

## THE IMPACT HUMAN RESOURCE CAPACITY TO DRIVE ORGANIZATIONAL CHANGE.

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### ***ABSTRACT***

The extent to which, if any, human resource department impacts on organizational performance has emerged as the central research question in the personnel/HRM field. Although initial results indicate that some human resources practices may have a positive effect on organizational performance, most scholars suggest that more conceptual and empirical work is required (Brewster, 2004; Cardon and Stevens, 2004; Givord and Maurin, 2004; Zhu, 2004). For the moment, although Human resources (HR) are considered as the most valuable asset in an organization, they make a difference only for a few organizations (Pfeffer, 1998; Wimbush, 2005). The link between human resources (HR) and firm growth is well documented in classic economic theory. Overwhelming evidence suggests growth is driven by specialization and division of labour in the processes of generation and attraction/development of technological opportunities. However, at the firm level of analysis, only recently the link between human capital and growth has attracted the interest of researchers. This study analyzed the capacity of the human resource department to drive organizational change, examining the contribution of human resource department on organizational performance and also it examine the contribution of human resource department on employee commitment. Data for the study was collected primarily by administration of questionnaire, and a total of 166 well-structured questionnaires were administered. Descriptive statistics was adopted to analyze the findings of this study. The results revealed that the presence of job security is positively related to firm growth, the extent of training and development will be positively related to firm growth, selective hiring is positively related to firm growth, sharing of information is positively related to firm growth, compensation Policy is positively related to firm growth and decentralization is positively related to firm growth. Suggestion were therefore, made in the end of this work for further planning and decision making for effective organization change.

### **Introduction**

All over world, every organization usually have resource at their disposal

which they deploy to realizing their goals and objectives. These resources are capital, land, labor (human) and technology.

Humans are an organization's greatest assets; humans and the potential they possess drive an organization change (Jahn, 2007). Today organizations are continuously changing. Organization change impacts not only the business but also its employees. In order to maximize organizational effectiveness occasioned by the change, human resources-individual' capabilities, time, and talents-must be managed. To ensure that change is efficiently driven by the human resource department. Hence, human resource management is the responsibility of human resource department.

Human resource management therefore can be said to be strategic and coherent approach to the management of an organization's most valued assets-the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "human resource management" and human resource" (HR) have largely replaced the term "personnel management" as a description of the processes involved in managing people in organizations. In simple words, human resource management means employing people, deploying their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

Human resource department and units in organizations typically undertake a number of activities, including employee

benefits design, employee recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems) (Pauwe & Boon, 2009). Human resource department also concern itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws (Klerck, 2009). According to Buettner (2015), activities of the human resource department includes job design and analysis, workforce planning, recruitment and selection, training and development, performance management, compensation (remuneration), and legal issues. Human resource department started as a result of the human relations movement of the early 20<sup>th</sup> century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, Human resource department as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion.

Human Resource department of any organization always focuses on maximizing

employee productivity. Human Resource department manage the human capital of an organization and focus on implementing policies and processes. They also focus in on recruiting, training, employee relations or benefits. Recruiting specialist are in charge of finding and hiring top talent. Human resource department also ensure that employee are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as harassment or discrimination. Someone in benefits develops compensation structures, family leave programs, discounts and other benefits that employees can get. However, this study is examining the capacity of human resource department to drive organizational change.

### **Statement of the Problem**

Businesses are moving globally and forming more diverse terms. It is the role of human resources department to make sure that organizations can function and people are able to communicate cross culturally and across borders. Human resource departments strive to offer benefits that will appeal to workers, thus reducing the risk of losing corporate knowledge. Hence, if these duties of human resource is done effectively, the needed change will be well driven in the organization.

However, the researchers are curious

of determining the capacity of human resource department to drive organizational change considering how difficult it is to manage the human and its talents, which the most important asset of an organization that can guarantee the sustainability of the organizational change.

### **Objectives of the Study**

The following are the objectives of the study:

- i. To examine the capacity of the human resource department to drive organizational change.
- ii. To examine the contribution of human resource department on organizational performance
- iii. To examine the contribution of human resource department on employee commitment

### **Literature Review**

A lot of work over the last decade or so has examined the relationship between HRM and organizational performance gauged in financial and productivity terms. Although research by no means paints a straightforward picture, it suggests that there are so called 'high performance' practices such as sophisticated recruitment and selection, training and development, performance management, targeted compensation systems as well as structural arrangements (for example, teamwork) that, if implemented, are likely to elicit beneficial outcomes for organizations (e.g. Kehoe and Wright, 2010). Building on this, scholars

have explored the way in which HRM policy and practice in combination promote performance outcomes, suggesting that it is rather the synergistic effect of multiple, inter-related practices that impacts on outcomes, rather than one particular practice over and above another (Wright, Gardner, Moynihan and Allen 2005; Katou & Budhwar, 2010). Although offering valuable and important insights, this line of thinking has been criticised for being universalistic, not fully capturing the complexities involved given diverse institutional as well as cultural influences (see Budhwar & Debrah, 2009; Jackson & Schuler, 1995). We suggest that both external factors like these as well as internal moderators influence the way in which HRM systems impact on OCC. Furthermore, we wonder whether there are particular facets of HRM that have applicability across national boundaries, particularly for high talent employees whose input is perhaps most central for building OCC (Becker & Huselid, 2011).

### **Theoretical framework**

#### **Human Resource Management (HRM) practices and Organizational Innovation (OI)**

Resource-based view (RBV) and Ability, Motivation and Opportunity (AMO) theory appear to be the most popular theories applied in the studies that link HRM and performance (Paauwe & Boselie, 2005). RBV argues that human resource is one of

the organization's resources, a subset of which enable them to achieve a competitive advantage, and a subset of those that lead to superior long-term performance (Barney, 1986; 1991). The AMO theory illustrates that when employees are motivated, they are likely to perform better, leading to higher firm performance (Paauwe & Boselie, 2005). HRM practices play an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization (Hiltrop, 1996). According to Wang (2005), innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organizational culture, and build up customer relationships through participation and empowerment. In turn, it will help to create and market new products and services (Gupta & Singhal, 1993). When firms develop and introduce new product, new process and/or new administrative practices, they require innovative and creative employees, who are flexible, risk taking, and tolerant of uncertainty and ambiguity (Chen & Huang, 2007). These employees are highly recognized in manufacturing industries as they contribute to firm on the basis of market responsiveness, product and process innovation. Therefore, it is important for a firm to implement supportive HRM practices that can motivate and stimulate employees to be innovative. On the basis of

arguments put forth by previous scholars (i.e. Gupta & Singhal, 1993; Jiménez-Jiménez & Sanz-Valle, 2005; Kydd & Oppeneheim, 1990; Laursen & Foss 2003; Shipton et al., 2005), we would expect HRM practices to be positively related to organizational innovation.

For instance, performance appraisal increase employee commitment and satisfaction since employees are given chance to discuss about their work performance. This, in turn, will lead them to perform greater in innovative activities. In a similar vein, career management assist employees to attain their career goals and objectives. If employees are likely to feel satisfied with their career management, which in turn, lead to motivate them to perform in innovative activities (Delery & Doty, 1996). Training helps employee master knowledge, skill, and ability which would be contribute to innovation in terms of products, production processes, and management practices in daily operation (Schuler & Jackson, 1987). Hence, training develops the knowledge, skill, and ability of employees to perform effectively in their job that will lead to higher organizational innovation. Reward system provides financial reward, promotion and other recognition, in order to motivate employees to take risk, develop successful new products and generate newer ideas (Guptal & Singhal, 1993). Reward system encourages employee to become motivated,

thereby increase their participation in contributing innovation ideas, which leading to high organizational innovation. Recruitment involves employing and obtaining appropriate and competent candidates through external sourcing (Sparrow, Schuler & Jackson, 1994). Recruitment gives greater importance to be attached to fit between person and company culture. Hence, the high level of implementation of recruitment that attaches individual organizational fit is likely to result in high organizational innovation.

#### **4.1.2 Knowledge management effectiveness as a mediator**

A number of scholars, such as Hilsop (2003), Morrow and McElroy (2001), and Moynihan et al. (2001) have argued on the missing link between HRM practices and organization outcomes. The missing link between HRM practices and organization outcomes illustrate the existence of a "black box". The "black box" model indicated that there is an unknown apparatus which is apparently invisible in increasing organizational innovation (Marinova & Phillimore, 2003). Knowledge management is recognized as the fundamental activity for obtaining, growing and sustaining intellectual capital in organizations (Marr & Schiuma, 2001). Knowledge management is not only served as predecessor to organizational innovation, but also an intervening mechanism between organizational factors and organizational

outcomes. Previous studies have examined the role of knowledge management as a mediator. For instance, Tung's (2004) study evidenced that knowledge management mediates the relationship between an organization's culture and structure, and organizational effectiveness. Rashid Alshekaili's (2011) study reveals that knowledge management mediates the relationship between human capital and innovation performance. Since HRM practices are assumed to be a managerial process that allows firms to manage effectively so as to improve the organizational innovation, it is important to view knowledge management effectiveness as the "black box" underlying the relationship between HRM practices and organizational innovation, which has been omitted in previous studies (i.e. Laursen & Foss, 2003; Shipton et al., 2005). Thus, this study sought to examine the indirect relationship between HRM practices and organizational innovation via knowledge management effectiveness.

### **Conceptual Framework**

#### **Human Resource Department and Organizational Performance**

Although most studies speak of HRM practices leading to performance, such a one-way line of causation is unsatisfactory (Edwards and Wright, 2001). The usual key criticism of HRM practices and organizational performance is that sound theoretical development that explains

how such HRM practices operate is absent (Becker and Gerhart, 1996). In an effort to address such theoretical developments in the area, scholars have proposed to consider intermediate linkages between HRM practices and organizational performance (Ferris et al, 1998). Thus the general consensus developed is that HRM practices do not lead directly to organizational performance. Rather they influence firm resources, such as the human capital, or employee behaviors, and it is these resources and behaviors that ultimately lead to performance; even though only a few researchers (Katou and Budhwar, 2006) have measured these mediators and addressed their importance. Since the SHRM practices are not standardized and they only differ according to the aims and objectives of each individual research, Katou and Budhwar (2006) suggest use of "mediating model" which adopts two systems of SHRM practices that are usually present in almost all works, namely, resourcing/development, aiming at attracting and developing human resources; and rewards/relations, aiming at retaining and motivating human resources. Similarly, Gerhart (2005) suggests application of motivation as a mechanism by which Human resource department practices impact organization performance.

Motivation is affected by a variety of Human resource department practices, including recruitment, training and

development, work arrangements, compensation systems, and appraisal systems. However, considering that the literature highlights that most studies examining the relationship between SHRM practices and organization's performance have been conducted mostly in a few developed countries (US and UK), and that only a few researchers have measured the mediators and addressed their importance, the question still left unanswered is the influence of SHRM practices on human capital or specifically, motivation and, consequently organizational performance in other contexts (Katou and Budhwar, 2006). To fill this gap and to further examine the existence of such a relationship, it is important to conduct research in non-US/UK contexts.

Literature on SHRM shows that primarily there are three school of thoughts related to implementation of SHRM practices:

#### ***Universalistic approach***

This is the simplest approach, which operates with a basic assumption that there is a linear relationship between variables and that can be extendable to entire population (Delery and Doty, 1996)

#### ***Contingency approach***

Many researchers contend that contingency approach is more complex than universalistic approach because contingency approach is more inclined towards interactions rather than simple

linear relationship (Schoonhoven, 1981; Van, A, and Drazin, 1985; Venkatraman,1989).

#### ***Configurational approach***

This is the most complex one because this approach is concerned about the synergetic effect of a certain SHRM practice (Doty, Glick, and Huber, 1994).

Although there is more theoretical significance of contingency and configurational approach, but both of these approaches lack statistical significance, while on the other hand, universalistic approach has more empirical significance (Syed et al., 2008). This study examines the implications of universalistic approach. We are using seven best practices of HRM that are described by Delery and Doty (1996) and further implemented by Syed et al., (2008), which are discussed below.

#### ***i. Internal career opportunities***

Internal career opportunities refer to the tendency whether to hire employees mostly from within the organization or from the outside. According to Delery and Doty (1996), organizations give importance to internal hiring as compared to external. Pfeffe (1994) describes it as a give and take process in which managers promote their employees primarily from within the organization and show trust on them and in return expect greater performance.

The relationship between internal career opportunities and organizational performance is empirically supported by

Blackwell, Brickley, and Weisbach (1994) and Shay (2006), who found a positive correlation between these variables. While, on the other hand, Gaertner and Nollen (1989) relate the promotion rate with psychological commitment. Furthermore, Ngo and Tsang, (1998) provide support to Gaertner and Nollen's argument in their study of 778 business executives in Hong Kong, who found a positive impact on commitment.

## **ii. Training**

Training refers to the quantity of official training given to employees. Organizations may choose either to provide extensive official training or to rely on attaining expertise through selection. Literature on universalistic approach shows that training has the most significant effect on organization's performance (Pfeffer, 1998, Pfeffer and Veiga 1999, Harel and Tzafirris, 1999, Syed et al., 2008, Shay, 2006). Several researchers are of the view that training is a universal best practice (Arthur, 1992, Delaney and Huselid, 1996, Huselid and Becker, 1996, Youndt, Snell, Dean, and Lepak, 1996).

In a study of Chinese firms, Syed et al. (2008) found training as the most influencing SHRM practice that accounted for 12.17% variance in organizational performance. Hatch and Dyer, (2004) found that extensive training caused fewer defects in products in their study of 25 semiconductor manufacturing firms. Huang

(2001a, b) studied 568 Taiwan's companies and found a significant direct relationship among training and product and service quality. The findings of the study of managerial attitude toward HRM by Jennings, Cyr, and Moore, (1995) also found training and development to be the most significant SHRM practice, thereby supported the earlier studies.

## **Employee participation**

Several researchers believe that employees participation is directly associated with organization's performance (Arthur, 1992, Batt; Pfeffe, 1994; Colvin, and Keefe, 2002; Hodson, 2002; Kato and Morishima, 2002; Shay, 2006). Batt, Colvin, and Keefe, (2002) found an indirect relationship between employee participation in decision making and employee turnover rate. While Hodson, (2002) found another dimension and showed that workplace conflicts could be reduced through employee participation.

## **Result-oriented appraisals**

According to Delery and Doty (1996), primarily appraisals are based on two types: results based and behavior based. Behavior-based appraisals focus on the specific behaviors that best match the job while result-oriented appraisals focus purely on the results of those behaviors. In a result-oriented appraisal system, certain incentives are given to employees on completion of their performance objectives (Pfeffer, 1998). Delery and Doty, (1996)



found a significant positive relationship between result-oriented appraisal and organizational performance. Furthermore, the study by Syed et al., (2008) also showed similar results.

### ***Profit sharing***

Profit sharing refers to the integration of pay with organizational performance. Delery and Doty, (1996) found a positive significant relationship of profit sharing with performance. In a study of Chinese firms Syed et al., (2008) investigated the impact of profit sharing on twofold performance measures and found a unique relation in which profit sharing had a positive significant relation with only financial measures of organizational performance and not significant relation with other dimensions of performance (product/service quality).

### ***Employment security***

The importance of employment security is emphasized by Pfeffer, (1998) who holds that it is unrealistic on the part of the organizations to expect hard work, devotion and commitment from their employees in the absence of employment security. Syed et al., (2008) found a positive significant relationship between employment security and organizational performance. Furthermore, Pfeffer, (1998) describes that the importance of employment security according to firm's point of view is twofold: cost; and competition.

If organization does not provide its employees with job security then they obviously switch towards better opportunities and thus increasing cost (training, selection etc) and competition.

### ***Job description***

The degree to which job duties are well defined is very important. Delery and Doty,(1996) find a moderate correlation between job description and a firm's performance. Furthermore, the study by Syed et al., (2008) shows that 8.30% variance in organizational performance is observed due to job description.

### ***Research Methodology***

This study was carried out in the three Organizations in Jalingo Metropolis: Taraba Asphalt and aggregate plants, Taraba broadcasting station, and Fwanya corporate solution Organization. The study made use of proportionate stratified simple random sampling technique which ensured that all the three Organizations were proportionately represented in the sampled population. As such, the study relied fully on the data gathered from respondents in these Organizations via administered questionnaires. The study population was two hundred and seventy two (272) respondents which consist of staff of these Organizations, as at April, 2017. A breakdown of this population is presented in table 1.

**Table 1: Categories of Staff in the Organizations:**

Organizations	Staffs		
	Junior	Senior	Total
Taraba Asphalt and aggregate plant	38	90	126
Taraba broadcasting station	19	111	120
Fwanya corporate solution Organization.	7	19	26
Total	64	220	272

Source: Field work 2017.

The study made use of a sample of one hundred and sixty six (166) respondents, these represents sixty one percent (61%) of the study population.

The data are presented and analyzed below, using simple percentages. **0 Data Analysis**

The analysis of this study was based on the one hundred and sixty six (166) completed questionnaires which were at the disposal of the researcher.

**Table 2**

How does human resource department brings about organizational change.

Questionnaires Items	A	SA	D	SD	Total
Encourage decentralized decision making	121(73%)	34(21%)	9(5%)	2(1%)	166(100%)
Systematically training and develop employees	132(80%)	29(17%)	5(3%)	-	166(100%)
Focus on job security	97(58%)	49(30%)	12(7%)	8(5%)	166(100%)
Provision of Compensation Policy	119(72%)	25(15%)	16(10%)	6(4%)	166(100%)
Total	469(71%)	137(21%)	42(6%)	16(2%)	664(100%)

Source: Field work 2017.

From the above table; 71% of the respondents agreed that human resource department brings about organizational change by encouraging decentralization in decision making, systematically train and develop employee, provide and focuses on job security of employee

and also make provision of compensation policy for employee, while 21% strongly agreed with the notion 6% and 16% disagreed and strongly disagreed with the stated fact.

How does human resource department contribute to organizational performance

Questionnaires Items	A	SA	D	SD	Total
Hiring of personnel that fit to the culture of the Organization	119(72%)	31(19%)	11(7%)	5(3%)	166(100%)
We inform personnel about their performance	89(54%)	65(39%)	9(5%)	3(2%)	166(100%)
We use teams to decide about production problems	117(70%)	22(13%)	17(10%)	10(6%)	166(100%)
Total	325(65%)	118(24%)	37(7%)	18(4%)	498(100%)

Source: Field work 2017.

The above table shows that, 65% of the respondents accept the fact that human resource department contribute to organizational performance through, hiring of personnel that fit the culture of the organization, they inform personnel about their performance and also use teams to decide about production problems. While 24% strongly support the ongoing notion, 7% and 4% disagreed and strongly disagreed with the stated fact.

What are the contribution of human resource department on employee commitment

Questionnaires Items	A	SA	Ds	SD	Total
Employees are regularly allowed to be part of decision making process.	98(59%)	38(23%)	19(11%)	11(7%)	166(100%)
Encourage and reward personnel for job well-done	129(78%)	27(16%)	8(5%)	2(1%)	166(100%)
Provision of job security	111(67%)	33(20%)	16(10%)	6(4%)	166(100%)
Employees are regularly inform about their performance	101(61%)	57(34%)	8(5%)	-	166(100%)
Total	439(66%)	155(23%)	51(8%)	19(3%)	664(100%)

Source: Field work 2017.

From the above table, 66% of the respondents agreed that human resource department contribute to employee commitment by regularly allowing employee to be part of decision making process, reward personnel for job well-done, provide job security to employee and also inform employee regularly about their performance. While 23% of the respondents agreed with the stated fact, 8% disagreed and 3% strongly disagreed with the stated fact.

### Findings

This work examines the capacity of human resource department to drive organizational change and the findings of the study reveal the following:

- i. *The presence of job security is positively related to firm growth*
- ii. *The extent of training and development will be positively related to firm growth.*
- iii. *Selective hiring is positively related to firm growth.*
- iv. *Sharing of information is positively related to firm growth.*
- v. *Compensation Policy is positively related to firm growth*
- vi. *Decentralization is positively related to firm growth.*

### Conclusion and Recommendation

In conclusion, this project has attempted in achieving its objectives by analyzing the capacity of the human resource department to drive organizational change, examining

the contribution of human resource department on organizational performance and also it examine the contribution of human resource department on employee commitment

The findings of this work will help to improve organizational performance in regard to productivity. Base on the findings of this paper the following recommendation are made:

- i. Motivation and compensation policy should be adopted by human resource department, to improve organization performance.
- ii. There should regular or periodic training developmental policy for employee; this will increase their productivity and efficiency.
- iii. Human resource department should always create regularly create an atmosphere where employee will be allow to make decision on matters relating to organizational growth.

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