

## Online Appendix

**Table A1: List of interviews, site visits and participant observations**

	<i>GER</i>	<i>IT</i>	<i>UK</i>
<b>Interviews in company case studies</b>			
Management	4	6	3
Workers' representatives/union officials	7	6	8
Employer associations	2	3	4
Training providers	2	2	3
Experts/consultants		4	
<b>Interview in other companies or at sectoral/national level</b>			
Management	6	2	7
Workers' representatives/union officials	13	4	3
Training providers	1	4	3
Policy makers			1
Experts	1		
<i>Total</i>	<i>36</i>	<i>31</i>	<i>33</i>
<b>Visits and participant observation</b>			
Plant visits	3	2	2
Visits to training providers	2	3	3
Observation in union/employers'/ training meetings	1	2	5

**Table A2: Operationalisation of Taylorism, cost-cutting and empowerment**

<b>HR practices (second-level node)</b>	<b>HR area<sup>i</sup> (third-level node)</b>	<b>Taylorism (second-level node)</b>	<b>Cost-cutting (second-level node)</b>	<b>Empowerment (second-level node)</b>
Work teams	Internal flexibility/Employees' involvement	Teams operate under strict managerial supervision  <i>The management controls the workforce through hierarchy</i>	Staffing practices are 'lean' to avoid buffers  <i>Buffers are regarded as 'waste'</i>	Teams have autonomy and discretion over their work  <i>Teams have responsibility over their work</i>
Training	Internal flexibility/Employees' involvement	Training is narrow and the management decides its beneficiaries  <i>On-the job training is provided so that employees can perform their standardised tasks; management takes unilateral decisions</i>	Training is narrow and focused on specialised profiles  <i>Training is provided only vis a vis the certainty of short-term returns</i>	The company invests in broad training; employees can apply for training themselves  <i>Training contributes to employees' understanding of the whole production process, their personal fulfilment and wider employability</i>
Horizontal/ vertical rotation	Internal flexibility	Workers do not horizontally and/or vertically rotate within the team  <i>Tasks are standardised and fragmented to ensure easier monitoring</i>	Workers do not horizontally and/or vertically rotate within the team  <i>Rotation requires ex-ante training investment with uncertain returns; in the short-term, it might increase errors</i>	Workers horizontally and/or vertically rotate within the team  <i>Workers can expand their skills and enjoy better workplace ergonomics</i>
Team meetings	Employees' involvement	Absent  <i>Employees are not expected to provide any cognitive input</i>	Absent/very limited  <i>Management wants to maximise the time for value-added activity at the assembly line</i>	Present  <i>By allocating working time to team meetings, employees are encouraged to provide cognitive input</i>
Evaluation process	Employees' involvement	n.a	The management uses suggestions for eliminating non-value-added activities	Responsibility is shared between unions/workers and management

		<i>Employees are not expected to provide any cognitive input</i>	<i>The management focuses on cutting costs rather than on job quality</i>	<i>Employees participate in decisional processes</i>
Reward for improvement suggestions	Employees' involvement	n.a. <i>Employees are not expected to provide any cognitive input</i>	Rewards are limited to compress costs <i>The management focuses on cutting costs rather than on boosting commitment through financial participation</i>	Company's gains derived from improvement suggestions are shared <i>Employees are encouraged to take responsibility and to commit through financial participation</i>

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<sup>1</sup> While some HR practices are more unequivocally linked to either internal flexibility or employees' involvement, some are relevant for both, as indicated in the second column of this table. This is consistent with MacDuffie's findings (1995) that the HR bundle of lean systems consist of overlapping and mutually re-enforcing practices.