TABLE OF CONTENTS

ABSTRACT ii

TABLE OF CONTENTS iii

ACKNOWLEDGEMENTS v

LIST OF FIGURES vi

LIST OF TABLES vii

CHAPTER 1 INTRODUCTION

1.1. Purpose and Significance of the Study 1

1.2. Research Question 4

1.3. Scope of the Study 4

CHAPTER 2 LITERATURE REVIEW

2.1. High Involvement Work Systems 6

2.2. Employee Satisfaction 11

2.3. HIWS and Employee Satisfaction 16

CHAPTER 3 RESEARCH METHODOLOGY

3.1. Research Hypotheses 18

3.2. Selection of Measures 19

3.3. Sampling Design 20

3.4. Data Collection Procedure 23
3.5. Data Analysis Techniques 23

CHAPTER 4 RESEARCH RESULTS

4.1. Summary of Statistics of Respondents 24
4.2. Analysis of Measures 28
4.3. Testing of Hypotheses 32
4.4. Summary of Research Results 33

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

5.1. Summary and Conclusions 35
5.2. Suggestions for Additional Research 37

REFERENCES 39

SUPPLEMENT 41