a global readership, the book will continue to have particular appeal to those studying and practising people management in the Asia-Pacific region.

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Editorial Review

Review

'... the book provides the first genuinely academic treatise on the reward management paradigm and should be welcomed.' *Industrial Relations Journal*

About the Author

John Shields is Deputy Dean (Education) of the University of Sydney Business School and Professor of Human Resource Management and Organisational Studies in the Discipline of Work and Organisational Studies. Professor Shields holds a PhD in Economic History from the University of Sydney (1990). His principal areas of research and teaching include performance management, reward management, executive remuneration and corporate governance, and business and labour history. He is currently engaged in national and international collaborative research projects in the fields of strategic reward configuration, predictors of employee pay preferences, the impact of the director human and social capital on firm financial performance, and the relationship between employee emotional intelligence, cultural value orientation and workplace wellbeing.

Michelle Brown is a Professor of Human Resource Management in the Department of Management and Marketing at the University of Melbourne. Her research examines the unintended consequences of human resource management policies and practices, with a particular focus on pay and performance management. Current projects investigate how immigrants fare under performance management systems, performance pay complaints, strategic reward configuration and predictors of employee pay preferences.

Sarah Kaine lectures in HRM and IR in the School of Management at the University of Technology, Sydney (UTS). Her research focuses on several broad themes: employee representation, the development and exercise of employee voice, the formal and informal regulation of employment relations and HRM and sustainability. Specifically Dr Kaine is interested in innovation in employment regulation - beyond the bounds of traditional labour law, corporate social responsibility and its link to industrial relations and the role of leadership in promoting sustainability and CSR. Prior to becoming an academic she worked as an industrial relations practitioner and a consultant to not-for-profit organisations.

Catherine Dolle-Samuel is a Lecturer in remuneration and performance management at the University of New South Wales and teaches in a variety of management and human resources courses at the UNSW Business School and Macquarie University, Sydney. She holds a BA (Hons) in Australian history from Macquarie University (1999) and MCom (Organisation and Management) from the University of New South Wales (2007). Catherine has worked in human resource management and business continuity/crisis management both in Sydney and London. She is passionate about bridging the gap between academic theory and practitioner experience and is interested in the convergence of corporate governance, organisational sustainability and human resource management at a strategic level.

Andrea North-Samardzic is a Lecturer in the Department of Management at Deakin Business School. She received her PhD in Organisation and Management from the University of New South Wales in 2011. Dr North-Samardzic's research and teaching interests traverse several topics and disciplines. She is currently teaching postgraduate courses on leadership, as well as actively researching and developing leading edge

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Peter McLean is the Head of the School of Management, Operations and Marketing at the University of Wollongong. He holds a PhD in Management from the University of Wollongong (2008). His current research interests centre on performance management, corporate social responsibility, employee ethical dilemmas and employee perceptions of their duty of fidelity. Other research projects explore issues of identity and sensemaking in a diverse range of contexts from disability and aged care to coal mines. He is a Fellow of the Wollongong Academy of Tertiary Teaching and Learning Excellence and is a national teaching award winner for outstanding contributions to student learning in higher education.

Robyn Johns is a Senior Lecturer in Human Resource Management and Industrial Relations as well as the Director for Undergraduate Programs for the Management Discipline Group at the University of Technology, Sydney (UTS). She joined UTS in 2003 and has taught extensively on the domestic HRM program and in Shanghai. Before transitioning into academia Dr Johns worked in corporate HR roles and has also worked in the public health sector. Her research has examined contemporary and emergent issues in the management of human resources, with particular emphasis on the labour turnover, work-life balance and occupational stress.

Patrick O'Leary is a Lecturer in Human Resource Management in the Federation Business School at Federation University, Australia. He holds a PhD in Industrial Relations from the University of New South Wales (2008). His principal areas of research and teaching include industrial relations, management-employee relations, strategic human resource management, reward and performance management, research methods and labour history. He is currently engaged in research projects in the fields of comparative labour history, neoliberalism and regional employment relations. Dr O'Leary is also the current President of the Ballarat Trades and Labour Council.

Geoff Plimmer is a Senior Lecturer with Victoria University of Wellington Business School. He holds a PhD in Organisational Psychology from the Victoria University of Wellington (2001). His principal areas of research and teaching include strategic human resource management, destructive workplace behaviours, performance management and reward management. He is currently researching influences on the performance of public agencies, the leadership development of senior public servants, health and safety climate and workplace wellbeing.

Jack Robinson works as an independent researcher. Prior to this, he worked for three years on research projects at Victoria University of Wellington on a range of subjects including economic development, remuneration and performance management of teachers, and tertiary education policy. His current research interests include the remuneration and performance management of executives and teachers, analysing the various social and economic implications that flow from how we pay these groups. He holds a BCom from Victoria University of Wellington.

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