

Article review on high-performance work systems and occupational safety, zacharat...

[Business](#), [Management](#)



Summary of the Article

The article entitled “ High-Performance Work Systems and Occupational Safety” written by Zacharatos, Barling and Iverson presented relevant issues concerning an investigation on any apparent relationship between high performance work systems (HPWS) and occupational safety. The authors reportedly conducted two separate studies to validate their contention. As disclosed, one study that was conducted solicited the participation of company human resource and safety directors from a total number of 138 organizations. The second study allegedly involved 189 front-line employees from two different organizations. The study initially started with a brief review of related literature citing as authoritative and secondary sources. The whole study actually sought support to validate arguments from 149 secondary sources.

The major topics discussed and expounded during the review of literature included employment security, selective hiring, extensive training, self-managed teams and decentralized decision making, reduced status distinctions, information sharing, compensation deemed contingent on safety performance, transformational leadership, measurement of management practices, and a system of high performance practices .

The difference between study 1 and study 2 was noted to be in terms of level of analysis; where study 1 aimed to determine the relationship between HPWS and occupational safety on a more macro-oriented perspective or through the organizational level. Study 2, on the other hand, focused more on a micro-perspective or on the employee level. The method of study 1 utilized descriptive statistics, in conjunction with correlation analysis. For

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study 2, the authors asserted that they expounded on study 1 and focused on including variables such as trust in management and safety incidents and used the Bass and Avolio's (1995) Multifactor Leadership Questionnaire for data analysis.

The findings of study 1 clearly revealed that there is in fact a direct relationship between HPWS and occupational safety on the organizational level. Regarding study 2, the significant variables that were instrumental in influencing HPWS and occupational safety, as perceived by the employees include: safety knowledge, motivation, compliance and initiative; as well as first aid injuries and near misses .

Conclusion

The article is clearly related to what one learned in class regarding especially the topic on performance measurement through the impact of occupational safety on the overall performance of the employees. Likewise, the article also provided relevant information that affirmed providing due important to measuring injuries or work-related safety and risk issues to prevent losses in productivity . Thus, the authors were successful in soliciting relevant information from an appropriate sample size to confirm how relevant safety policies, procedures, and trust in management significantly contribute to a high performance work system (HPWS). Through determining variables which were regarded by employees as instrumental to occupational safety in the work setting, the authors were able to validate the strong and significant relationship between HPWS and occupational safety.

The implications of these findings are significant in enhancing awareness of

the role that management takes in ensuring conformity to a safe work environment. As emphasized, “ with respect to occupational safety, this study confirms the role of organizational, rather than individual, factors in promoting safety, and supports the need to take a broader look at the understanding and management of occupational safety” . As such, organizations must design comprehensive policies which integrate occupational safety and conformity safety standards to ensure that workers perform efficiently and effectively towards achieving organizational goals.

Works Cited

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