

**Abstract:**

There are numerous scientific articles published in recent years dealing with tools to enhance high involvement work practices (HIWP).

HIWP comprises a whole system of practices that provide employees with the required skills, information and motivation to take part in the decision making process. As a result, working force is transformed into a continuous source of competitive advantage. Always provided that these tools are fully integrated in the company strategy (Guerrero y Barraud-Didier, 2004; Guthrie et al., 2002; Mayson y Barrett, 2006; Wood y de Menezes, 2008; Zatzick y Iverson, 2006)

The number of practices considered varies depending on the author consulted. However, there is a common criteria followed to classify them into specific categories. The most frequently employed categories are the ones established by Lawler (1991): training, communication, empowerment and reward (Combs et al., 2006; Guerrero y Barraud-Didier, 2004; Lin, 2006; Zatzick y Iverson, 2006).

Among the main lines still open to study is the need to define a specific methodology to measure the degree of workers involvement. Units of measure are also required. Another important line for research is the analysis of the causes leading to workers involvement and the results obtained from it (Kanungo, 1982; Konczak et al., 2000; Spreitzer y Mishra, 1999).

This paper outlines the possibility of validating a questionnaire. This questionnaire will attempt to measure the degree of workers involvement. Data from Spanish and USA workers will be used as base for the experiment. One of the purposes of this study is to check whether the classification mentioned fits completely with the data or, on the contrary, there is the possibility of further development in this area. The goal is to enable the comparison between different sectors and different countries.

In addition to this, it has also been proven that tools developed for high involvement work practices have positively contributed to improve company performance. This conclusion has been backed by studying works published during the last 25 years.

Further to the objectives stated before, a model to measure the results has been presented. This model has been validated. It uses the subjective perceptions of managers in charge as incoming data.

Keywords: tools for high implication, HIWP, factorial analysis, graduation validation, performance.