

Welcome to the sixth issue of *IJPPM* this year, our first half year of publications since becoming Editors. We have eight thought-provoking and diverse papers in this issue ranging from studies in Asia, Europe to Australia, which we have loosely categorised as: human resource management, performance measurement and productivity as well as Lean, Six Sigma and TQM.

On the topic of human resource management, Sahu reports an interesting survey, focussing upon job behaviours and affects upon work outcome, in the context of the Indian insurance sector. She identified that empowerment and job inter-dependence positively influence job behaviour.

On the topic of performance measurement and productivity; first, Baird and Su present an interesting survey studying the extent of management control and use of multi-dimensional performance measurement. The research focussed upon 645 Australian manufacturing firms and found a positive relationship between the intensity of control and use of performance measures, contributing to the management control literature. Second, de Waal and de Haas present a longitudinal case study, applying de Waal's (2012) high performance organisation framework to a Filipino banana producer and exporter, in a relatively rare empirical application of such framework. Both qualitative and quantitative data were obtained in both 2012 and 2015, during which time the organisation witnessed "direct and measurable practical" improvement. Third, Pettersen and Morland's paper discusses the role of technological changes on the productivity, quality and safety in the workplace of medical doctors in Norway. Using a case study methodology, they show that the doctors adapted diverse ways to the new technological changes. They recommend that the users of new technology should be involved in the earlier stages of design and implementation phases to ensure a more effective way of adapting to such technological changes. Fourth, Shahiduzzaman, Kowalkiewicz and Barrett present a longitudinal study on productivity of different industrial sectors in Australia. They used an instrumental variable approach to sectoral-level panel data. They found that industries with IT-led productivity have boosted the productivity of other factors.

Then on the topic of Lean, Six Sigma and TQM, our reflective practice article for this issue is an informed piece on Lean Six Sigma by Antony, Gupta, Sunder and Gijo – who between them represent academics, black belts, consultants, practitioners and trainers. They provide ten commandments of guidance for practitioners wanting to apply LSS, ranging from "alignment of LSS initiatives with the organisation strategy" to "LSS and big data", given the data-driven nature of LSS. Next, Siaudzonis Filho, Pontes, Albertin, de Lima and Moraes present a case study paper of the application of visual management in a company, within the aviation industry, based in France. They used a Lean philosophy and showed in a systematic way that by using visual management the company improved its efficiency in terms of reduction of lead times and rework. Finally, Kumar and Sharma describe their study of leadership styles and TQM based on a survey of 111 companies in India. Using multiple regression analysis, the study found that all leadership styles were positively and significantly associated with continuous improvement, whereas a more varied set of findings were given for leadership styles and innovation, with only transformational and adaptive leadership styles as positively and significantly associated.

As you can see, again another varied and interesting content to our sixth issue. We hope you enjoy!

Nicky Shaw and Luisa Delfa Huaccho Huatuco

