

## High Performance Companies: main factors

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**Abstract:** High-performance firms can obtain competitive advantage, therefore, seeks to develop and improve the system of high performance is so important for its continuity. Companies that adopt this system seek employees engaged and who deliver results reflecting the performance of organizations (RAMSEY, SCHOLARIOS AND HARLEY, 2000; KEHOE AND WHIGHT, 2013; BOCKERMAN, BRYSON AND LMAKUNNAS, 2011) [25] [14] [3]. The objective of this study is to identify the main factors related to high-performance system in the region of São Roque, State of São Paulo, Brazil. To achieve the proposed objective was conducted a literature search in Scopus and Scielo platform with the construct "high performance", in order to identify the factors highlighted by the authors, after this was elaborated a questionnaire containing 40 questions, being both descriptive and 38 used the Likert scale. 133 valid responses were received. To treat the data was used the factorial analysis by means of the SPSS software 22®. The results indicate that most of the factors are related to the essence of the company counted by means of its history, people management and the establishment of shared goals that cause engagement of collaborators.

**Keywords:** High Performance Work System, High Performance, Visionary Enterprises.

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### I. INTRODUCTION

The high-performance system emerged in the mid-1990s. Your main goal is a set of practices to improve the performance of companies (KOCHAN and OSTERMAN, 1994; MCDUFFIE, 1995; BECHER and HUSELID, 1998) [16] [21] [2].

The focus of the high-performance system 'HPS' is to maximize the interaction of the collaborator with the organization, and thus be able to improve organizational performance (RANSEY, SCHOLARIOS AND HARLEY 2000; KEHOE AND WHIGHT 2013; BOCKERMAN, BRYSON AND LMAKUNNAS, 2011) [25] [14] [3].

For the HPS to work properly it is important that the managers of people management recognize the importance of RH for high-performance system and for organizations (HUSELID AND RAU, 1996) [13].

There are several factors that influence the application of the HPS, but all are related to the culture of the company. The continuity and improvement of their practices mainly depends on the engagement of people.

This study has aimed to identify the main factors of high performance of companies according to the opinion of the citizens of the region of São Roque, the method used was the bibliographic research and field study. Through bibliographic research was elaborated a questionnaire containing 40 questions, being descriptive 2 and the other with Likert scale and applied in the city of São Roque, using social networks such as Facebook and visits in loco. The results indicate that the main factors are related to the perpetuity of the history of the company, factors related to the management of people and engagement of employees for the achievement of shared goals and collaborative.

### II. LITERATURE REVIEW

In the vision of authors such as Becher and Huselid (1998), Mcduffie (1995) and Kochan and Osterman (1994) [2] [21] [16]. The HPS promotes improvement of performance indicators of organizations independent of their peculiarities. However, authors such as Olaverri, Kintana And Alondo (2003) [22] point to the need to diagnose the reality of each organization, verifying the feasibility of deployment. In this way, it is not possible to say that the system of HPS bring results for all organizations in all contexts.

For Ramsey, Scholarios and Harley (2000); Kehoe and Whight (2013) and Bockerman, Bryson and Lmakunnas (2011) [25] [14] [3], the high-performance system has as its goal to maximize employee's interaction with the organization, and thus achieve better the performance of the company. It is characterized as a tool that provides major benefits for both the organization and the employee (WOOD AND MENEZES 2011) [27].

According to Huselid and Rau (1996) [12] to deploy and develop the HPS it is important that human resource managers recognize the importance of RH for high-performance system. The practice of the HPS Fras

decrease the hierarchical structure, softening the description of roles and tasks, increasing the autonomy of employees (HUGHES, 2008) [11]. In Table 01, it presents the trajectory of the business of some companies, which demonstrates the importance of innovation and the recognition of the role of people in organizational change, so the high-performance system is broader than simply having a good idea. To Collins and Porras (1995) [4], to engage in the operations of these companies did not have a good product, over time were becoming reference companies.

Table 01: Activity End in the opening of the Company and currently. Source: Based on Collins and Porras (1995) [4]

Companies	Activity End In Wired	Current Activity End
HP	In the field of radio, electronics and electronic engineering.	Create technology (greater focus on information technology)
Philip Morris	Tobacconist	Cigarette Manufacturer
Procter & Gamble	Manufacturers of candles and soaps.	Develop quality products and services that improve the lives of people. (producing food, hygiene and cleaning products, among other products)
Sony	Manufacture of consumer goods	Technology products of high quality.
3M	Extraction of corundum as abrasive for export to manufacturers of grinder.	Diversified technology.

The factors such as innovation, profit, a stimulus to development, bold goals, the psychological contract Management by competencies, role of managers and continuous improvement, composes the main causes for the high performance as shown in Table 2.

Table 2: Main Factors

Factors	Description
<b>Innovation</b>	According to Kotler (2012) [17], the innovations should be listed. Just have good ideas do not guarantee the survival in the long term. For Kim (2005) [15], this occurs because the innovations of value will result in the creation of new spaces on the market and the fall of the competition.
<b>Profit</b>	In a business people must come first, secondly products/services and profits in third (COLLINS AND PORRAS, 1995, p.81) [4]. According to Gitman (2010, p. 2) [8], Starbucks has been successful because the corporate strategy it was, firstly, to create a good environment for its employees, in second place, she focused on the satisfaction of our clients, and, in last place, she thought in profits.
<b>Stimulate the development</b>	The central ideology must be preserved, but not if you can confuse ideology with customs. Sometimes, companies have certain habits that, with the passing of the years, should be modified because they have lost the sense or be exchanged for other best. For example, Wal-Mart has an ideology of "go beyond customer expectations", putting employees at the entrances of shops to approve people is a practice that has been changing over time, because it was not an ideology but a habit. To have a high performance company is required. (COLLINS AND PORRAS, 1995) [4]
<b>Bold Goals</b>	The goals are something that companies want to reach, and to get you accomplish the goals is performed strategic plans (KOTLER AND KELLER, 2012, p. 52) [17]
<b>Psychological Contract</b>	The psychological contract is done by both parties, both for the employer and for the employee, are beliefs, where the two parties believed in mind their obligations. There are two types of psychological contract. These companies geared to the development bet on the transactional method, which is the long-term, which expects a lasting relationship with the employee (ROUSSEAU, 1990) [26].
<b>Management by competence</b>	The management by competence is a tool that define and guide careers of employees. It is the role of the HR professionals to manage this process. This management is effective and recommended for developing companies. The management by competence enables a superior performance in the market (PHARAHALAD and HAMEL, 1990 [24]).
<b>Role of Managers</b>	High administration has great influence in the decision-making process of the company. Consequently, the majority of companies of high performance makes the internal recruitment, which is a demand for candidates within the organization, to fill a vacancy. This method stimulates the collaborator to develop (LIMONGI-FRANCE, 2014, p. 31) [20]. The founder of Motorola, Paul Gavinn, trained his son to the succession of company when he was 16 years old, making the experience various areas of the company, up to the presidency, with 19 years (HATTWICK, 2015; COLLINS AND PORRAS, 1995) [10] [4].
<b>Continuous Improvement</b>	According to Kim (2005) [15], a company will not always be of high performance. Sometimes, a company that is STAD today, tomorrow may not be. So as not to leave the tour leader of the market is essential to achieve continuous innovations, have a good distribution and have low costs. Thus, it is possible to be more competitive in the market Kotler (2012, p 322) [17].

A company people should come first, secondly products/services and profits in third (COLLINS AND PORRAS, 1995, p.81) [4]. According to Gitman (2010, p. 2) [8], Starbucks has been successful because the corporate strategy it was, firstly, to create a good environment for its employees, in second place, she focused on the satisfaction of our clients, and, in last place, she thought in profits.

Confirmed that companies that are generally in the same segment, but are not considered high-end performance, prioritizing the profit while a survey with 18 companies HPS showed that 17 of them has a greater focus with its ideology and less as profit (COLLINS AND PORRAS, 1995, p.85) [4].

As Barney (2017, p.85) [1], visionary companies had higher returned the other companies. Although the profit is something important, they declare that it is not the main reason of them exist. According to Collins and Porras (1995, p.85) [4] the profitability, although it is important is not the primary goal for visionary companies.

For a company to have a good ideology, the same must be original and be in accordance with what the company does and believes. The proper ideology guides and inspires employees. It should be made based on the organization and not a product/service or a social class. Therefore, the factors highlighted by the authors pervades the company's ability to innovate, manage the competences, organizational development. These factors are more linked to intangible aspects that tangible. It is how the processes are outlined and improved over time in accordance with the central ideas of the business.

### III. METHODOLOGY

To meet the proposed objective, a bibliographic research was performed according to Lakatos & Marconi (1990, p. 57) [18] refers to the collection of data of any scientific research being conducted with primary and secondary sources. The consultation of articles with the construct "high performance" was held at *Scopus* and *Scielo platform*. After this were identified the main references cited by the authors.

The questionnaire was elaborated according to the bibliography on companies of high performance, containing 40 questions with Likert scale of 1 to 5, being 1-I do not agree, 2-not partially agree, 3-neutral, 4-I and 5-I agree completely. The questions were formulated based on the literature review.

For the data collection, the form has been sent through the Google Forms through social networks Facebook and LinkedIn, beyond the field research that to Gil (2008, p. 57) [7] this study is characterized by the deepening of questions previously proposed, with flexibility in your planning. In addition, the field survey enables the study of only one social group, emphasizing the interaction exists. Finally, it is a technique of observing more than mark.

Were collected 133 valid responses. The treatment of the data was performed using the software SPSS 22®. To extract the data we used the reduction of factors with principal components analysis, performing the reduction by the varimax method. Second Laros (2004, P. 163) [19] "... The factorial analysis is particularly useful when applied to scale which consist of a large number of items used to measure personality and behavioral styles or attitudes ".

To Hair et al. (2005) [9] these factors explain a large amount of observed variables. For the factorial analysis is appropriate you should use the statistical method KMO (Kaiser-Meyer-Olkin) and to verify internal consistency, the Cronbach's Alpha coefficient, which measures the internal consistency of the scale (CRONBACH, 1951) [5].

After this the results were tabulated and discussed, seeking references to authors who deal with the issue.

### IV. RESULTS

The participants were of both sexes, being that 84 (63.2%) female and 49 (36.8%) of the male. Table 3 presents the distribution by gender.

**Table 3: Gender**

	Frequency	Percentage	Valid percentage	Cumulative percentage
Female	84	63.2	63.2	63.2
Male	49	36.8	36.8	100.0
Total	133	100.0	100.0	

Source: Results obtained through the data analysis with SPSS.

In relation to age, 63 (47.4%) were aged up to 25 years, 28 (21.1%) in the range of 25 to 35 years, 26 (19.5%) in the age range of 35 and 45 years, 11 (8.3%) in the age range of 45 to 60 years and 5 (3.8%) in the range of up to 60 years. Table 4 presents the age range in absolute and relative values.

**Table 4: Age Range.**

	Frequency	Percentage	Valid percentage	Cumulative percentage
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Above 60 years	5	3.8	3.8	3.8
Up to 25 years	63	47.4	47.4	51.1
From 25 to 35 years	28	21.1	21.1	72.2
From 35 to 45 years	26	19.5	19.5	91.7
From 45 to 60 years	11	8.3	8.3	100.0
Total	133	100.0	100.0	

Source: Results obtained through the data analysis with SPSS 22®.

To check if the sample differs significantly from a normal distribution, the Kolmogorov-Smirnov test was performed and Shapiro-Wilks (Field, 2013) [6]. If the  $P > 0.05$ , the test is not significant, which demonstrates that this is a normal distribution. The data from the questionnaire did not show normal distribution, reinforcing the application of factorial analysis.

**Table 5: Test Kaiser-Meyer-Olkin (KMO).**

Kaiser-Meyer-Olkin Measure of sampling adequacy.		,782
Bartlett's sphericity test	Approx. Chi-square test	2072,877
	Df	703
	Sig.	,000

It was held the matrix of correlations, it should be noted that there are values below 0.2, which may indicate if deal of independent variables. Table 6 presents the correlation matrix.

**Table 6: Correlation Matrix**

	VAR01	VAR02	VAR03	VAR04	VAR05	VAR06	VAR07	
Correlation	VAR01	1.000	,268	,112	,063	,179	,102	,060
	VAR02	,268	1.000	,260	,006	,131	,126	,041
	VAR03	,112	,260	1.000	,048	,102	,219	,086
	VAR04	,063	,006	,048	1.000	,381	,337	,128
	VAR05	,179	,131	,102	,381	1.000	,450	,128
	VAR06	,102	,126	,219	,337	,450	1.000	,300
	VAR07	,060	,041	,086	,128	,128	,300	1.000
	VAR08	,081	-,020	-,007	,117	,335	,255	,168
	VAR09	,151	,093	,169	,132	,319	,302	,154
	VAR10	,059	,083	,179	,067	,315	,180	,096
	VAR11	,234	,262	,146	,079	,355	,304	,260
	VAR12	,141	,009	,111	,021	,415	,259	,171
	VAR13	,191	,142	,154	,240	,441	,342	,039
	VAR14	,077	,054	,168	,118	,431	,368	,044
	VAR15	,004	,076	,141	,214	,257	,272	,118
	VAR16	,076	-,083	,016	,267	,069	,166	,079
	VAR17	,102	,060	,069	-,089	,150	,085	,068
	VAR18	,091	,121	Avenue	,057	,210	,113	,064
	VAR19	,146	,058	,020	,085	,285	,207	,204
	VAR20	,111	,276	,028	-,024	,153	,233	,137
	VAR21	,113	-,019	,138	,006	,304	,284	,098
	VAR22	,097	,017	,039	,035	,032	,131	,125
	VAR23	,050	,000	,116	,285	,234	,369	,134
	VAR24	-,107	-,014	,015	,154	,099	,294	,112
	VAR25	,087	,156	,195	,148	,218	,247	,368
	VAR26	,163	,305	,193	,120	,029	,120	,170
	VAR27	,071	,188	,247	,109	,157	,186	,084
	VAR28	,113	,086	,125	,240	,155	,243	,193
	VAR29	,051	,150	,215	,006	,262	,344	,111

VAR30	,143	,208	,259	,234	,423	,270	,145
VAR31	,085	,042	-,042	,084	,276	,222	,084
VAR32	,072	,239	,303	,238	,188	,217	,195
VAR33	,019	,053	,039	,032	-,061	,082	,079
VAR34	,164	,006	,058	,295	,122	,244	,128
VAR35	,152	,110	,157	,079	,142	,242	,124
VAR36	,197	,115	,047	,203	,173	,147	,083
VAR37	,142	,040	-,006	,243	-,081	,178	-,040
VAR38	,177	,219	,208	,222	,340	,385	,160

Source: Results obtained through the data analysis with SPSS 22®.

For best fit and analysis of values was considered *eigenvalues* greater than or equal to 0.5. The 1 factor explains 23.08% of total variance. Already the factor 2, explains 8.43%, both explain 31.46% of the total variance. To be a percentage lower than desirable (< 40 %), it is suggested that further studies be conducted, aiming at better clarification on factors of high performance.

**Table 7: total variation explained**

Component	Eingenvalues initials			Sums of extraction of cargoes to the square			Rotating sums of shipments to quadradoa
	Total	% of variance	Cumulativ e %	Total	% of variance	Cumulativ e %	Total
1	8.751	23.028	23.028	8.751	23.028	23.028	7.984
2	3.206	8.438	31.466	3.206	8.438	31.466	5.512

Source: Results obtained through the data analysis with SPSS.

The array of components allows the visualization of loads of each variable for the extracted factors before the rotation. It is the correlation coefficients between the variables and components non-rotated.

The Varimax rotation was applied. For the rotated matrix was stipulated by the criterion of factorial load of at least 0.50 in order to assess the desirability of maintaining the number of factors established. The result of the analysis of principal components (PC) of the questionnaire obtained a scale of two factors. The most appropriate structure was the factorial bi. It was possible to name them as: Factor 1 - Intrinsic motivation and Factor 2 - extrinsic motivation. The Factor 1, intrinsic motivation, was composed of 18 items, originally proposed (5, 6, 8, 9, 10, 11, 12, 13, 14, 20, 21, 25, 27, 29, 30 and 38, 31.32) with saturation ranging between 0.52 and 0.75. Already a Factor 2, extrinsic motivation was composed of 3 items, originally proposed (33.34 and 37) with saturation between 0.59 and 0.671. Table 8 shows the main factors.

**Table 8: Main Factors**

Factorial Load	No Matter	Question of the questionnaire	Citation in accordance with the question of the questionnaire
<b>People Management</b>			
0,545	6	High-performance firms must keep the focus on employees.	According to Gitman (2010, p. 2) [8], Starbucks has been successful because the corporate strategy it was, firstly, to create a good environment for its employees, in second place, she focused on the satisfaction of our clients, and, in last place, she thought in profits.
0,72	9	The attitudes of employees must be aligned with the company's values.	The goals are something that companies want to achieve and must be aligned to the strategic plans (KOTLER AND KELLER, 2012, p. 52) [17].
0,524	10	The high-performance organizations must stimulate the personal and professional development.	To achieve the goals, these companies need to rely on employees aligned with the strategy, to give their best ever (KIM 2005) [15].
0,696	11	I recognize the importance of determining goals to achieve organizational results and stand out in the market.	These companies employees should develop employability, i.e., they should upgrade the skills applied in the company. Because they make it very clear what the knowledge and skill they want their employees. It is thus possible to identify what the company expects from its employees (JOHANN and VANTI, 2001) [13].
0,71	13	Employees should be willing to contribute to their full potential.	Second (COLLINS AND PORRAS, 1995, p.121) [4] "With time, the cultural norms have to change; the strategy has to change; the product lines have to change; the goals have to change; the powers they have to change; the policies have to change; organizational structure has to change; the reward systems have to change. "
0,638	21	I recognize that the organizational climate pleasant entices people.	The most important thing is never to be dazzled from where the company came not to lose the focus on continuous improvement, because if you stick to what was conquered can cause the company to be accommodated and ahab losing his post. For Kim (2005) [15] to keep as a company of differentiation, the same needs to develop new products to retain customers and not suffer with competitors that will soon imitate the product/service.
0,51	25	The people must identify themselves with the history of the company.	These companies employees should develop employability, i.e., they should upgrade the skills applied in the company. Because they make it very clear what the knowledge and skill they want their employees. It is thus possible to identify what the company expects from its employees (JOHANN AND VANTI, 2001) [13].
0,608	27	There should be the stimulus by internal recruitment.	The goals should be clear and objective for employees Kim(2005) [15]
0,62	29	To be promoted it is necessary that there is adequate training and compatible with the competencies, skills and attitudes required by the office.	The bold goals are not restricted to a hierarchical level. They should be for all levels, so as to stimulate the progress throughout the organization. Companies do not need to have an audacious goal at a time. They may have several at the same time. Companies like Sony and Boeing, did this and each hierarchical level had a MA specific (COLLINS AND PORRAS, 1995, p.160) [4].
0,58	32	The trajectory of the founder must inspire employees, customers and suppliers.	In a globalised world, the organizational culture is the greatest asset of a company. This is because it is responsible for making sure the employees to work with the mind and the heart, causing them to have a good organizational climate (JOHANN and VANTI, 2001) [13].
0,569	38	The work of employees increases the financial results.	The culture of devotion allows employees are encouraged to fulfill the bold goals, because they feel part of something special and above the others (COLLINS AND PORRAS, 1995) [4].



Factorial Load	No Matter	Question of the questionnaire	Citation in accordance with the question of the questionnaire
<b>Strategic Planning</b>			
0,571	8	It is important to highlight that companies know where you want to go and have a vision of the business.	The managers of companies STAD have a concern to have successors. So there is training for the development of the same, so they take possession, are acquainted with the responsibility and decision-making. The founder of Motorola, Paul Gavinn, trained his son to the succession of company when he was 16 years old, making the experience various areas of the company, up to the presidency, with 19 years (HATTWICK, 2015 and COLLINS AND PORRAS, 1995) [10] [4].
0,608	14	The goals should be clear and objective.	According to Kotler (2012) [17], the innovations should be listed.
0,565	20	All hierarchical levels must have goals.	Companies taken as STAD has the performance in the short term balanced and usually the long-term is more required of employees, this type of firm does not abandon the beliefs and values to gain competitive advantages in the short term (BARNEY, 2017, p. 6) [1].
0,752	30	Organizations must seek the continuous development.	The organizational myth assists in the company culture and encourages employees to give their best, because he often tells the story of the founder or its successor where the same is seen as a hero who had a great contribution for the success of the company (JOHANN and VANTI, 2001) [13].
0,527	31	High-performance firms, have long-term plans.	To Huselid (1996) [12], investment in the practice of STAD presupposes a return on the company's financial performance. This is because decreases the turnover of employees and increases the productivity that ends up encouraging businesses to invest in this system.
0,671	37	Good results in the past, guarantee future results.	Differs from the ideal of the author that according to Kotler (2012) [17], products/services cannot be renewed over time, because an hour they are in disuse.
<b>Quality</b>			
0,555	5	I believe that businesses should keep the focus on customers.	As Barney (2017, p.85) [1], the profit obtained by visionary companies had higher returns the other companies. Although the profit is something important, they declare that it is not the main reason of them exist.
0,605	12	I believe that the continuous improvement is necessary for the recognition of leading companies.	Differs from the idea of the author that results in the past does not ensure the perpetuity of the actions. Ford has already had negative impacts by achieving an MA and end up deslumbrando, not replacing by another. Whenever a MA is achieved, it should be replaced immediately by another (COLLINS AND PORRAS, 1995, p.141) [4].
<b>Finance</b>			
0,59	34	High performance, companies must make a profit above all other companies.	A company people should come first, secondly products/services and profits in third (COLLINS AND PORRAS, 1995, p.81) [4].
<b>Marketing</b>			
0,61	33	Just have a great idea or product, ensures success in the long term.	The high administration has great influence in the decision-making process of the company. Consequently, the majority of companies of high performance makes the internal recruitment, which is a demand for candidates within the organization, to fill a vacancy. This method stimulates the collaborator to develop (LIMONGI-FRANCE, 2014, p. 31) [20].

## V. CONCLUSION

The high-performance systems are widely used by large companies and generally market leaders. It aims to make the employees contribute the Maximum to allow the company to reach the goals, while preserving the core and strengthening the ideology.

With the results obtained, it was possible to identify that the high performance companies should seek continuous development, that the attitudes of the employees must align with the company's values, which employees must contribute to their full potential, companies must determine goals to achieve organizational results and stand in the market, that the organizational climate encourages people to being promoted, they need to have all the requirements of the position and have gone through a training that is compatible with the function that will be occupied.

Also emphasizes that the goals should be clear and objective, companies must encourage employees by internal recruitment, continuous improvement is necessary for the recognition of leading companies, that the trajectory of the founder should be inspiring, companies need to know where you want to arrive, that the work

of employees increases the financial results, all hierarchical levels must possess goals, companies must keep the focus on customers, should stimulate the personal and professional development and the people must identify themselves with the history of the company.

In addition, the good results in the past guarantee future results, which only have an idea or product guarantees long-term success. These factors must be analyzed along with the others, because these are factors that relate, once the company meets the factors linked mainly to people management and strategic planning, the results and products can guarantee the future.

It was concluded that the factors for the high performance are related to employees in organizations that exert a direct influence on the results of the companies and in the accomplishment of organizational goals. Because innovation is practiced by people, when they are included in an organizational environment that stimulates the development, recognizes the effort, rewards with internal recruitment in order to preserve the company's core ideology, stimulates and strengthens the organizational culture, it is possible to affirm based on the evidence that these companies tend to high performance.

At this point if you realize that the system will not be well disseminated in the minds of people which is a high-performance system, but that the internal factors directly linked to employees they can have a better understanding that goes against what the authors believe that influence the performance of employees.

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