

The Theoretical Relationship between the Individual and SHRM

Master Thesis

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Abstract

Purpose

This master thesis is aiming to investigate what the theoretical relationship between the individual and SHRM is seen from an interpretivist perspective. The research field of SHRM is wide, but there is a limited amount of studies, including an interpretivist approach on how to understand the social complexity in relation to SHRM practices and how it may affect the result of SHRM.

Design/methodology/approach

This project is a theoretical study that focuses on analyzing, discussing, and evaluating the theoretical positions presented in the literature. The problem formulation is based on a gap found in the conducted literature review regarding SHRM. The analysis includes a presentation of different types of employment relationships based on a critical review. In order to examine the complexity of social relations and the behavioural patterns of the individual from a theoretical point of view, the discussion includes Bruno Latour's Actor-Network Theory (ANT) and Pierre Bourdieu's Theory of Practice. Finally, the master thesis presents a new theory on how to examine the relationship between the individual and SHRM and thereby contributes to a more nuanced approach to configurational SHRM relative to the existing literature on the topic.

Findings

The relationship between the individual and SHRM is complex, as the actions and behaviour of the individual are influenced from many sides, as well as it depends on its possession of human capital and where it is positioned in the social order of the organization. The new theory is a conceptualization of the relationship between the individual and SHRM, and a valuable supplement to the existing literature on configurational SHRM. The new theory provides a theoretical tool on how to analyze the organizational situation and the individual within it, as well as it contributes with a toolbox of regulations facilitators can apply to modify the design of SHRM, and thereby align the people with the SHRM goals.

Key words

“Strategic Human Resource Management”, “SHRM”, “SHRM Practices”, “SHRM leadership”, “SHRM employee”, “SHRM individual employee”, “SHRM teams”, “SHRM process”, “Employment Relationships”, “Actor-Network Theory”, “Theory of Practice”.

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Appendix 1: Literature review articles

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Introduction

Introduction

In the globalized world of today, there is high pressure on human resource (HR) professionals in relation to how they manage the employees (Kelliher, Truss, and Mankin, 2012). The HR professionals are expected to maximize the value created through the people within an organization (Kelliher, Truss, and Mankin, 2012). According to research on Strategic Human Resource Management (SHRM), it is evident that SHRM can contribute to improved organizational performance, why many employers are seeking to professionalize their people management practices (Kelliher, Truss, and Mankin, 2012). However, the existing literature reveals that SHRM contains both substantial theoretical and empirical specification errors and significant historical misspecification.

The research design of this master thesis includes an initial in-depth literature review, which seeks to identify general characteristics of SHRM and to outline the different strategies on how to plan, implement and execute SHRM from a theoretical perspective. The problem formulation is based on the gaps found in the literature review. According to the existing literature on SHRM, there is a lack of qualitative studies that examine the complexity of the social relations within an organization in relation to the success of the implemented SHRM practices. The key findings from the literature review reveal that employees in an organization may have different behavioural patterns and motives, which necessarily make individuals perceive and understand strategic initiatives differently and thus also act differently on the information issued.

This master thesis is aiming to investigate the theoretical relationship between the role of the individual and SHRM seen from an interpretivist perspective. The study includes an analysis of what types of employment relationships there exist and what they are influenced by. This is done to gain knowledge of how employment relationships are perceived throughout the literature. This project applies Bruno Latour's Actor-Network Theory (ANT) as a methodological tool to examine the complexity of social relations and the role of the individual as an actor within a network of an organization. Once the actors and their ties to each other within the network have been mapped, Pierre Bourdieu's Theory of Practice is applied to explore the behavioural patterns of the individual. The Theory of Practice is applied as a methodological tool to investigate the subjective aspect of the individual actor within the network, to gain a greater understanding of its behaviour and the relationship between the individual and SHRM seen from an interpretivist perspective. Finally, the

master thesis presents a new theory on how to examine this relationship and thereby contributes to a more nuanced approach to configurational SHRM relative to the existing literature on the topic.

Literature Review

Literature Review

The following section includes an in-depth review of existing literature within the area of SHRM. This literature review includes (i.) methodology of the literature review, (ii.) definitions of key concepts within SHRM, (iii.) key findings of the articles, (iv.) research philosophy and methodology of the articles, (v.) an outlining of the applied strategies associated with SHRM, (vi.) suggestions for future research and (vii.) a conclusion based on the findings from the literature review. The collected data consist of 38 academic articles on the SHRM in total.

The aim of the literature review is to identify general characteristics and to outline the different strategies on how to plan, implement, and execute SHRM from a theoretical perspective. The fundamental assumptions of the SHRM theories applied in the academic articles are addressed, and each of the applied SHRM strategies is categorized to see if there are any variations and gaps in the link between the two. The outline of the theoretical framework of the collected articles contributes to a deeper understanding of on what basis the conclusions of the studies were made. The complete literature review is to be found in Appendix 1.

The researchers included in the literature review explore SHRM in the sense, that with the right SHRM strategy, any organization can improve the overall performance. It is contradictory how the articles focus on promoting high employee commitment, at the same time, as financial measures are common for all of the papers concerning SHRM. The studies provide a great understanding of what quantitative factors the implementation of SHRM are reflected on, but there is a lack of research on why the reflection occurs or how the role of the individual employee has an impact on the success of the initiatives (Akhtar, Ding, and Ge, 2008; Scully et al., 2013; Wei et al., 2008; Harrison and Bazy, 2017; Gannon, Doherty and Roper, 2012; Dias, Zhu and Samaratunge, 2017; Ekhsan Abang Othman, 2009; Huselid and Becker, 2010; Gurbuz and Mert, 2011; Bagga and Srivastava, 2014; Shen et al., 2009; van Harten et al., 2017; Richard and Johnson, 2001; Collins and Clark, 2003; Jiang, Takeuchi and Lepak, 2013; Lin and Shih, 2008; Ericksen and Dyer, 2007; Lepak and Shaw, 2008; Su, Wright and Ulrich, 2015; Wright and McMahan, 1992; Evans and Davis, 2005; Harris and Ogbonna, 2001; Boxall, 1996; Sheehan, 2005).

i. Methodology of the Literature Review

The following section includes a description of the research process of how *this* literature review is conducted. The literature review is structured as a systematic literature review (Fink, 2005). The literature collected and analyzed is focusing on exploring SHRM from a theoretical perspective. Each article is divided into 7 different analytical points, which are (1) source, (2) focus of paper, (3) theories used, (4) key findings, (5) methodology, (6) key definitions and (7) critic/bias (Appendix 1). This is done to establish a system for the analysis and comparison of the existing literature.

The research process of this literature review took place between February 3rd and April 24th. The collected articles are from different academic databases. The databases include: (1) Taylor and Francis Online, (2) Wiley Online Library, (3) Emerald Insight, Emerald Management, (4) Science Direct, (5) Research Gate, (6) ProQuest Research Library, (7) JSTOR, (8) SAGE Publishing, Journals, (9) EBSCOhost Academic Search Premier and (10) Google Scholar.

The research process is iterative, as the article search took its stance in some general search terms, which along the way, progressed and got more detailed, as the results of the research started to create an overview of the terms used related to the topic SHRM. In order to identify the relevant articles, the following search terms were applied: “*SHRM in Intercultural Organisations*”, “*SHRM Culture*”, “*SHRM*”, “*SHRM Practices*”, “*SHRM leadership*”, “*Human Resource Management*”, “*Strategic Human Resource Management*”, “*HR in international Organisations*”, “*SHRM job satisfaction*”, “*SHRM employee*”, “*SHRM employee engagement*”, “*SHRM individual employee*” “*SHRM teams*”, “*SHRM change process*” and “*SHRM internal and external influence*”.

The results found on the basis of the above search terms are excluded if they do not live up to certain criteria. The article is excluded if: (1) the article is not dealing with Strategic Human Resource Management, (2) the article is e.g., commentaries, executive abstracts, book reviews, etc., (3) the article is dealing with human resource practices but is lacking a strategic perspective.

ii. Definitions of Key Concepts

“*Strategic Human Resource Management*”, “*Strategic HRM practices*”, “*SHRM*”, “*Corporate Financial Performance*”, “*Organizational Performance*”, “*Organizational Effectiveness*”, “*Strategic-tension*”, “*Innovative Culture.*”

The following section presents the definitions of the key concepts of SHRM according to the reviewed literature, as it contributes to a greater understanding of how SHRM is perceived throughout the existing literature. The key concepts include general definitions of SHRM, the assumed impact of SHRM and its measurability.

ii.i. Definition of SHRM

Strategic HRM practices are defined in a theory by Delery and Doty from 1996, which most of the papers rely on, which says, that strategic HRM practices are practices, that are theoretically or empirically related to overall organizational performance (Akhtar, Ding, and Ge, 2008; Scully et al., 2013; Wei et al., 2008; Harrison and Bazzi, 2017; Gannon, Doherty and Roper, 2012; Huselid and Becker, 2010; Gurbuz and Mert, 2011; Bagga and Srivastava, 2014; Richard and Johnson, 2001; Jiang, Takeuchi and Lepak, 2013; Lin and Shih, 2008; Ericksen and Dyer, 2007; Lepak and Shaw, 2008; Su, Wright, and Ulrich, 2015; Wright and McMahan, 1992; Evans and Davis, 2005; Harris and Ogbonna, 2001; Boxall, 1996; Sheehan, 2005).

Bagga and Srivastava argue that: *"SHRM can be defined as a deliberate attempt of HR deployment to empower the organization to meet organizational goals, objectives and consistencies"* (Bagga and Srivastava, 2014). It is a basic assumption throughout the existing literature that SHRM has an impact on firm performance, but it varies how it is measured e.g., if it is measured in terms of financial performance, market performance, operational performance, job satisfaction or turnover. (Gurbuz and Mert, 2011; Akhtar, Ding, and Ge, 2008; Bagga and Srivastava, 2014; Richard and Johnson, 2001; Akong'o Dimba, 2010; Wei, Liu, and Herndon, 2011; Martín-Alcázar, Romero-Fernández, and Sánchez-Gardey, 2005; Mitchell, Obeidat and Bray, 2013; Wright and McMahan, 1992; Evans and Davis, 2005; Boxall, 1996; Sheehan, 2005).

ii.ii. Definition of SHRM Impact

There is a difference in how different articles describe the purpose and impact of SHRM. According to Scully, Evans, and Davis, the purpose of applying SHRM is to implement practices that nurture a context of knowledge sharing where tacit knowledge is turned into explicit knowledge, as is promotes innovative behaviours in an organization, but what does innovative behaviour mean and how can SHRM enhance it? (Scully et al., 2013; Evans and Davis, 2005).

"SHRM is the pattern of planned human resource (HR) deployments and activities intended to enable an organization to achieve its goals." (Wright and McMahan 1992, p. 298)

The most widespread understanding of what impact SHRM has is the impact it has on the culture in the organization, but there are variations in how the different studies define culture (Wei et al., 2008; Harrison and Bassy, 2017; Bagga and Srivastava, 2014; Wei, Liu, and Herndon, 2011; Collins and Smith, 2006; Su, Wright and Ulrich, 2015; Zhang and Albrecht, 2010; Evans and Davis, 2005; Harris and Ogbonna, 2001). Culture is described as a corporate culture, where the hierarchical positions of each group in the workforce are decisive for the behaviour of the given group (Shen et al., 2009). According to Shen, culture is a mediator between SHRM and firm performance. Other studies describe the relation between SHRM and firm performance as a Black Box, as the relationship between the external- and internal social networks and the network-building HR practices are individual and situational, and those networks are what defines the culture (Collins and Clark, 2003; Jiang, Takeuchi and Lepak, 2013; Ericksen and Dyer, 2007; Su, Wright and Ulrich, 2015; Luna-Arocas and Camps, 2007; Zhang and Albrecht, 2010). Dias, Zhu, and Samaratunge argue how cultural diversity is depending on cultural exposure, intercultural sensitivity, and the intercultural competencies, which impacts the recruitment and the employer development in the organization (Dias, Zhu and Samaratunge, 2017). One thing is certain: culture plays a large role when it comes to SHRM, and the research papers have different approaches on how to understand and define culture and its manner.

ii.iii. Definition of Measurability

The primary emphasis of the collected articles is on organizational performance outcomes measured in terms of corporate financial performance and managerial perceptions of organizational performance. (Lepak and Shaw, 2008) There are different approaches on how to measure organizational performance outcomes, as some of the articles take a more general stance, and some of the articles take stance in the role of the manager/leader. Organizational performance is also referred to as organizational effectiveness and strategic-tensions throughout the literature (Ericksen and Dyer, 2007; Boxall, 1996). Organizational effectiveness can be measured in terms of five factors, which are; *Reliability-oriented employee behaviours* (ROEBs), *Reliability-enhancing human resource strategy* (REHRS), *High-performance human resource strategy* (HPHRS), *high-reliability organizations* (HROs) and *high-performance work systems* (HPWSs) (Ericksen and Dyer, 2007). According to Ericksen and Dyer ROEBs, REHRS, HPHRS, HRO, and HPWSs are essential to organizational

effectiveness, and it allows leaders and managers to measure the effect of the applied SHRM strategies (Ericksen and Dyer, 2007). Strategic-tension refers to the manager's ability to manage any strategic tension between the internal and external environment (Boxall, 1996). External environments are characterized by risk, change, complexity, and ambiguity, where the internal environment is more concerned about bounded rationality, endemic coordination problems, inertial tendencies and political trade-offs (Boxall, 1996). The strategic-tension needs to be in balance, which is a task for the given manager (Boxall, 1996).

The articles from the literature review have different perspectives on how to measure SHRM, which is a consequence of what perspective they apply when using SHRM. The literature defines three perspectives to SHRM, which are: *the universalistic perspective*, *the contingency perspective*, and *the configurational perspective*. The three perspectives are explained later on in the section about (v.) *strategies associated with SHRM*.

Based on the different definitions of the key concepts related to SHRM presented in the reviewed literature, SHRM is generally perceived as:

- Firm performance-enhancing
- Contributing to an innovative culture
- Including a high demand for knowledge sharing
- Measurability depends on perspective: *The Universalistic Perspective*, *The Contingency Perspective* or *The Configurational Perspective*

iii. Key Findings

The following section includes a short presentation of the reviewed literature in general, followed by a presentation of the focus of the different papers, as they take stance in different research questions. Finally, the key findings from the existing literature on SHRM are presented, which are divided into three focus areas, which are (iii.i.) *The complexity of SHRM* (iii.ii.) *Culture* and (iii.iii.) *Leadership*.

The reviewed literature includes articles from 1992-2017; hence the published work on SHRM peaked during that period of time, according to the search results from the previously mentioned

databases. It is of importance to mention that the studies vary in terms of the focus of the paper, perspective on the topic, and whether the studies are directly or indirectly linked to SHRM, respectively.

The reviewed literature explore SHRM from different perspectives, such as: to understand how SHRM practices promote innovative behaviour and enhance knowledge sharing (Scully et al., 2013), to examine the role of corporate culture in the adoption and implementation process of SHRM (Wei et al., 2008), to examine all factors that have impact on the organization's SHRM implementation process (Harrison and Bazzzy, 2017), to explore the challenges related to creating competitive advantage through SHRM practices (Gannon, Doherty and Roper, 2012), to explore the impact of the cultural exposure, the intercultural sensitivity and the intercultural competence in relation to the success of the SHRM practices (Dias, Zhu and Samaratunge, 2017), to understand the role of cultural values as a human resource contributor to a firm's strategic development (Zhang and Albrecht, 2010), to explore the challenges and opportunities associated with integrating micro- and macro domains in the planning of SHRM (Huselid and Becker, 2010), to examine the impact of SHRM practices in terms of firm performance, job satisfaction and turnover (Gurbuz and Mert, 2011), to explore whether the effect of SHRM practices is context depending in terms of industry (Akthar, Ding and Ge, 2008), to explore the relationships between a set of network-building SHRM practices, the external and internal social networks of top management teams and firm performance (Collins and Clark, 2003) and to explore the executive SHRM system as a source of competitive advantage (Lin and Shih, 2008).

The following section presents the key findings from the existing literature on SHRM, which are divided into three focus areas, which are (iii.i.) *The complexity of SHRM* (iii.ii.) *Culture* and (iii.iii.) *Leadership*.

iii.i. Complexity of SHRM

Gurbuz and Mert did a study in 2011, examining the relationship between SHRM and HR practices and firm performance (Gurbuz and Mert, 2011). The study revealed that SHRM has a positive effect on organizational performance indicators. The performance indicators throughout this study were the perceived financial and market performance, the organizational performance, including customer satisfaction, quality of product and company image, and job satisfaction (Gurbuz and

Mert, 2011). However, the study reveals that SHRM does not have any direct impact on the turnover, which the existing theoretical literature on SHRM up until then had stated it would (Gurbuz and Mert, 2011). The findings of the study also found empirical evidence, which indicated that it is credible that SHRM can contribute to competitive advantage in terms of the other performance indicators (Gurbuz and Mert, 2011).

The findings, from a study done by Akhtar, Ding, and Ge, supports that SHRM contributes to competitive advantage in terms of both product/service performance and financial performance (Akhtar, Ding, and Ge, 2008). SHRM practices, which enhance employment security and profit-sharing, have a significant positive impact on product/service performance and financial performance (Akhtar, Ding, and Ge, 2008).

A study by Gannon, Doherty, and Roper from 2012 focuses on the way global organizations perceive SHRM, the associated HRM strategies and firm performance, which showed, that there is a significant difference in how the global organizations pursue competitive advantage in an industry (Gannon, Doherty and Roper, 2012). The significant difference was due to different firm performance ambitions, which had led to different SHRM strategies and practices depending on what industry the organization is in (Gannon, Doherty and Roper, 2012). The implementation and execution of SHRM are context-dependent, as organizations have different purposes with applying SHRM.

Another study by Richard and Johnson reveals that the effectiveness of SHRM significantly reduces employee turnover, and it increases the overall market performance assessment (Richard and Johnson, 2001). The conclusion of the study is that SHRM effectiveness and capital intensity must be aligned, as it increases the productivity of the firm and return on equity. The percentage of employees who leave an organization and get replaced is directly linked to SHRM effectiveness effects (Richard and Johnson, 2001).

In extension of this, Van Harten et al. argue that the role and the impact of the SHRM strategy and policies are likely to be influenced by national economic circumstances e.g., one of the ambitions when applying SHRM is to improve the job satisfaction and job security of the employees, but the SHRM policies might depend on the levels of unemployment and the varying national policies to

address employment and employment security (van Harten et al., 2017). These national economic circumstances might have an impact on how organizations design the SHRM policies and on how the individual employee perceives his/her given feeling of job satisfaction and job security (van Harten et al., 2017).

In sum, the key findings of the literature review reveal that SHRM is a complex size. Both the intentions behind the policies and strategy and the results of the implementation of SHRM vary, as they are depending on and influenced by contextual factors. SHRM is significantly influenced by the internal and external circumstances, as well as it depend on the people involved, which show in both the planning and the results of the SHRM initiatives. A key takeaway from the literature review is that SHRM practices do not necessarily equal improved turnover, but it is still considered empirically evident that SHRM is a credible way to improve competitive advantage and overall firm performance. SHRM is dynamic, and it is influenced by many sides, which is depending on the specific situation of each organization, why it is important to take the complexity of SHRM into account when planning and designing SHRM practices.

iii.ii. Culture

Research implies that group cultures and developmental cultures have a positive effect on the implementation of SHRM, while the relationship between the hierarchical culture and the implementation of SHRM did not have any significant correlation (Wei et al., 2008). Based on the findings of the research the study concludes, that developmental cultures and group cultures facilitate the creation of SHRM, which has a subsequent positive effect on the overall firm performance (Wei et al., 2008)

According to one of the research papers, knowledge sharing is enhanced in contexts that are characterized by SHRM practice (Scully et al., 2013). It also suggests that organizations can benefit from unravelling the combinations and bundles of workplace practices, which enhances tacit knowledge to become explicit knowledge, and as a consequence of that also creates a more innovative culture. Based on the findings of the study, the authors argue how SHRM can provide the interactional structural context in which the knowledge conversion processes can take place (Scully et al., 2013).

Another study reveals how diversity is managed differently in organizations, and that the organizations that include diversity management at strategic, tactical and operational levels, have more suc-

successful SHRM practices (Shen et al., 2009). Diversity management at a strategic level includes a business and HR strategy that values diversity, formalized HR policies, and measuring and auditing diversity (Shen et al., 2009). Diversity management at a tactical level includes recruitment, training, and development that take its stance in the appraisal of diversity and the value of the differences in culture and competencies (Shen et al., 2009). Diversity management at an operational level includes educating the employees, establishing networking communities, and generating work-life balance on the premises of the individual (Shen et al., 2009).

According to a study by Lin and Shih, a teamwork-oriented executive SHRM system, which builds and integrates teams, is proactively shaping a culture of competitive actions, which enhances organizational competitive advantage (Lin and Shih, 2008).

A study by Wei, Liu, and Herndon confirmed that corporate culture and the firm structure are important contextual factors, which impact the relation between SHRM and product innovation (Wei, Liu, and Herndon, 2011). A developmental culture influences SHRM and product innovation positively (Wei, Liu, and Herndon, 2011). Furthermore, the study shows that the combination of a developmental culture and a flat structure can further improve the effect of SHRM and product innovation and thereby enhance firm performance (Wei, Liu, and Herndon, 2011).

According to a study by Ericksen and Dyer, reliability-oriented employee behaviour mediates successful SHRM practices (Ericksen and Dyer, 2007). The study reveals how people contribute to specific organizational goals and how a behavioural approach to SHRM can improve organizational reliability and performance (Ericksen and Dyer, 2007). Reliability enhancing SHRM has to promote contextual clarity, foster reconfigurability, and facilitate development in order to create a culture of reliability-oriented employee behaviours (Ericksen and Dyer, 2007). A culture characterized by diligence, facileness, fluidity, and generativeness contributes to organizational reliability, which consists of repeated production of collective outcomes that either meet or exceed the minimum quality expectations (Ericksen and Dyer, 2007). Thus, the success of the SHRM practices that are implemented to foster reliability-oriented employee behaviours depends on the complexity, interdependence, and external volatility related to the SHRM practice (Ericksen and Dyer, 2007).

Zhang and Albrecht attempt to figure out the role of the cultural values on a firm's SHRM process and development (Zhang and Albrecht, 2010). The study reveals that organizations, which have defined the wanted norms and attitudes within the organization, have more success in the implementation and development of SHRM than organizations, which have not defined norms and attitudes (Zhang and Albrecht, 2010). The set of cultural values affected the behaviours and the success of SHRM practices. The study shows how the cultural values within an organization are crucial when it comes to firm performance (Zhang and Albrecht, 2010).

In sum, the key findings of the literature review reveal that the success of SHRM is highly related to the culture within an organization. Group cultures and developmental cultures have a crucial impact on whether the implementation of SHRM and the results of SHRM are successful. Organizations must build and integrate teams to foster the wanted culture. The literature implies that organizations must endeavour to create cultures with a high degree of knowledge sharing, which is done through unravelling the existing bundles of workplace practices and through diversity management, as the culture is directly derived from the behaviour of the individuals within it. According to the reviewed literature, the organizations, which apply diversity management at a strategic, tactical, and operational level, have more successful SHRM practices. This underlines the impact and the importance of the individual and the culture, as it is crucial in relation to enhancing competitive advantage and improving the overall firm performance. Another important takeaway from the literature is the fact that innovative cultures alone cannot guarantee a successful SHRM process, as the cultural behaviour also depends on the complexity, interdependence, and external volatility related to the SHRM practices. Furthermore, the studies reveal how organizations with a flat organizational structure had more success in both creating these innovative cultures and in achieving their SHRM goals. Organizations are recommended to take these factors into account in the planning of SHRM, as culture has a significant influence on the execution of SHRM practices and thereby also the results.

iii.iii. Leadership

Ekhsan Abang Othman found that the involvement of HR at board level had a positive effect on the planning, implementation, and execution of SHRM (Ekhsan Abang Othman, 2009). The study also indicates that other factors such as business credibility of the HR manager and the level of commitment and support from the CEO and the line managers are important determinants of the strate-

gic integration of SHRM and SHRM practices (Ekhsan Abang Othman, 2009). The findings from this study highlight the fact that the intentions of each individual have an impact on the success of SHRM.

The results from a study by Collins and Clark showed that the relationship between the SHRM practices and Firm performance depended on the mediating role of the top managers' social networks (Collins and Clark, 2003). Specific and general formulated SHRM practices seem to affect performance, as it builds and reinforces an employee-based capability, which enhances skills and motivation (Collins and Clark, 2003). Thus, the study revealed that the social networks of the top managers impact the success of the creation of the employee-based capability (Collins and Clark, 2003).

A study by Mitchell, Obeidat, and Bray from 2013, supports the argument that the mediating role of managers is of importance in relation to the success of high-performance SHRM practices (Mitchell, Obeidat and Bray, 2013). Line management devolvment has a significant impact on the relation between SHRM and firm performance (Mitchell, Obeidat, and Bray, 2013). The results revealed that a higher degree of decentralization of management has a positive impact on the success of the high-performance SHRM practices (Mitchell, Obeidat and Bray, 2013).

Zacharatos, Barling, and Iverson positively relate high-performance SHRM systems to occupational safety, according to a study from 2005 (Zacharatos, Barling, and Iverson, 2005). Occupational safety is measured in terms of personal-safety, motivation, knowledge, and initiative (Zacharatos, Barling, and Iverson, 2005). The study revealed that the perceived safety climate and trust in management are closely related. Furthermore, it is considered to have a mediating role when it comes to the relation between the SHRM practices and performance (Zacharatos, Barling, and Iverson, 2005). The results highlight how trust in management has an impact on the outcome of SHRM practices.

According to Lin and Shih, it is statistically evident that the social integration and action aggressiveness of the top management teams mediate the relationship between the SHRM practices and the overall firm performance (Lin and Shih, 2008). Top executives have to be alert in developing team-focused executive SHRM practices, building an integrated team, which contributes to proactive competitive action, which enhances competitive advantage (Lin and Shih, 2008).

In sum, the key findings of the literature review reveal that the managers behind the SHRM play a significant role in facilitating the right circumstances for SHRM. According to the literature, it is important to involve HR at board level, as it has shown to have a positive effect on the planning, implementation, and execution process of SHRM. The integration of SHRM and SHRM practices is mediated through the social network of managers. The SHRM strategy is situational and contextual, why it is important that the SHRM process is facilitated as a dynamic and developing process instead of a linear process. The literature shows that line management devolvment has a positive impact on both SHRM and firm performance, why organizations are recommended to decentralize the power and responsibilities. Furthermore, the relationship between management and the employees needs to be characterized by trust to have successful SHRM practices and performance. Trust is individual, why management needs to take into account how to accommodate the employee's needs. The literature implies that organizations, which apply diversity management, have a higher success rate in achieving trust of their employees. The leadership of SHRM is complex, and there are many internal and external factors that can come into play throughout the process, which is why managers need to function as facilitators in order to configure the right fit between the specific organization and the context it operates in along the way.

iv. Research Philosophy and Methodology

The following section presents the research philosophy and methodology applied throughout the reviewed articles. The literature review consists of 38 articles, where 14 of them are critical reviews or journals on SHRM based on existing literature on the topic. These articles take stance in interpretivism and use a qualitative research design. The critical reviews and journals contribute with an overview of the existing literature as well as helps identifying some of the gaps throughout the literature. (Harrison and Bazzy, 2017; Shen et al., 2009; van Harten et al., 2017; Huselid and Becker, 2010; Bagga and Srivastava, 2014; Jiang, Takeuchi and Lepak, 2013; Wright and McMahan, 1992; Martín-Alcázar, Romero-Fernández and Sánchez-Gardey, 2005; van Donk and Esser, 1992; Evans and Davis, 2005; Zacharatos, Barling and Iverson, 2005; Kaufman, 2010; Boxall, 1996; Elliot, 2011; Huselid, 1995)

13 of the collected articles are case-based academic articles, which take stance in a quantitative research design following the principles of the positivist research philosophy. All of these articles include a questionnaire survey, which is conducted within specific organizations, aiming to confirm

or to invalidate a set of hypotheses. 10 of the articles are conducting the questionnaires in multiple organizations within the same industry. The purpose of the papers is to test a set of variables to see if there is any significant correlation between the SHRM practices and firm performance. The variables vary from article to article but are predominantly focused on financial performance indicators. (Wei et al., 2008; Dias, Zhu, and Samaratunge, 2017; Gurbuz and Mert, 2011; Akhtar, Ding, and Ge, 2008; Collins and Clark, 2003; Lin and Shih, 2008; Wei, Liu, and Herndon, 2011; Su, Wright and Ulrich, 2015; Mitchell, Obeidat and Bray, 2013; Wright and McMahan, 1992; Luna-Arocas and Camps, 2007; Zacharatos, Barling and Iverson, 2005)

11 of the collected articles are using multi-method empirical approaches with a combined quantitative and qualitative research design. The studies are based on quantitative data in terms of questionnaire surveys and qualitative data in terms of semi-structured interviews with top-management, secondary data in terms of internal company documentation and/or existing literature on the topic. The purpose of the multi-method approach is to gain greater insight into the relationship between the results of the quantitative data and the context of the specific organization/organizations they were conducted. (Scully et al., 2013; Gannon, Doherty and Roper, 2012; Ekshan, Abang Othman, 2009; Richard and Johnson, 2001; Akong'o Dimba, 2010; Ericksen and Dyer, 2007; Lepak and Shaw, 2008; Collins and Smith, 2006; Zhang and Albrecht, 2010; Harris and Ogbonna, 2001; Molineux, 2013; Huselid, 1995)

Surprisingly, the literature review research only found one article, which is based on interviews with people from different hierarchical layers of an organization. The purpose of the study was to understand the process within SHRM and its proposed influences, as the existing literature showed to have inconsistent results, depending on contextual factors. The study includes a qualitative research design and an interpretivist approach. The study contributes with a new perspective on SHRM, as it explores the role of the individual in relation to the success of the SHRM practices and thereby also the overall firm performance. (Sheehan, 2005)

There exist potential biases within all of the studies, as they originate from different contexts and bases of understanding. It is important to take different contextual factors, e.g., demographic and economic circumstances, into account when accessing the literature, as the generalizability of the studies might vary accordingly. It is also important to be attentive to the purpose of the studies. Is

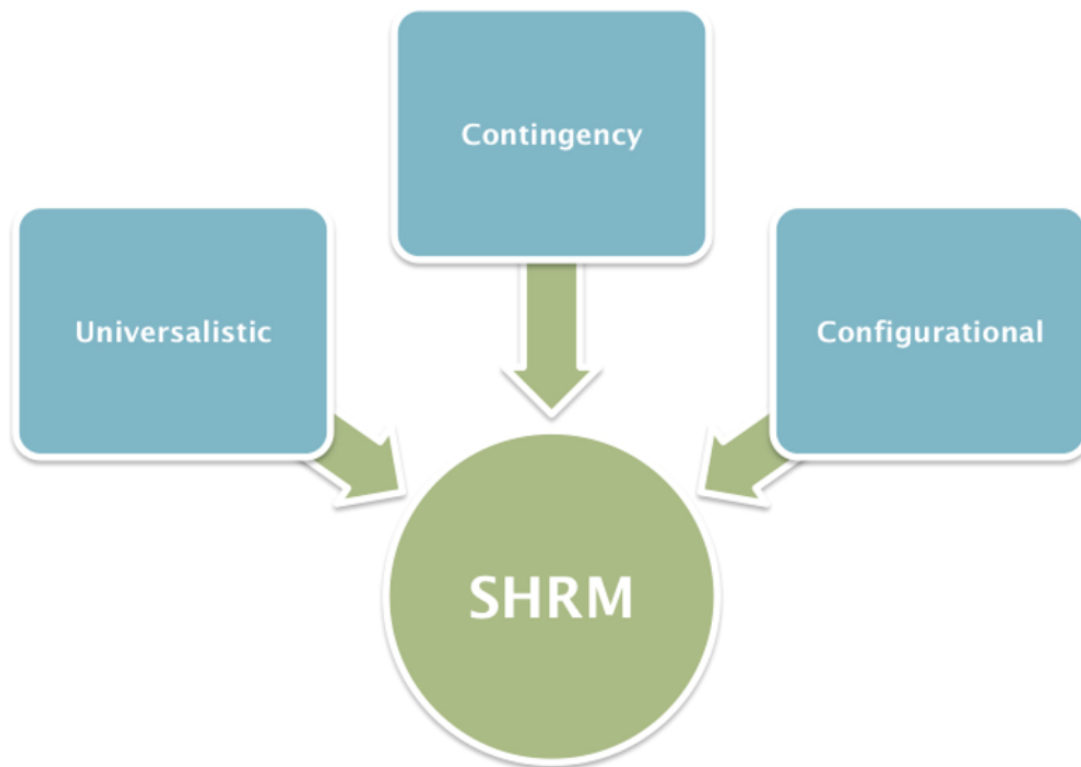
the study aiming to find correlations or causality? The studies applying a *universalistic approach* to SHRM are likely to confuse whether the results show correlative indicators or causal indicators. (Wright and McMahan, 1992; Kaufman, 2010; Elliot, 2011)

v. Strategies associated with SHRM

The following section presents the 3 perspectives and strategies associated with SHRM throughout the literature review. The different approaches are compared in a short summary at the end of this section.

According to Kaufman, Wright and McMahan and Elliot, the different approaches on how to design the different SHRM initiatives can be divided into three categories of SHRM: *The universalistic perspective, the contingency perspective and the configurational perspective* (Kaufman, 2010; Wright and McMahan, 1992; Elliot, 2011). The following section presents the basic assumptions behind each of the SHRM perspectives, including the strategies associated, according to the reviewed literature.

Figure 1: SHRM perspectives



Source: Own Elaboration

v.i. The Universalistic Perspective

The universalistic approach to SHRM focuses on a well-developed internal environment, and it sees the following HRM practices as good influencers on performance: employment security, selective recruitment, self-managed teams, pay-for-performance, training and education, reduced status differentials and extensive knowledge sharing (Kaufman, 2010).

Figure 2: The Universalistic Perspective



Source: Own Elaboration

The figure above illustrates how organizations with a universalistic perspective believe they can manage SHRM successfully. The green ring in the figure symbolizes the internal organization, and the two icons symbolize an independent variable and a dependent variable and how they impact each other. The Universalistic approach is considered as the simplest theoretical approach because it implies that the relationship between an independent variable and a dependent variable is universal across all organizations, which results in a general SHRM strategy that fits all types of organizations in any given context (Wright and McMahan, 1992).

The studies applying a universalistic perspective are based on the assumption that there is a direct link between HR practices and firm performance (Elliot, 2011). Theorists applying a universalistic perspective on SHRM believe that some HR practices are always better than others. Furthermore, these empirical studies suggest that all organizations can benefit from applying certain SHRM initi-

atives, as they represent a universal best-practice figure, which is applicable in every type of organization and will always result in improved firm performance (Elliot, 2011). An example of an article reviewed in the literature review, which applies the universalistic perspective, is a study by Mark Huselid. According to Huselid, organizations can successfully reduce turnover, increase productivity and increase overall firm performance by investing in HR activities such as incentive compensation, selective staffing techniques, and employee participation, -skills, and -motivation. (Huselid, 1995)

6 of the articles from the literature review include a questionnaire survey, which is conducted within specific organizations, aiming to confirm or to invalidate a set of hypotheses based on internal performance indicators. The purpose is to test a set of variables, to see if there are any significant correlation between the SHRM practices and firm performance, without considering the impact of the context the organization is in. These articles are applying a universalistic perspective, as they exclude the impact of external factors and the social context. (Dias, Zhu, and Samaratunge, 2017, Gurbuz and Mert, 2011; Akhtar, Ding, and Ge, 2008; Su, Wright and Ulrich, 2015; Wright and McMahan, 1992; Luna-Arocas and Camps, 2007)

v.ii. The Contingency Perspective

The contingency approach to SHRM focuses on context and maintaining the relation between SHRM practices and the organizational performance in balance, as it is constantly influenced by various internal- and external contextual factors (Kaufman, 2010).

Figure 3: The Contingency Perspective



Source: Own Elaboration

The figure above illustrates how organizations with a contingency perspective believe they can manage SHRM successfully. The green ring in the figure still symbolizes the internal organization, and the external context is illustrated outside the ring, as the organization must consider the impact of the context it appears in. The contingency approach is considered more complex than the universalistic approach, as it implies that one needs to consider the teams' interactions with the SHRM initiatives and sees the organization as a dynamic machine in a global context (Wright and McMahan, 1992). The contingency strategy focuses on context and fit between SHRM practices and performance. The perspective is characterized by SHRM practices, which are context-dependent and have a homogeneous view on team behaviour (Elliot, 2011).

10 of the reviewed articles are applying a contingency perspective in terms of SHRM practices, which include the influence of internal and external factors and the impact of team behaviour. The studies, using the contingency perspective, apply varying methods, and take stance in both quantitative and qualitative research designs. (Wei et al., 2008; Gannon, Doherty and Roper, 2012; Scully et al., 2013; Lin and Shih, 2008; Wei, Liu and Herndon, 2011; Zhang and Albrecht, 2010; Ekhsan Abang Othman, 2009; Collins and Clark, 2003; Mitchell, Obeidat and Bray, 2013; Zacharatos, Barling and Iverson, 2005)

v.iii. The Configurational Perspective

The configurational approach to SHRM focuses on the role of the individual in the relationship between SHRM practices and organizational performance, as the behaviour of each individual impacts the outcome. That is also the reason why the SHRM practices must be moderated continuously in accordance with the interactions between the individual and the SHRM strategy (Kaufman, 2010).

Figure 4: The Configurational Perspective



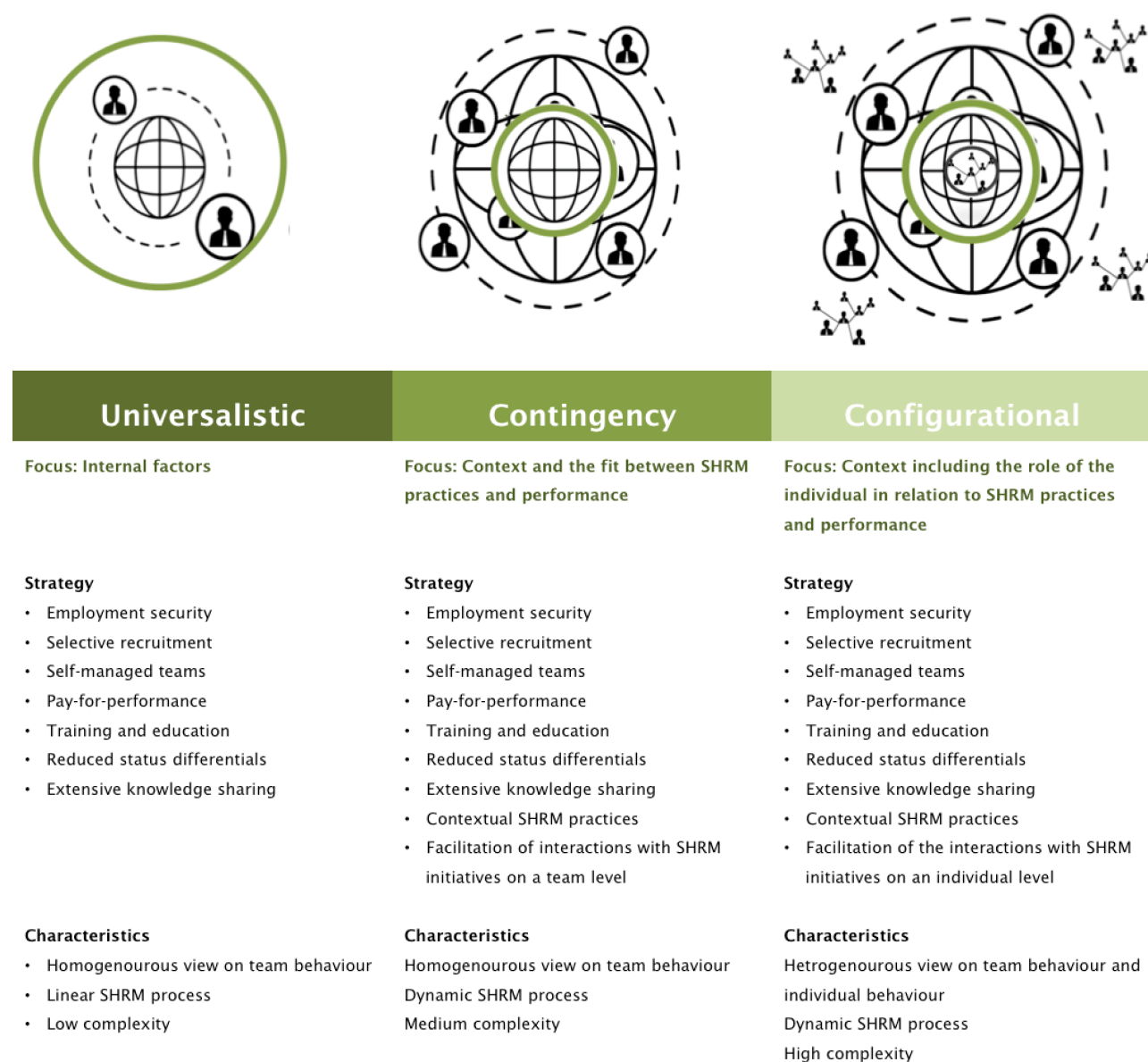
Source: Own Elaboration

The figure above illustrates how organizations with a configurational perspective believe they can manage SHRM successfully. The green ring in the figure still symbolizes the internal organization, and the external context is still illustrated outside the ring, as the organization must consider the impact of the context it appears in. In addition to the contingency figure, the configurational figure includes the importance of noticing the role of the individual, which is illustrated by the networks of people both inside and outside the organization. The configurational perspective is considered the most complex approach as it considers both the dynamic reality of the teams' interactions with SHRM and the role of the individual in relation to the SHRM practices (Wright and McMahan, 1992).

3 of the reviewed articles are applying a configurational perspective in terms of SHRM practices, which include the influence of internal and external factors and the role of the individual behaviour and social relations. The complexity of the configurational perspective is high, and thus the studies include the potential impact from a wide range of influencers throughout the SHRM process; it is challenging to get generalizable results, as every situation and context varies from organization to organization. The studies applying the configurational approach use a combined qualitative and quantitative research design, as they seek to understand the underlying processes in relation to the SHRM practices and process. (Shen et al., 2009; Ericksen and Dyer, 2007; van Harten et al., 2017)

In sum, the literature review includes different perspectives on SHRM, and the perspectives include different associated strategies. The following section includes an overview of the differences and similarities between *the universalistic*, *the contingency*, and *the configurational perspective*, according to the reviewed literature.

Figure 5: The Universalistic, Contingency and Configurational Perspective



Source: Own Elaboration

The figure above visualizes the difference of the three perspectives on SHRM, in terms of what they focus on, what SHRM strategy they apply and what general characteristics they have, based on the findings from the literature review. There are similarities in the strategy, but it increases in complexity from left to right, as it includes more intangible factors e.g., context, team behaviour and the role of the individual. Both the universalistic perspective and the contingency perspective are criticized for not considering the complexity of the real world in relation to SHRM, as the strategies do not include the impact of the individual behaviour amongst other potential, influential factors (Elliott, 2011).

According to Hamish G.H. Elliot, SHRM and HR practices can potentially contribute to an organization's sustainable competitive advantage (Elliot, 2011). From a resource-based point of view, however, it is worth noticing that the universalistic approach to HR practices cannot generate a sustainable competitive advantage, as it does not consider varying contexts and external factors that may affect the relationship between the intended two variables (Elliot, 2011). Based on the key findings from his study, Elliot concludes that the configurational approach to HR practices is more theoretically valid, and thus a beneficial perspective to apply when organizations develop and convert their human resource capital pools into sustainable competitive advantage (Elliot, 2011). The configurational perspective includes a customized set of HR practices to suit a specific organization's competitive strategies, internal practices, policies, and resources. This way, SHRM can provide both a vertical and horizontal fit, which promotes competitive advantage (Elliot, 2011).

vi. Future Research

The following section presents suggestions for future research. The topics for future research are derived from the reviewed literature. The topics include (vi.i.) *Focus on unidentified influential factors in relation to, SHRM*, (vi.ii.) *Focus on people and diversity* and (vi.iii.) *Focus on qualitative research designs*.

“As strategic HRM scholars, we may want to question ourselves: Do we have sufficient knowledge about the relationships between HR systems and various types of outcomes? Are there any fundamental problems in prior research on this topic?” (Jiang, Takeuchi, and Lepak, 2013, p. 1466)

vi.i. Focus on Unidentified Influential Factors in Relation to SHRM

One of the topics for future research that is mentioned a lot throughout the literature is the need for identifying other potential, influential factors in relation to SHRM. In this regard, it is worth mentioning that SHRM contains both substantial theoretical and empirical specification errors and significant historical misspecification. The literature review casts considerable doubt on the robustness and explanatory power of the SHRM model (Kaufman, 2010). One critical future research issue is the basic assumption that organizational leaders have selected an appropriate strategy. The strategy must be congruent with the culture within the organization. Future research must explore the relationship between the intended/implemented strategy and SHRM incongruence in terms of lacking alignment between SHRM and the organizational culture (Harrison and Bassy, 2017). Future re-

search should include other organizational attributes that are related to SHRM practices and firm performance, as there is a need for more accurate estimates of how to measure the full effect of SHRM (Wright and McMahan, 1992), (Wei, Liu, and Herndon, 2011).

According to Ericksen and Dyer, there is a need for future research to uncover and define the HR strategies that organizations use to develop new forms of organizing, as the SHRM strategies within the existing literature vary significantly. (Ericksen and Dyer, 2007). Lepak and Shaw support the argument that future research should focus on providing greater insight into how SHRM practices and systems are related to firm performance (Lepak and Shaw, 2008). Collins and Smith furthermore argue that future research must include an exploration of the mediating firm capabilities to fully understand the role of SHRM practices in relation to firm performance. (Collins and Smith, 2006)

In sum, the key issues related to unidentified influential factors in relation to SHRM are listed below. The reviewed literature suggests future research to examine *what* SHRM is influenced by and *how*.

- The SHRM model lacks explanatory power
- Question the basic assumptions behind SHRM
- Future research needs more accurate estimates of the effect of SHRM, which points to a positivist researcher

vi.ii. Focus on People and Diversity

Another topic for future research, which is mentioned a lot throughout the literature, is the need for research about the role and impact of the people planning, implementing, and executing SHRM. Despite wide recognition of the significance of diversity management in relation to SHRM, it has received surprisingly little attention in the existing literature. Future research should include examining diversity management from multiple perspectives in relation to SHRM. Earlier studies focus on exploring the relation between HR diversity practices and firm performance, and as a result of that, there is, so far, no studies examining the contribution of diversity management in SHRM to firm performance from both financial and non-financial perspectives (Shen et al., 2009). Further-

more, there is a lack of research regarding the conceptualization of organizational culture as a moderator between an organization's strategy and SHRM (Harrison and Bazy, 2017).

Future research should seek to identify a social context conceptualization, as it could contribute with a new perspective in relation to other variables, such as organizational culture, climate, political considerations, and SHRM strategy (Richard and Johnson, 2001). Zhang and Albrecht argue that future research must test the functionality of cultural value factors in SHRM and firm strategic development (Zhang and Albrecht, 2010). That could e.g., be done in terms of a focus on the strategic groups within an organization, as it will enhance the theoretical understanding of SHRM and the factors, which act to constrain the achievement of competitive advantage through HR (Gannon, Doherty and Roper, 2012).

Future research should address the role and impact of employer policies and practices and the national context. Such research could contribute to elucidating whether employability and SHRM investments in employability are beneficial to the organization or if there are unintended outcomes of these investments (van Harten et al., 2017). According to a study by Su, Wright, and Ulrich, there is a significant correlation between firm performance and employee governance, which, until now, has not been explored further, why it would be interesting for future research to investigate it, as it might contribute with valuable knowledge in relation to the theoretical logic and basic assumptions behind SHRM (Su, Wright and Ulrich, 2015).

Studies imply that human capital and social relationships may be a competitive advantage, but the study does not explain the process in terms of *why* and *how* the human capital and the social relationships impact the SHRM practices. Future research should include the role of the individual in relation to SHRM (Evans and Davis, 2005). An interpretivist perspective would potentially provide greater insight into the process, in which job satisfaction and employee commitment mediate the relationship between SHRM and turnover intentions (Luna-Arocas and Camps, 2007). According to Harris and Ogbonna, those measures could include other performance indicators, such as employee satisfaction and well-being (Harris and Ogbonna, 2001).

In sum, the key issues related to people and diversity in relation to SHRM are listed below. The reviewed literature suggests future research to examine *how* SHRM is influenced by social factors such as the role of the individual behaviour.

- There is a lack of studies addressing the effect of diversity management in relation to SHRM
- There is no conceptualization of organizational culture in SHRM theory
- There is a lack of studies regarding the impact of cultural value factors on SHRM within an organization
- Firm performance should include both financial and non-financial perspectives
- There is a lack of studies including the impact of employer policies and practices and the national context
- Future research should be process-oriented in terms of exploring why and how the human capital and the social relationships impact the SHRM practices
- Future research should include the role of the individual in relation to SHRM

vi.iii. Qualitative Research Design

A third topic for future research is the need to understand *why* and *how* the different factors influence each other over time. In this regard, 24 of the studies suggest a more qualitative research design as well as they recommend exploring SHRM through longitudinal research design, as it allows the researcher to investigate the cultural development and the evolution of the SHRM practices throughout the SHRM process.

13 of the reviewed articles are underpinned by positivist research philosophy, which is great for quantification and generalization of a concept, but it does not provide one with an understanding of why the SHRM process evolves as it does and how the corporate culture develops. There is a huge potential for future research in terms of exploring SHRM from e.g., an interpretivist or critical realism perspective, as these approaches are able to challenge some of the basic assumptions and gaps from the existing literature within the field of SHRM theory. (Wei et al., 2008; Dias, Zhu, and Samaratunge, 2017; Gurbuz and Mert, 2011; Akhtar, Ding, and Ge, 2008; Collins and Clark, 2003; Lin and Shih, 2008; Wei, Liu, and Herndon, 2011; Su, Wright and Ulrich, 2015; Mitchell, Obeidat and Bray, 2013; Wright and McMahan, 1992; Luna-Arocas and Camps, 2007; Zacharatos, Barling and Iverson, 2005)

The fact that the case-based studies are based on either a single organization or a certain selection of organizations makes the results difficult to generalize, as the results may be context-dependent and thereby biased. (Gurbuz and Mert, 2011) A study by Molineux from 2013 supports this argument (Molineux, 2013). Sheehan argues that future research should draw from a larger sample to test the proposed SHRM model (Sheehan, 2005). Mitchell, Obeidat, and Bray support the argument that the existing studies could potentially be biased, as the sample size provides a restricted basis for generalizing the findings. (Mitchell, Obeidat and Bray, 2013)

The studies included in the literature review have different perceptions of time as an influential factor in relation to SHRM. The studies applying the universalistic perspective, believe that SHRM follows a linear process, where the contingency and configurational perspective believe in a more dynamic and complex SHRM process. Longitudinal methodology designs might help capture the dynamic process of SHRM development and the evolution of the organizational culture together with variables corresponding to the impact on innovation (Wei, Liu, and Herndon, 2011). In this regard, an investigation of the dynamic process of cultural development and its impact on SHRM would contribute with valuable knowledge (Wei et al., 2008). Dias, Zhu, and Samaratunge support the argument that longitudinal studies are needed to understand the process of cultural development. (Dias, Zhu and Samaratunge, 2017) According to Lin and Shih, the relationship between SHRM and firm performance may depend on various contextual factors e.g., cultural boundaries, why future studies should examine the interrelationships among key constructs in relation to SHRM using a longitudinal design to reassure the causal relation between SHRM and firm performance. (Lin and Shih, 2008) Throughout the reviewed literature, there is agreement that a longitudinal research design could contribute with valuable knowledge about the SHRM process.

According to Huselid and Becker, a new focus on workforce differentiation could have significant implications for both science and for the practice of SHRM. (Huselid and Becker, 2010) To explore workforce differentiation, cross-disciplinary studies may be able to contribute to a greater understanding of the complexity of the relation between the workforce and SHRM e.g., in terms of applying perspectives from sociology, psychology, and economics. (Huselid and Becker, 2010) Future research could explore the complexity of workforce relations, as it hitherto is a relatively unexplored field in relation to SHRM.

In sum, the key issues related to how SHRM is perceived in terms of research design are listed below. The reviewed literature suggests future research to examine how the process of SHRM practices and corporate culture develops through longitudinal studies, using more qualitative research methods.

- The studies applying the SHRM model have a low degree of generalizability
- There is a lack of studies considering the role of time/process
- Longitudinal studies could provide valuable knowledge about cultural development throughout the SHRM process
- Cross-disciplinary studies may contribute to a greater understanding of the complexity of the relationship between the workforce and SHRM.
- An interpretivist approach to investigating the relationship between social behaviour and SHRM practices could contribute with a more complex knowledge about the unidentified influential factors in relation to SHRM.

vii. Conclusion on Literature Review

This literature review is aiming to synthesize theory and study papers on SHRM. The research field is wide, but there is a scarce amount of studies, including accurate estimates on how to measure social behaviour in relation to SHRM practices and how it affects the result of SHRM. The reviewed literature sheds light on the strategies associated with SHRM, and whether they are taking a universalistic, contingency, or configurational stance, thus the existing literature reveals that SHRM contains both substantial theoretical and empirical specification errors and significant historical misspecification. The literature review casts considerable doubt on the robustness and explanatory power of the SHRM model and demands future research to challenge some of the basic assumptions throughout the literature. Most of the gathered literature apply similar methodologies, why most of the articles have similar conclusions and biases. The overall purpose of this literature review is to find gaps in the existing literature based on the SHRM model, which will shape the foundation of the problem formulation of this master thesis.

Problem formulation

1. Problem statement

Based on the findings from the literature review, there are addressed gaps in the SHRM theory. The articles predominantly use a positivist approach to measure the impact of various SHRM practices in relation to firm performance. The literature shows that there is a lack of studies, including the role of the individual and its behaviour in relation to the SHRM practices. Employees in an organization may have different behavioural patterns and motives, which necessarily make individuals perceive and understand strategic initiatives differently and thus also act differently on the information issued.

1.1. Problem formulation

What is the theoretical relationship between the individual and SHRM seen from an interpretivist perspective?

Methodology

2. Methodology

The following section presents the theoretical and methodological considerations of this master thesis. The methodology includes (2.1.) theory of science, (2.2.) research design, (2.3.) methods, (2.3.1.) applied theories, (2.3.2.) research trustworthiness, (2.4.) delimitations, and finally (2.5) the theoretical framework of the applied theories.

2.1. Theory of Science

This project is a theoretical study that focuses on analyzing, discussing, and evaluating the theoretical positions presented in the literature, to bring various factors into play as well as to explore how these can contribute to an overall understanding of the phenomenon (p .25 the good paper). The master thesis follows the principles of interpretivism, as it focuses on interpreting the sense-making done by individuals in diverse contexts (Bryman 2005). Based on the existing literature concerning SHRM, it is attempted to gain knowledge about the social aspect of SHRM in theory.

By applying an interpretivist perspective on the phenomenon, it allows the researcher to interpret the dynamics of the relationship between the individual and SHRM from a theoretical standpoint. The existing literature on SHRM that applies a configurational perspective does not include knowledge about the complexity of the role of the individual and its behavioural patterns. Each of the 38 articles that appear in the literature review originates from different contexts and takes its stance in various fields of study, which together can contribute to a greater eclectic understanding of SHRM's meaning and context from a theoretical perspective. The literature review forms the basis for addressing gaps in the literature. By addressing these gaps with sociological theories and methods, it allows the researcher to interpret the role of the individual from a theoretical point of view. It thereby contributes with a more nuanced picture of the impact the role of the individual has on the SHRM process as well as its complexity

The research process is iterative as the analysis and interpretation of the collected data is continuously repeated as the project takes shape to ensure an in-depth understanding of the relationship between the role of the individual and the SHRM practices (Bryman 2005). The data collected consists of secondary literature in terms of academic articles and professional books, why the ontologi-

cal point of view is subjective (Bryman 2005). The authors play an active role in the collection, analysis, and interpretation of the literature throughout the execution of the thesis.

The project is a theoretical study that applies a qualitative research strategy. Initially, an in-depth literature study is completed to identify gaps in the existing theories, whereafter, the thesis presents a new suggestion on how to potentially address these gaps by challenging some of the underlying assumptions of the existing theories with new theoretical perspectives in the analysis and discussion. The issues related to the existing literature on SHRM are addressed by elucidating the phenomenon from various theoretical perspectives, which include theories concerning organizational structures and processes and the role of the individual in this regard. This study thus has an interpretivist epistemological orientation and a constructionist ontological orientation, which claims that our knowledge of the world, including scientific knowledge, is shaped by social processes alone (lexicon.org). The advantage of choosing an interpretivist approach is that it can contribute to a more broad and detailed picture of how the individual is a key influential factor, which should be included in the theoretical conceptualizations of SHRM. The new theory, which is based on the findings of this study, can be drawn on by practitioners in their performance of SHRM.

2.2. Research design

The master thesis has a qualitative research design, as this supports the exploratory purpose of the problem formulation. Qualitative methods make it possible to identify and challenge some of the theoretical issues and provide an in-depth understanding of the meaning formation, which is a dominating issue of the existing literature in the field (Bryman 2005). SHRM is a broad field of study that many theorists have been dealing with over the years since the early 1990s. Despite this, there is a lack of literature dealing with the role of the individual in that constellation (Literature Review, vi.ii.). Since it is limited to how much literature examines this relationship specifically, the role of the individual is either seen as an influential indirect factor in relation to the success of SHRM or as an intangible factor to investigate seen from an universalistic perspective.

The essence of the qualitative research design is to recognize patterns and trajectories in the definitions and perceptions that underlie each study in order to build a meaningful picture of the sociological dynamics without compromising its many facets and complexities. The purpose of the master thesis is to develop in-depth knowledge of the relationship between the individual and SHRM in

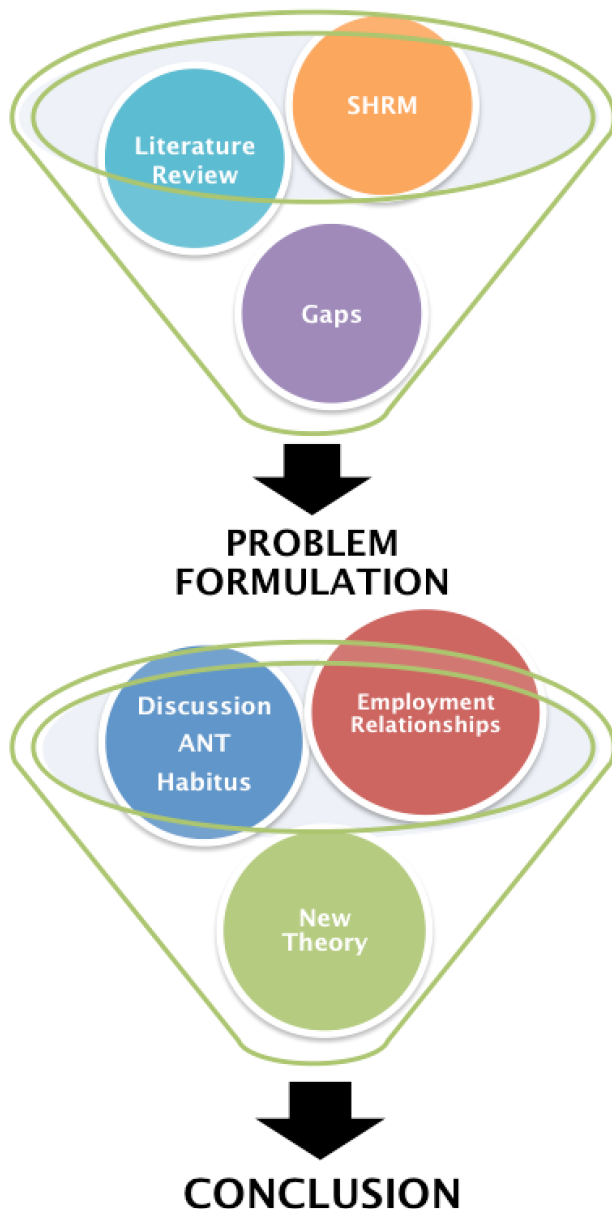
theory, and based on the findings throughout the analysis and discussion to create a new theory with suggestions to how to deal with the complexity of the individual's position in relation to the SHRM process. This is an attempt to conceptualize the role of the individual in relation to SHRM, as it is a known, thus undiscovered problem throughout the existing literature. The new theory is based on the empirical data from the literature review and collected theories regarding the role and impact of an actor in a network as well as literature concerning the sense-making and behaviour of the individual in terms of Habitus.

2.3. Methods

The master thesis is based on an in-depth literature review, which forms a fundamental building block in the analytical design of this project. The methodological approach in the collection and selection of theoretical literature is described in section (i.) *Methodology of the Literature Review* of the literature review. The collected data is systematically decoded thematically and divided into categories based on their different definitions and strategic approaches to SHRM, which is done to understand the relationship between the individual and SHRM, as well as how to create the best framework for successful SHRM processes. For a detailed overview, please see appendix 1.

Throughout the analytical process, there has been addressed gaps in the existing literature, in order to obtain satisfactory theoretical saturation throughout the analysis and discussion, a further literature search is initiated to address the gap. The literature search includes theories taking its stance on the role of the individual in organizational processes. This literature includes; A critical review of how employment relationships are perceived throughout the literature, the Actor-Network Theory (ANT) by Bruno Latour, and the Theory of Practice by Pierre Bourdieu. The newly collected data follows a more theoretical and selective coding because the literature search is focusing on covering the gap defined in the problem formulation at present. The process of data collection is iterative and is characterized by the constant back and forth between the collected data and theories throughout the report.

Figure 6: Analytical process



Source: Own elaboration

This master thesis is aiming to investigate the theoretical relationship between the role of the individual and SHRM seen from an interpretivist perspective. The analysis includes a presentation of different types of employment relationships based on the critical review regarding employment relationships, which underlines the complexity of the relationship between the employee and the employer, as it is perceived differently throughout the literature, depending on what paradigmatic stance the literature take. The analysis of the complexity of the employment relationships seeks to gain knowledge of what the relation between the individual and the employer might look like ac-

cording to theory. In order to examine the complexity of the social relations within an employment relationship, this project applies Bruno Latour's Actor-Network Theory (ANT) as a methodological tool to investigate the role of the individual as an actor within a network of an organization, seen from an objective perspective. Once the actors and their ties to each other within the network have been mapped, Pierre Bourdieu's Theory of Practice is applied to explore the behavioural patterns of the individual. The theory of Practice is applied as a methodological tool to investigate the subjectivity of the individual actor within the network, to gain a greater understanding of the relationship between the individual and SHRM seen from an interpretivist perspective. Finally, the master thesis presents a new theory on how to examine this relationship and thereby contributes to a more nuanced approach to configurational SHRM relative to the existing literature on the topic.

The discussion attempts to identify some of the supplementing and contradictory arguments found in the collected theories to shed light on its relevance in relation to interpreting the relationship between the individual and SHRM. The discussion is structured around three themes, which are based on the findings from the literature review and analysis. The themes included in the discussion are: *Contextual Complexity*, *The Role of the Individual* and *SHRM*, *ANT*, and *Theory of Practice*. Each discussion section contributes to different perspectives on SHRM, seen in the light of ANT and the Theory of Practice. The discussion contributes to the creation of a new theory that supports and relates to the gap that has hitherto been dominant to the existing literature. The new theory brings a new perspective on SHRM, which is based on the individual's role and behavioural patterns. It thereby contributes to a more nuanced picture of SHRM planning and implementation as well as its complexity.

2.3.1. Research Trustworthiness

The following section attempts to justify why this project should be perceived as a legitimate and valuable contribution to the existing literature in the field. According to Lincoln and Guba, qualitative research can ensure trustworthiness through methodological arguments and techniques that follow the following criteria: *Credibility*, *Transferability*, *Dependability*, and *Confirmability*. (Nowell et al., 2017)

Credibility

Credibility is when the readers of the study are confronted with an experience of recognition (Nowell et al., 2017). Credibility shows in terms of a “fit” between the empirical data and the researcher’s representation of it (Nowell et al., 2017). In order to ensure credibility and to make it clear to the reader, this study applies methodological techniques such as prolonged engagement and persistent observation in terms of a research period of 4 months including an extensive literature review and an iterative research process, where the analysis and interpretation of the empirical data are continuously repeated, to ensure a deep understanding of the concept of SHRM. Further, the research process includes an examination of the referential adequacy in terms of peer debriefing by a supervisor from Aalborg University, to check and compare the key findings and interpretations of the researchers up against the raw empirical data.

Transferability

Transferability is when the examination of the empirical data is generalizable (Nowell et al., 2017). The transferability shows in terms of the researcher's ability to provide thick descriptions of, for instance, the different perspectives and approaches to SHRM, which influence what results the studies conclude. This is done to eliminate potential biases, which can interfere with the interpretation of what actually can be known. To ensure the transferability of this study, the key concepts and definitions from all empirical data applied throughout the study are presented prior to its contribution to the inquiry.

Dependability

Dependability refers to the researcher's ability to ensure a logical, traceable, and clearly documented research process, which shows in terms of audit trails, where the evidence of the interpretation and decision-making throughout the study is explicit to the reader (Nowell et al., 2017). It attempts to explicitly explain the theoretical and methodological considerations of the research clearly throughout the thesis in terms of initiating paragraphs within each section of the study to include the reader in the thoughts behind the progress of the inquiry. The research process includes keeping records of the raw data and reflexive journals about the research development, which makes it easier for the authors to systemize, relate and cross-reference the data, as well as it helps to create a clear audit trail for the reader to understand. The way this thesis attempts to demonstrate dependa-

bility is to make it as easy as possible to audit the process and development of the research for the reader.

Confirmability

Confirmability is also related to the audit trails, as it concerns the establishment of credibility, transferability, and dependability all together (Nowell et al., 2017). When the before mentioned are achieved, the confirmability shows in terms of the point where it becomes explicit that the researchers' interpretations and findings are derived from the empirical data. The researchers are required to demonstrate how the conclusions and interpretations throughout the study have been reached (Nowell et al., 2017). The initiating paragraphs with theoretical considerations, methodological techniques, and analytical choices within each section of the thesis supports the confirmability of the findings from the study.

2.4. Delimitation

As a consequence of the interpretivist approach applied throughout the study, the researcher plays an active role in the data collection and in the interpretation of the collected data. The conclusion is drawn on the basis of theories, which have different sociological, methodological, and theoretical approaches to the role of the individual actor within a network, why the conclusions throughout the thesis are eclectic.

Strategic Human Resource Management is referred to as SHRM throughout the report to support the ease of the reading. The Actor-Network Theory by Bruno Latour is referred to as ANT throughout the report to help the comfort of the reading.

ANT and the Theory of Practice are applied as methodological tools to examine the relationship between the individual and configurational SHRM.

Theoretical Framework

2.5. Theoretical Framework of the Applied Theories

The following section includes a presentation of the applied theoretical framework of this study as well as methodological considerations of why the selected theories are relevant in relation to answering the problem formulation. In order to understand the relationship between the individual and SHRM from an interpretivist perspective, the discussion includes the appliance of the Actor-Network Theory by Bruno Latour (see section 2.5.1.) and the Theory of Practice by Pierre Bourdieu (see section 2.5.2.) as theoretical, methodological tools to explore the complexity and impact of social relations within an organization. The two theories are presented below.

2.5.1. Actor-Network Theory by Bruno Latour

ANT was officially developed around the mid-1980s by Bruno Latour, a philosopher in anthropologist and sociologist John Law sociologist and scientist in technology studies and professor of sociology Michel Callon. ANT is best known for its declaration on how both human and non-humans exercise agency in our world and networks. (Wessells, 2007)

ANT is labelled as the “*sociology of translation*”, as “*philosophical anthropology*” and as “*material semiotics*”, which are all different concepts that try to provide a clear description of what ANT originally is all about. Annemarie Mol, 2010, philosopher in anthropology and considerable protagonist in the development of ANT, states that there exists a lot of confusion and misunderstandings when it comes to sincerely understanding the concept of ANT in its entirety. The confusion is primarily built on scholars trying to conceptualize the theory while making sense of the world. Mol argues that ANT should not be viewed as a theory in the traditional sense, but rather as an aspect to engage with the world. According to Latour, ANT is defined as an “*infra-language*” in the sense that it does not attempt to assume that studies follow a specific logic opposite to the “*meta-language*” that many other theories are using to describe the language between two actors. (Bueger, 2013) The “*infra-language*” is Latour’s own description of the unique language that occurs between two actors, and also a way of ensuring that the vocabulary of the actors is heard loud and clear. (Latour, 2005, p.30)

ANT does not follow social theory to the same extent as traditional sociologists of social science. ANT does not contribute to a logical structure of how society works; instead, it refers to a new per-

spective on understanding the complexity of the world, and it is therefore chosen as a tool and a method for this analysis.

Concept of ANT

ANT is focused on understanding networks of associations between organizations with no predetermined structure, building understanding through interactions between different actors. Latour states that one may not know how and in which way the actors in an ANT study are to be connected, but that they are assumed to be associated in a way that undeniably will influence other actors to act through converting their world. (Latour, 2005, p 107).

"I would define a good account as one that traces a network. I mean, by this word, a string of actions where each participant is treated as a full-blown mediator. To put it very simply: A good ANT account is a narrative or a description or a proposition where all the actors do something and don't just sit there. Instead of simply transporting effects without transforming them, each of the points in the text may become a bifurcation, an event, or the origin of a new translation" (Latour, 2005, p.128)

Latour argues how everything is developed through the relations between the different elements and networks, furthermore how vital the actor's transformation and actions are for those relations and how that essentially is the fundamental ontological claim of the ANT approach (Law, 1992, p. 385). The quote emphasizes how Latour stresses the need for examining the links between the mediating actors, as these have a high impact on the dynamics and evolvement of the network of the organization. In relation to SHRM, this argument follows a rather configurational perspective, as it seeks to investigate the underlying forces within the organization, which to a large extent, depends on the individual and the context it operates in.

ANT is a branch of sociology, which development is profoundly affected and formed by the work of John Law, Michel Callon and Bruno Latour (Law and Hassard 1999, p. 248). Latour introduces ANT as a consistent, meaningful theoretical program and a distinctly sociological substitute to other theories on the social concept. Latour defines the social concept as the following: *"not as a special domain, a specific realm, or a particular sort of thing, but only as a very peculiar movement of re-association and reassembling"* (Latour, 2005 s. 7). This is an alternative way of thinking, which highly criticizes the more traditional established sociology of our world by making it clear that there

exists an importance distinguish in “*sociology of social*” compared to “*sociology of associations*” (Latour, 2005). The quote emphasizes the need to see the social dynamics from a holistic network point of view, as the associated actors within the network are interconnected and thereby have a significant impact on its related actors. The forces behind the movements of the network lie within the ties between the actors.

Sociology is generally defined as the science of patterns of social relationships, society, organization, and the systematized study of the development of collective behaviour, structure, and the interaction in systematic groups of individuals. It is also the scientific investigation of social organization as a function and its relation to society in general (Definition of Sociology, 2020). The “*sociology of social*” and “*sociology of associations*” are two terms, which distinguish the difference in how the traditional interpretation sociology sees the social relations within a network compared to how the ANT perspectives see it.

“*Sociology of social*” sees the world from a pre-relativist world view, whereas “*sociology of associations*” is set to be fully relativist. Meaning that the “*sociology of social*” only includes a certain amount of specific actors in a network, which sets a fixed frame of references, but as soon as the actors within the fixed frame accelerate or entities are multiplied, the framework gets messed up, as the actors generating data evolve. The “*sociology of associations*” is a relativistic solution to that problem, as it can move between different frames of reference because every actor is interconnected, and its traces are traveling at very different speeds and acceleration. By taking such a considerable distance from the simpler traditional sociologists, Latour is aware that many scholars are naturally confused and do not understand the highly polemical division of the sociology of ANT. (Latour, 2005)

Latour’s sociological theory is originally drawn and inspired by great sociologist scientists such as Emile Durkheim, Max Weber, Pierre Bourdieu, and Niklas Luhmann. So, in the attempt to illuminate the rationalization behind the understanding of “*sociology of associations*”, Latour draws attention to the significant French sociology discussion, where Durkheim and Gabriel Tarde, another sociologist, attempted to account for sociology by dividing the social and society phenomena. Durkheim considered sociology to be a method where the social and the society could help to explain different phenomenon in general, such as relationships and behaviour. Quite the contrary,

Tarde's view on sociology turned Durkheim's interpretation entirely upside down by presenting a "*tracing of associations*" concept, which initiated sociology to be understood as a method to investigate how the society and social itself are composed. (Latour, 2005) According to Latour, it is unfortunate that scholars have chosen to adopt Durkheim's interpretation of sociology, which to a great extent, seeks to explain, what is being observed, instead of studying how the social relation is continuously formed and reformed by both non-human and human actors in society. Latour clarifies that the ANT perspective is not a complete contradiction to the overall sociology; it is more an extension of Tarde's earlier interpretation. (Latour, 2005)

There exist a high number of authors who have contributed to a broad range of definitions and interpretations of ANT. The following interpretation of ANT is mostly drawn from the acclaimed book: "*Reassembling the Social – An Introduction to Actor-Network-Theory*" by Bruno Latour (Latour, 2005).

Latour acknowledges that there are many misunderstandings when it comes to describing and defining ANT in general. Latour argues that the name is a part of the problem behind the wrong interpretation of the methodological status of the approach. Latour clarifies that ANT is not a tool to explain society nor a theory of social norms, it is an unrefined method to learn and understand from the different actors, without having had to impose some prior conceptualized definition of how the world works, upon them (Latour, 1999, p. 20). ANT is a theoretical framework, which attempts to describe a given situation rather than a theory that seeks to explain it. A fundamental element of ANT is the urge to resist imposing theoretical constructions upon the actors in order to understand the specific action and behaviour related to it.

In relation to SHRM, ANT is found to be a highly suitable method, for the reason, as it provides the researchers with a methodological tool to analyze and describe the network and the actors within it. Once the actors and their ties to the network are mapped, the researchers can interpret on the relations within the network and the dynamics of the network. As this thesis seeks to understand and interpret what the relationship between the individual and SHRM is from an interpretivist approach, ANT is considered to be a useful tool for investigating the influential contextual factors that are associated with the individual employee and the complexity of the network of a given organization.

Definition of elements in ANT

An actor is defined as an: *“Element which bends space around itself, makes other elements depend upon itself and translates their will into a language of its own”* (Callon and Latour, 1981, p. 286). This definition includes non-humans, which according to ANT, also should be considered an actor, rather than just a passive symbolic projection, as it also influences the actions in a given situation (Latour, 2005). ANT includes non-human and human actors in the same analytical aspect, unlike many other traditional theories (Law, 1986, p. 258).

It is important to Latour to clarify how non-human actors, as well as human actors, contribute to the creation of sociality and that it is also an element in which the network transforms and changes continuously. The network should not be viewed as a territory but instead as: *“An expression to check out how much energy, movement, and specificity our own reports are able to capture. Network is a concept, not a thing out there. It is a tool to help describe something, not what is being described”* (Latour, 2005, p. 131).

ANT divides actors into two groups that produce social content differently. The two concepts are conceptualized as the mediators and the intermediaries. The intermediaries are the actors, which are considered to be the stables ones, meaning that they are the ones, where knowing the input is also equal to knowing the output. Quite the contrary, the mediator actors are defined as actors, where the input is not a solid presumption for the output, and for that reason, one should pay extra attention to them. According to Latour, mediators often convert, adjust, and change the meaning they are expected to carry. (Latour, 2005, p.39) A normally functioning laptop could e.g., be a complicated intermediary, whereas a simple conversation between two parties quickly could transform into a dynamic chain of mediators. However, if the laptop suddenly does not work as it is supposed to, it may turn into an unpredictable mediator, as well as a predictable academic discussion panel might become an unexciting intermediary. (Latour, 2005, p.39)

The role of the intermediary and the mediator symbolize a constant uncertainty, there exists in the human as well as non-human actors. Further, it emphasizes the ANT perspective that sees an actor as either a *‘constructed’* or *‘reproduced’* entity, which is expressed through a variety of different *‘tools’* and *‘means’*. The overall difference in the exploration of the two groups becomes clear when the *‘tools’* and *‘means’* are handled as mediators and not as intermediaries, as the mediator actors

have more influence on the dynamics of the network (Latour, 2005, p.39). Any of the actors within a given network is either a mediator or an intermediary, and they can change categories, depending on the dynamics within the network and the role they choose to play (Latour, 2005, p.42).

One of the central qualities of an actor is the fact that it acts in practice. This results in many different transformations, and these transformations may, at some point, result in an action. During the act of transformation between mediators, the mediators reinterpret and thereby redefine the world by influencing the actions of both each other and other actors (Callon, 1986, p.217). Action is a clear result of the influence the different actors have on each other in the continuous networks of mediation. The concepts of intermediary and mediator actors are used as a method to trace the associations between the actors and the many different networks within the network.

“Action is not done under the full control of the consciousness; action should rather be felt as a node, a knot, and a conglomerate of many surprising sets of agencies that have to be slowly disentangled. It is this venerable source of uncertainty that we wish to render vivid again in the odd expression of the actor–network.” (Latour, 2005, p.44)

In order to understand the ANT perspective, one must acknowledge the complexity of the method by also being able to recognize and sense how closely specific actions are connected to the networks. The associations between those networks and the influence the associations have on certain actions are eventually fundamental in terms of understanding what is being studied when using the ANT method.

In the light of the role the actor has in relation to the interactions with the network, the ontology is assumed to be in a continuous reorganization and change process. (Callon, 1998, p. 253) The justification behind the actions should not be simply reduced to a single isolated choice of action, but rather be seen as a larger part of a chain of associations (Nimmo, 2011, p. 109). The ANT perspective can contribute to the researcher's ability to obtain a more complex and sensitive understanding of the many multiple realities there exists from an interpretivist point of view.

In relation to gaining knowledge about the relationship between the individual and SHRM, the ANT perspective may contribute to a better understanding of the role of the individual in terms of a hu-

man actor within a dynamic network. The individual plays a role as an actor who can impact the evolvement of the network. The role of the actors in the network is complicated and might change continuously through the process. Furthermore, it is transparent, as the network of associations may influence the individual actor's behaviour and thereby also its role within the network of the organization. The researcher applying ANT as a methodological tool must focus on the actions between the actors within the network, as they are key to understanding the complexity of the individual actor, the dynamic relations between the actors and thereby also the dynamics of the network of the organization. In order to better understand the relationship between the individual and SHRM, ANT is considered to be a useful tool for mapping the associations within the network of an organization, which allows the researcher to analyze and interpret on the movements of the network and thereby gain insight to the contextual complexity of SHRM seen from an interpretivist perspective.

ANT processes

Networks and the actors within them are always in a movement of transforming, creation, stabilizing, and dissolution. It is of importance to examine the process, which needs to be done in the first steps of creating new connections (Porsander, 2005, p.17). Actor-Network author, Lena Porsander, states that the associations are much more visible in the creation process. According to Porsander: *"It is by means of studying the construction of the connections between the actions that the process of organizing can be grasped"* (Porsander, 2005, p.18). Therefore, this particular perspective of ANT is very beneficial, e.g., when researching and investigating areas such as project management and management in general. Management and the establishment of a new project often involve the inclusion and creation of a lot of new visible connections, which is an ongoing process, which the ANT perspective is a highly appropriate descriptive tool for.

In present-day society, organizations and the leaders within the organizations are behaving both unrealistic and decidedly irresponsible, according to Latour. The social and the society aspect are often taken for granted, as the social and behavioural inconsistency often includes a communication glitch founded in the human actors. The social and the society aspects are regrettably often assumed to be explaining factors of social phenomenon within the organizations. According to ANT, organizations must disregard the traditional concept of society and instead focus on investigating how the social concept is constructed within a specific network. (Latour, 2005)

Latour accentuates the importance of understanding the network of the associations that exist between the actors, and how those interactions mainly provide the stabilization and institutionalization of the networks within the organization. ANT conceptualizes the actors, their relations, and the behavioural pattern related to this. It is of importance to avoid generalizing the behaviour of the actor as an attempt to explain the specific action, as the behaviour of the actor depends on the movements within the network. (Pollack, Costello and Sankaran, 2012)

In sum, the ANT perspective provides a theoretical framework for investigating the actors and their ties to other actors within a network. ANT is a method that does not distinguish between human and non-human actors, which makes it possible to simultaneously consider how the elements can contribute to the behaviour of the individual within an organization. It is clarified that it is essential to consider the influence of many different and relevant actors when analyzing the relation between the individual and SHRM from an interpretivist perspective.

ANT illuminates how the implementation of SHRM and particular SHRM practices might work in one organization and may vary in another and lead to different results in another organization. The complexity behind the individual actor's relations should, therefore, be acknowledged as key to interpret and understand the behaviour of the individual, when comparing one organization applying SHRM to another. The ANT method describes the dynamics of the actor-network. It is a useful tool for an analyst to interpret on how the actors are organized and reorganized during changes, such as during an implementation process. ANT might help shed light on why some SHRM practices end up unsuccessful in some context and successful in others seen from an interpretivist perspective.

2.5.2. Theory of Practice by Pierre Bourdieu

French sociologist Pierre Bourdieu is, to this day, a leading reference when it comes to the sociological literature on theories of human action as practices (Swartz, 2002). Bourdieu is best known for his sociological concerns towards understanding the empirical logic of everyday life, such as generating reflective sociology and understanding the relations of power (Swartz, 2002). Bourdieu's ontological stance assumes that each reality of the individual exists independently to their consciousness. It is, therefore, essential to Bourdieu that researchers explore the social reality by using the subjective conception as an analytic method, to understand the social phenomena. Bourdieu

strongly believes that there exists a coherence between the mental and social structures of the individual, why the purpose of the Theory of Practice is to blend empiricism and theory. (Bourdieu, 2006)

The main theoretical tools Bourdieu uses to explore sociological studies are the three concepts; *Habitus*, *field*, and *capital*. The key to understanding each theoretical mechanism lies primarily in understanding the habitus concept, which is the most central element of Bourdieu's theoretical framework (Power, 1999). The following section identifies mostly features that relate to Bourdieu's sociology of Habitus. (Swartz, 2002)

Habitus

The name Habitus originates from the Latin verb *habere*, which is defined as "to have" or "to hold" (Swartz, 2002 p. 61). The concept has the purpose of trying to explain and understand the different precisions of behaviour, as they are correlated with the social structures the individual appears within, e.g., ethnicity, gender, and class. (Power, 1999, p. 48) With the concept Habitus, Bourdieu tries to address important questions such as: "*how does human action follow regular statistical patterns without being the product of obedience to some external structure, such as income or cultural norms, or to some subjective, conscious intention, such as rational calculation*" (Swartz, 2002, p 61), and "*how is human action regulated?*" (Swartz, 2002, p. 61).

The concept of Habitus is a way of understanding and explaining the history of each individual, as well as describing the expression of social structures. As a framework, Habitus contributes to illuminating how the individual human being acts, as well as it observes how the individual perceives society and the world around it. (Power, 1999) According to Bourdieu, all human beings have Habitus. Habitus should be understood as a complete set of different experiences that each individual eventually has assembled through their life. The theory is built on the idea that the past experiences of the individual designs and constructs the starting point of new choices and actions (paedagogik.systemtime.dk). The concept of Habitus is therefore integrated into the theory of practice, why the theory is considered to be highly relevant as a methodological tool to explore the relationship between the individual and SHRM from an interpretivist perspective (Swartz, 2002, p. 61).

An example of Bourdieu's concept of Habitus is, for instance, if one is raised in a household, where art is cultivated in everyday life, the Habitus of that individual is formed in a way, that makes them intimate with art in general as it comes naturally to the individual. Habitus is, in that way, a concept that operates unconsciously through language, meaning that human beings rarely act and make conscious decisions, why Habitus should be understood more as habits, and not deliberate choices. (Huang, 2019, p. 45) Bourdieu defines Habitus as:

"A system of durable, transposable dispositions, structured structures predisposed to function as structuring structures, that is, as principles which generate and organize practices and representations that can be objectively adapted to their outcomes without presupposing a conscious aiming at ends or an express mastery of the operations necessary in order to attain them." (Bourdieu, 1990, p. 53)

This quote emphasizes Bourdieu's way of thinking, as Habitus should be perceived as an embodied part of the actions of the individual. The motivation behind one's actions is rarely deliberate, as the motivation is attached to the individual as a bodily experience that continuously shapes and guides the individual towards familiar activities and actions. The Habitus concept is a tool to investigate the actions of the individual, who repeatedly tries to discard new experiences that might make one question past behaviour. The Habitus of the individual will attempt to protect itself from changes in order to preserve status quo and its own constancy. (Huang, 2019, p. 45)

Field

The social room is considered to be an ongoing structured multidimensional space, which Bourdieu defines as a *field*. The concept *field* is an analytic tool to understand the constellation of various objective relations in many different positions (Swartz, 2002). A field is explained as a phenomenon that is immediately constructed, through the inactions of more than one individual. It is established in the second that ground rules for actions and behaviour are constituted among the individuals. According to Bourdieu, these fields are established and created on the grounds of social values. They should, therefore, be considered as a socially historical phenomenon, which essentials are deeply rooted in the capital and power that each individual within the field has gained through time. The positions that each individual absorbs within the fields are therefore decided in advance, based on existing past experiences. (Power, 1999)

Bourdieu considers society to be an overall complex organization of various fields, e.g., the legal field, the artistic field, the political field, and the religious field. The different areas of fields are seen as competitive domains of struggle over the many types of capital, and the Theory of Practice is considered a tool for interpreting on the linked fields and capital. According to Bourdieu, these fields are social structured places, where the actors compete with each other for resources and the power relations of the many different positions in the field. (Swartz, 2002, p. 65-66)

It is difficult to truly define a field, for the reason that it continually changes and transforms over time. The actions and relations of the individual are seen as a significant, influential part of the field that impacts the rules that are constructed within the field. The individual's own behaviour and actions are therefore affected and constructed as a consequence of the influence of the field. (Bourdieu, 2006)

In the competition of different positions and power relations among the individuals, the social structures within the field are constantly changing, why the boundaries of the field are often pushed. The social dynamics and structures within the field make it almost impossible to maintain a specific description of the character of the field. (Bourdieu, 2006) The concept of the field contributes to a greater understanding of the contextual complexity of SHRM in terms of how the role of the individual is influenced by the ground rules of the fields it functions within and the nature of the dynamics within the network.

Capital

According to Bourdieu's sociological studies, the concept of Habitus transforms over time. The individual is regularly exposed to changes, as it is associated and defined by the people and the environment it interacts in. The social environment the individual chooses to be in often tends to be similar to the one they are already familiar with. The individual is, therefore, more likely to grow Habitus, which is similar to the people they surround themselves with. Bourdieu assumes that there is a homology between the social space of the individual and the space of their way of living life. (Huang, 2019, p. 45) The preferences, desires, and actions of human beings are all a part of the structure that shapes the basis of the individual's own understanding of the social space (Bourdieu 1984). In order to gain a deeper understanding of the position of the individual within the social

order, Bourdieu has developed the three capital concepts: *Economic Capital*, *Cultural Capital*, and *Social Capital*. (Huang, 2019, p. 46)

The capital concepts play a central role in relation to the interpretation of Habitus. The concepts are easily misunderstood and are being accused of being correlated with financial matters alone. Still, in relation to the Theory of Practice, the concepts of capital should be approached in a much broader sense. A capital can also be understood as being rich in human resources, such as having a variety of important social relations and an influential large network. However, Bourdieu's theory consists of three primary theoretical forms of capital, which relate to how Bourdieu perceives the position of the individual in social space. (Bourdieu and Wacquant, 1996).

The interaction with the different forms of capital plays an influential part in how each capital is perceived and used. The relation between the three types of capital, is therefore transformational and non-replaceable. For instance, this means that the social capital concept can be viewed as transferable to the economic capital concept, whereas the relation between the economic capital and social capital is not stable (Bourdieu, 2005). e.g., one could argue that having a social relationship with a doctor does not make up for a material object. However, a wealthy individual could easily gain valuable experience that could be viewed as a type of cultural capital, which potentially can lead to a job opportunity. This is an example of how cultural capital can be converted into economic capital.

Further, the job provides a chance to build up a social network within the organization, and by that, expand into the social capital. (Huang, 2019, p. 46) This example explains how the transformational relationship among the three capitals forms can transform, and more importantly, how they independently exist with their own context and logic (Bourdieu, 1993).

Economic Capital

The economic capital concept relates to material assets and financial resources that are mostly converted into money directly. The economic capital also refers to all types of resources, such as property ownership, land, and financial resources in general. (Bourdieu 1986, p 242). However, economic capital is not enough in today's society alone, and one must, therefore, possess the right so-

cial capital as well. It is possible to convert economic capital into cultural or social capital, but both processes take a lot of energy and time. (Bourdieu, 2005)

Economic capital also contains a great deal of economic exchange among the individuals within the networks, in which one might have to pretend to be part of a trade for purely altruistic reasons, why economic capital is rooted in both the cultural capital as well as the social capital of the individual. (Bourdieu, 2005)

Cultural Capital

Bourdieu refers to the term '*cultural field*' as a way to describe the underlying forces of the cultural capital concept. The taste in food, wine, and clothing of the individual is identified and described as one's social status and background (Bourdieu, 1989). An individual from a lower class might choose a more reasonably priced commodity, whereas one from an upper-class society prefers to buy specific prestigious brands. Bourdieu assumes that taste is something that is cultivated from the individual's early years in life. One's education, family and upbringing are therefore considered to be a way to show the rest of the society, how one might understand and interpret the world differently compared to others with a different social background. (Huang, 2019, p. 46)

The cultural capital concept is gathered through the individual's learning, in which it is constantly unconsciously affected and influenced by its surroundings (Bourdieu, 2002). Taste is not generated through personal self-guided improvements; instead, it is embedded in one's cultural path, mostly in terms of one's educational, artistic background, and family (Bourdieu, 1989). The same goes when building relations, as individuals primarily build relationships with those who they share a similar economic and social background with. The cultural capital of the individual is demonstrated in one's taste, skills, knowledge, and behaviour. (Huang, 2019, p. 46)

Bourdieu distinguishes between three perspectives of cultural capital, such as the embodied state, the institutionalized state, and the objectified cultural capital. *The embodied state* relates to the individual's own dispositions of the body and the mind, such as behavioural patterns, reactions, skills, knowledge, manners, values, and styles of presentation. The embodied state is focused on the style of the individual and how one fits into society. *The institutionalized state* is concerned with educational qualifications, such as the validation and approval from illustrious institutions. The institu-

tionalized state tries to account for biological embodied limitations by transforming the embodied state into an objective measurement tool. It is also considered to be the transformation of the economic capital into the cultural capital. *The objectified cultural capital* refers to the property of the cultural goods, such as machines, houses, music, instruments, books, artworks, furniture, and clothing (Claussen and Osborne, 2012). The objectified cultural capital is closely related to the embodied state, as it contributes to the entire development of the objectified cultural capital. (Bourdieu, 1986) It is the state that develops the cultural capital and cultural objects, why it goes together with cultural knowledge (Claussen and Osborne, 2012).

Social Capital

The concept of social capital has received a significant consignment of attention in the past three decades (Swartz, 2002, p. 65). Scholars have specifically shown an interest in the interpretation and the value of the social capital concept in society. Bourdieu defines the social capital as the following:

“Social capital is the sum of the resources, actual or virtual, that accrue to an individual or a group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition.” (Bourdieu & Wacquant, 1992, p. 119)

The quote illuminates Bourdieu’s interpretation of the social capital as an underlying heartening network of social relations and connections. Social capital concerns how networks work as links between individuals or groups. It is a structured system of exchanges of status of power between individuals who might identify themselves with one another. Social capital takes structural, institutional forms, but can also show as spontaneous and non-instituted structures. (Claridge, 2020)

The social networks can consist of, e.g., family, former cooperation partners, friends, which can provide the individual with influential power and the ability to collect information, which is beneficial to both the individual and the group. The social capital includes all relations, meaning that the more connections one is privileged with, the greater is the social capital of the individual. Social capital is also called a network-based relationship, as the links in the network are the glue that ties everything together and facilitates innovation, collaboration, and knowledge exchange across the given network. The individuals within the group provide one another with benefits that maximize

the entire group's social capital, and the networks are deeply rooted in self-interest and status. (Claridge, 2020)

Bourdieu also uses the social capital concept, to draw attention to the social inequalities that exist within our society. The term is strongly associated with class and other forms of stratification, which represents a much gloomier side of reality, where the differences in what you know and who you know is essential. The social capital is built on the grounds that social exchanges and interactions do not have to be entirely self-interested (Bourdieu, 1986, p. 241). The expression of social capital is based on the theories of symbolic power and social reproduction, which highlights the unequal rights to essential governmental resources across sex, race, and gender. Bourdieu's approach to social capital is, therefore, an important reminder of how social capital can join groups together, as well as it can be exclusionary. (Huang, 2019)

The social capital is a belonging of the individual, as it provides one with the opportunity to exert influence and power on the people who organize the resources. Social capital is available to all members of society who are willing to do what is acquired to obtain a dominant status and position (Bourdieu, 1986). Social capital is a result of the investments of the individual, in which the individual actor represents a resource in compliance with, e.g., the economic capital. (Huang, 2019)

In sum, the three concepts of capital can help shed light on the power of the individual in relation to the context it operates within. In relation to SHRM, the role of the individual depends on the human capital of the individual as well as it depends on its relations to the other actors within the organization, in terms of capital exchange and power. The concept of capital may help shed light on the relationship between the individual and SHRM, as the actions of the individual are highly related to its possession of capital.

The Collective Dimension of Habits

According to Bourdieu, habits have a unifying force. There is a unity of habits, which is underlying various kinds of human activity. These activities can either be cognitive, emotional, attitudinal, or corporal. Bourdieu argues how the physical and mental dispositions of the individual are integrally related, as they are just an effect of deeper master dispositions. It is important not to think of Habitus as a simple cluster of dispositions, as it is rather an array of systematically connected and dis-

inct capacities. According to Bourdieu, one must think of Habitus as an integrated whole, where dispositions compose the living presence in terms of both the actual living presence and the potential of the living presence. The constellation of capacities works as a dynamic unity, as the habits are distinct fragments of a person's overall behaviour and manner of existence. It is important to grasp this dynamic unity from a holistic point of view to understand the Habitus of the individual and the collective dimension of habit. (Swartz, 2002)

Habitus is not a possession of the individual. Habitus can have both an individual style and a unitary style. The unitary style relates to the social processes, also called “*internalization*”, which are collective and relate to collective habits, e.g., in relation to family, class, status group, and gender. Bourdieu states that it is of importance not to artificially restrict their attention to the habits of the individual and encourage researchers to investigate the individual habits. Which have some sort of collective dimension, especially the collective habits which are related to social hierarchies, such as class or status groups. (Swartz, 2002)

The social hierarchies, within the dynamic unity of capacities, bring a powerful dimension to the discussion of habit. Habitus allows one to investigate the unconscious dispositions of the individual, which can say something about what is possible, impossible, and probable for a given individual at a certain place in the social order. According to Bourdieu, habit suggests an individual style or way of living, which reflects the constellations of capacity that carry out particular kinds of actions in specific settings. Habit-behaviour is closely related to power, as Habitus unconsciously generates strategies of what is possible, impossible, and probable for people of a certain standing in the social hierarchy. (Swartz, 2002)

The behaviour derived from habit tends to sustain and reproduce the social order, as the Habitus then produces and reproduces actions consistent with the previous experience of each individual in the social order. Habitus and actions generate a practice, which is impacted by the previous experiences and expected behaviours within the social order, more than it generates actions, which are fitting the possibilities and limitations of the actual situation and context it operates in. To understand the social life of the individual, it is of importance to understand the past and the present of the habits related to it, as the habits provide some sort of continuous Habitus and patterns of behaviour based on previous experiences. (Huang, 2019)

Subjectivism and Objectivism

According to social science, the concept subjectivity recognizes and considers the importance of the personal identity of both the researcher and the subject that is being researched. Subjectivity is often viewed as being subservient to objectivity, in which it is mostly avoided in scientific relations. Whereas objectivity more often is historically associated with being the main characteristic of scientific research, in which it is defined as an unbiased and more achievable orientation to investigate. (Hammersley, 2020) The subjectivity concept mostly takes its stance in research, where the theory considers elements such as emotions, relations, and values, hence subjectivity often is set up in a dialectical relation to objectivity. The objectivity concept chooses to focus on theory, which more or less denies the fact that values and reasons can be viewed as being a credible and valid argument for research. The two philosophical approaches are distinguished in most social science, as they are mainly considered to be two independent and very different approaches to viewing the individual and how society works. (Persson, 2020)

One of the overall purposes behind the work of Bourdieu has been to question and challenge the duality that exists between the two philosophical concepts of subjectivism and objectivism within social science. The concept of Habitus was, therefore, initially created as an attempt to overcome the impasse of subjectivism and objectivism (King, 2000). Bourdieu completely disagrees with the common understanding of the belief that one has to divide the subjectivism and objectivism way of thinking, in contemplation of getting purely scientific and theoretical research and results. Bourdieu has developed the concept of Habitus to take an epistemological break from the pronounced paradox between the concepts of subjectivism and objectivism within the world of social science. One of the central aims was to unify and strengthen the social phenomenology together with structuralism, in which Habitus and field were created as a way to reconceptualize the philosophical assumptions of the concepts. (Bourdieu, 1990)

Bourdieu's ontological perspective is mostly drawn from realism, the reason being that society is consistent and includes concrete historical practices. The epistemological perspective draws on social constructivism, as it strongly believes in trying to comprehend how the individual understands and constructs the world around them. (Jespersen, 2004, p.145) The sociological reflexivity aspect symbolizes a praxeological theory of science, which, apart from being derived from a dominant discourse, is constructed on social practice. According to Bourdieu, Sociology should not only be

considered from an objective physical perspective, nor either exclusively from a phenomenological aspect, but on the contrary, one should instead embrace both perspectives as a united world view. (Bourdieu & Wacquant, 1996, p 19)

According to Bourdieu, people develop dispositions, as a reaction to the objective environment they are surrounded by. This means that the individual is presented to objective social structures that unconsciously will turn into subjective experiences. These objective social structures are the “*Field*,” whereas the subjective mental experiences are the “*Habitus*.” The field often requires a particular social structure and behaviour from the individuals within the field. The consumed objective social structure will thereby quickly become an essential part of the individual's somatic and cognitive position within the field, in which the subjective structures of the individual's behaviour and action will be tied together with the objective structures. As a consequence of the merge between the objective and subjective structures, a doxic relationship arises between the two. (Bourdieu, 1990)

Doxa

Bourdieu refers to Doxa as the essential, unconscious set of beliefs and values within the fields that the individuals are non-reflexed and unconscious about (Bourdieu, 1990). As a result of this, each field has its own doxa, which is a declaration of how the actors unconsciously behave and act in relation to each other within the field. These elements involve common sense factors, such as the differences between wrong and right. Bourdieu defines a Doxa as factors that “*go without saying because it comes without saying.*” (Bourdieu, 1977, p 167)

Doxa is the overall invisible framework of how an actor within a field is expected to behave, communicate, and act (Bourdieu, 1977, p 167). These regulations are a permanent, fundamental characteristic of how the Field is constructed. These invisible sets of house rules are, among the actors within the field, understood as the common overall belief. These beliefs especially become operative and exerted in times of recruitment of new actors within the field (Järvinen, 2007, p 359). Doxa is tacit knowledge, as it contributes to the development of the mental structures of each individual. It furthermore shapes the categorization processes of the individual, that according to Bourdieu, continuously are reproduced through the life experiences of the individual within the different fields. (Mik-Meyer and Villadsen, 2007, p 77).

The collective dimension of Habitus and doxa might help shed light on the role of the individual in relation to SHRM, as the individual is profoundly impacted by the unconscious set of beliefs and values there exist within the field of an organization. The role of the organization and its core values influence the Habitus of the actors within its field, and thereby also the individual. According to the Theory of Practice, the anticipated behaviour and doxa within the social order are anchored within the unconsciousness of the individual, as well as it impacts its Habitus and actions.

Analysis

3. Analysis

To understand, what the relationship between the individual and SHRM looks like, it is necessary to take a closer look at how the relationship between the employee and the employer is perceived throughout the existing literature on employment relationships. The following analysis includes a presentation of how the employment relationship is defined and what it is influenced by, where after, the analysis provides a categorization of different approaches to employment relationships. The fundamental differences between an employee and an employer are presented, as well as the contextual factors that might possibly influence the dynamics of the relationship between an employee and employer. The different perspectives on employment relationships shown in the analysis are mostly drawn from academic journals, assessing the concept of employment relationships based on the existing literature within the field, and books by a variety of scientists within the field of sociology and organizational behaviour & human resources. The selected literature contributes to an understanding of what the employment relationship looks like from a theoretical perspective. The analysis is done to gain knowledge about the contextual complexity of social relations within an organization, which can help shed light on to what the relationship between the individual and SHRM is seen from an interpretivist perspective.

3.1. Strategic Human Resource Management

According to Associate Professor Dr. Clare Kelliher, professor of management Catherine Truss, and Dr. David Mankin, there exist two fundamental questions, which need to be asked when talking SHRM theory and its associated concepts. Firstly, what is strategic HRM? Secondly, what are the key issues that must be contemplated when developing, embedding, and creating a strategic perspective on managing employees? These essential questions are asked and tackled by many HR professionals throughout the existing literature on SHRM and are till this day still not fully accounted for (Kelliher, Truss, and Mankin, 2012). The literature on SHRM is broad and full of different understandings and interpretations of the concept. One must acknowledge that SHRM probably never will be fully accounted for from a theoretical perspective. For that to happen, one might have to take on a functionalist approach, which assumes that there only exists one solution which fits all organizations and furthermore that the world stops evolving, which is all very unlikely. (Kelliher, Truss, and Mankin, 2012)

In the book “*Strategic Human Resource Management*”, Kelliher, Truss, and Mankin state that when it comes to SHRM, it is important to necessarily differentiate the concepts of SHRM, in terms of how SHRM is perceived and how it is defined when it is linked to strategy. One employment relationship perspective claims that SHRM is concerned with the management of employees with the overall purpose of achieving profit. Another employment relationship perspective states that SHRM is an overall approach that connects the groupings of individuals within an organization in terms of management, which has an impact on the work environment of the entire organization in a broad and strategic sense. (Kelliher, Truss, and Mankin, 2012)

SHRM is an organizing activity within an organization, which concerns the long-term strategic needs of the individual employee, opposite general day-to-day HRM practices and policies. The strategic feature of the SHRM concept emphasizes how the management of each of the individual employees is linked to the performances and overall success of the organization (Kelliher, Truss and Mankin, 2012). So, in order to examine what the relationship between the individual and SHRM is, one must take a closer look on the employment relationship between the employer and the employee, as it is assumed that the management of each employee is directly linked to firm performance and thereby the success of SHRM.

3.1.1. Employment Relationship

The heart of SHRM is founded in the relationship between the employee and the employer. Employment relationships are defined as the relationship between the employee, the employer, and the study of the regulation of those two. (Budd and Bhavé, 2010, p 3)

John W. Budd, professor of Work & Organizations at the University of Minnesota, and Devashish P. Bhavé, associate professor of organizational behaviour & human resources, argue, that before one can understand the foundation of the employment relationship in general, one needs to embrace the different definitions and conceptualizations of the employment relationship. The literature on employment relationships seeks to clarify and explain who precisely the “*employee*” is and who the “*employer*” is. The definition of the “*employment relationship*” continually changes throughout the literature, as well as the definitions of the role of the employee and the employer.

The general definitions of the employee and the employer throughout the existing literature follow a rather positivist approach to understanding the employment relationship, as the relationship is re-

duced to a transaction between two actors, and it does not include the complexity of transformational social relations.

Generally, an employer is defined as someone who sells their labor, whereas an employee more frequently is perceived as a behavioural or economic being, which according to Budd and Bhavé could be conceptualized as “*homo economics*” (Budd and Bhavé, 2010, p 4). “*Homo economics*” are defined as theoretical individuals, who before acting on any decision, tend to rationally consider and calculate all benefits and costs that the giving situation includes (Collins English Dictionary, 2020). However, the literature also introduces a perspective in which the individual employee is seen as a complex human being with both economic and social goals, which the employer must accommodate in their job offers.

In relation to understanding what the relationship between the individual and SHRM is seen from an interpretivist perspective, these definitions of the role of the employer and the employee might help shed light on to how the dynamics and complexity of the social relations within an organization is.

3.1.2. Definitions of Employee and Employer

The Employer

According to Budd and Bhavé, there exist different perspectives on what an employer is (Budd and Bhavé, 2010, p 4). One of the perspectives perceives the employer as someone who is a purchaser of labor, a unit that is more or less modelled as someone that seeks to maximize profit or as someone who optimizes objective capacity for non-profit and governmental employers (Manning, 2003; Wachter, 2004). Another perspective defines the employer as all stakeholders, who are affected by corporate factors and the corporate decision making e.g., suppliers, owners, customers, small local communities. A third perspective sees the employer as a more complex and social institution, which has its own individual implicit culture, bureaucracies, and norms (Budd and Bhavé, 2010, p 4).

The Employee

An employee is, on the contrary, more commonly conceptualized as an economic or a behavioural being (Kaufman, 1999). The concept “*homo economics*” is described as a rational person who has self-interest in making utility-maximizing decisions by consciously choosing the solution that max-

imizes its chances for increased opportunities and income. This conceptualization of the employee assumes that there exists some labor-leisure balance between how much effort the employees are willing to put into the work and the extent of the produced income it generates. This perspective perceives the employees as economic instruments, which need to be distributed by the employer in the most favourably way, in order to maximize the profit of the organization. (Budd and Bhavé, 2010, p 3)

The economic perspective on the employee, which only includes the self-interest and the rationality of homo economics, is not sufficient enough when attempting to investigate and interpret what the employment relationship is influenced by (Kaufman, 1999; March and Simon, 1958). The employment relationship is much more complicated, according to Budd and Bhavé, and there is a need for a socio-behavioural alternative to the “*homo economics*” perception of the employee (Budd and Bhavé, 2010, p 3).

The literature also introduces an alternative perspective on how to perceive the employee, which is called the socio-behavioural perspective. The socio-behavioural perspective seeks to explicate and clarify how individuals should be seen as human beings who try to procreate decisions that generate job satisfaction. Job satisfaction includes a variety of underlying and social goals that goes beyond profit-seeking desires for income and leisure, as social goals concerns factors such as dignity, purposefulness, justice, identity, self-realization and social exchanges (Folger and Cropanzano, 1998; Emerson, 1976; Kirchler et al., 1996). Although one would assume that all of the social goals above are related to the self-interest of the employee, the conceptualization of self-interest is perceived as a set of purely economic goals according to the homo economics perspective. (Budd and Bhavé, 2010, p. 3).

The Employment Relationship

According to Kelliher, Truss, and Mankin, the employment relationship is generally seen as an economic transaction, where the organization acquires skills and time from the individual employee, who gets a pre-agreed payment in return (Kelliher, Truss and Mankin, 2012). The transactional employment relationship is focused on financial measures alone, and it does not consider the role of the individual as more than an economic instrument to achieve financial goals. Seen from an interpretivist perspective, this perception of the employment relationship is scarce, as it does not consider the complexity of the individual in terms of e.g., motivation, intentionality, beliefs, and behav-

ious, etc., as well as it excludes the complexity of the social relation between the employer and the employee (Positivism and Interpretivism in Social Research, 2020).

According to Kelliher, Truss, and Mankin, the social exchange element is of importance, since this is where engagement, obligations, and commitment are generated through a series of complex episodes and transactions between the employee and the employer (Emerson, 1976, Kelliher, Truss and Mankin, 2012). The social commitment and the employment relationship between the employer and the employee are developed over time, and it is not shaped by the contractually transactional agreement between the two parts, as the economic perspective claims.

Budd and Bhavé argue that employees are behavioural entities rather than economic instruments, which involves seeing employment relationships as more than just a transactional relation (Budd and Bhavé, 2010). The employees are complex humans' beings, whose motivation originates from social concerns, and intrinsic rewards (Budd and Bhavé, 2010). According to Kelliher, Truss, and Mankin, the employment relationship is a dynamic and complex concept. The relation is characterized by a continuous process, where the goals of each of the parties are likely to transform and change through time, why these changes must be seen in the light of both the internal- and external contexts as well as the social context (Kelliher, Truss and Mankin, 2012). Seen from an interpretivist perspective, one must consider the impact of time when examining the social aspect of the employment relationships, as it has a dynamic and self-perpetuating nature.

In present-day organizations, employers are likely to seek more than just the time and skills of an employee. Organizations seek employees, who are flexible, loyal, and committed in the way, which demands the employee to be willing to go the extra mile for the greater good of the organization, which sets new demands to the employment relationship (Kelliher, Truss and Mankin, 2012). On the other hand, employees are likely to seek meaning, job satisfaction, the opportunity for personal development, and flexibility to balance work and other aspects of their lives in addition to the expected factors such as income security and a solid base (Kelliher, Truss and Mankin, 2012). When implementing SHRM, it is of importance to master balancing the desires of both the employer representing the organization and the individual employee.

3.1.3. Third influence on the Employment Relationship

There is a third member in the employment relationship, whose existence, according to Budd and Bhavé, should not be forgotten, as it plays a significant role in the constellation of the entire relationship. The third member is called "*The State*". The state plays an extensive role in the employment relationship, as it is the enforcer and creator of different regulations, which both the employer and the employee are influenced by. The state plays a regulative role, as it regulates universal labor laws e.g., laws that govern the unions, employees, work councils, employees, and the associations as they interact with each other collectively (Budd and Bhavé, 2010, p 3). Furthermore, the state determines the entire nature of the employment relationship, as it establishes the socio-politico-economic system and norms. The employment relationship is influenced by the state's political point of departure e.g., if the state has a somewhat socialist economic approach or if it has a market-based capitalist approach. (Budd and Bhavé, 2010, p 3)

Another force that has a significant influence on the employment relationship is the market, as it continuously establishes guidelines and restrictions regarding work conditions and compensation, which continually sustains the employment relationship. The market might be perfectly competitive and generates advantageous outcomes that possibly maximize welfare and distributes resources to the right places in the organization (Manning, 2003). On the other hand, the market can also be imperfectly competitive, which may have the outcome that it does not produce any optimal social outcomes, which influence the organization, and thereby also the employment relationship. (Budd and Bhavé, 2010, p 4)

Both the contingency perspective and the configurational perspective to SHRM consider the impact of contextual factors, such as the state, when analyzing the success of SHRM. Seen from an interpretivist perspective, the contextual complexity of a given organization is key when trying to understand and interpret the relationship between the individual and SHRM, as many sides impact the employment relationship. The state plays an influential role in terms of the socio-politico-economic system and norms, which directly affects the employment relationship between the employer and the employee, and thereby also the relationship between the individual and SHRM.

3.1.4. Expectations and Trust

According to Budd and Bhavé, the terms and conditions regarding an employee's work labor are often captured in a written document, such as a contract, which must be considered, when trying to understand the underlying dynamic of the employment relationship. The contract is often incomplete, as it does not include specified tasks the employee is responsible for and what performance expectations the employer has to the employee. The employment relationship is, therefore, often controlled by implicit terms and conditions such as informal and legally unenforceable agreements that are social, psychological, and economical. (Budd and Bhavé, 2010, p 4)

From a psychological point of view, it is of importance to examine how the implicit contract impacts the behaviour of the individual employee within an organization. This is often labelled as a psychological contract, and it is mostly seen from the employee's perspective, as it regards the employee's perception of what is expected from them and what the mutual commitments and obligations in the relationship are. When an employee believes that the implicit expectations are fulfilled, it often generates greater confidence and assurance in the employment relationship, which generally leads to positive work results as well as a higher job satisfaction rate. On the contrary, a violation of the implicit expectations in the psychological contract may cause a negative work behaviour and thereby maybe harm the organizational performance. (Budd and Bhavé, 2010, p 4)

Both the conceptualized economic and psychological perspective on the employment relationship, acknowledge the importance of both a tacit agreement and clear communication between the employer and the employee, as the employment relationship is profoundly impacted by the perceived terms and conditions of implicit contract (Bertrand, 2004). The implicit contract seen from an economic perspective regards expectations concerning the economical transactions, whereas the psychological contracts focus on how the perception of the mutual obligations are fulfilled (Greenberg, 1990; Robinson and Rousseau, 1994). An example of a psychological factor within the implicit contract could be the extent of fairness the employee experiences, in terms of how the employee is treated and whether or not they are being respected as individuals in the organization (Budd and Bhavé, 2010, p 5).

In sum, the analysis reveals that there exist different perspectives on the employment relationships, as well as different definitions of the role of the employer and the employee depending on which

paradigm the respective perspectives take stance in. From an interpretivist point of view, it is of importance to explore the complexity and underlying forces within the employment relationship to fully understand the relationship between the individual and SHRM.

The relationship between the individual and SHRM is reduced to a transactional relationship according to the economic perspective, which relates to the universalistic approach to SHRM, as it focuses on financial goals alone. The economic perspective on the employment relationship is rather functionalistic, and it applies a positivist approach to examining the success of the employment relationship, much like the universalistic perspective on SHRM. In relation to the key findings from the literature review, this approach does not consider the complexity of the behaviour of the individual as well as it does not include the impact of contextual factors, why the economic perspective on employment relationships is considered to be inadequate in relation to understanding the relationship between the individual and SHRM seen from an interpretivist perspective.

Seen from a combined economic and psychological perspective, the employment relationship is much more complicated, as the behaviour of the individual is tied to intrinsic motivation, which is derived from the fulfilment of the psychological and social needs of the individual. The psychological and social factors influence the behaviour of the individual, and thereby also the social exchange between the employee and the employer. The combined economic and psychological perspective is similar to the configurational perspective on SHRM, as it acknowledges the complexity of the employment relationships, as it is highly impacted by the behaviour of the individual.

The analysis reveals how the employment relationship is highly impacted by the state and the market, which are complex contextual factors. In order to investigate the relationship between the individual and SHRM, one must examine the socio-politico-economic system and norms, as well as the market the employment relationships are derived from.

According to the analysis, the employment relationship is influenced by the mutual trust and expectations between the employer and the employee, as it impacts the confidence of the employee and the job assurance in either a positive or a negative way. In order to enhance trust and expectation alignment within the employment relationships, organizations are encouraged to make tacit agreements between the employer and the employee, as well as clear communication in terms of contin-

uous evaluation of the expectations the two parties have towards each other. Trust and expectations are a part of the psychological contract between the employer and the employee, which underlines the complexity of the relation between the two. In regard to SHRM, it is of importance to examine the complexity of social relations, as it influences the confidence and the job assurance of the individual, which the reviewed literature claims have a direct effect on the organizational performance.

3.2. Four types of Employment Relationships

The following section includes a presentation of four different types of employment relationships, which are conceptualized by Budd and Bhawe. The analysis above revealed that there exist different types of contracts within an the employment relationship, which can be either psychological, implicit, explicit, economic, or social (Budd and Bhawe, 2010, p 6). Furthermore, there are different conceptualizations of the employees, the employers, the state, the market, and the contracts throughout the literature. The different perspectives and concepts are categorized and transformed into four main perspectives, which describe how employment relationships are perceived throughout the literature. The four models are: *the egoist employment relationship*, *the unitarist employment relationship*, *the pluralist relationship*, and *the critical employment relationship* (Budd and Bhawe, 2010, p 6). The four perspectives contribute to a greater understanding of how the relationship between the individual and SHRM is perceived. It may also help to explain why the SHRM theory lacks explanatory power, as it is derived from studies that have different perceptions of the importance and impact of the employment relationship.

3.2.1. The Egoist Employment Relationship Perspective

The egoist employment relationship pursues rational, individualistic agendas, and it focuses on the central role of self-interest in the economic market. This perspective is mostly associated with the neoclassical economic way of thinking (Boyer and Smith). The ambitions of the employee are generally focused on leisure and income, and the employer is focused on profit maximization. Labor is viewed as a product, which does not differ from any other resource within the organization. According to the egoist employment relationship perspective, the role of the state is perceived to be administrative towards protecting property rights and preserving contracts in order to generate free economic transactions.

Furthermore, the market is characterized as perfectly competitive and, as a result of this, works as the controlling force of the entire employment relationship. The key element in the employment relationship, e.g., the terms of employment and wages, are not settled by the employer or employee, it rather depends on the market. The egoist employment relationship is basically a relationship where employers and employees engage in a common and beneficial transaction to sell and buy products based on the current productivity of the market. (Budd and Bhawe, 2010, p 6)

Compared to the SHRM perspectives addressed in the literature review, the egoist employment relationship is an approach, which is similar to the universalistic perspective to SHRM in terms of how transactions determine the relationship and how both the employer and the employee are reduced to a function or a product. The Egoist Employment Relationship perspective is most likely not a useful perspective to apply in relation to gaining knowledge of what the relationship between the individual and SHRM looks like from an interpretivist perspective, as it is only concerned with economic measures.

3.2.2. The Unitarist Employment Relationship Perspective

The unitarist employment relationship perspective perceives the employees as psychological beings, rather than strictly economic units. This perspective is more commonly associated with scholars from faculties such as human resource management and psychology (Coyle-Shapiro et al., 2004; Roehling et al., 2000; Budd and Bhawe, 2010, p 8). The unitarist employment relationship is characterized by decision-making, which is derived from behavioural elements, such as social pressure, fairness, and justice. The market is considered to be imperfectly competitive, and the employers and employees are assumed to share a mutual consensus when it comes to their common interests (Budd and Bhawe, 2010, p 8).

The relationship between the employee and employer is perceived as a long-term partnership, where the organizational performance is closely related to job satisfaction and the job assurance of the individual, as well as other underlying psychological and social wishes. The unitarist employment relationship perspective focuses on establishing policies, which are beneficial to both the individual employee and the employer (Pfeffer, 1998; Ulric and Brockbank, 2005; Budd and Bhawe, 2010, p 8). This perspective assumes that conflicts and the exercise of power are an expression of controversies, which are insignificant in relation to the employment relationship because the em-

ployee and the employer are assumed to have mutually shared interests. Any practice that reduces the conflict between the employee and the employer are perceived as a waste of human resource practices. (Budd and Bhavé, 2010, p 8)

The unitarist employment relationship perceives the employees as psychological beings motivated by intrinsic rewards, which follows the same principles as the configurational perspective on SHRM, in terms of the role of the individual in relation to organizational performance. Furthermore, the unitarist perspective considers the impact of time, as the employment relationship is seen as a long-term partnership, which evolves in time. However, the perspective perceives the power relations and conflicts between the employee and the employer as insignificant to the employment relationship. This conflicts with the argument that the mutual trust and expectations between the employer and the employee have a high impact on the overall organizational performance, as it impacts the confidence of the employee and the job assurance in either a positive or a negative way. Seen from an interpretivist perspective, the power relations and conflicts within the employment relationship are very likely to have a significant impact on the relation between the employee and the employer, as the individual has economic, psychological, and social needs.

3.2.3. The Pluralist Employment Relationship Perspective

The pluralist perspective on employment relationships sees employees as complicated psychosocial and economic agents, who are entitled to intrinsic and constitutional rights such as having a voice, equality, and fairness (Budd, 2004; Budd and Bhavé, 2010, p 8). The pluralist perspective dismisses and discredits the two previously mentioned perspectives, as the egoist perspective sees employees only as commodities and the unitarist perspective on interests, in terms of believing that there coexist a plurality and a variety of mutual interests and common conflicts among the two parties (Clegg, 1975; Fox, 1974; Budd and Bhavé, 2010, p 8). According to the pluralist perspective, both the employee and the employer are interested in the relationship, which concerns creating productive labor, a profitable organization, security as well as flexibility and finally a workplace, where conflicts are seen as an unavoidable part of the practices in the relationship (Budd and Bhavé, 2010, p 8). Finally, the pluralist perspective on employment relationship claims that the labor market is imperfect and that this perspective to employment relationships is mostly exercised in industrial relations. (Budd et al., 2004; Kaufman, 2004; Budd and Bhavé, 2010, p 8)

The pluralist perspective on employment relationships is characterized by negotiation, exchange, and power relations. The employer and the employee's interests and negotiating power are highly influenced by environmental and contextual dynamics. (Budd et al., 2004). In contrast to the unitarist perspective, conflicts are now presumed to be a healthy and natural part of the employment relationship. Instead of trying to hide and diminish the issues of the conflicts, it is managed through negotiation. However, there is an imbalance in the negotiating power of the employer and the employee, which is assumed to influence the general dynamics of the employment relationship. (Budd and Bhav, 2010, p 9)

In relation to SHRM, the pluralist perspective on employment relationships follows the same principles as the configurational perspective on SHRM, as it considers the role of the individual of importance in relation to having successful SHRM practices and thereby enhances firm performance. Seen from an interpretivist perspective, the pluralist perspectives provides a nuanced conceptualization of the dynamics of an employment relationship, as it considers intangible factors such as power relations and negotiating power between the two parties as well as how the relationship is highly impacted by the context it is derived from. The pluralist perspective on employment relationships might help shed light on the dynamics of the relationship between the employer and employee and how it changes over time. The pluralist perspective fits the configurational perspective to SHRM to the extent that it considers the role of the individual as an important, influential factor within an organization. However, it still does not clarify the complexity of the social relation between the employees and the employer.

3.2.4. The Critical Employment Relationship Perspective

The critical employment relationship perspective is the fourth perspective on employment relationships, and it is referred to as the one, which is the most correlated to the radical industrial relations (Bowles and Gintis, 1990; Edwards, 1986; Kelly 1998; Thompson and Newsome, 2004; Budd and Bhav, 2010, p 9). As well as the unitarist and the pluralist perspective, the critical employment relationship perspective sees labor as more than just a commodity, and it assumes the market to be imperfectly competitive (Budd and Bhav, 2010, p 9). However, the critical perspective is different in the way that it highlights the unequal dynamics of power and conflicts of interests. The critical employment relationship is characterized by power and conflicts being the most important influential factor in relation to the employment relationship. In other words, the critical perspective is con-

ceptualized as the clash between the different competing groups over control and power. (Edwards, 1986; Gall, 2003; Hyman, 1975; 2006; Budd and Bhavé, 2010, p 9).

Keywords such as gender, class, and race are all assumed to be inseparable from culture and markets. Because of that, the conflict between the employee and the employer is much more comprehensive in the critical employment relationship than it is in the previous perspectives, which mostly characterize conflicts within the employment relationship, as issues of an economic character (Amott and Matthaei, 1996; Delgado and Stefancic, 2001; Gottfried, 2006; Greene, 2003; Lustig, 2004; Budd and Bhavé, 2010, p 9). The critical perspective calls attention to the social-embeddedness of conflicts and power differentials in the employment relationship. The perspective demands structural changes, diversity, and equality across class, gender, and race. These elements are, therefore, not only viewed as sources of oppression and conflict but also of mobilization and identity. The critical perspective believes these conflicts to be important in order to foster the necessary changes in cases such as the social history, the working-class consciousness, labor feminism, and many other vital issues. (Budd and Bhavé, 2010, p 9)

The critical perspective on employment relationships sees conflicts as the *primus motor* behind change and development, which adds an extra dimension to the employment relationship. According to the SHRM perspectives, this perspective is similar to the configurational perspective, as the relationship between the employer and the employee is considered to be the driving force behind change and development. Seen from an interpretivist perspective, there seems to be an impactful force in the intersection between the employer and the employee, which is an underlying force, which impacts the dynamics of the organization, which would be interesting to investigate and interpret from a theoretical point of view.

3.2.5. Implication for understanding SHRM and Employment Relationships

The analysis of the four types of employment relationships showed that the employment relationship could be seen as either (1) an advantageous transaction in the free market, (2) a long-term partnership characterized by mutual interest between the employer and the employee, (3) a negotiation between competing stakeholders or, finally, as (4) an unequal power relation rooted in a complex and compound socio-politico-economic system of injustices. However, it is of importance to mention that the four different perspectives on the employment relationship naturally are more complex

and nuanced than what has been portrayed and outlined in this analysis. The four approaches also differ in their paradigmatic stances, which contribute with different constitutional aspects of human resource management and the practices that it contains, such as labor unions, diversity and equality, globalization, and the labor-related policies. Which all should be considered when trying to understand and interpret the employment relationship from an interpretivist perspective. (Budd and Bhavé, 2010, p 10)

The four different perspectives on the employment relationship are illustrated in short and precise examples in the table on next page. The purpose of the table is to give an overview of the definitions and conceptualization of the employment relationship, depending on which paradigm the respective perspectives are derived from. The perspectives vary in their definition of the employees, the employer, the market, and the employment relationship in general.

Table: 1: Four perspectives on the employment relationship

View of employees	View of employers	View of markets	The employment relationship
<i>The egoist employment relationship</i>			
Rational, utility-maximizing agents optimizing the labor-leisure trade-off; factors of production	Black boxes of profit-maximizing technologies that optimize the use of factors of production	Key driver of the employment relationship to match self-interested employees and employers; ideally, perfectly competitive	A mutually-advantageous trade in a free market by self-interested economic agents
<i>The unitarist employment relationship</i>			
Psychological beings motivated by intrinsic rewards	Profit-maximizing Organizations with a self-interest to align its interests with those of its employees	Importance for establishing broad parameters for terms and conditions of employment, but not completely deterministic	A long-term partnership between employees and employers who share a unity of interests
<i>The pluralist employment relationship</i>			
More than a commodity; economic and psychological beings with moral worth and democratic rights	Profit-maximizing organizations that have some economic conflicts of interests with employees	Imperfectly competitive so that there are imbalances in bargaining power between employees and employers	A bargain between stakeholders with pluralistic economic interest and unequal bargaining power
<i>The critical employment relationship</i>			
More than a commodity; economic and psychological beings with moral worth, democratic rights, and class interests	Owners of the means of production with systemic inherent conflicts of interests with employees	But one part broader socio-political system that perpetuates structural inequalities between employees and employers	An unequal power relation embedded in complex socio-politico-economic inequalities

Source: Own elaboration, adapted from Budd and Bhawe, 2010, p 7

The four perspectives are, to some extent, rivals, in the way that they compete with each other. The different perspectives force the interpretivist researcher to evaluate the paradigmatic aspects of the perspectives, in order to understand and interpret the complexity of the employment relationship and thereby the relationship between the individual and SHRM. On the other hand, the four perspectives also complement each other by contributing to explaining the different aspects of subjects such as power, economic enticement, intuitional interventions, and human resource management practices. No matter if the four perspectives on employment relationships work as substitutes or complements, they all contribute to some of the most important ideologies and references according to practitioners within the school of human resource management and the field related to the subject (Budd and Bhawe, 2010, p 7).

The four different perspectives on the employment relationship are frames of ideologies and references, which practitioners apply when analyzing the actions and issues related to the employment relationship. The paradigmatic stance of the ideologies of each of the perspectives is often implicit in the literature, why it is crucial to identify the paradigmatic position prior to the application of a given perspective. This is of importance for one to understand and interpret the employment relationship from an interpretivist perspective, as the interpretivist researcher seeks to investigate the underlying dynamic forces that influence the relationship, as well as it seeks to interpret how complex contextual factors impact the relationship between the individual and SHRM. The question is now, whether these four perspectives on employment relationships can complement each other, and thereby help shed light on the complexity of the employment relationship and the complexity of the context it appears in, seen from an interpretivist perspective.

The analysis underlines how the employment relationship plays an essential role in relation to firm performance, as well as it contributes to an understanding of how the position, behaviour, relations, and actions of the individual are influenced by its relation to the employer, which is interesting in relation to investigating what the relationship between the individual and SHRM is seen from an interpretivist perspective. Furthermore, it is evident that the employment relationship is both dynamic and complex in its nature, meaning that it does not only consist of a legally bound contract between two parties but instead it is composed of an entire network of different influential factors that all contribute to the relationship in either a positive or negative way.

According to the analysis of the four perspectives on employment relationships, the relationship between the individual and SHRM might include both an economic and a psychological contract. The psychological contract concerns self-interest, commitment, and motivation, which are highly critical for the employee's relations within the organization. To better understand the role of the individual and the complexity of social relation within an organization from a theoretical point of view, one might benefit from taking a closer look on the underlying forces within the individual e.g., in terms of psychological and sociological theories exploring the behaviour and decision making of the individual.

In sum, it is of importance to consider a more broad focus in relation to understanding the complexity of the employment relationship and the dynamics of the social relations. Seen from an interpretivist perspective, one must consider the dynamics of the organization, by addressing the actions of the individuals within it, as the individuals continuously influence each other and thereby also the development and dynamics of the organization. One must examine both the contextual factors and the role of the individual to fully understand the nature of the social relations within an organization.

Discussion

4. Discussion

The discussion examines some of the primary topics for future research found in the literature review and the analysis. The literature review revealed that there is a limited amount of literature, which applies the configurational perspective to SHRM, as well as it does not explore the complexity of the social relations of the individual. The existing literature within SHRM is accused of having both substantial theoretical and empirical specification errors and significant historical misspecification. The literature review casts considerable doubt on the robustness and explanatory power of the SHRM model, as the results of applying SHRM vary from organization to organization.

The analysis showed that there exist four different perspectives on the employment relationship, depending on which paradigmatic stance one takes. The employment relationship between the employer and the employee can either be seen as an economic transaction relationship or as a long-term partnership based on both an economical and a psychological contract. Seen from an interpretivist perspective, it is of importance to investigate the social relation between the employer and the employee, and what it is impacted by, in order to gain knowledge about the actions of the individual, as the literature review reveals, that the actions of the individual highly impact the success of SHRM.

In order to understand the underlying processes of the relationship between the individual and SHRM and what might impact the dynamics of it, this discussion includes a discussion of the influence of the behaviour of the individual in relation to SHRM seen from a theoretical point of view. The purpose of the discussion is to help answer what the theoretical relationship between the individual and SHRM is, seen from an interpretivist perspective. The discussion applies methodological tools by Bruno Latour and Pierre Bourdieu, which form the foundation of the discussion and the interpretation of the relationship between the individual and SHRM. Read more about the theoretical framework of the two theories by Latour and Bourdieu in section (2.5.). The topics presented in the discussion are: *4.1. The Contextual Complexity of SHRM*, *4.2. The Role of the Individual and 4.3. SHRM, ANT, and Theory of Practice*.

4.1. The Contextual complexity of SHRM

The following section includes a discussion of the contextual complexity of SHRM. According to the analysis of employment relationships, the relation between the employer and the employee is profoundly impacted by the state and the market the relationship appears in. The state plays a regulative role, as it establishes the socio-politico-economic system and norms, and the labor market continuously establishes the guidelines and restrictions in relation to work conditions and compensation. The market can either be perfectly competitive or imperfectly competitive, which influences the opportunities, outcome, and resources of the organization in either a positive or negative way, and a natural consequence of that is that it affects the employment relationship between the employer and the employee. The influential contextual factors that impact the employment relationship in this example seem to be generated far away from the actual relation between the employer and employee, which underlines the complexity of the influential contextual factors. The question is, how can one identify the contextual conditions that have an impact on a specific employment relationship?

ANT is applied as a methodological tool to help address the influential factors in relation to SHRM seen from an interpretivist perspective. The organizational actor-network is discussed up against Bourdieu's concept of the field, as the two conceptualizations of the dynamics of a network are considered supplementary seen from an interpretivist perspective, as they contribute with methodological tools, which allow the researcher to explore and interpret the relations and actions within an organization. The discussion focuses on gaining insight into the contextual complexity of SHRM, as well as it seeks to understand the impact of the actors within the network of the organization. The SHRM model lacks explanatory power, but it is still considered empirically evident that SHRM is a credible way to improve competitive advantage and overall firm performance, why this study applies ANT to draw a holistic picture of the dynamics of SHRM.

SHRM is dynamic, and it is influenced by many sides, which is depending on the specific situation of each organization, why it is important to take the complexity of SHRM into account when planning and designing SHRM practices. According to the literature review, the intentions behind the policies and the associated strategies and the results of the implementation of SHRM vary, as they are depending on and influenced by contextual factors. SHRM is significantly influenced by the internal and external circumstances, as well as it depend on the people involved, which show in

both the planning and the results of the SHRM initiatives. However, the studies from the literature review include potential impact from a wide range of influencers throughout the SHRM process; it has been challenging to get generalizable results, as every situation and context vary from organization to organization. Read more about the contextual issues related to SHRM in the literature review in section (vi.i.) *Focus on unidentified influential factors in relation to SHRM*.

The following sections include a discussion of how organizations should approach analyzing the contextual complexity of the network and its dynamics seen from a theoretical ANT perspective.

4.1.1. The Network of SHRM

According to Bruno Latour, one cannot examine the complexity of any given situation, by setting a fixed framework of references prior to an analysis of the relations between actors within a network. This principle follows the “*sociology of the social*”, which does not provide a holistic picture of the nature of the dynamics of a network. Latour argues that the only way to seize the complexity of SHRM, one must take a “*sociology of associations*” point of view. The “*sociology of associations*” perceives the world as an interconnected, multidimensional network consisting of actors, and the actions between the actors are where the development of the network takes place. (Latour, 2005 p 9)

The configurational perspective on SHRM focuses on the context and the role of the individual, as they are correlated factors when it comes to the relationship between SHRM practices and organizational performance. The question is, how can an organization address and interpret these interactions and the context they derive from? According to Latour, the actor-network includes actors, which are either intermediaries or mediators. So when examining the relationship between the individual and SHRM, it is important to identify the related actors and to determine whether the actors are intermediary, transporting meaning or forces without transforming, or if the actors are mediators, which are transforming, translating, distorting and modifying the meaning or the elements they are supposed to carry. (Latour, 2005 p 37)

The configurational perspective mentions the impact of the context and the individual in relation to SHRM, but according to the existing literature on the topic, there are yet no studies examining what actually impacts neither the context nor the individual. According to ANT and the “*sociology of*

associations”, it is a mistake to exclude the impact of the individual, as the transformations of the actors in the network are related to the mediators surrounding them. Relating to one group in a network or another is a continuous process made up of uncertain, fragile, and ever-shifting ties, which at some point in the network are linked to any other group within the network (Latour, 2005 p 27). One of the sources of uncertainty, according to Latour, is the misunderstanding that groups actually exist. Groups are a social construction, which describes the formation process of actors (Latour, 2005 p 27). This approach may be able to explain why the influential factors and results of the existing studies of SHRM vary and underlines the complexity of the context, as the dynamics of the network cannot be isolated in groups and generalized to other contexts as the network is continuously changing.

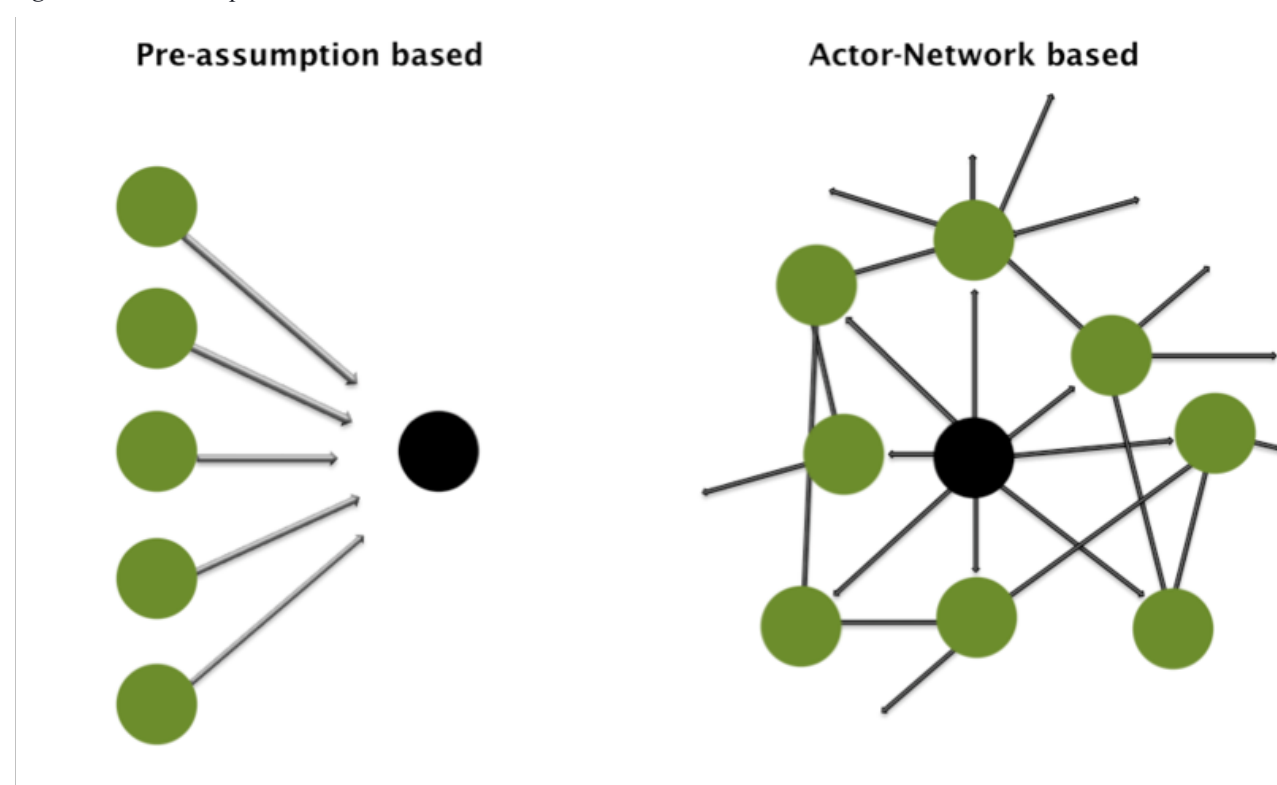
ANT is a methodological tool, which is applied to examine the nature of a network. In order to examine a network, one has to take a stance in one actor and unfold the network from there by identifying the intermediary and mediators related to each actor within the network. This way, the analyst is able to map what contextual influential factors impact the employment relationship at a specific time. It is of importance to notice that ANT does not explain *why* or *how* a network takes shape; it is rather a tool to explore the relational ties within a network (Latour, 2005 p 9). One could argue that the network is infinite and holistic, why it is up to the strategic applying it, to determine when the network is adequate enough for one to examine the relations between the actors, knowing that there still exists a certain amount of uncertainty. Once the network, including the individual and SHRM, has been mapped, the actions and the dynamics of the network are to be interpreted on.

According to the reviewed literature, there are certain SHRM indicators, which can clarify whether the SHRM strategy is successful or not. The indicators can be e.g. financial and market performance, the organizational performance, including customer satisfaction, quality of product and company image, and job satisfaction (Gurbuz and Mert, 2011). But at the same time, these indicators vary from study to study in the literature review, as others point to external circumstances such as industry and national politics and economy to be influential, which ANT might be able to help us interpret why.

These indicators are actors within a network, and they can be influenced from many sites, as they are all interconnected and have references to many other actors, which may or may not have influ-

ential powers on the specific actor. All actors, whether they are human or non-human, are on the same level. The human actors represent the social world, and the non-human actors can be e.g. objects, ideas, and processes. These actors are seen as just as necessary as the human actors when it comes to creating social situations as humans (Latour, 2005, p 64). The actions and the transformations lie within the ties between the actors. The social forces between the actors do not exist in themselves, as they are all impacted by each other somehow, which is why ANT is a useful tool for analyzing and describing the complexity of SHRM. Still, it cannot explain *why* or *how* the network has the continually shifting relationships between the actors it has - that is up to the analyst to interpret.

Figure 7: Pre-assumption based and Actor-Network based method



Source: Own Elaboration

The figure above illustrates two different approaches and methods of exploring the actors within a network. The illustration on the left, visualizes the pre-assumption based approach to exploring SHRM, in terms of a fixed set of indicators, which are determined prior to the implementation of SHRM and it is assumed and expected, that the impact of SHRM will eventually show via these certain indicators. The pre-assumption based approach does not consider the impact of other references than the fixed set of actors, which are decided prior to the implementation. Furthermore, it

does not consider the impact of time and changing relationships between the actors, as it assumes that these are the correct indicators of the impact of SHRM.

The illustration on the right shows the Actor-Network based approach to investigating the impact of SHRM, by taking stance in one specific actor, and then unfold the network from there. Furthermore, the Actor-Network based approach considers the impact of time, as the network continuously evolves, which may result in changing relationships between the actors within the network in terms of transformation, new ties to new actors, or even cessation of some. The impact of time provides the analyst with the opportunity to find patterns and to further investigate the actors, which seem to be mediators, as they transform, translate, distort and modify the meaning or the elements they are supposed to carry within the network.

In relation to SHRM, the identified influential indicators throughout the literature are, first of all, situational, and second of all, a present picture of the now the study is conducted in. The relationships between the actors in the network constantly shift, which might explain why no study seems to be able to get the same results when applying the same or similar influential indicators throughout the literature (Latour, 2005 p 42). This underlines the importance of having a basic understanding of the continuously shifting networks of relationships the social and the natural world exists in when designing, implementing, and facilitating SHRM, as the network it is applied in is complex and dynamic. It is not possible to predict the future by applying the ANT meted, but by observing the movements and dynamics of the network, some patterns might show, which may help the analyst to identify and address the right influential factors – also called mediators - at the specific time, in the specific context, instead of deciding these indicators prior to the implementation of SHRM, which is a rather universalistic approach.

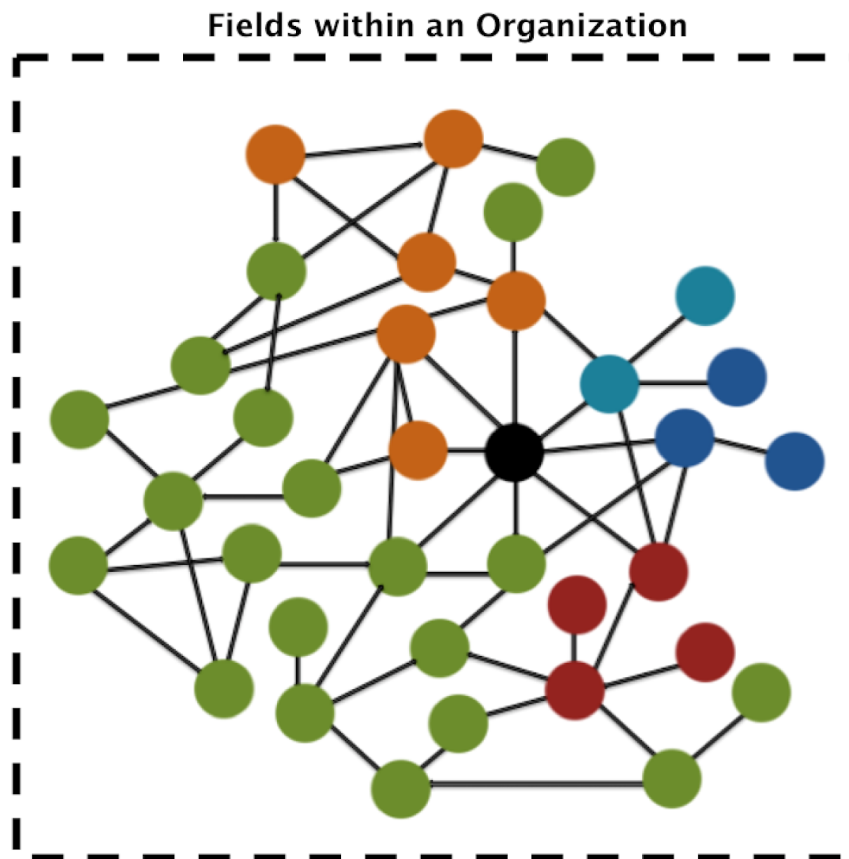
4.1.2. The Field of the Organization

ANT contributes with a complex description of the network as well as it describes the impact of contextual factors and group formations of both human and non-human actors, but in order to understand what the relationship between the individual and SHRM is, it is necessary to take a closer look at the impact and dynamics of the complex contextual factors, seen in the light of the actions derived from human-actors.

According to Bourdieu, the context of the organization is a field of fields. The fields are seen as competitive domains, which foster actions derived from power relations within that specific field (Swartz, 2002). ANT scholars argue that the formation of groups or agencies are never fully isolated from the rest of the network, where Bourdieu claims that the network consists of many fields, which are all interconnected somehow (Latour, 2005; Swartz, 2002). Both Latour and Bourdieu agree that the fields or groups are formations of actors, which are interconnected. However, does ANT see the role of the individual to be on the same level, like any other actor within a specific network, where Bourdieu focuses on the behaviour and actions of the individual, as they are affected and constructed as a consequence of the influence of the field.

The concept of the field of fields might help shed light on, how the role of the individual is impacted by the different contexts it appears in, as well as it contributes with a methodological tool for analyzing and interpreting the sociology of the field, and thereby gain knowledge of how and why the role of the individual might change over time as a consequence of the dynamics within the fields it operates within. The context of the individual may consist of many fields, which affect the employment relationship, why it is necessary to take a closer look on the what different fields the individual has ties to at a given time, to understand which contextual factors are of influence when interpreting what the relationship between the individual and SHRM is influenced by.

Figure 8: Fields within an Organization



Source: Own Elaboration

The figure above illustrates an example of the fields of the individual. The dotted line indicates the reference framework of a given organization. The reference framework of the organization is one field, but a field is never fully isolated, why the field may have different fields within its field, as well as the fields within the field may go beyond the boundaries of the network of the organization.

Here is an example to describe the complexity of the field of any given organization: The black dot illustrates the role of the individual within a certain field. Each of the associated actors the individual is related to illustrates other fields the individual is impacted by. Let us say that this is an international organization with departments across national borders. All of the dots represent the field of the whole organization, which the individual actor is tied to. The green dots represent co-workers, which the actor has never personally met. The orange and red dots represent the local department in which the actor works and has its daily practice in.

Further, the red dots also represents the colleagues in the local department working within the same field as the actor e.g. marketing. The blue dots represent actors of the same gender, where the light blue colour also represents actors, which the actors have private relationships with. The individual actor is a part of the field of the organization, but to understand its ties within the field, one must take a closer look upon the fields within the field, which the individual is part of. Every field within a field fosters a certain behaviour and language, which impacts the habitus of the individual, and thereby also its movements in the intersection between the fields. It is of importance to underline that this is a simplified illustration of the fields within the a field, as this network does not include that the fields are multidimensional and the fact that each of the actors can be a member of many different fields simultaneously, which would lead each of the dots in the illustration to have multiple colours.

In sum, the contextual complexity seems to be closely related to the social relations within the network, as many of the contextual factors are influenced by the movements within the fields of the network, too. SHRM needs to include a social context conceptualization, as it could contribute with a new perspective on the role of the individual in relation to other variables, such as the human interactions with the organizational culture, climate, political considerations, and SHRM strategy. A combination of applying ANT as a methodological tool to describe the present network of an organization together with Bourdieu's tools for investigating the habitus of the human actors within the network might help shed light on the specific social context and thereby provide the researcher with a conceptualization of its dynamic nature in terms of its fields. By investigating the fields the individual acts within, the researcher may be able to identify how sense-making and power relations are constructed within these fields and how they impact the actions of the individual. The following section takes a closer look on to how the fields of the individual actor impact its actions in relation to SHRM, seen from an interpretivist perspective.

4.2. The Role of the Individual

The following section includes a discussion of the role of the individual. According to the analysis of employment relationships, the employee is perceived as both homo economics and socio-behavioural beings, depending on whether one takes an economic or socio-behavioural perspective. Seen from an interpretivist perspective, the complexity of the role of the individual can only be clarified by understanding how the individual tries to procreate job satisfaction, which includes a varie-

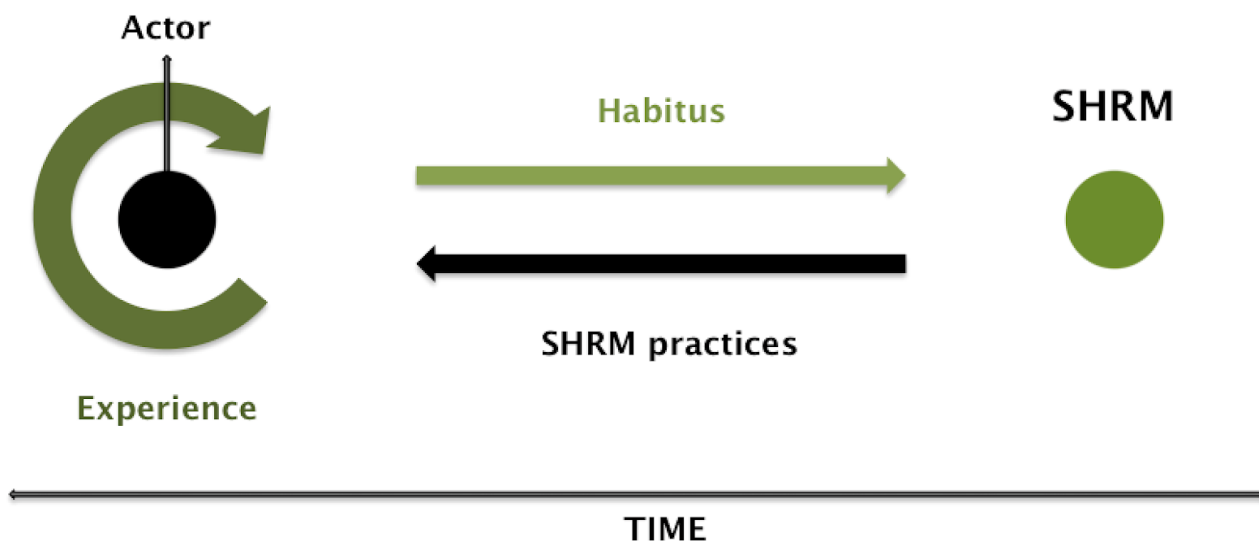
ty of underlying social goals that goes beyond profit-seeking goals. The social goals include factors such as dignity, purposefulness, justice, identity, self-realization, and social exchanges (Folger and Cropanzano, 1998; Emerson, 1976; Kirchler et al., 1996). The question is, how one can identify and interpret the underlying social goals of the individual, as well as how it influences the relationship between the individual employee and SHRM.

The configurational perspective on SHRM argues that the success of the SHRM practices is highly impacted by the behaviour of the individual employee. Still, it does not describe how to examine this behaviour. Furthermore, ANT is criticized for its inability to explore the intentions of the individual, as it is more a theoretical method for describing the network, more than it consists of explanatory powers in relation to *why* and *how* the actions between the actors in the network take place. Once the relationship between the individual and SHRM is mapped in accordance with ANT, the discussion applies Pierre Bourdieu's acknowledged theories within habitus and practice, to gain further knowledge about the complexity of the sense-making and actions of the individual and its reference framework seen from an interpretivist perspective.

4.2.1. The Behaviour of the Individual

According to the findings from the literature review, organizations with developmental cultures and diversity management have more success with SHRM. Furthermore, the findings from the literature review also indicate that the developmental cultures are highly impacted by the behaviour and actions of the individual (Wei et al., 2008; Scully et al., 2013; Shen et al., 2009). In order to better understand the behaviour and actions of the individual, one must look at the habitus in the intersection between the individual and SHRM. Seen from a theory of practice perspective, the actions of the employee depend on the previous experiences and habits of the individual. When analyzing the network of the organization in which the employment relationship appears, one must take point of departure in the individual employee and unfold the network from there. This is of importance for one to be able to interpret the action of the individual, as it depends on its ties to other actors, previous experiences, and its development over time. According to Bourdieu, the previous experiences of the individual shapes habits, which become mediators of action (Swartz, 2002, p. 61).

Figure: 9 - Habitus



Source: Own Elaboration

The figure above illustrates how the relationship between the actor and SHRM is impacted by how the actor perceives and acts upon SHRM practices based on previous experiences. The process is dynamic, as the habitus of the actor can change over time, as new experiences are anchored and thereby change the habitus of the individual actor. In order to understand how SHRM and the associated SHRM practices are perceived by the individual human actor, one must take a point of departure in the habitus of the actor.

The black dot represents the individual actor, and the green dot represents SHRM. The arrows between the black and the green dot represent the relationship between the individual and SHRM, which is expressed through their actions, respectively. The individual actor is provided with certain SHRM practices, which is perceived and acted upon based on the previous experiences of the individual, why the output of the perceived SHRM practices is expressed through habitus, which is a combination of the habits, fields, and capital of the individual actor. The relationship and actions between the two actors are continuously changing, depending on the dynamics of the network the relationship appears in. The figure underlines the complexity of the dynamics of the relationship between the two, as it evolves over time. It takes time to foster the wanted behaviour, once an organization implements a change of practice, as the new experience needs to anchor before it turns into knowledge, which the individual can drag on and thereby also acts upon.

Configurational SHRM is considered the most complex approach to SHRM as it considers both the dynamic reality of the teams' interactions with SHRM and the role of the individual in relation to the SHRM practices. Still, it does not provide the analyst with any tools to investigate this relationship. According to Bourdieu's Theory of Practice, it is of importance to both consider the past experiences of the individual and the dynamic evolvement of the network it appears in to understand the habits and actions of the individual. If the implemented SHRM practices vary from the previous practices experienced by the individual, the subconscious actions of the individual may be to discard all new experiences, which question their past behaviour and habits and thereby lead them to stick to their habits. In order to understand the habitus of the individual actor, one must also take a closer look at the capital possession of the individual as the capital of the individual is expressed through their actions.

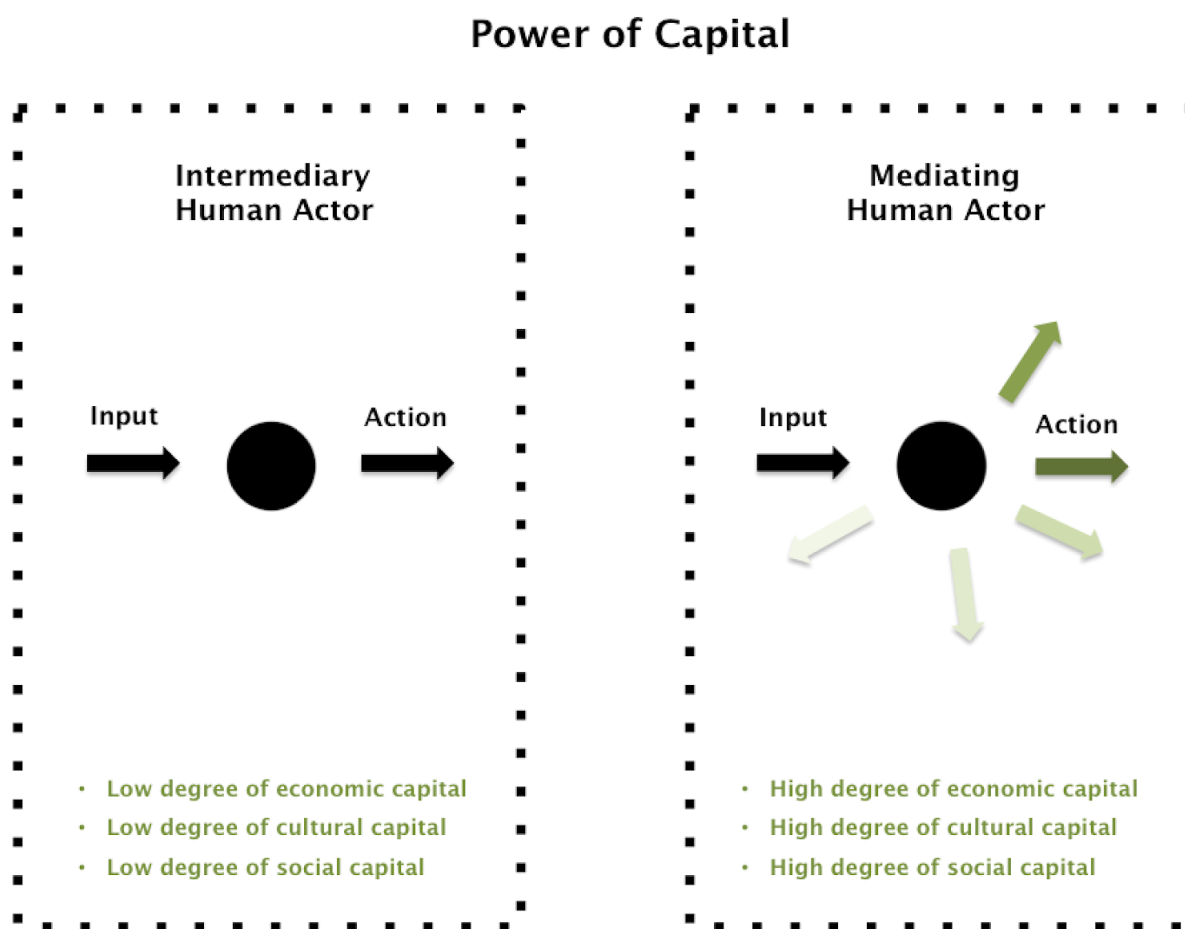
4.2.2. Human Capital and Power Relations

The following section includes a discussion of how the actions of the individual are impacted by its possession of capital. The more capital the individual is in possession of, the stronger the individual stands in the social order. According to the analysis of employment relationships, there are four different perspectives on how to characterize the relationship between the employer and the employee, which are (1) an advantageous transaction in the free market, (2) a long-term partnership characterized by mutual interest between the employer and the employee, (3) a negotiation between competing stakeholders or, finally, as (4) an unequal power relation rooted in a complex and compound socio-politico-economic system of injustices. Both the third and the fourth perspective consider the individual to be in possession of negotiation power, as well as the power relations within the organization is considered to be influential in relation to interpreting the relationship between the individual and SHRM. The question is, how can one analyze and interpret the power position of the individual, and how it impacts the success of SHRM and thereby the overall organizational performance?

Latour describes the power relations to be depending on whether an actor is an intermediary or a mediator. The actors, which are mediators, have the ability to convert, adjust, and change the meaning they are expected to carry, whereas the intermediaries are considered stable (Latour, 2005, p.39). Furthermore, ANT does not distinguish between human and non-human actors, where Bourdieu is focusing on the social network and the human actors within it alone. The Theory of Practice

and its concepts of habitus, field, and capital, is a methodological tool, which can supplement ANT in describing the dynamics and power relations within a given network from a reflexive sociological point of view. In order to examine the relationship between the individual and SHRM and the power relations associated with it, Bourdieu argues that one must consider the economic-, cultural- and social capital of the individual actor.

Figure: 10 - Power of Capital



Source: Own Elaboration

The figure above is an attempt to compare Latour's intermediary and mediator actors with Bourdieu's concept of capital, as the concepts supplement each other, seen from an interpretivist perspective. Since Bourdieu only includes the sociological aspect of the network, this comparison takes its stance in human actors. The comparison is made to better be able to discuss and interpret the complexity of the role of the individual in relation to SHRM.

According to ANT, an intermediary human actor is characterized by being stable. When the intermediary human actor is provided with a given input, one can always know what output it will give in advance. The intermediary human actors are considered less influential on the movements of the network compared to the mediating human actors. According to Bourdieu's concept of capital, the relations between the human actors in a network is determined by power, which is derived from the individual actors' possession of capital. The more, either, economic, cultural or social capital one has, the more influence and power in the social order of the network (Huang, 2019, p. 46). One could argue that an intermediary human actor must necessarily have a low degree of capital, as its influential powers on the dynamics within the network is equal to none.

On the other hand, the mediating human actor, on the right side in the figure, is considered more impactful, as it is able to convert, adjust and change the meaning they are expected to carry. This is illustrated with the many green arrows in the figure, as the input suddenly changes direction and form, which influence the dynamics of the network. According to Bourdieu, human actors with influential powers usually have a high degree of capital. The capital is both convertible and self-perpetuating, why the power relations within a network continuously change (Huang, 2019, p. 46). The interaction with the different forms of capital within a network or field plays an influential part in how each capital is perceived and used by the actors within it (Huang, 2019, p. 46). By applying Bourdieu's concept of capital as a methodological tool to interpret the power relations within the network, one can shed light on the power of the individual actor. The figure above is a simplified elective comparison of ANT's intermediary and mediator concepts and the concept of capital by Bourdieu, which contributes to a greater understanding of why the role of the individual in a network depends highly on its possession of economic, cultural and social capital.

Capital and SHRM

The following section includes some of the key findings from the literature review regarding the role of the individual in relation to human capital and power relations, which are discussed from a theoretical point of view, by seeing it in the light of Bourdieu's Theory of Practice.

Complexity of social relations

According to the literature review on SHRM, the relation between SHRM and firm performance is a Black Box, as the relationship between the external- and internal social networks and the network-

building HR practices are individual and situational, and those networks are what defines the culture (Collins and Clark, 2003; Jiang, Takeuchi and Lepak, 2013; Ericksen and Dyer, 2007; Su, Wright and Ulrich, 2015; Luna-Arocas and Camps, 2007; Zhang and Albrecht, 2010). Culture plays a large role when it comes to SHRM, and the research papers have different approaches on how to understand and define culture and its manner. According to Bourdieu's perspective on sociology, the social networks of each individual within an organization depends on the field and the capital their Habitus is derived from, as it defines the social space and thereby also the power relations of the network of the individual (Huang, 2019, p. 46).

Competitive advantage

Evans and Davis imply that human capital and social relationships are a competitive advantage, but the study does not explain how the human capital and the social relationships impact the SHRM practices (Evans and Davis, 2005). According to the Theory of Practice, this may be caused by the capital and capital conversions of the individuals within the organization, as their social networks provide them with a certain capital, which with the right investments can be converted into economic capital (Huang, 2019, p. 46). Thus, it is important to mention the interdependence that lies within a social network, as it as well as it can provide new opportunities, it can also set boundaries or create challenges if it is not handled wisely. In relation to SHRM, it is of importance to identify the needs of the individual employee, as an investment in the cultural capital, in terms of education, may be beneficial in relation to the relationship between the individual and SHRM.

Employee-based capability

Specific and general formulated SHRM practices seem to affect performance, as it builds and reinforces an employee-based capability, which enhances skills and motivation (Collins and Clark, 2003). In order to foster the wanted behaviour within an organization, it is of importance to simplify the process in which the individual draws on previous experience, as this process is what the actions of the individual are derived from. The so-called employee-based capability is caused by the organization's ability to provide the individual with the right cultural capital in terms of institutionalized educational qualifications. By investing in the capital of the individual, the individual becomes able to convert these investments into other forms of capital (Huang, 2019, p. 46). The employee-based capabilities become self-perpetuating and enhance firm performance, which underlines the value of addressing the impact of the Habitus of the individual in relation to the specific SHRM practices.

Furthermore, the social networks of the top managers impact the success of the creation of the employee-based capability (Collins and Clark, 2003). According to Bourdieu, this can be explained in terms of the top managers' social capital (Huang, 2019, p. 46). The social capital provides top managers with the opportunity to exert influence and power on the people who organizes the resources, but if the social network of the top managers is weak, e.g., if the top management is not present in the same field as the employees, the influence and power of the top management will be negatively accommodated by the employees. (Bourdieu, 1986)

Organizational structure

A combination of a developmental culture and a flat organizational structure can improve the effect of SHRM and thereby enhance firm performance according to a study from the literature review (Wei, Liu, and Herndon, 2011). This is a good example of how the power relations within an organizational field impacts the Habitus and actions of the individuals within it. Flat organization structures foster independence amongst the employees, as the field is characterized by less power distance. From an ANT perspective, this could be described as a group formation, where the human actors within it are mediators, and thereby have a significant impact on the development of the dynamic network. Organizations characterized by hierarchical structures and a low degree of independence amongst the employees would tend to have group formations with only a few mediating human actors and a lot of intermediary human actors, as the power relations within the group or field would be very unequal. In relation to this, Bourdieu argues how the economic, cultural, and social capital of the individual plays an important role in relation to the social order (Huang, 2019, p. 46).

In sum, Bourdieu's concepts of habits, fields, and capitals contribute to a deeper understanding of the performance, actions, and behaviour of the individual in general. The three concepts can only be fully understood in their relation to each other, as the capital concept is a product of the field of the individuals' Habitus, and its position is defined by the capital (Swartz, 2002, p. 67). According to Bourdieu, the actions and behaviour of the individual must be viewed as an interaction between the actors, which is derived from previous experiences and the field and together equals the social reality and context of the individual actor. The habitus and field concept is, therefore, important methodological tools, which can contribute to a greater understanding of the individual's ability to develop a strong position within the given field and thereby gain power within the given network.

However, it is of importance to mention that Bourdieu, through history, has been criticized for the complexity and structure of his theories. Bourdieu argues that the social reality is complex and that one should not expect to understand it easily. The complexity of the theories should, therefore, be considered a strength as well as an opportunity for promoting a healthy discussion about the contemporary world and its practices. (Claridge, 2020)

4.2.3. Culture

The following section includes some of the key findings from the literature review regarding the role of the individual in relation to the culture and subcultures within the field it operates within, which are discussed from a theoretical point of view, by seeing it in the light of Bourdieu's Theory of Practice. According to the analysis of the employment relationship, the employer is seen as a complex social institution, which has its own implicit culture and norms, but it does not include the influence the subcultures within the organization have on the individual, and how it impacts the relationship between the employer and the employee (Budd and Bhawe, 2010, p 4). In order to understand and interpret the relationship between the individual and SHRM, one must consider the complexity of the different social relations within the network of the individual, as this affects the actions and behaviour of the employee.

Collective habits and SHRM

There is a lack of research regarding the conceptualization of organizational culture as a moderator between an organization's strategy and SHRM (Harrison and Bazzi, 2017). According to the conducted literature review, there are different definitions of what culture is, and what role it plays in relation to SHRM. Bourdieu's concepts of Habitus and the collective dimension of habit contribute with a methodological tool on how to understand the culture from a theoretical point of view.

Innovative Culture

According to one of the research papers in the literature review, organizations can benefit from unravelling the combinations and bundles of workplace practices, and as a consequence of that also creates a more innovative culture. Based on the findings of the study, the authors argue how SHRM can provide the interactional structural context in which the knowledge conversion processes, which enhances tacit knowledge to become explicit knowledge, can take place (Scully et al., 2013). But how can one unravel work practices, if they are interdependent on the existing workplace culture?

According to Bourdieu, one must, to be able to do so, take a point of departure in the collective dimension of habits, meaning searching for collective patterns in between the given actors. Once the collective habits are identified, HR professionals must enhance a relatively long period of practical training to internalize certain dispositions and thereby foster the wanted behaviour and workplace culture. Undesirable behaviour is derived from the intersection between the habits and the situations in which they appear, why the HR professional must include the Habitus and the social order in the analysis of the existing culture to create a developmental culture and successful SHRM practices.

Defined Norms and Attitudes

According to Zhang and Albrecht, organizations, which have defined the wanted norms and attitudes within the organization, have more success in the implementation and development of SHRM, than organizations, which have not defined norms and attitudes (Zhang and Albrecht, 2010). The set of cultural values affected the behaviours and the success of the SHRM practices. The fact that organizations with defined norms and attitudes have more successful SHRM practices might relate to the unitary style of the Habitus, which is the internalization of collective habits within the organization. By having defined the wanted norms and attitudes within the field, it is assumed that most actors within the organization will attempt to follow these norms. The behaviour derived from habit tends to sustain and reproduce the social order, as the Habitus then produces and reproduces actions consistent with the previous experience of each individual in the social order. One could argue that time is a key influential factor in relation to the success of implementing defined norms and attitudes, as the Habitus of the actors within the network is derived from their previous experiences. Once the wanted norms and attitudes have been defined by the organization, the field of the organization changes form, and the new ground rules for actions and behaviour are constituted among the individuals. This way, the behaviour and actions of the individual actor are affected and constructed as a consequence of the influence of the changed ground rules of the field.

In sum, the collective dimension of habits and the complexity of social relations are considered a *Black Box* within the literature regarding SHRM and employment relationships. Innovative cultures are characterized by knowledge sharing and unravelled work practice bundles, as these seem to generate subcultures, which differ from the defined norms and attitudes within the organizational culture. In order to understand the creation and the dynamics within a subculture, one must examine how the fields within the field of the organization are tied to each other, as well as one must take a

closer look on to the power relations within the given field in terms of identifying the capital possession of the individual.

4.3. SHRM, ANT and Theory of Practice

The findings from the analysis of employment relationships revealed that there is a need for a broader focus in relation to understanding the complexity of the relationship between the employer and the employee. In order to examine the complex dynamics of the relationship, one must address the actions of the individual, as the individuals within the organization influence each other, and thereby the development of the organizational network. The relationship is impacted by contextual factors as well as social relations, why one must seek to illuminate the role of the individual in relation to SHRM in the light of its social relations as well as the situational context.

The following section includes a comparison and discussion of the applied theories. The section includes a discussion of the applicability of ANT and the Theory of Practice as theoretical-methodological tools in relation to interpreting the relationship between the individual and SHRM. The two theories are similar and very different at the same time, as they take stance in two different approaches to investigating the role of the individual, which are *respectively the sociology of associations and the reflexive sociology*. The discussion includes critique points and delimitations of each of the applied theories in relation to SHRM, to clarify the limitations of the applied theories.

One of the significant differences between Bourdieu's view on Habitus and ANT is that ANT tries to define the social reality through the way in which the actors in the network indigenously organize and assess the rationality of their supposed activities. Bourdieu would say that the idea of the logic of practice makes sense; thus, one must keep in mind that the actors depend on their position in the social world, in terms of Habitus, field, and capital. So, in order to understand the actions of the individual better, one must take a stance in their social history, as the sense-making of the individual is based on prior experiences anchored in the subconscious. (Inghilleri, 2005)

According to ANT, an actor within a network's actions, depend on the impact of the actors it is tied to. An actor can be linked to both intermediary actors and mediating actors. Bourdieu argues that the behaviour and sense-making of the individual always depend on its Habitus, field, and capital, which in the sense of ANT means that Habitus, field, and capital are fixed mediators within the

network of the individual. So when investigating the relationship between the individual and SHRM, one must take notice of the complexity and importance of the Habitus of the individual in order to interpret the dynamics of the network. This way, the human actors are distinguished from the non-human actors, as the human actors include habitus references within their network. (Ingthilleri, 2005)

Table 2: The interface between SHRM, ANT, and Habitus

Configurational SHRM	ANT	Habitus
Individuals	Human and non-human actors	Social actors
Influential factors	Type of Actors: <ul style="list-style-type: none"> • Intermediary • Mediator Actions lies within the ties between the actors in the network	Habitus: <ul style="list-style-type: none"> • Habit • Field • Capital Actions/Habitus depends on the previous experiences of the individual social actor
Internal- and external factors	Network	Field
Culture	Group formation	Collective dimension of habit
Research design	Objective	The subjective (habitus) in the objective (field)

Source: Own elaboration

The table above illustrates the interface between SHRM, ANT, and Theory of Practice, as the theories apply different terminologies and definitions of concepts. The table is an overview of the similarities and contradictory elements of the respective theories, to contribute to a better understanding of the applicability and relevance of the different approaches in relation to investigating the relationship between the individual and SHRM from an interpretivist point of view. SHRM does not examine the influential powers of the individual in relation to organizational culture and firm performance, which, according to both ANT and the Theory of Practice, have a considerable impact on the employment relationship.

ANT is considered a great methodological tool for investigating the network of the organization. The theory allows one to describe what actors are tied to each other within the network. Further, it distinguishes between if actors are intermediary or mediating, and thereby have more or less impact on the development of the network of the organization. ANT is an objective methodological tool, as it does not consider the emotions, relations, and values of the human actors and the impact it has on its actions and thereby also to the success of the SHRM. However, one could question the objectivity of ANT, as the researcher always plays an active role in the unfolding and interpretation of the network.

The Theory of Practice is a methodological tool, which allows one to examine the subjective element of Habitus in the objective element of the field, which is very similar to Latour's concept of group formations. The Theory of Practice may help shed light on how to better understand and examine the role of the individual in relation to SHRM, as it takes stance in the previous experiences and human capital of the individual. The concept of Habitus is relatively complex, as everything is interconnected and ever-changing, which makes it a difficult task to master, as one must balance the past, present and future experiences of the individual, in order to interpret on the development of the organizational network (Swartz, 2002, p. 61).

Researchers are encouraged to enhance a relatively long period of practical training to internalize certain dispositions, as a rationalistic model or strategy is very difficult for people to employ as active dispositions in their individual and collective habits. According to Bourdieu's perspective on Habitus, this is the best approach to a successful modification of the behaviour within a given social order. (Swartz, 2002 p. 65)

To search out the behavioural patterns, one must look for underlying patterns of habits, where previous literature on agency focus on limited domains on a macro level. One must investigate the micro behaviours within the social orders, and unfold these into a macro perspective – to address the macro in the micro. This way, the researcher is able to apply a more holistic approach to the study of habit, which is where all generated actions across a variety of dimensions are derived from. Successful strategies include a coordinated approach that first of all seeks to understand how undesirable behaviour is derived from the intersection between the habits and the situations in which they appear, thereafter the researcher must devise a coordinated strategy of altering both. Basically,

Bourdieu argues that it is not possible to have successful strategies trying to change certain behaviours, if both the habits of the social order and the environmental circumstances are not included in the considerations behind it. (Swartz, 2002 p.65)

In sum, ANT and the Theory of Practice is considered to be relevant and supplementing methodological tools in relation to interpret what the relationship between the individual and SHRM is, as the relationship between the two is considered to have a great impact on the dynamics within an organization, and thereby also the success of SHRM. The following section includes a discussion of different critique points of both ANT and the Theory of Practice, which researchers must take into consideration before applying the two methodological perspectives as analytical tools for examining the relationship between the individual and SHRM.

4.3.1. Critique of ANT

ANT is criticized for the fact that it claims that all actors are on the same level no matter if they are human or non-human. The critique raises doubt to the argument that non-human actors can participate in a network or a system the same way as human actors can, as humans have intentionality and moral beliefs (Latour, 2005). ANT scholars argue that the formation of groups or agencies does not depend on intentionality, why the human and non-human actors are on the same level in terms of their role in the network. This means that ANT assumes that the actors included in a group or agency can be both human and non-human actors, which are associated with each other (Latour, 2005).

It is important to underline the fact that ANT is a methodological tool to describe a network, in which these group formations appear, but a group or agency will never be fully isolated from the rest of the network (Latour, 2005). In relation to SHRM, the ANT is not able to come with qualified answers to, what the relationship between the individual and SHRM really is by itself, as it does not include the complex role of the individual in the network in terms of the impact of e.g., psychological, cultural, political and power relations of the individual, but it still contributes with a good tool for mapping the relations within the network. When applying ANT on a network to investigate SHRM, one must spend time on getting to know the role and the behaviour of the individual better and what influences it, why the Theory of Practice is considered a good supplement to ANT.

Another critique of ANT is when applying ANT as a methodological tool to describe any given situation; the researcher always has a purpose or intention behind his/her study (Latour, 1999). On the basis of this, it is important to be aware of the biases related to the interpretation of the network, as it is easy to find what one is looking for. Pre-assumptions about the network may exclude the possibility of identifying unknown influential actors within the investigated network (Latour, 2005). So the question is if it is even possible to investigate an SHRM network without some sort of intentionality or subjectivity, which probably impacts the outcome of the research?

ANT is criticized for claiming to move beyond some of the more deterministic models in relation to investigating structures and organizational phenomena (Latour, 1999). Thereby, ANT excludes the power of the individuals and social structures, as it seeks to find complex causalities and patterns rooted in the ties between the actors in the network. In 1999 Bruno Latour published "On recalling ANT", which is a paper that explores some of the critique points and issues related to ANT (Latour, 1999). Latour answers the critique with the argument that ANT is not seeking to find causality, but it is more a descriptive tool for researchers to use prior to their own interpretation of the causal relations in the network at a given time. Furthermore, ANT is criticized for not considering the limits of knowledge and the fact that it does not challenge the dominating structures, where the behaviour of the actors consistently shows to be closely correlated or even causal. This underlines the importance of keeping in mind the complexity of the contextual impact when investigating the dynamics of an organization applying SHRM. There might be pre-existing structures within the network such as power relations and historically rooted assumptions, which are dominating for the evolvement of the network, which ANT does not consider, as it takes its stance in drawing a descriptive picture of the present now of the network, and thereby do not include the historical perspective of the dominating structures within the network (Latour, 2005).

In sum, it is up to the researcher to apply ANT and unfold the network to the extent that provides the researcher with enough descriptive knowledge about the actors within the network, for the researcher to explore the relations between the actors further. ANT is a useful tool for mapping the actors within a network without taking stance in subjective pre-assumptions about what actors are expected to impact each other, which positivist research on SHRM tends to do. The complexity of the contextual factors in relation to understanding the relationship between the individual and SHRM is crucial, why it is of importance to take the contextual factors of the specific organization

into consideration when investigating the role of the individual in that context. According to the configurational perspective on SHRM, the process of SHRM, the associated practices, and the success of it, depends highly on the context it is derived from. One can ask oneself how ANT can help organizations understand the complexity of the individual employee and its impact on SHRM? Maybe ANT cannot help determine the causal relations within the network, why it is necessary to look further into the behaviour of the individual and the impact of power relations within a network from another theoretical perspective to gain knowledge of the relationship between the individual and SHRM.

4.3.2. *Critique of Theory of Practice*

Bourdieu's theory is criticized for not being successful, as the structuralist features of the theory are considered to be more enhanced and developed than the constructivist approach. (Järvinen, 2001, p 80) Additionally, scholars question how the objective social structures, that potentially should form the individuals, are composed, as well as, how they can change, if everything exists external to the human consciousness and intention. (Järvinen, 2007, p 363). The theory is accused of being deterministic, when dealing with the subject in terms of the individual's chances to actually impact the structures, in order to develop changes and new prospects for action. Nevertheless, Bourdieu is criticized for not fulfilling the Habitus concept potential, in which the concept mainly comprehends the research of social fields. Hence it, therefore, fails to interpret and understand the social-psychological dynamics that go into the decision making of the individual, as well as the complexities of the individuality of the actor (Chandler, 2013).

Bourdieu argues that there are significant differences in the epistemology of the observer/observed relationship, depending on which sociological approach one chooses to apply. One of the main reasons, why Bourdieu argues that one should take stance in his reflexive sociology of translation is to be found in Bourdieu's insistence on the idea that (1) intersubjectivity is always marked by and through Habitus, (2) the conceptualization of fields and their impact on the distribution of certain forms of capital, which together shapes the foundation of all intersubjective understanding, (3) *illusio*, which refers to keeping social actors invested in specific social practices and thereby inform the conditions of the actor's own understanding. Bourdieu hereby distances his reflexive sociology from the hermeneutic approaches to actors and Habitus. (Inghilleri, 2005)

In sum, Bourdieu's concepts of Habitus, field, and capital are considered good methodological tools for examining the relationship between the individual and the SHRM practices. ANT and the Theory of Practice are considered able to help address the gaps in the literature on SHRM from a theoretical point of view. ANT takes its stance in the sociology of associations, and the Theory of Practice applies a more reflexive sociology, which allows one to interpret the complexity and dynamics of the relationship between the individual and SHRM. It is important to overcome the impasse of subjectivism and objectivism within social science, as well as it is of importance to recognize that one must investigate the objective in order to gain a deeper understanding of the subjective aspect of the individual. However, it is of importance that researchers do not define the influential actors within the network prior to the analysis, as the analysis must take point of departure in a certain actor, as the study is biased by the pre-assumptions made by the researcher otherwise. Furthermore, the theories do not include the social-psychological dynamics of the individual and its social relations, which can be crucial in relation to the findings, when investigating and interpreting the decision-making and complexity of the individual, based on ANT and the Theory of Practice.

Finally, it is interesting to ask, whether a combination of the two philosophical approaches may help shed light on the gaps of the existing literature on SHRM, from a theoretical perspective, knowing that both ANT and the Theory of Practice have different approaches to assessing the relation between the objective and the subjective. The following section provides a conceptualization of the relationship between the individual and SHRM, as well as it includes a new theory on how to analyze and modify the dynamics of the relationship, seen from an interpretivist perspective.

New Theory

5. New Theory: The Relationship between the Individual and SHRM

This section includes a new theory that conceptualizes the role of the individual in relation to SHRM. The new theory provides a theoretical framework of how to examine and interpret the relationship between the individual and SHRM from an interpretivist perspective. The theory is based on the essential findings from the literature review, the analysis of employment relationships and the theoretical discussion of SHRM seen in the light of Bruno Latour's Actor-Network Theory and Pierre Bourdieu's Theory of Practice. The new theory contributes to a broader understanding of the complexity of SHRM, as it includes seeing the individual as a crucial factor in relation to the success of SHRM, and thereby also the overall firm performance. The new theory takes point of departure in interpretivism, as it seeks to understand and interpret the complexity and impact of the underlying forces, which are tied to the perception and behaviour of the individual seen from a theoretical perspective. The following sections present the reader to an introduction to the definitions of the concepts of the new theory, how to assess and examine these concepts in order to interpret on the dynamics of the relationship between the individual and SHRM and, finally, guidelines on how to regulate and modify the dynamics of SHRM in relation to the actions of the individual from a facilitative point of view.

5.1. Conceptualization of the relationship between the individual and SHRM

This section introduces the definitions of the concepts of the new theory. The table below includes the main aspects of the theory, in terms of a definition of the concepts, a description of what the concepts mean and how they are characterized, respectively.

Table 3: Conceptualization of the Relationship between the Individual and SHRM

Conceptualization of the Relationship between the Individual and SHRM		
Concept	Description	Characteristics
The Context	<ul style="list-style-type: none"> The Holistic Network Fields Internal- and External Environment 	<ul style="list-style-type: none"> Macro Economics The State Globalization Technology
The Organization	<ul style="list-style-type: none"> Network within the Holistic Network Field of Fields Group Formation of Actors 	<ul style="list-style-type: none"> Organizational Structure SHRM Perspective Employment Relationships Trust and Expectations Set of Values and Norms
The Culture	<ul style="list-style-type: none"> Group Formations within an Organization Fields within the Field Collective dimension of Habits 	<ul style="list-style-type: none"> Certain Ground Rules for Language and Behaviour Collective Habits Bundles of Workplace Practices Social Order and Power Relations
The Individual	<ul style="list-style-type: none"> Human Actor Employee 	<ul style="list-style-type: none"> Employment Relationships Trust and Expectations Behaviour Based on Previous Experiences Human Capital In Competition over Power within its Fields
The Process	<ul style="list-style-type: none"> Continuous Process Perspective Dynamic Network 	<ul style="list-style-type: none"> The Evolvement of the Network takes place in the intersection between the Actors The Evolvement Depends on Contextual Factors as well as the Social Order within the Organization
Facilitation	<ul style="list-style-type: none"> Mediating Role 	<ul style="list-style-type: none"> Self-Managed Teams Focus on identifying Collective Habits Invest in Human Capital → Training and Education Evaluation

Source: Own Elaboration

5.1.1. The Context

The context of the relationship between the individual and SHRM is crucial for the success of SHRM. The context is seen as a network of associations, which includes both human actors and non-human actors. The holistic network includes every single actor in the world as we know it, and

thereby embrace both the internal and external environment of any given organization. The holistic network is characterized by many fields of group formations that are interconnected, which are when a group of actors has similar agencies and behavioural patterns. The relationship between the individual actor and SHRM is highly impacted by the complex context it is derived from, why it is important to pay attention to the collective movements within the dynamic network. Examples of influential movements within the holistic network that might have an impact on the relationship between the individual and SHRM could be e.g., the market, macro economic tendencies on a global plan, the technological development, or regulations decided by the government within the specific country. There are many external influential factors, which in some cases, are relevant to pay attention to, but in other cases, they might seem to be without any influential powers. E.g., the overall performance of an organization within the ice cream truck industry might be highly influenced by the weather, which might be a contextual factor without much influence on firm performance in other industries.

5.1.2. The Organization

The organization is a certain network within the holistic network and is, therefore, also a part of the context. The context consists of many fields and group formations, whereas the organization is one of them, as it is a field within the holistic network, which fosters a certain agency and behavioural patterns. The organization aims to define and enhance a certain behaviour, which has a positive impact on the overall firm performance. Still, it is important to consider the role of the individual in this context, as the promotion of the wanted behaviour from an organizational perspective, does not necessarily foster the wanted behaviour, as individuals may perceive the message differently or they might even have different intentions than the organization. This is why it is crucial to understand what the relationship between the individual and SHRM is and what it is influenced by.

When trying to examine the organization, researchers are encouraged to pay attention to whether the individual has ties to certain organizational factors, as literature has shown them to have a high impact on the dynamics of the network of the organization and thereby also the relationship between the individual and SHRM. These factors include e.g., the organizational structure and the position of the individual within it, what SHRM perspective the organization applies, how the employment relationship is perceived by the organization in general, the cultural values and norms set by the organization as well as the extent of expectation alignment between the organization and the

individual employee. These areas are assumed to be influential in terms of how the individual acts within the framework of the organization.

5.1.3. The Culture

The culture of the organization is defined as collective actions, which are derived from the cultural norms and values decided by the organization, as well as it includes subcultures in terms of group formations within the organization, which have a certain collective behaviours. The concept of culture is complex, as the subcultures are most often expressed in terms of collective intentionality of a group of actors within the organization, which may conflict with the desired work culture. The subcultures can appear both explicit and implicit to the organization, as the social relations and the collective behaviour within these cultures are not necessarily aligned with the intentions of the organization.

Work practice bundles within an organization might foster subcultures, as the performance indicators of each of the work practices vary, which may foster undesirable competition between the different work departments within an organization. It is of importance to pay attention to the movements within the bundles of work practices, as the knowledge within each of the departments is valuable for the organization to be in order to align the overall SHRM goals of the organization. Sometimes it is necessary to unravel these work practices for the knowledge within them to become tacit and to align the activities within the given work department with the rest of the organization.

The culture and the subcultures are characterized by certain ground rules for language and behaviour, which often occurs when having bundles of workplace practices, as these foster a certain perception of what is right and wrong. The organizational culture is characterized by a certain social order and power relations, e.g., in terms of the organizational structure and the extent of self-managed teams. Both the overall culture of the organization and each of the subcultures within the organization have their own social order, and the individual actors within the given culture compete to position themselves better in the social order. Furthermore, each of the individual actors within the culture of the organization can be a member of multiple subcultures, depending on their social relations and position in the social order of both the network of the organization, but also in relation to the holistic network, as the network of the subcultures can reach beyond the network of the organization.

It is crucial to pay attention to the movements within each of the subcultures that exist within the network of the organization, as the behaviour within the subcultures is self-perpetuating, and the individuals within the subcultures easily and unconsciously adapt the given behaviour. In order to examine the relationship between the individual and SHRM, it is of importance to illuminate the impact and complexity of the social relations within the organization, as if they are not aligned with the SHRM goals of the organization, these subcultures can foster actions and behaviours, which have a negative impact on the SHRM performance.

5.1.4. The Individual

The individual employee is a human actor within the network of the organization, within the holistic network. Furthermore, the individual can also be a part of an unknown number of subcultures, which are group formations within the network of the organization. The individual actor competes over power within its fields, which means that the behaviour of the individual actor is highly influenced by the power relations within both the social order of the organization, but also the social orders of the subcultures it is a part of. Furthermore, the actions of the individual are also derived from their cultural heritage, which is a cultural network that goes beyond the network of the organization.

The position of the individual within the social order is highly related to its possession of human capital. Economic, cultural, and social capital equals power within the social order, why the amount of human capital of the individual is of interest when trying to understand the role of the individual. Furthermore, the power position and intentionality of the individual is of importance, as if the individual is perceived powerful, but its intentions are not aligned with the overall goals of SHRM, then the individual may become a source of undesired behaviour. When powerful individuals act undesirably, other individuals within the same social order may start adapting their behaviour unconsciously, which creates a loss of direction.

When trying to examine the behaviour and actions of the individual actor, one must focus on what previous experiences are anchored within the individual, as these experiences shape their actions and behaviour within the organization. SHRM executors must make sure to create positive experiences with a given new strategy and new SHRM practices, as these experiences need to anchor be-

fore the individual adapts to the desired behaviour and thereby unconsciously start acting the way the organization desires it to.

When examining the individual and its relation to SHRM, it is of importance that the organization perceives the individual as complicated psychosocial and economic agents. The individual employees are entitled to intrinsic and constitutional rights such as having a voice, equality, and fairness, as well as it is someone who possesses capital, morals, beliefs, and intentionality. The economic aspect of the individual includes its ability to add value to the organization, and the psychological contract includes the expectations and trust between the employer and the employee, which must be aligned in order to create healthy employment relationships. The success of the alignment of the expectations and the creation of trust highly depends of the social relationship between the employer and the employee. The trust and alignment of expectation is crucial, as it impacts the relationship between the individual and SHRM, both in terms of misunderstandings but also in terms of undesired unaligned behaviour.

5.1.5. The Process

The process of designing, implementing, executing, and evaluating SHRM and the SHRM practices are continuous. Once SHRM is initiated within the network of the organization, changes occur in the movements of the network. The evolvement of the network takes place in the intersection between the actors. This means that the success of the SHRM initiatives depends on its ties to the rest of the network of the organization. Furthermore, the process of SHRM is highly influenced by the context as well as the social order within the organization. Therefore it is of importance to constantly evaluate the design, the implementation, and the execution of SHRM, as it needs to be anchored and shaped by the dynamics of the network.

In order to create good SHRM processes, the processes must be facilitated and evaluated on, as they need to be aligned with the complex context it appears in, the overall organizational goals, the ground rules of the culture, and the sense-making and behaviour of the individual. Depending on the size of the organization, new SHRM practices have long-run adaptability. It can be a good idea to integrate the SHRM practices within the ground rules of each of the identified subcultures, as the actions and behaviour within these subcultures are collective and self-perpetuating, which influ-

ences the actions and behaviour of the individual without the individual necessarily being aware of it.

5.1.6. The Facilitator

The role of the facilitator is crucial for the success of the SHRM process, as the facilitator plays a mediating role between the strategic goals of the organization and the people within it. It is important to formulate HR policies and practices, which are clear and make sense to the employees, but the most important source to successful SHRM practices is how they are implemented. From a facilitative perspective, organizations are encouraged to practice employee-oriented activities in terms of e.g., defining the roles of the individual employees in relation to the new SHRM initiatives, evaluation of performance, feedback, and coaching and identification of learning and development needs of the individual. The facilitator needs to have a trustworthy and likable profile, as the social relation between the facilitator and the individual is crucial in relation to the success of the SHRM practices.

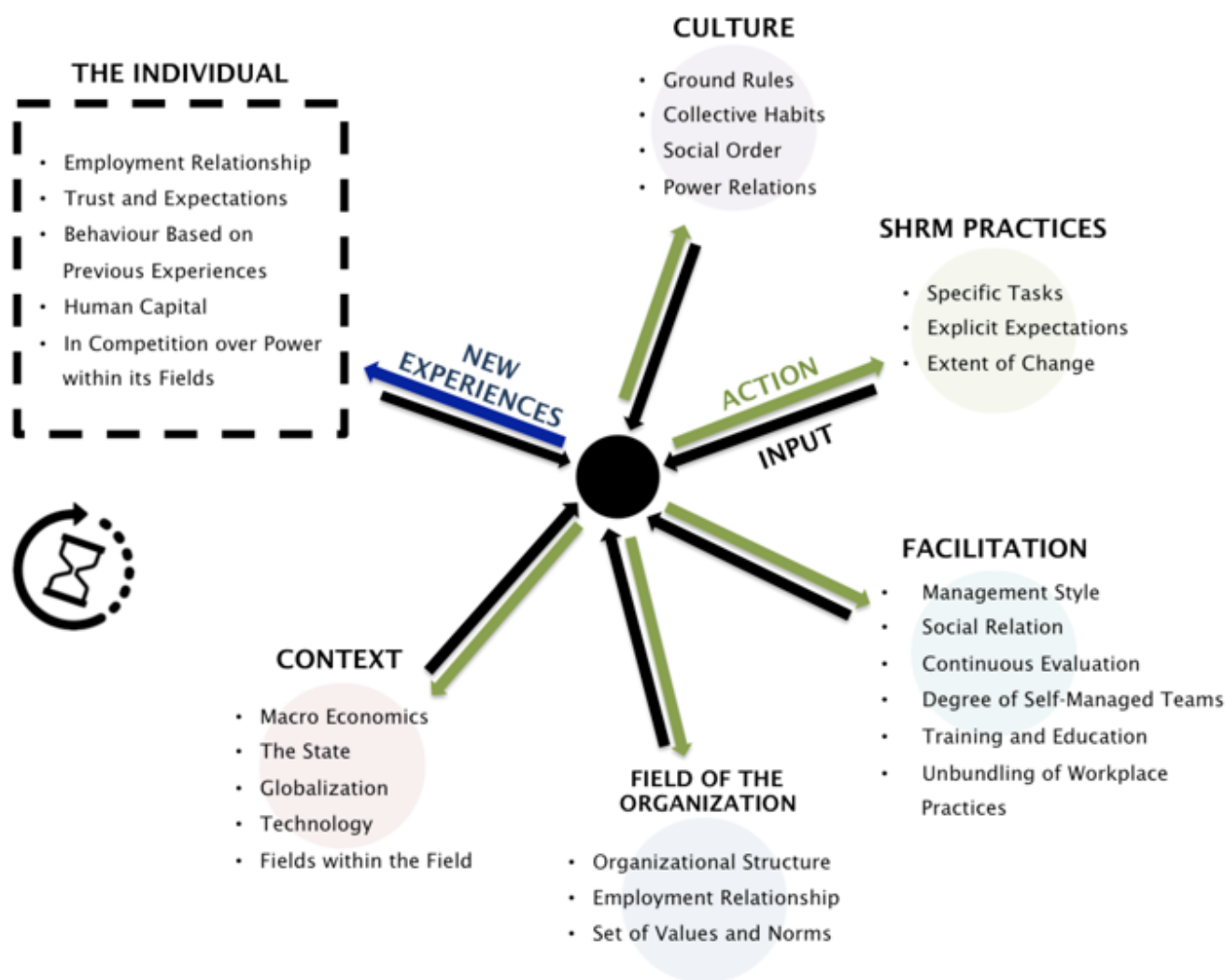
The facilitator has to focus on identifying collective habits and behavioural patterns within the self-managed teams to examine the subcultures in which the actions of the team are derived from. This is important, as it is the facilitator, who must examine the social order within the subcultures and to implement the SHRM practices in the ground rules of the specific subculture. The sense-making of each individual depends on their previous experiences, their possession of human capital and the context they appear in, why it can be beneficial for the facilitator to identify the learning & development needs of the individual. When investing in the cultural capital of the individual employee in terms of training and education, it can foster the desired behaviour in relation to the overall goals of the organization.

It is the facilitator's job to identify and smoothen alignments as an attempt to stabilize the present. Therefore the role of the facilitator includes mastering to balance the past, the present, and the future in the performance of their job, as the actions and behaviour of the individual are derived from their respective anchored previous experiences. The tasks of the facilitator are complex, and it is important to have an in-depth knowledge of the individual to interpret on its relation to the SHRM practices, as well as it is of importance to examine what other actors influence the actions and behaviour of the individual.

5.2. The Relationship between the Individual and SHRM

The definitions of the concepts, *the context*, *the organization*, *the culture*, *the individual*, *the process*, and *the facilitator* have now been presented, which shapes the fundamental understanding of the conceptualization of the relationship between the individual and SHRM. The following section includes an overview of how the individual is impacted from many sides and how that influences the actions and behaviour of the individual.

Figure 11: The Dynamics of the Relationship between the Individual and SHRM



Source: Own Elaboration

The figure above illustrates the dynamics of the relationship between the individual and the SHRM practices. The black dot represents the individual employee. Each of the colored circles represents influential factors, which have an impact on the individual. The input from influential factors is

illustrated with the black arrows. The input or experiences the individual gets from the influential factors are anchored in the unconsciousness of the individual. The input and new experiences that reach the unconsciousness of the individual are marked with the blue arrow, and the textbox in the top left corner of the figure illustrates the basis of the sense-making of the individual. Once the new experiences are anchored, they shape a new foundation for sense-making and decision-making, together with the previous experiences of the individual. The actions of the individual are naturally derived from their previous experiences, which is illustrated with the green arrows. The figure illustrates the dynamics of the role of the individual to visualize how it is impacted from many sides, which underlines the complexity of the relationship between the individual employee and the SHRM practices seen from an interpretivist perspective.

5.3. Facilitation Guidelines

The question is now, how does the facilitator facilitate SHRM in a way that accommodates the complexity of the role of the individual in relation to the success of the SHRM practices? The following sections present a suggestion on how the facilitator should approach the analysis of the dynamics of the organizational network in order to design desirable SHRM practices, which enhance the overall firm performance.

Figure 12: Three Analytical Steps



Source: Own Elaboration

The figure above illustrates three analytical steps for how to examine the present situation of the network of the organization. First of all, the facilitator must examine the relationship between the individual and SHRM by taking stance in the individual actor and unfold the network from there. Secondly, the influential factors associated with the actions and behaviour of the individual must be

identified by illuminating the position of the individual within the social order, keeping in mind, that the individual may be a part of numerous group formations within the organization, as well as beyond the boundaries of the organization. Furthermore, the facilitator needs to investigate whether the individual employee is in possession of the right capital in order to impact the dynamics of each of the group formations it is part of. Third of all, the facilitator must examine the complex context the individual operates in, as it has an impact on its relation to the SHRM practices, as well as the overall firm performance.

It is of importance to mention that the dynamics and the social order within the organization follows a continuous change process, why it may be relevant to observe the dynamics of the network at different times, as it contributes to a greater understanding of the past, present, and future of the organizational development and the actions related to it. But how does one identify the actions in the intersection between the associated influential actors and the individual? The following section includes guidelines regarding what to look for when examining the dynamics of the network of influential factors tied to the individual.

5.3.1. What to look for?

One must investigate the micro behaviours within the social orders, and unfold these into a macro perspective. This way, the facilitator is able to address the macro in the micro, which follows the principles of the reflexive sociology, as it seeks to investigate the subjective within the objective. By applying this approach to examining the actions in the intersection between the actors, the researcher is able to get a more holistic picture of the dynamics of the network, as well as of the role of the individual in relation to SHRM.

To examine the relationship between the individual and SHRM, the facilitator must search out the behavioural patterns in the intersection between the given actors. One must look for underlying patterns of habits, which are derived either from previous experiences or from the impact of the group formation the individual is part of. Time provides the facilitator with the opportunity to find patterns and to further investigate what actors seem to transform, translate, distort, and modify the meaning of the elements they are supposed to carry within the network.

The facilitator must ask oneself three questions when analyzing the network tied to the individual, which are: (1) *What is the individual actor assumed to create ties to?* (2) *What major influential factors characterize the process of creating ties to new actors?* and (3) *What can be assumed to be the nature of creating new ties or even the cessation of ties?*

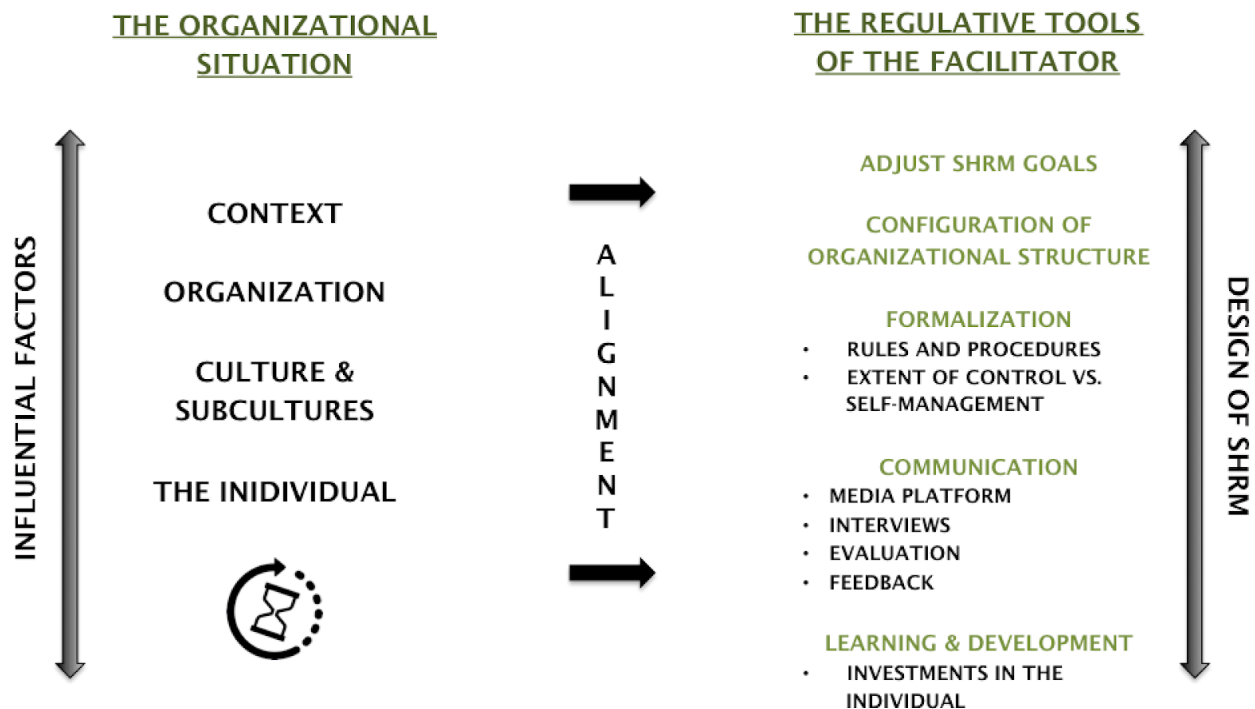
The role of the facilitator in the analysis process is to pay attention to the dynamics of the network the individual appears in, as well as it is to evaluate the findings from the analysis in dialogue with the involved actors. This way, undesired behavioural patterns are addressed instantly, which contributes to a more beneficial development of a specific issue or opportunity.

Successful strategies include a coordinated approach that, first of all, seeks to understand how undesirable behaviour is derived from the combination of the previous experiences of the individual and the contextual situation in which they appear. It is important that the facilitator devises a coordinated strategy of altering both the behaviour of the individual and the contextual complexity. Once these two factors have been examined by the facilitator, it is time to align the organizational situation and the SHRM practices, seen in the light of the complexity of the actions of the individual.

5.3.2. *What to do?*

The facilitator must pay attention to the dynamics of the network of the individual throughout the analysis process, as well as they must focus on enabling the individual to think and act more independently and innovatively, by unraveling the bundles of work practices. Facilitators are encouraged to enhance a relatively long period of practical training to internalize certain dispositions within the network of the organization, as this is the best approach to a successful modification of the behaviour within a given social order.

Figure 13: Alignment between the Organizational Situation and SHRM



Source: Own Elaboration

The figure above illustrates the analysis of the present organizational situation and the influential factors related to it on the left side, and how to align these influential factors with the overall SHRM goals by regulating the SHRM design seen from a facilitative perspective on the right side.

The organizational situation is examined by following the facilitation guidelines concerning the identification of the underlying forces in relation to the individual and its perception of the SHRM practices. The perception of the individual is derived from the context, the organizational design, the culture, and subcultures together with the previous experiences of the individual. The organizational situation can only say something about the current situation of the given organization, as the network is dynamic and follows a continuous change process. It is the facilitator's job to balance between the past, the present, and the future.

Once undesirable actions and behaviours within the network of the organization have been identified, the facilitator has a line of regulative tools one can apply to modify the design of SHRM, by constructing a fit between the organizational situation and the SHRM process the SHRM practices. The regulative tools of the facilitator consist of e.g.:

- Adjustment of the SHRM goals to fit the organizational situation
- Configuration of the organizational structure to enhance independence and trust
- Regulation of the general formalities in terms of rules, procedures and the extent of control
- Regulation of the extent of communication and type of communication
- Investments in learning and development goals of the individual to support them on their path to becoming more self-managed and foster innovative behaviour

By applying the regulative tools of the facilitator and thereby align the design of SHRM and the organizational situation, the facilitator is able to support the individuals within the organization throughout the SHRM process, as well as it enables the facilitator to detect undesired behaviours within the network instantly. The sooner the undesired actions within the network are detected and smoothened out, the better, as the actions often become self-perpetuating, once they have been adapted in the ground rules of a group formation. The facilitator must take its stance in a process-oriented analysis approach, as the network never stops evolving, why it is the most important task of the facilitator to pay attention to the movement in the intersections between the actors all of the time.

This conceptualization of the dynamic relationship between the individual and SHRM contributes to a greater understanding of the underlying forces, which impact the relationship, as well as it underlines the complexity and the continuous evolvement of the individual. The new theory is a supplement to the existing literature on configurational SHRM, as it focuses on the behaviour of the individual and the complexity of the context it operates within.

Conclusion

6. Conclusion

The relationship between the individual and SHRM is complex. The actions and behaviour of the individual are influenced from many sides, as well as it depends on the individual's possession of human capital and its position in the social order of the organization. This theoretical study casts a more broad focus in relation to understanding the complexity and dynamics of social relations, seen from an interpretivist perspective. A combination of the *sociology of associations* and the *reflexive sociology* allows facilitators to examine the relationship between the individual and SHRM, as it will enable one to analyze the subjective in the objective.

One must examine the dynamics of the network of the organization, by addressing the actions of the individuals within it, as the individuals continuously influence each other and thereby also the development and dynamics of the organization. Facilitators must examine both the contextual factors and the role of the individual to fully understand the nature of the social relations within an organization.

The conceptualization of the new theory contributes to a greater understanding of the underlying forces that impact the employment relationship. The findings from the analysis and the discussion underline the complexity and the continuous evolvement of the individual, seen from a theoretical interpretivist perspective. The new theory is a valuable supplement to the existing literature on configurational SHRM. The new theory provides a methodological tool on how to analyze the organizational situation and the individual within it, as well as it contributes with a toolbox facilitators can apply to modify the design of SHRM and thereby align the people with the SHRM goals.

6.1. Perspectives

The following section includes new perspectives to point out the relevance of this study in relation to the HR professionals applying strategic human resource management today. The perspectives include suggestions for future research to further explore the relationship between the individual and the SHRM.

6.1.1. *Theory in Practice*

Facilitators are encouraged to apply a combined transactional and transformational approach to measuring and evaluating the SHRM practices and processes, in terms of following the guidelines from the new theory as a supplement to configurational SHRM. By evaluating the performance indicators seen in the light of the development and dynamics of the network, the facilitator has a better chance of identifying both the correlated and causal factors behind the given desired or undesired behaviour. The undesired behaviours can be modified through dialogue and configuration of the SHRM design, which is a part of the facilitator's regulative toolbox. Future research is encouraged to apply the new theory in a longitudinal study as a supplement to their configurational SHRM strategies. The purpose of applying the new theory is to explore how the combined transactional and transformational approach to SHRM contributes to a better understanding of the relationship between the individual and SHRM, as well as its impact on the overall firm performance.

6.1.2. *The Psychological Aspect*

Bourdieu's Theory of Practice is accused of being deterministic, as well as it does not fulfil the Habitus concept's potential (Chandler, 2013). Future research is encouraged to explore the social-psychological aspect of the decision-making of the individual, as this study and the new theory take stance in the social field of reflexive sociology. A cross-disciplinary study could contribute with further knowledge of the complexity of the individual, which might be valuable in relation to understanding the relationship between the individual and SHRM even better.

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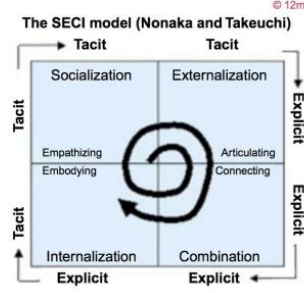
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Appendix

Appendix 1: Literature review articles

Article 1: (Scully et al., 2013)

Source	Scully, J., Buttigieg, S., Fullard, A., Shaw, D. and Gregson, M. (2013). The role of SHRM in turning tacit knowledge into explicit knowledge: a cross-national study of the UK and Malta. <i>The International Journal of Human Resource Management</i> , [online] 24(12), pp.2299-2320. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585192.2013.781432 [Accessed 18 Feb. 2020].
Focus of paper	<p>The authors propose that strategic human resource management (SHRM) practices nurture a context of knowledge sharing where tacit knowledge can be turned into explicit knowledge and that this type of knowledge sharing promotes innovative behaviours.</p> <p>They draw on the fields of knowledge management and international human resource management to show why organisations need to turn tacit knowledge into explicit knowledge to gain most from their workforce skills and creativity. Findings from a couple of cross-national case studies show how SHRM promotes employees to interact and share knowledge so that there is a conversion of tacit knowledge to explicit knowledge that informs innovative behaviour.</p> <p>The aims of the paper are threefold: first, to provide insight into how these types of SHRM practice promote innovative behaviour; second, to understand how SHRM practice enhances knowledge sharing, which turns tacit knowledge into explicit knowledge; third, to explore why CTK influences staff to share knowledge and be creative in a context characterised by SHRM.</p> <p>The article is based on two case studies in UK and Malta and that also highlights the methodological contribution of the qualitative research.</p>
Theories used	 <p>Figure 1. The SECI model (Nonaka and Takeuchi).</p> <p>Their SECI model presents a dynamic spiral model that combines the knowledge available to the organisation to promote knowledge sharing and turn tacit knowledge into explicit knowledge (Nonaka and Takeuchi 1995) (Figure 1).</p> <p>Socialisation refers to sharing knowledge, particularly face-to-face communication and learning on the job. Externalisation refers to the base for new knowledge and relates to the conversion of tacit to explicit knowledge in an understandable form. Combination refers to the adaption of the new knowledge to the existing knowledge. Internalisation refers to embedding the new knowledge as the spiral begins again.</p>
Key findings	The two case studies show how knowledge sharing is enhanced within a context

	<p>characterised by SHRM practice. Findings from the two case studies compliment the knowledge conversion points in the SECI model.</p> <p>The authors suggest that unravelling the combination and bundles of workplace practices that constitute SHRM and understanding the values and history of the community of practice is key to understanding how SHRM enhances a context where tacit knowledge is turned into explicit knowledge and informs innovation.</p> <p>Tacit knowledge and contextual knowledge cannot be codified in written documents (Reiche et al. 2009) but requires the interactive context for this personal interaction to take place. SHRM can provide the interactional structural context for the knowledge conversion processes.</p>
Methodology	<p>The empirical sections of this paper are based on a qualitative methodology utilised through two case studies (Yin 1994; Bryman 2001; Bryman and Bell 2007). Within this qualitative methodology, the authors have adopted triangulation, which, as defined by Cohen and Manion (1989), involves the use of two or more data-collection tools (focus groups [FGs] and interviews), data sources (organisation staff policy documents and strategic planning documents) and/or data analysis (grounded theory analysis and content analysis).</p> <p>The findings presented are drawn from the qualitative insights that emerge from that data.</p>
Definitions	<p>Knowledge management (KM)</p> <p>Innovative behaviour</p> <p>Strategic human resource management</p> <p>Explicit knowledge</p> <p>Tacit knowledge</p>
Critic/Bias	<p>The study raises questions for future research in SHRM, innovation and KM. This is particularly important with regard to how SHRM, innovation and KM is theorised and how that informs practice.</p> <p>The article is missing a definition on KM (knowledge management)</p>

Article 2: (Wei et al., 2008)

Source	Wei, L., Liu, J., Zhang, Y. and Chiu, R. (2008). The role of corporate culture in the process of strategic human resource management: Evidence from Chinese enterprises. <i>Human Resource Management</i> , [online] 47(4), pp.777-794. Available at: https://onlinelibrary-wiley-com.zorac.aub.aau.dk/doi/epdf/10.1002/hrm.20244 [Accessed 20 Feb. 2020].
Focus of paper	This article examines the role of corporate culture in the SHRM adoption and implementation process.
Theories used	<p>McMahan, G. C., Virick, M., & Wright, P. M. (1999). Alternative theoretical perspectives for strategic human resource management: Progress, problems and prospects. In P. Wright, L. D. Dyer, J. W. Boudreau, & G. T. Milkovich (Eds.), <i>Research in personnel and human resources management: Strategic human resources management in the 21st century</i> (Supplement 4, pp. 99–122). Greenwich, CT: JAI Press.</p> <p>Schein, E. H. (1985). <i>Organizational culture and leadership</i>. San Francisco, CA: Jossey-Bass.</p> <p>Smith, K. G., Collins, C. J., & Clark, K. D. (2005). Existing Knowledge, knowledge creation capability, and the rate of new product introduction in high-technology firms. <i>Academy of Management Journal</i>, 48,346–357.</p> <p>Et al.</p>
Key findings	<p><i>H1: Corporate culture (whether group, developmental, or hierarchical) has a positive effect on the adoption of SHRM, and SHRM mediates the culture-firm performance link.</i></p> <p><i>H2: The implementation of SHRM has a positive effect on corporate culture (whether group,developmental, or hierarchical), and culture mediates the link between SHRM and firm performance.</i></p> <p>Empirical results from a sample of 223 Chinese enterprises indicate that corporate culture has an impact on the adoption of SHRM, and that different types of culture affect the SHRM process differently. Specifically, group and developmental cultures have positive effects on the adoption of SHRM, but the effect of hierarchical culture is not significant. Developmental culture is also found to have a direct effect on firm performance. This study offers significant implications for HRM in China and other dynamic and emerging economies.</p> <p>In summary, we found that corporate culture acted as an antecedent of SHRM.Both group and developmental culture had a positive effect on SHRM, while the relationship between hierarchical culture and SHRM was not significant. In addition, we found that the effects of the developmental and group cultures on SHRM and performance were different. The positive impact of group culture on firm performance was successfully transferred by SHRM, but developmental culture still had some direct effect on firm performance.</p> <p>The results of the study supports the notion that a developmental or a group culture facilitates the creation of SHRM,which has a subsequent positive impact on firm performance. This research contributes to the SHRM literature by uncovering the role of different types of corporate culture in the development of SHRM.</p>
Methodology	Empirical results from a sample of 223 Chinese enterprises. The data for this study were collected through a questionnaire survey of executive managers in China. The respondents were the CEOs and HR and finance directors from the sample firms. Questionnaires were mailed to 586 firms, with each firm receiving a set of two questionnaires: one for the chief HR manager and one for the CEO/finance manager.Of

	<p>the 621 completed questionnaires that were returned, 367 were from HR managers and 254 from CEOs/finance managers. The response rate was 53.0 percent, which is good by survey research standards (Baruch, 1999; Roth & BeVier, 1998).</p>
Definitions	<p>Corporate Culture; Firm Performance; SHRM;</p> <p>Culture as an antecedent Culture as a mediator</p>
Critic/Bias	<p>Little research has examined the SHRM process so as to better understand how SHRM is adopted and implemented and what impact it has on organizational processes and outcomes.</p> <p>Future studies, especially qualitative studies, are needed to examine why these different cultures influence business initiatives such as SHRM. For example, we have found that developmental culture has direct effects on both SHRM and firm performance, but group culture has direct effects on SHRM only. Such different roles of culture in Chinese firms need to be further investigated.</p> <p>Future longitudinal studies are needed to capture the causal relationship of SHRM and corporate culture in various Chinese enterprises and the corresponding impact on firm performance.</p> <p>The dynamic process of cultural development and its impact on SHRM and corporate effectiveness needs to be further examined in future research.</p> <p>Old literature</p> <p>Quantitative study → Questionnaire</p> <p>CEO, HR and finance directors were asked, but not the workers?</p>

Article 3: (Harrison and Bazy, 2017)

Source	Harrison, T. and Bazy, J. (2017). Aligning organizational culture and strategic human resource management. <i>Journal of Management Development</i> , [online] 36(10), pp.1260-1269. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/1961370234/fulltextPDF/40FCEAA991F941B0PQ/1?accountid=8144 [Accessed 20 Feb. 2020].
Focus of paper	As strategic human resource management (SHRM) continues to grow as an important issue for organizations, it is imperative to examine all factors that contribute to the success and failure of the organization's human resources (HR) and strategy implementation. The purpose of this paper is to demonstrate that organizational culture should be an integral factor when considering SHRM. The authors also present a model for the strategy-culture-SHRM linkage and propositions to guide future research.
Theories used	<p>Boswell, W. (2006), "Aligning employees with the organization's strategic objectives: out of 'line of sight', out of mind", <i>International Journal of Human Resource Management</i>, Vol. 17 No. 9, pp. 1489-1511</p> <p>Cabrera, E. and Bonache, J. (1999), "An expert HR system for aligning organizational culture and strategy", <i>Human Resource Planning</i>, Vol. 22 No. 1, pp. 51-60.</p> <p>Chan, L., Shaffer, M. and Snape, E. (2004), "In search of sustained competitive advantage: the impact of organizational culture, competitive strategy and human resource management practices on firm performance", <i>International Journal of Human Resource Management</i>, Vol. 15 No. 1, pp. 17-35</p> <p>Et al.</p>
Key findings	<p>In addition to the conceptual model, the authors present a number of testable propositions for determining how firm performance and effectiveness may depend on the linkage between strategy and the utilization of HR as a competitive advantage.</p> <p>P1. The strategy-SHRM relationship is contingent upon the alignment of the organization's culture with the strategy.</p> <p>P2. Organizational culture positively influences the strategy-SHRM relationship when culture is aligned with strategy resulting in consistent SHRM implementation.</p> <p>P3. Organizational culture negatively influences the strategy-SHRM relationship when culture is misaligned with strategy, resulting in poorly executed SHRM implementation.</p> <p>P4. Organizations with aligned strategy and culture will experience increased organizational outcomes than those with a misaligned strategy-culture relation.</p> <p>We examined a gap in the literature regarding the impact of the organization's strategy on SHRM when taking into account organizational culture in order to develop propositions for future research. In addition, a model was developed to show the resulting outcomes when alignment or misalignment of culture is present in the strategy-SHRM linkage. We further extend the literature by presenting a table of suggested organizational culture values necessary to encourage a strategy-supportive culture. Organizational culture should be studied as an important moderating variable in the strategy-SHRM-performance linkage (Jackson et al., 2014). The alignment of organizational culture is imperative in order to determine successful HR practices that will shape the organization. Finally, although there is "no one best culture;" the value is</p>

	<p>determined by aligning the culture to achieve the best possible strategy-SHRM-outcome linkages.</p> <table> <tr> <th>Strategy</th><th>Organizational culture values (strategy supportive)</th><th>SHRM focus</th></tr> <tr> <td>Low cost leadership</td><td>Following rules Employment security Efficiency/productivity</td><td>Administrative/cost orientation Hire from within Internal training</td></tr> <tr> <td>Differentiation</td><td>Being flexible Taking risks Innovation</td><td>Creative orientation Hire from outside Less training</td></tr> <tr> <td>Superior customer service</td><td>Customer experiences Quality Company reputation</td><td>Service quality orientation Extensive training Rewards for service</td></tr> <tr> <td>Innovation</td><td>Entrepreneurial behaviors Knowledge workers</td><td>Learning orientation Creativity coaching Risk taking rewards</td></tr> </table> <p>Sources: Adapted from Jackson <i>et al.</i> (2014), Mathis and Jackson (2000), also see Porter (1980), Thompson and Strickland (1998)</p> <p>a</p>	Strategy	Organizational culture values (strategy supportive)	SHRM focus	Low cost leadership	Following rules Employment security Efficiency/productivity	Administrative/cost orientation Hire from within Internal training	Differentiation	Being flexible Taking risks Innovation	Creative orientation Hire from outside Less training	Superior customer service	Customer experiences Quality Company reputation	Service quality orientation Extensive training Rewards for service	Innovation	Entrepreneurial behaviors Knowledge workers	Learning orientation Creativity coaching Risk taking rewards	<p>Human resource management</p> <p>1265</p> <p>Table I. Organizational culture values moderating the strategy-SHRM linkage</p>
Strategy	Organizational culture values (strategy supportive)	SHRM focus															
Low cost leadership	Following rules Employment security Efficiency/productivity	Administrative/cost orientation Hire from within Internal training															
Differentiation	Being flexible Taking risks Innovation	Creative orientation Hire from outside Less training															
Superior customer service	Customer experiences Quality Company reputation	Service quality orientation Extensive training Rewards for service															
Innovation	Entrepreneurial behaviors Knowledge workers	Learning orientation Creativity coaching Risk taking rewards															
Methodology	The authors present a conceptual model proposing organizational culture as a moderator of the relationship between an organization's strategy and SHRM based on existing literature on the topic.																
Definitions	Organizational culture; Alignment; Strategy; Strategic human resource management;																
Critic/Bias	<p>Currently, there is a lack of research regarding the conceptualization of organizational culture as a moderator between an organization's strategy and SHRM. We discuss the importance of the alignment of HR both as a source of competitive advantage and an influence on an organization's strategy. The authors integrate the current research to create arguments for testable propositions and future research directions. The authors also argue that misalignments may occur which may prove detrimental to the organization</p> <p>One critical future research issue to the proposed linkage is the assumption that the organizational leaders have selected an appropriate strategy. For instance, the top management team wishes to implement a strategy that is not congruent with the organization's culture. The strategy may be inappropriate for the organization, and organizational performance would be expected to be low. However, once a proper strategy is selected which is aligned with the culture, the organization could turn itself around with minimal impact, depending on the timing of the reaction.</p> <p>Another area for future research is the organizational values in Table I. These are far from exhaustive and cannot encompass every conceivable situation. Additional strategies and values that are strategy supportive should be developed to include the resulting SHRM practices that would promote alignment.</p> <p>Future research should be conducted to determine the extent to which organizations that have had intended vs implemented strategy and SHRM incongruence and also lacked alignment with organizational culture. This could be a key indicator to the top management team to take a leadership role in establishing and developing the supportive culture and values needed first in order to implement a current strategy to continue success through the SHRM functions. This may also uncover a timeframe to be utilized for a more successful execution of the HR practice implementation and positive organizational outcomes.</p>																

Article 4: (Gannon, Doherty and Roper, 2012)

Source	Gannon, J., Doherty, L. and Roper, A. (2012). The role of strategic groups in understanding strategic human resource management. <i>Personnel Review</i> , [online] 41(4), pp.513-546. Available at: https://www.emerald-com.zorac.aub.aau.dk/insight/content/doi/10.1108/00483481211229401/full/html [Accessed 20 Feb. 2020].												
Focus of paper	This article aims to explore how understanding the challenges faced by companies' attempts to create competitive advantage through their human resources and HRM practices can be enhanced by insights into the concept of strategic groups within industries. Based within the international hotel industry, this study identifies how strategic groups emerge in the analysis of HRM practices and approaches. It sheds light on the value of strategic groups as a way of readdressing the focus on firm and industry level analyses.												
Theories used	<table><tr><th>SIHRM approaches</th><th>Primary focus</th><th>Level</th></tr><tr><td><i>Resource based view (RBV)</i> Competitive advantage achieved through developing resources which are Valuable, Rare, Inimitable, Non-substitutable and Rent achieving</td><td>Internal</td><td>Company/firm</td></tr><tr><td><i>Best fit</i> Based on crafting HRM practices tied to strategic management models – typically through strategic analyses tools of market position Based on aligning HRM practices to different international and domestic cultural and institutional contexts and company demand for standardisation</td><td>External</td><td>Competitive market National contexts and competitive market</td></tr><tr><td><i>Best practice</i> Originally identified as sophisticated practices capable of achieving competitive advantage Now associated with HRM practices which are “table stakes” essential for operating with social legitimacy within an industry</td><td>External</td><td>Industry</td></tr></table> <p style="text-align: right;">Table I. The initial focus of SIHRM approaches</p>	SIHRM approaches	Primary focus	Level	<i>Resource based view (RBV)</i> Competitive advantage achieved through developing resources which are Valuable, Rare, Inimitable, Non-substitutable and Rent achieving	Internal	Company/firm	<i>Best fit</i> Based on crafting HRM practices tied to strategic management models – typically through strategic analyses tools of market position Based on aligning HRM practices to different international and domestic cultural and institutional contexts and company demand for standardisation	External	Competitive market National contexts and competitive market	<i>Best practice</i> Originally identified as sophisticated practices capable of achieving competitive advantage Now associated with HRM practices which are “table stakes” essential for operating with social legitimacy within an industry	External	Industry
SIHRM approaches	Primary focus	Level											
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Key findings	<p>The findings demonstrate that strategic groups emerge from analysis of the HRM practices and strategies used to develop hotel general managers (HGMs) as strategic human resources in the international hotel industry. The value of understanding industry structures and dynamics and intermediary levels of analysis are apparent where specific industries place occupational constraints on their managerial resources and limit the range of strategies and expansion modes companies can adopt.</p> <p>Within the SHRM literature the three main approaches (best practice, “best fit” and (RBV) have traditionally been seen as independently pursued by firms. However, more recent work has suggested that companies will simultaneously adopt variations of these approaches and so a combined view of SHRM is more appropriate and reflects the complex environments and competing perspectives companies face (Boxall and Purcell, 2003, 2008).</p> <p>This study has focused on the strategic human resources and associated HRM strategies and practices in a global industry in order to explore how companies pursue competitive advantage in an industry.</p>												
Methodology	Senior human resource executives and their teams across eight international hotel companies (IHCs) were interviewed in corporate and regional headquarters, with observations and the collection of company documentation complementing the interviews.												
Definitions	Strategic groups, Strategic human resources, Strategic human resource management, International human resource management, Hotel and catering industry, International business												

Critic/Bias	<p>This study indicates that further research on strategic groups will enhance the theoretical understanding of strategic human resource management and specifically the forces that act to constrain the achievement of competitive advantage through human resources. A limitation of this study is the dependence on the human resource divisions' perspectives on realising international expansion ambitions in the hotel industry.</p> <p>Developments in strategic human resource management have relied on the conceptual and theoretical developments in strategic management, however, an understanding of the impact of strategic groups and their shaping of SHRM has not been previously explored.</p>
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Article 5: (Dias, Zhu and Samaratunge, 2017)

Source	Dias, D., Zhu, C. and Samaratunge, R. (2017). Examining the role of cultural exposure in improving intercultural competence: implications for HRM practices in multicultural organizations. <i>The International Journal of Human Resource Management</i> , [online] pp.1-20. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/pdf/10.1080/09585192.2017.1406389?needAccess=true [Accessed 17 Feb. 2020].
Focus of paper	What can organizations do to minimize the negative effects of cultural diversity while reaping the benefits it can offer? This paper examines the relationship between the breadth and depth of cultural exposure (CE), intercultural sensitivity and intercultural competence to draw implications that can improve recruitment and staff development practices in organizations with a culturally diverse workforce. Findings from a survey (N = 214) in Australia support the notion that intercultural competence is a broader concept that requires a deep exposure to other cultures as compared to intercultural sensitivity.
Theories used	<p>'Social Learning Theory' proposed by Bandura (1977) which identifies four fundamental elements to the learning process: attention, retention, reproduction and incentives.</p> <p>Behrnd, V., & Porzelt, S. (2012). Intercultural competence and training outcomes of students with experiences abroad. <i>International Journal of Intercultural Relations</i>, 36(2), 213-223.</p> <p>Byram, M. (1997). <i>Teaching and assessing intercultural communicative competence</i>. Clevedon: Multilingual Matters.</p> <p>Caligiuri, P., & Tarique, I. (2012). Dynamic cross-cultural competencies and global leadership effectiveness. <i>Journal of World Business</i>, 47, 612-622. doi:10.1016/j.jwb.2012.01.014</p> <p>Et al</p>
Key findings	<p>Hypothesis 1a: Breadth of exposure to other cultures will be positively related to intercultural sensitivity.</p> <p>Hypothesis 1b: Depth of exposure to other cultures will be positively related to intercultural sensitivity.</p> <p>Hypothesis 2a: Breadth of exposure to other cultures will be positively related to intercultural competence.</p> <p>Hypothesis 2b: Depth of exposure to other cultures will be positively related to intercultural competence.</p> <p>The findings suggest that breadth of CE has limited potential whereas depth of CE is more beneficial in improving an individual's intercultural abilities. Implications are drawn based on the findings of the study such that organizations are able to recruit and develop employees who are truly interculturally inclined and can effectively navigate the challenges of working in today's multicultural organizations.</p> <p>The findings help improve the recruitment practices of organizations that wish to hire employees who have the capabilities to thrive in a culturally diverse workplace. The findings also provide practical implications for developing the intercultural competencies of existing employees.</p>
Methodology	The hypotheses raised in the literature review were tested using data from a survey questionnaire.

	Two hundred hard copy surveys were distributed; 163 usable surveys were returned, representing a response rate of 82%. Fifty-one usable surveys were gathered using the online link, making a total of 214 respondents.
Definitions	<p>Cultural exposure (CE); intercultural sensitivity (IS); intercultural competence (IC); multicultural organizations (MO);</p> <p>Intercultural competence is defined as an individual's ability to think and act in an intercultural appropriate way (Hammer, Bennett, & Wiseman, 2003). Cultural exposure includes, but is not limited to, international travel or work experience, foreign education and immigrants' experiences as a cultural minority in a foreign country (Crowne, 2013).</p>
Critic/Bias	<p>While the literature suggests that CE via work/study abroad can facilitate the development of IC, additional research is needed to explore this relationship further (Caligiuri & Tarique, 2012; Osland & Bird, 2013; Schenker, 2012; Strubler et al., 2011).</p> <p>Future research can benefit from utilizing a multidimensional CE measure, taking into account the cultural diversity within a country.</p> <p>Future research could benefit from a longitudinal design, where IS and IC are measured at specific intervals over time as individuals face more and more CE.</p> <p>Future research would greatly benefit from utilizing a mixed methods design which could include several methods of examining IC so as to capture this complex construct in a holistic fashion.</p>

Article 6: (Ekhsan Abang Othman, 2009)

Source	Ekhsan Abang Othman, A. (2009). Strategic integration of human resource management practices: Perspectives of two major Japanese electrical and electronics companies in Malaysia. <i>Cross Cultural Management: An International Journal</i> , [online] 16(2), pp.197-214. Available at: https://www-emerald-com.zorac.aub.aau.dk/insight/content/doi/10.1108/13527600910953937/full/html [Accessed 20 Feb. 2020].
Focus of paper	The purpose of this paper is to examine the strategic integration of HRM practices with business/corporate strategy in the context of its applications and processes in two Japanese multinational companies in Malaysia
Theories used	
Key findings	Analysis of questionnaire responses and interview findings shows strategic integration of HRM practices has been adopted by both organizations, though their approaches vary slightly. Importantly, the involvement of HR at board level, direct reporting of HR to the CEOs and the organization's supportive culture symbolize the integrative approach to HRM. Additionally, the findings indicate that although company strategies are in place, other factors such as business credibility of the HR manager and the level of commitment and support from CEOs and line management commitment are important determinants of strategic integration of HRM practices.
Methodology	The research used mixed-methodology via case studies and questionnaire surveys. Overall 29 questionnaires, 15 from Company A and 14 from Company B were returned and analyzed for a response rate of 58 per cent. In addition, 15 respondents were interviewed, including Executive Director, Head of HR and line managers.
Definitions	Human resource management, Organizational structures, Line managers, Malaysia, Japan
Critic/Bias	

Article 7: (Shen et al., 2009)

Source	Shen, J., Chanda, A., D'Netto, B. and Monga, M. (2009). Managing diversity through human resource management: an international perspective and conceptual framework. <i>The International Journal of Human Resource Management</i> , [online] 20(2), pp.235-251. Available at: https://doi-org.zorac.aub.aau.dk/10.1080/09585190802670516 [Accessed 24 Feb. 2020].
Focus of paper	<p>Managing diversity through human resource management: an international perspective and conceptual framework</p> <p>This paper critically reviews the literature on managing diversity through human resource management (HRM). We discuss the major issues and objectives of managing diversity and examine the state of human resource diversity management practices in organizations. Our review shows that inequality and discrimination still widely exist and HRM has focused mainly on compliance with equal employment opportunity (EEO) and affirmative action (AA) legislation. Less attention has been paid to valuing, developing and making use of diversity.</p>
Theories used	<p>Cox, T. (1993), <i>Cultural Diversity in Organizations: Theory and Research Practices</i>, San Francisco, CA: Berrett-Koehler Publishers.</p> <p>Cox, T., and Blake, S. (1991), 'Managing Cultural Diversity: Implications for organizational Competitiveness,' <i>Academy of Management Executive</i>, 5, 3, 45-56.</p> <p>Gordon, J. (1995), 'Different from What? Diversity as a Performance Issue,' <i>Training</i>, 32, 5, 25-33</p> <p>Et al.</p>
Key findings	<p>Our review reveals limited literature examining how diversity is managed in organizations through effective human resource management. We develop a framework that presents strategies for HR diversity management at the strategic, tactical and operational levels. Our review also discusses the implications for practice and further research.</p> <div data-bbox="529 1314 1232 1697"> <pre> graph LR A["Diversity management issue - EEO/AA - Appreciating and making use of diversity"] --> B["Strategic level HR practice Organizational diversity culture (commitment of resources and leadership), vision, mission, business strategy and HR strategy that value diversity, formalized HR policies, measuring and auditing diversity"] A --> C["Tactical level HR practice Staffing, training and development, appraisal, remuneration"] A --> D["Operational level HR practice Educating employees, networking communication, flexible employment and support for generating work-life balance"] B <--> C C <--> D B --> E["Line management involvement"] C --> E D --> E E --> F["Diversity management objectives - Compliance with EEO and AA requirements - Innovation/Creativity - Responsiveness - Employee attraction and retention - Turnover and absenteeism reduction - Greater marketing capability - High organizational performance"] </pre> </div> <p>Figure 1. A framework of HR diversity management.</p>
Methodology	189 cited academic articles in a critical review of existing literature on the topic.

Definitions	Keywords: affirmative action (AA); diversity management; equal employment opportunity (EEO); human resource management
Critic/Bias	<p>This study has identified several avenues for further research. Despite wide recognition of its significance, diversity management in HR has to date received surprisingly little attention in the diversity management literature. There are some HRM studies concerning diversity issues. However, the fact that these studies are normally regarded only as part of the HR literature makes it difficult to draw complete conclusions on HR diversity management by analysing only the diversity management literature.</p> <p>Future research should examine diversity management from multiple perspectives. Moreover, past studies are usually prescriptive in exploring the relationship between HR diversity practices and organizational performance. As a result, there is, so far, no study statistically examining the contribution of diversity management in HR to organizational performance from financial and non-financial perspectives.</p>

Article 8: (van Harten et al., 2017)

Source	van Harten, J., De Cuyper, N., Guest, D., Fugate, M., Knies, E. and Forrier, A. (2017). Special issue of international human resource management journal HRM and employability: an international perspective. The International Journal of Human Resource Management, [online] 28(19), pp.2831-2835. Available at: https://doi-org.zorac.aub.aau.dk/10.1080/09585192.2017.1377866 [Accessed 23 Feb. 2020].
Focus of paper	<p>Special issue of international human resource management journal HRM and employability: an international perspective</p> <p>This Special Issue is intended to be a catalyst for attracting and advancing research on the impact of HRM on workers' employability and subsequent outcomes. Examining HRM and employability together is particularly relevant, given that employability is widely viewed as an essential aspect of contemporary employment security in today's ever turbulent employment landscape (Clarke, 2008; Fugate & Kinicki, 2008).</p> <p>The first research avenue focuses on the content of HRM as well as its implementation, to understand how HRM impacts employability and subsequent outcomes. The second avenue considers the micro, meso and macro level circumstances under which HRM affects employability and subsequent outcomes.</p>
Theories used	<p>Purcell, J., & Hutchinson, S. (2007). Front-line managers as agents in the HRM-performance causal chain: Theory, analysis and evidence. <i>Human Resource Management Journal</i>, 17, 3-20.</p> <p>Rothwell, A., & Arnold, J. (2007). Self-perceived employability: Development and validation of a scale. <i>Personnel Review</i>, 36, 23-41.</p> <p>Thijssen, J. G., Van der Heijden, B. I., & Rocco, T. S. (2008). Toward the employability - Link model: Current employment transition to future employment perspectives. <i>Human Resource Development Review</i>, 7, 165-183.</p> <p>Et al.</p>
Key findings	This Special Issue provides a valuable opportunity to cross-pollinate and expand two heretofore separate research streams. We especially invite multidisciplinary contributions to help bridge this gap. In addition, the role and impact of HRM policies that might affect employability are likely to be influenced by national economic circumstances such as levels of unemployment, as well as varying national policies to address employment and employment security. Flexicurity policies in Denmark provide one illustration of this. We therefore particularly welcome papers that give appropriate weight to national and comparative contextual factors.
Methodology	15 cited academic articles in a critical review of existing literature on the topic, to uncover a gap in the literature. The gap is an invitation for other academics to contribute with further research on the topic.
Definitions	
Critic/Bias	Surprisingly few studies have addressed the role and impact of employer policies and practices and the national context. In addition, employability outcomes should be probed in greater detail: this probing could address different levels of analysis, for example individual well-being, organizational effectiveness or even societal well-being (cf. Beer, Boselie, & Brewster, 2015). Such research would elucidate whether employability, and HRM investments in employability, is beneficial to all parties involved or whether there are unintended outcomes

Article 9: (Huselid and Becker, 2010)

Source	Dias, D., Zhu, C. and Samaratunge, R. (2017). Examining the role of cultural exposure in improving intercultural competence: implications for HRM practices in multicultural organizations. <i>The International Journal of Human Resource Management</i> , pp.1-20.
Focus of paper	<p>Bridging Micro and Macro Domains: Workforce Differentiation and Strategic Human Resource Management.</p> <p>In this article, the authors focus on the challenges and opportunities associated with integrating the micro and macro domains of the strategic human resource (HR) management literature. Their specific focus is on the development of a differentiated HR architecture in support of strategy execution as a key organizing theme. A focus on strategic capabilities and strategic jobs as the focal point of workforce management system design represents a significant potential source of value creation for most firms. But, also, differentiation by strategic capability instead of hierarchical organizational level represents potential implementation challenges for managers, and theoretical and empirical challenges for academics.</p>
Theories used	<p>Becker, B. E., Huselid, M. A., & Ulrich, D. 2001. <i>The HR Scorecard: Linking people, strategy, and performance</i>. Boston: Harvard Business Press.</p> <p>Collis, D., & Montgomery, C. 1994. Competing on resources: Strategy in the 1990s. <i>Harvard Business Review</i>, July-August: 118-128.</p> <p>Combs, J. G., Ketchen, D. J., Jr., Hall, A. T., & Liu, Y. 2006. Do high performance work practices matter? A meta analysis of their effects on organizational performance. <i>Personnel Psychology</i>, 59: 501-528.</p> <p>Et al.</p>
Key findings	The findings of this review is gaps for further research → Check "Critic/bias"
Methodology	14 cited academic articles in a critical review of existing literature on the topic, to uncover a gap in the literature. The gap is an invitation for other academics to contribute with further research on the topic.
Definitions	high-performance work systems; workforce differentiation; strategic human resource management; strategic capabilities
Critic/Bias	<p>we believe that significant progress in the HR strategy literature will not be possible without a careful integration the literatures—micro and macro—from the domains of HR management, economics, sociology, psychology, strategy, and economics. And in doing so, the field will increase the probability that it can conduct research that is both interesting and influential (Bazerman, 2005).</p> <p>A new focus on workforce differentiation may have significant implications for both the science and practice of HR management. Indeed, many large firms are making substantial investments in workforce differentiation models (e.g., Avon, BMS, GSK, IBM, ITT, Johnson & Johnson, Lockheed Martin, and many others). Such a shift may provide significant new research opportunities</p> <p>For scholars, this means that cross-disciplinary work will likely be required.</p>

Article 10: (Gurbuz and Mert, 2011)

Source	Gurbuz, S. and Mert, I. (2011). Impact of the strategic human resource management on organizational performance: evidence from Turkey. <i>The International Journal of Human Resource Management</i> , [online] 22(8), pp.1803-1822. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585192.2011.565669 [Accessed 26 Feb. 2020].
Focus of paper	<p>The strategic importance of human resources (HR) and their contribution to the organizational performance are receiving increasing recognition worldwide. This study examines strategic human resource management (SHRM) and HR practices in Turkey to assess the impact of these practices on financial/market performance, operational performance, job satisfaction, and turnover.</p> <p>Although there is no consensus on the definition of SHRM in the literature, there is a broad agreement that SHRM is 'the pattern of planned human resource (HR) deployments and activities intended to enable an organization to achieve its goals' (Wright and McMahan 1992, 298).</p>
Theories used	<p>This definition has focused on how firms develop and align HRM practices in a way that supports a firm's strategy. In general, leading theorists and researchers focus on three different approaches on theoretical explanation of HRM-organizational performance linkage. These include;</p> <ol style="list-style-type: none"> 1. Universalistic or best-practices approach. 2. Fit or contingency approach. 3. Resource-based view approach.
Key findings	<p>This study examined the relationship between SHRM and HR practices and firm performance in Turkey to extend emerging empirical literature on firm level outcomes of the SHRM and HR practices. It has been widely accepted that people are key to achieving organizational performance. Using high-performance HR practices and aligning the HR system vertically and horizontally would be reflected in better organizational performance. This belief has been the black box of the SHRM for decades. The findings of this study contributed to the growing empirical evidence that the notion of HR as a competitive advantage for organization is not a myth, but credible.</p> <p>As revealed in the analysis, the SHRM was found to have a positive effect on the organizational performance indicators, which were the perceived financial and market performance, the organizational performance (consisting of customer satisfaction, quality of product, and company image), and the job satisfaction. Thus, the evidence suggested that the effective implementation of the SHRM should be able to bring in higher levels of organizational performance. In other words, when a firm HR practices are consistent with each other (internal fit) and with the firm strategy (external fit), organizational performance will be enhanced as suggested by Wright and McMahan (1992) and Huselid (1995). However, it was found that SHRM had no impact on turnover in surveyed Turkish firms. In other words, the SHRM did not appear to contribute significantly to turnover directly</p>
Methodology	To investigate the impact of SHRM and HR practices on organizational performance, the survey was conducted in Turkey's Top 500 firms (2007), which was published on the Istanbul Chamber of Industry website as of November 2008.

Definitions	Human resources practices, job satisfaction, organizational performance, strategic human resource management, turnover
Critic/Bias	<p>Several limitations suggest that this research be viewed cautiously. First, common method bias is always an issue in survey research due to gathering data from a single respondent. Gerhart et al. (2000) and Wright et al. (2001) raised a question that single respondent measures of HR practices may have led to large amounts of measurement error. This study tried to minimize this bias (partially) by collecting information from different respondents (HR director and professionals, employees (blue-collar workers) on the research variables (the HR practices, the perceived organizational and financial performance, the organizational performance, and the job satisfaction) except the SHRM scale. In the future, to lessen the potential for bias, data concerning both SHRM and other organizational variables should be collected from even more different sources (i.e. CEOs, Finance director).</p> <p>The second limitation of this study is that it is a cross-sectional one. This study was conducted in Turkey's Top 500 firms-2007, which was published on the website of the Istanbul Chamber of Industry. Almost all of Turkey's Top 500 firms are larger organizations with more than 250 employees. High-performing firms may give more importance to HRM and introduce more new HR practices than other Turkish firms. Hence, the result of this research may not be considered as representative of all Turkish firms.</p>

Article 11: (Akhtar, Ding and Ge, 2008)

Source	Akhtar, S., Ding, D. and Ge, G. (2008). Strategic HRM practices and their impact on company performance in Chinese enterprises. Human Resource Management, [online] 47(1), pp.15-32. Available at: https://onlinelibrary-wiley-com.zorac.aub.aau.dk/doi/abs/10.1002/hrm.20195 [Accessed 26 Feb. 2020].
Focus of paper	This study examined the factorial validity of strategic human resource management practices and their effects on company performance in a sample of 465 Chinese enterprises.
Theories used	
Key findings	The findings indicate that a valid set of strategic HRM practices (training, participation, results-oriented appraisals, and internal career opportunities) affect both product/service performance and financial performance. Employment Security and job descriptions contribute uniquely to product/service performance, whereas profit sharing contributes uniquely to financial performance.
Methodology	Data were collected through two questionnaire surveys among general managers and HRM directors on product/service performance of their companies and a range of strategic HRM practices.
Definitions	Strategic HRM practices are defined as those that are "theoretically or empirically related to overall organizational performance" Delery and Doty (1996).
Critic/Bias	For further studies, it would be worthwhile to investigate the influences of strategic HRM on objective performance measurements, such as the ratio of profit to sales, return on assets, and return on equity. Finally, Chinese managers and employees may differ in their understanding of some of the practices, such as participation, from their Western counterparts. As the HRM practices of a country are heavily influenced by its culture (Satow & Wang, 1994).

Article 12: (Bagga and Srivastava, 2014)

Source	Bagga, T. and Srivastava, S. (2014). SHRM: alignment of HR function with business strategy. Strategic HR Review, [online] 13(4/5), pp.207-209. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/1625135841?rfr_id=info%3Axri%2Fsid%3Aprimo [Accessed 26 Feb. 2020].
Focus of paper	Strategic human resource management (SHRM) is, indeed, one of the most momentous concepts in the field of business and management today. The idea of SHRM is to promote high performance workplaces and human capital management. SHRM can be defined as the linking of human resources (HR) with organization's' strategic goals and objectives so as to improve business performance and develop organisational culture that nurture innovation, flexibility and competitive advantage. The primary goal of strategic HR is to increase employee productivity and to identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation along with productivity. Strategic human resource planning is based on close working relationships between HR department and line managers.
Theories used	(SHRP) Strategic human resource planning, (SR&S) Strategic recruitment and selection, strategic performance management, (ST&D) strategic training and development & (SCRM) strategic compensation and reward management
Key findings	
Methodology	
Definitions	SHRM can be defined as a deliberate attempt of HR deployment to empower the organization to meet organizational goals, objectives and consistencies.
Critic/Bias	

Article 13: (Richard and Johnson, 2001)

Source	Richard, O. and Johnson, N. (2001). Strategic human resource management effectiveness and firm performance. The International Journal of Human Resource Management, [online] 12(2), pp.299-310. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/pdf/10.1080/09585190121674?needAccess=true [Accessed 26 Feb. 2020].
Focus of paper	This study tests whether strategic human resource management (SHRM) effectiveness significantly affects organizational level outcomes. Using the resource-based view of the firm, this study examines the effective use of human capital on organizational performance. Further, the role that a contextual factor – capital intensity – plays in modelling is explored.
Theories used	<p>Becker, B. and Gerhart, B. (1996) 'The Impact of Human Resource Management on Organizational Performance: Progress and Prospects', Academy of Management Journal, 39: 779-802.</p> <p>Berger, A.N., Kashyap, A.K. and Scalise, J.M. (1995) 'The Transformation of the U.S. Banking Industry: What a Long, Strange Trip It's Been', Brookings Papers on Economic Activity, 2: 55-218.</p> <p>Butler, J.E., Ferris, G.R. and Napier, N.K. (1991) Strategy and Human Resource Management. Cincinnati, OH: Southwestern.</p> <p>Et al.</p>
Key findings	<p>Hypothesis 1: Firms that achieve higher levels of SHRM effectiveness will have higher levels of organizational effectiveness.</p> <p>However, no support was found for productivity or ROE. Thus, these results suggest that effectiveness is unrelated to productivity and firm performance but is correlated with lower turnover</p> <p>Hypothesis 2: Strategic HRM effectiveness and capital intensity will influence organizational effectiveness through a positive interaction effect.</p> <p>In sum, the results suggest that alignment between SHRM effectiveness and capital intensity increase both firm productivity and ROE. Turnover, however, appears driven by direct HR effectiveness effects.</p> <p>Results show that SHRM effectiveness significantly reduces employee turnover and increases overall market performance assessment. However, SHRM effectiveness affected both firm productivity and return on equity only when moderated by capital intensity</p>
Methodology	<p>The current study was conducted in a single industry to examine within-industry differences: banking. Until the 1980s the banking industry was characterized by stability.</p> <p>The unit of analysis for this study was the organization. We employed both a questionnaire and secondary data information sources. Information on strategic human resource effectiveness, stage of organizational development and employee turnover was obtained from the questionnaire. Objective measures of performance and capital intensity, as well as control variables, were drawn from the Sheshunoff Bank Search database. Sheshunoff Bank Search database obtains data from government reports that result from mandates to banks to formally report financial data. Strategic human resource management effectiveness was measured from a scale derived by Huselid et al. (1997). They define strategic human resource effectiveness as 'perceptions of how well the HRM function developed a firm's employees to support its business needs including</p>

	<p>facilitating teamwork, communications, and involvement, enhancing quality, and developing talent to serve the business in the future' (1997: 175).</p> <p>The strategic HRM effectiveness items include: employee participation and empowerment; teamwork; workforce planning-exibility and deployment; advanced issue identification-strategic studies; management and executive development; succession and development planning (managers); workforce productivity and quality of output; and employee and manager communications</p>
Definitions	Human resources; strategy; effectiveness; outcomes.
Critic/Bias	<p>With only one measure of performance, one would argue that high-profit firms implement more SHRM activities, thus leading to higher HRM effectiveness. Since SHRM effectiveness has a different effect on measures which are correlated (i.e. productivity and turnover), we feel more assured of the causal relationship hypothesized. In addition,</p> <p>Future researchers may wish to compare whether the 'effectiveness' measure yields stronger predictions than does the 'count' measure</p> <p>Going beyond our research, which Richard and Johnson: SHRM effectiveness and firm performance 307 investigated one specific condition (i.e. capital intensity) in which SHRM effectiveness contributes to firm performance, what are other important contingency factors? A social context conceptualization should incorporate other contingency variables, such as organizational culture, climate, political considerations (Ferris et al., 1998) and business strategy (Richard and Johnson, 1999).</p>

Article 14: (Collins and Clark, 2003)

Source	COLLINS, C. and CLARK, K. (2003). STRATEGIC HUMAN RESOURCE PRACTICES, TOP MANAGEMENT TEAM SOCIAL NETWORKS, AND FIRM PERFORMANCE: THE ROLE OF HUMAN RESOURCE PRACTICES IN CREATING ORGANIZATIONAL COMPETITIVE ADVANTAGE. Academy of Management Journal, [online] 46(6), pp.740-751. Available at: https://www-jstor-org.zorac.aub.aau.dk/stable/30040665?sid=primo&origin=crossref&eq=1#metadata_info_tab_contents [Accessed 26 Feb. 2020].
Focus of paper	This article tries to explore the black box between human resources (HR) practices and firm performance. Specifically, it examines the relationships between a set of network-building HR practices, aspects of the external and internal social networks of top management teams, and firm performance. This study was motivated by a desire to understand the role of human resource practices in creating sustainable competitive advantages. Overall, this study contributes to the literatures on strategic human resource management and social networks in several ways.
Theories used	
Key findings	Results from a field study with 73 high-technology firms showed that the relationships between the HR practices and firm performance (sales growth and stock growth) were mediated through their top managers' social networks. The findings suggest that specific and general HR practices affect firm performance in different ways-specific practices seem to affect performance by building and reinforcing a specific employee-based capability, whereas general practices may affect performance more broadly through other factors such as employee skills or motivation. Therefore, SHRM researchers should be careful to base their identification of sets of HR practices on the mediators that they are interested in studying.
Methodology	The target population for the study was high- technology companies in the mid-Atlantic region of the United States.
Definitions	Network range refers to the diversity of contacts in a TMT's social network.
Critic/Bias	A definition of the concept/term "black box"

Article 15: (Jiang, Takeuchi and Lepak, 2013)

Source	Jiang, K., Takeuchi, R. and Lepak, D. (2013). Where do We Go From Here? New Perspectives on the Black Box in Strategic Human Resource Management Research. <i>Journal of Management Studies</i> , [online] p.n/a-n/a. Available at: https://onlinelibrary-wiley-com.zorac.aub.aau.dk/doi/epdf/10.1111/joms.12057 [Accessed 26 Feb. 2020].
Focus of paper	The main objective of the present research is to briefly review the strategic human resource management (HRM) literature from multilevel theoretical perspectives to summarize what we know about mediating mechanisms in the HR-performance relationship. By doing so, we highlight future research needs to advance theoretical understanding of the 'black box' in strategic HRM research.
Theories used	<p>*Allen, M. R., Ericksen, J. and Collins, C. J. (2013). 'Human resource management, employee exchange relationships, and performance in small businesses'. <i>Human Resource Management</i>, 52, 153-73.</p> <p>Appelbaum, E., Bailey, T., Berg, P. and Kalleberg, A. (2000). <i>Manufacturing Advantage: Why High Performance Work Systems Pay Off</i>. Ithaca, NY: ILR Press.</p> <p>Arthur, J. B. (1994). 'Effects of human resource systems on manufacturing performance and turnover'. <i>Academy of Management Journal</i>, 37, 670-87.</p> <p>Et al.</p>
Key findings	The main objective of this review was to take a step back to evaluate where the field of strategic HRM is in terms of mediating mechanisms linking HR systems and important outcomes. Adopting a multilevel perspective we reviewed existing research from different perspectives, different levels, and different processes (i.e. top-down, bottom-up, and cross-level). Based on this review and identification of important gaps in the literature we have proposed a three-level mediation model that we believe builds up and extends existing research to more explicitly incorporate teams into the strategic HRM dialogue. While we recognize that this review has likely generated more questions than it has answered, we are hopeful that it proves useful as we strive to better understand the mediating mechanisms between organizational investments in different types of HR systems, the individuals and teams exposed to them, and the organizational outcomes that result from those investments.

	<div><p style="text-align: right;">1461</p><p style="text-align: center;">Perspectives in Strategic HRM</p><p style="text-align: center;">Mediation process</p></div> <p>Figure 1. Multilevel model of strategic HRM</p>																
	<div><p style="text-align: right;">1467</p><p style="text-align: center;">Perspectives in Strategic HRM</p><table><thead><tr><th>Years</th><th>Unit-level</th><th>Individual-level</th><th>Cross-level</th></tr></thead><tbody><tr><td>2003 and before</td><td>11</td><td>2</td><td>0</td></tr><tr><td>2004-2008</td><td>12</td><td>3</td><td>0</td></tr><tr><td>2009-2013</td><td>19</td><td>4</td><td>14</td></tr></tbody></table></div> <p>Figure 2. Statistics of the studies examining the mediation process of the relationships between HR systems and outcomes</p> <p><i>Note:</i> The graph indicates the numbers of studies published in different time periods about the mediating mechanisms of the relationship between HR systems and outcomes.</p>	Years	Unit-level	Individual-level	Cross-level	2003 and before	11	2	0	2004-2008	12	3	0	2009-2013	19	4	14
Years	Unit-level	Individual-level	Cross-level														
2003 and before	11	2	0														
2004-2008	12	3	0														
2009-2013	19	4	14														
Methodology	<p>The primary objective of the present review is to explicate these mediating mechanisms by adopting a multi level theoretical perspective. We first summarize the existing research to highlight what we know thus far regarding these mediating mechanisms, and second, encourage future research by identifying gaps in the literature. The primary contribution of the research is not necessarily in comprehensively reviewing the existing theories and research in strategic HRM, butto provide a more process-oriented explication of the mechanisms through which theHR systems impact 'organizational' outcomes.</p>																
Definitions	<p>black box, mediating mechanisms, multilevel perspective, narrative review, strategic HRM</p>																
Critic/Bias	<p>Furthermore, by offering additional theoretical perspectives that can be used to understand the mediating mechanisms at different levels, we suggest future research directions that capture the complexities associated with strategic HRM through a multilevel theoretical lens. Implications of the model are discussed.</p>																

Article 16: (Lin and Shih, 2008)

Source	Lin, H. and Shih, C. (2008). How Executive SHRM System Links to Firm Performance: The Perspectives of Upper Echelon and Competitive Dynamics†. <i>Journal of Management</i> , [online] 34(5), pp.853-881. Available at: https://journals-sagepub-com.zorac.aub.aau.dk/doi/pdf/10.1177/0149206308318612 [Accessed 2 Mar. 2020].
Focus of paper	<p>The Executive SHRM System as a Source of Competitive Advantage</p> <p>This study adopts the upper echelon and competitive dynamics perspectives to investigate the mechanisms by which strategic human resource management (SHRM) can create a competitive advantage for a firm. Top management team (TMT) social integration and action aggressiveness are identified as internal-oriented and external-oriented capabilities, respectively, for a teamwork-oriented executive SHRM system to support in enhancing firm performance. Structural equation modeling is performed to test hypothesized relationships.</p>
Theories used	<p>Chen, M. J., Su, K. S., & Tsai, W. P. 2007. Competitive tension: The awareness-motivation-capability perspective. <i>Academy of Management Journal</i>, 50: 101-118.</p> <p>Collins, C. J., & Clark, K. D. 2003. Strategic human resource practices, top management team social network, and firm performance: The role of human resource practices in creating organizational competitive advantage. <i>Academy of Management Journal</i>, 46: 740-751.</p> <p>Wright, P. M., & Boswell, W. R. 2002. Desegregating HRM: A review and synthesis of micro and macro human resource management. <i>Journal of Management</i>, 28: 247-276.</p> <p>Wright, P. M., Dunford, B. B., & Snell, S. A. 2001. Human resources and the resource based view of the firm. <i>Journal of Management</i>, 27: 701-721.</p> <p>Et al.</p>
Key findings	<p>Statistical results demonstrate TMT social integration and action aggressiveness in sequence partially mediate the relationship of an executive SHRM system and firm performance. Action aggressiveness partially mediates the relationship of TMT social integration and firm performance. This study provides further insights into the SHRM, upper echelon, and competitive dynamics perspectives. The research findings also serve to remind top executives to remain alert in developing a set of teamwork-focused executive SHRM practices, building an integrated team, and proactively shaping competitive actions to outperform rivals.</p> <p>Research findings show that a teamwork-oriented executive SHRM system indeed demonstrated a significantly positive relationship with TMT social integration. TMT social integration also was positively associated with action aggressiveness that in turn advanced firm performance. However, contrary to our prediction, action aggressiveness partially mediated the relationship of TMT social integration and firm performance.</p>

	<p style="text-align: center;">Figure 2 Completely Standardized Estimates of the Final Model</p> <p>The diagram illustrates the following paths and standardized estimates:</p> <ul style="list-style-type: none"> Executive SHRM to TMT Social Integration: .44*** TMT Social Integration to Action Aggressiveness: .31*** Action Aggressiveness to Firm Performance: .20*** Executive SHRM to Firm Performance: .17** TMT Social Integration to Firm Performance: .24*** Control variables to TMT Social Integration: <ul style="list-style-type: none"> TMT AT: .08 TMT GD: .08 TMT ED: .03 Control variables to Firm Performance: <ul style="list-style-type: none"> Firm Size: (.07) Firm Age: (.02) Envt Dynamism: (-.12) Envt Munificence: (.16*) <p><i>Note:</i> SHRM = strategic human resource management; TMT = top management team; AT = average tenure; ED = education diversity; GD = gender diversity; Envt = environmental. *$p < .05$. **$p < .01$. ***$p < .001$.</p>
Methodology	<p>The unit of analysis is at the firm level. The top management team is “a group of senior managers that generally makes decisions that are important to the firm’s future” (Simsek et al., 2005, p. 74). Consistent with previous research (Hambrick, 1995) and the interview with seven executives, TMT members in this study are identified as CEO and executives who report directly to the CEO.</p> <p>The study sample was taken from the 2003 top 5,000 companies in Taiwan. To mitigate a low response rate in collecting firm-level data (Hambrick, 1995), this study enrolled managers at 750 large and 250 medium-sized firms to maximize sample size.</p>
Definitions	Strategic human resource management; top management team; competitive dynamics; social integration
Critic/Bias	<p>The partially mediated results of SHRM–performance and TMT integration–performance relationships reveal the fact that other critical intervening variables need to be further identified</p> <p>This study thus furthers SHRM research by subtly investigating critical firm capabilities existing in the black box between SHRM and financial outcome (Becker & Huselid, 2006). Conversely, the partial mediating finding of SHRM–performance relationship indicates that other critical mediators are very likely to be ignored. Further evaluations of some TMT characteristics such as social capital and strategic characteristics such as strategic change may present additional insights (Carpenter et al., 2004).</p> <p>In addition, this study reveals that a teamwork-oriented executive SHRM system may directly support TMT social integration in the harmony-focused Chinese context (Westwood, 1997). As cultural context underlines the behavior and capability that SHRM needs to sustain, further studies may focus on how the effectiveness of an executive SHRM system is contingent on the context in which firms are operating (cf. Ayca, 2005).</p> <p>The relationship between SHRM system and firm performance may also depend on various contextual (e.g., cultural boundary) factors. Indeed, in a unifying SHRM framework, the primary role of SHRM should be “to ensure fit among a subset of strategically relevant variables while simultaneously seeking to build generic capabilities that can be applied toward both discovering and implementing a variety of strategic</p>

	<p>initiatives" (Wright & Snell, 1998, p. 767).</p> <p>Future studies can examine the interrelationships among key constructs using a longitudinal design to reassure the causal relationship between SHRM and firm performance (Collins & Smith, 2006)</p>
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Article 17: (Wright and McMahan, 1992)

Source	Wright, P. and McMahan, G. (1992). Theoretical Perspectives for Strategic Human Resource Management. <i>Journal of Management</i> , [online] 18(2), pp.295-320. Available at: https://journals-sagepub-com.zorac.aub.aau.dk/doi/pdf/10.1177/014920639201800205 [Accessed 26 Feb. 2020].
Focus of paper	<p><i>Critics have argued that the field of human resource management (HRM) lacks a coherent theoretical framework. This article attempts to further the theoretical development of SHRM through discussing six theoretical models (behavioral perspective, cybernetic models, agency/transaction cost theory, resource-based view of the firm, power/resource dependence models, and institutional theory) that are useful for understanding both strategic and non-strategic determinants of HR practices. Finally, the implications of a stronger theoretical approach to SHRM research and practice are discussed.</i></p> <p>Resource-based theory:</p> <p>Resource-based theory is currently receiving a significant amount of attention in the strategic management literature (e.g. Barney, 1991; Castanias & Helfat, 1991; Conner, 1991; Fiol, 1991). Great potential exists for the use of the resource-based theory in SHRM research. The theory's focus on an internal analysis of the firm provides an extremely important avenue for SHRM researchers to examine the ways that firms attempt to develop human resources as a competitive advantage. Thus, similar to utility analyses of employee value (e.g., Boudreau & Berger, 1985) and McKelvey's (1983) view of the firm's distinctive competence being made up of the skills of the members of the organization, this theory provides a framework for viewing human resources as a pool of skills, that can provide a resource to serve as a sustained competitive advantage.</p> <p>Behavioral view:</p> <p><i>The behavioral perspective.</i> One of the original and more popular theoretical models used in the SHRM literature is the "Behavioral Perspective" (Jackson, Schuler, & Rivero, 1989; Schuler, 1991; Schuler & Jackson, 1987). This behavioral perspective has its roots in contingency theory (Fisher, 1989). The theory focuses on employee behavior as the mediator between strategy and firm performance and is depicted in Figure 2. It assumes that the purpose of various employment practices is to elicit and control employee attitudes and behaviors. The specific attitudes and behaviors that will be most effective for organizations differ, depending upon various characteristics of organizations, including the organizational strategy. Thus, in the context of SHRM, these differences in role behaviors required by the organization's strategy require different HRM practices to elicit and reinforce those behaviors.</p> <p>Cybernetic view:</p> <p><i>Cybernetic systems.</i> Another set of popular theoretical models being applied to SHRM research is the use of cybernetic systems models (Boulding, 1956). Cybernetic models vary in their treatment of the system. Some models focus on closed systems (much like the behavioral perspective) that seek to set up mechanisms to buffer the technological core from the environment (e.g. Thompson, 1967). Other models treat systems as being open to exchanges with their environment (Katz & Kahn, 1978).</p> <p>Agency/transaction view:</p>

	<p><i>Agency/transaction cost theory.</i> One popular theoretical model in the strategic management literature that has recently been applied to the HRM function is the exploration of transactions as means of controlling employee behavior (Jones, 1984; Jones & Wright, in press). An agency/transaction cost theory approach to examining the problems of human exchange are based in the fields of finance and economics. The approach seeks to identify the environmental factors that together with a set of related human factors explain why organizations seek to internalize transactions (as opposed to transacting in the market place) as a means of reducing the costs associated with these transactions. The approach identifies bounded rationality and opportunism as the two human factors that serve as major obstacles to human exchange. Bounded rationality is the term used to refer to the fact that people are subject to information processing limits (Simon, 1957). Opportunism refers to the fact that people will act with self-interest and guile in pursuing their own goals (Williamson, 1975).</p>
<p>Theories used</p>	<p>References</p> <p>Bacharach, S. 1989. Organizational theories: Some criteria for evaluation. <i>Academy of Management Review</i>, 14: 496-515.</p> <p>Baird, L., & Meshoulam, I. 1988. Managing two fits of strategic human resource management. <i>Academy of Management Review</i>, 14: 116-128.</p> <p>Barney, J. 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i>, 17: 99-120.</p> <p>Et al.</p>
<p>Key findings</p>	<p>Figure 1 A Conceptual Model of Theoretical Frameworks for Studying Strategic Human Resource Management</p> <pre> graph TD FS[Firm Strategy] --> HRMP[HRM Practices] IPF[Institutional/Political Forces] --> HRMP HRMP --> HRC[HR Capital Pool Skills, Abilities] HRMP --> HB[HR Behaviors] HRC --> HB HB --> FLO[Firm-Level Outcomes Performance, Satisfaction, Absenteeism, etc.] FLO -- "Resource Based View of the Firm" --> HRMP RD[Resource Dependence, Institutional] --> HRMP HRMP -- "Cybernetic, Agency/Transaction Costs" --> HB HRMP -- "Behavioral Approach" --> HB </pre>

Methodology	<p>This article has attempted to distinguish between SHRM and HRM in a way that can guide future thinking in the area. We have also reviewed some of the current theoretical models of SHRM that have been proposed in order to better illustrate the value of theory in SHRM research. As recently as 5 years ago, SHRM writers were dismayed over the lack of any broad theoretical perspective for the HRM function in organizations (Mahoney & Deckop, 1986). A number of theoretical models have been proposed during the past few years, evidencing a movement away from the atheoretical view of HRM. However, the role of theory in SHRM must continue to increase if the field of SHRM is to move forward. By far, the most glaring void in the SHRM literature is a strong theoretical foundation for examining this organizational phenomena. The models discussed in this article present interesting perspectives for viewing SHRM. However, the relationships among variables proposed by each of these models have not yet been subjected to consistent rigorous empirical tests.</p>
Definitions	<p>Definition of SHRM</p> <p>However, more recently, writers have begun to approach the area of HRM from a much more macro-orientation—that is, what could more accurately be called SHRM (Butler et al., 1991). For example, Schuler and Walker (1990) noted that human resource strategy referred to a short-term focus on business needs and defined it as “a set of processes and activities jointly shared by human resources and line managers to solve people-related business problems” (7). Guest (1989) suggested that SHRM is concerned with ensuring that “human resources management is fully integrated into strategic planning; that HRM policies cohere both across policy areas and across hierarchies and that HRM practices are accepted and used by line managers as part of their everyday work” (48). Probably the best definition offered to date, however, comes from Schuler (in press) who states that SHRM is “all those activities affecting the behavior of individuals in their efforts to formulate and implement the strategic needs of the business” (2).</p> <p>In other words, SHRM is the macro-organizational approach to viewing the role and function of HRM in the larger organization (Butler et al., 1991). Thus, for the purposes of this article, we define strategic human resource management as <i>the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals</i>. This definition highlights the two important dimensions that distinguish it from traditional HRM.</p>
Critic/Bias	

Article 18: (Akong'o Dimba, 2010)

Source	Akong'o Dimba, B. (2010). Strategic human resource management practices: effect on performance. <i>African Journal of Economic and Management Studies</i> , [online] 1(2), pp.128-137. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/754152583/fulltextPDF/165467DA5C56475DPQ/1?accountid=8144 [Accessed 27 Feb. 2020].
Focus of paper	Strategic human resource management (SHRM) practices are used by large foreign multinational companies to improve their performance. The purpose of this paper is to establish the direct or indirect relationship between SHRM practices and firm performance.
Theories used	<p>In an effort to address the lack of explanation of sound theoretical developments in the area of SHRM-performance, scholars have proposed to consider intermediate linkages between SHRM practices and organizational performance (Ferris <i>et al.</i>, 1998). Specifically, motivation has been suggested as an intermediate linkage (Gerhart, 2005; Dimba and K'Obonyo, 2009). Thus, SHRM practices do not lead directly to organizational</p> <div style="text-align: center;"> <pre> graph LR A[Strategic HRM practices] -- 1 --> C[Organizational performance] A -- 2 --> B[Motivation] B -- 3 --> C </pre> <p>Note: Conceptual model showing direct and indirect relationships between SHRM practices and firm performance</p> </div> <p style="text-align: right;">Figure Conceptual m</p> <hr/> <p>MS performance. Rather, they influence employee motivation, and it is this resource that ultimately leads to performance. However, only a few researchers (Fey <i>et al.</i>, 2000; Guest, 2001; Huselid, 1995; Katou and Budhwar, 2007) have measured employee motivation and addressed its importance in relations to this linkage:</p>
Key findings	Results of this paper show that the SHRM practices that best predict firm performance are training and development and compensation systems. The relationship between the use of SHRM practices and firm performance does not hold across the five bundles of what are considered as "high performance work practices". This paper also assumes that the relationship between SHRM practices and firm performance is indirect through motivation.
Methodology	A multi-method empirical approach involving both surveys and interviews was used to obtain the relationship between SHRM practices, employees' motivation and firm performance. This triangulation approach of survey and interviews provided an opportunity to develop a broad-based understanding of the relationships among the key variables used in the study. SHRM practices are conceptualized as independent variables measured through a bundle of distinct practices. Organizational performance as a dependent variable is measured using constructs of image, interpersonal relations, and product quality. The model is tested with data from 50 large foreign multinational companies operating in Kenya.

Definitions	Human resource strategies, Organizational performance, Multinational companies, Developing countries, Working practices, Kenya
Critic/Bias	Cross-sectional data from 50 large manufacturing companies in Kenya are used, and it would be interesting to test this model for more industries and countries.

Article 19: (Wei, Liu and Herndon, 2011)

Source	Wei, L., Liu, J. and Herndon, N. (2011). SHRM and product innovation: testing the moderating effects of organizational culture and structure in Chinese firms. <i>The International Journal of Human Resource Management</i> , [online] 22(1), pp.19-33. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585192.2011.538965 [Accessed 2 Mar. 2020].		
Focus of paper	Prior studies have found a positive effect of strategic human resource management (SHRM) on firm performance. However, little research has been done to understand how SHRM is employed to facilitate product innovation. Following the contextual perspective of SHRM, this study examines an interactive model in which corporate culture and structure are proposed to moderate the SHRM-product innovation relationship.		
Theories used	<p>According to the contextual approach of SHRM, if the implementation of SHRM can 'fit' various organizational and environmental conditions, higher performance is achieved. In other words, the impact of HRM practices is dependent upon the congruence between HRM and contextual variables such as the content of the corporate culture (Bae and Lawler 2000). Similarly, Semler's (1997) systematic agreement theory (SAT) also suggests the importance of the alignment of organizational design, strategy, and corporate culture to organizational effectiveness. SHRM is designed to elicit appropriate behaviors from employees, so that they will meet the performance requirements necessary to fulfill organizational goals.</p> <p>It should also be noted that SHRM implementation is affected by intangible influences from the corporate culture that greatly impact the employees' perception and acceptance of HRM practices. This effect comes from the fact that corporate culture is a type of social control that identifies appropriate behaviors and attitudes for organization members to display (O'Reilly and Chatman 1996).</p> <p>On the other hand, firm structure represents the organizational configuration for implementing SHRM, thus having another impact on the SHRM process. The implementation of SHRM practices can lead to more innovation if the organizational design facilitates employees' entrepreneurial behavior. In firms with a flatter structure, employees are delegated and endowed with more information sources for innovation; thus, the effect of SHRM on product innovation is stronger. That is, a flatter structure, in contrast to a hierarchical design, may provide an advantageous condition complementary to SHRM for employees, so that they can make more product innovations.</p> <p>Therefore, considering the contexts of SHRM implementation, the study examines corporate culture and structure as two important contextual factors that impact the implementation of SHRM. The professors propose that a developmental culture and a flat structure help to strengthen the positive association between SHRM and product innovation in Chinese firms. Also, the interactive effect of SHRM and corporate culture further depends on the firm structure. In other words, there that there is a three-way interaction effect among SHRM, developmental culture, and firm structure.</p> <table border="1"> <tr> <td>Hypothesis 1</td><td>Corporate culture moderates the relationship between SHRM practices and product innovation, and this relationship will be stronger for firms with a developmental culture.</td></tr> </table>	Hypothesis 1	Corporate culture moderates the relationship between SHRM practices and product innovation, and this relationship will be stronger for firms with a developmental culture.
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	<table border="1"> <tr> <td>Hypothesis 3</td><td>Firm structure and organizational culture jointly moderate the relationship between SHRM practices and product innovation, and this relationship will become strongest in the case that firms have both a flat structure and strong developmental cultures.</td></tr> <tr> <td>Hypothesis 2</td><td>Firm structure moderates the relationship between SHRM and product innovation, and this relationship will be stronger for firms with a flat structure.</td></tr> </table>	Hypothesis 3	Firm structure and organizational culture jointly moderate the relationship between SHRM practices and product innovation, and this relationship will become strongest in the case that firms have both a flat structure and strong developmental cultures.	Hypothesis 2	Firm structure moderates the relationship between SHRM and product innovation, and this relationship will be stronger for firms with a flat structure.
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Hypothesis 2	Firm structure moderates the relationship between SHRM and product innovation, and this relationship will be stronger for firms with a flat structure.				
Key findings	Drawing on the contextual perspective of SHRM, this study suggested and confirmed that corporate culture and firm structure are important contextual elements impacting the relationship between SHRM and product innovation. The results indicated that a developmental culture helps to improve the effect of SHRM on product innovation, and the employment of both a developmental culture and a flat structure can further strengthen the effect of SHRM on product innovation.				
Methodology	<p>The data for this study were collected through a questionnaire survey of executive managers in China between March and September 2006. Survey instruments in the Chinese language were mailed to 586 firms, with each firm receiving a set of two distinct questionnaires, one of which was for the HR manager and the other for the CEO/finance manager.</p> <p>This research has contributed to the SHRM literature by uncovering multiple contextual factors influencing the effective implementation of SHRM, so as to benefit new product development and firm innovation. It also has important implications for management practices, especially corporate culture development and business restructuring of effective SHRM process, which are critical for firms wishing to gain a competitive edge through SHRM in China.</p>				
Definitions	<ul style="list-style-type: none"> - Corporate culture defines the particular set of values and orientations that guide employees' behaviors. These values and orientations implied by the corporate culture are infused through various practices and policies, such as those associated with HRM. - 				
Critic/Bias	<p>This study examines the contextual role of corporate culture and structure in the relationship between SHRM and product innovation. The focus is on product innovation. Other aspects of firm innovation, such as market innovation and process innovation, are not unimportant: future research is needed to examine firm innovation in a more holistic way.</p> <p>Future research is also needed to explore other factors that may work together with SHRM to influence the bottom lines of Chinese enterprises undergoing radical economic reform and social development.</p> <p>Future studies should employ a carefully designed longitudinal methodology to capture</p>				

Article 20: (Ericksen and Dyer, 2007)


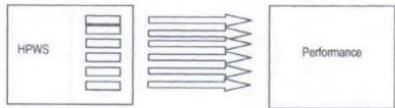
Source	Ericksen, J. and Dyer, L. (2007). Toward a strategic human resource management model of high reliability organization performance. The International Journal of Human Resource Management, [online] 16(6), pp.907-928. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585190500120731 [Accessed 2 Mar. 2020].																
Focus of paper	This article, tries to extend strategic human resource management (SHRM) thinking to theory and research on high reliability organizations (HROs) using a behavioural approach. After considering the viability of reliability as an organizational performance indicator, we identify a set of eight reliability-oriented employee behaviours (ROEBs) likely to foster organizational reliability and suggest that they are especially valuable to reliability-seeking organizations that operate under ‘trying conditions’. We then develop a reliability-enhancing human resource strategy (REHRS) likely to facilitate the manifestation of these ROEBs.																
Theories used	<p>Table 1 <i>High performance human resource strategy</i></p> <table><tr><th></th><th><i>HPWS</i></th><th><i>HPHRS ‘Best Practices’</i></th><th><i>REHRS</i></th></tr><tr><td>Focus</td><td>Organizing system</td><td>HR management</td><td>Organizing system</td></tr><tr><td>Emphasis</td><td>HR principles</td><td>HR activities</td><td>HR principle</td></tr><tr><td>Specificity</td><td>High</td><td>Low</td><td>High</td></tr></table> <pre>graph LR A["Reliability-enhancing HR strategy • Embed an obsession with reliability • Promote contextual clarity • Foster reconfigurability • Instill accountability • Facilitate development"] --> B["Reliability-oriented employee behaviours • Diligence • Facileness • Fluidity • Generativeness"] B --> C["Organizational reliability Repeatedly produce collective outcomes that meet or exceed minimal quality expectations"] D["Trying conditions • Complexity • Interdependence • External volatility"] --> C</pre> <p>Figure 1 <i>Towards an SHRM model of HRO performance</i></p>		<i>HPWS</i>	<i>HPHRS ‘Best Practices’</i>	<i>REHRS</i>	Focus	Organizing system	HR management	Organizing system	Emphasis	HR principles	HR activities	HR principle	Specificity	High	Low	High
	<i>HPWS</i>	<i>HPHRS ‘Best Practices’</i>	<i>REHRS</i>														
Focus	Organizing system	HR management	Organizing system														
Emphasis	HR principles	HR activities	HR principle														
Specificity	High	Low	High														
Key findings	<p>The study conclude that the behavioural approach offers SHRM scholars an opportunity to explain how people contribute to specific organizational goals in specific contexts and, in turn, to identify human resource strategies that extend the general high performance human resource strategy (HPHRS) in new and important ways.</p> <p>The REHRS is conceptually most similar to the HPWS stream of HPHRS theory and research in that both focus on particular organizing systems, emphasize principles and identify highly specific human resource activities. But, while the HPWS was designed with flexible manufacturing systems in mind, the REHRS focuses on organizing systems capable of virtually problem-free performance under the most trying of circumstances. If these two organizing systems differ substantially (as HRO scholars suggest), then it clearly follows that their performance-enhancing human resources strategies should as well.</p>																
Methodology	Much SHRM theorizing begins with human resource strategy and then progressively works out towards firm performance. Employing a behavioural approach, of course, requires executing the pattern in reverse. The remainder of this article is thus organized																

	<p>as follows. It begins by discussing the viability of reliability as a performance indicator. Next, we identify a set of eight ROEBs that extant HRO theory and research suggest are critical antecedents of organizational reliability. Then, we consider the extent to which the relationship between ROEBs and organizational reliability is moderated by trying conditions. Finally, the study develop six REHRS principles based on prior HRO and SHRM theory and research and assess them for vertical and horizontal fit.</p>
Definitions	<p>"Strategic human resource management (SHRM) is concerned with the contributions human resource strategies make to organizational effectiveness, and the ways in which these contributions are achieved. While theory and research have addressed both issues, much of the initial work focused on the former."</p> <ul style="list-style-type: none"> - Reliability-oriented employee behaviours (ROEBs) - Reliability-enhancing human resource strategy (REHRS) - High performance human resource strategy (HPHRS) - high reliability organizations (HROs) - high performance work systems (HPWSs)
Critic/Bias	<ul style="list-style-type: none"> - A deeper methodology section <p>Future research, then, should continue working to uncover the human resource strategies that organizations use to develop and sustain new forms of organizing.</p>

Article 21: (Lepak and Shaw, 2008)

Source	Lepak, D. and Shaw, J. (2008). Strategic HRM in North America: looking to the future. The International Journal of Human Resource Management, [online] 19(8), pp.1486-1499. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585190802200272 [Accessed 2 Mar. 2020].
Focus of paper	
Theories used	<p>Researchers in the field have tended to adopt one of three dominant theoretical perspectives on SHRM thinking: universalistic, contingency and configurational</p> <ul style="list-style-type: none"> - Universalistic perspective: The logic of this perspective is that there is, or may be, strategic value in certain individual HRM practices - Configurational perspective: A key issue in the configurational perspective is the argument that a given HRM practice – regardless of its situational superiority – is unlikely to yield substantial benefits at the organizational level unless it is combined with other effective practices. - Contingency perspective: The argument here is that HRM practices in isolation (universalistic) or in combination (configurational) will be maximally effective only under certain situational conditions. The behavioural perspective is an influential mode of theorizing in this line of research. Essentially, the behavioural perspective suggests that HRM practices affect firm performance by eliciting needed role behaviours for certain organizational contingencies (Jackson, Schuler and Rivero 1989; Jackson and Schuler 1995; Schuler and Jackson 1987).
Key findings	Studies indicate, organizations tend to maintain multiple HRM systems for different groups of employees simultaneously. It is therefore believed to be an important area for future research. Originally based on the notion that how people are managed may influence organizational performance, a considerable amount of theoretical and empirical work contribute to extended the readers knowledge on HRM-organizational performance relationship.
Methodology	First the article briefly review the existing state of research on strategic HRM research in the North American context. Second, it describe the professors conceptual view of HRM systems as well as some emerging issues that HRM systems must contend with in the future. Third, is uses some intriguing recent research as a guide for outlining several research issues that the professors think will help move the field forward.
Definitions	<p>What is SHRM:</p> <ol style="list-style-type: none"> 1. Strategic HRM research tends to be conducted at a macro level of analysis such as business units, establishments and organizations. This focus stands in contrast to more traditional, functional HRM research (e.g. Delery and Shaw 2001). 2. Strategic HRM researchers tend to highlight fit among HRM practices (internal alignment) (e.g. Arthur 1992, 1994; Huselid 1995; Guthrie 2000) and/or fit between HRM and other organizational factors (external alignment) as key research issues. 3. Although there are exceptions, most strategic HRM studies place primary emphasis on organizational performance outcomes, including corporate financial performance (e.g., Huselid 1995; Delery and Doty 1996) and managerial perceptions of organizational performance (Delaney and Huselid 1996).

Article 22: (Martín-Alcázar, Romero-Fernández and Sánchez-Gardey, 2005)

Source	Martín-Alcázar, F., Romero-Fernández, P. and Sánchez-Gardey, G. (2005). Strategic human resource management: integrating the universalistic, contingent, configurational and contextual perspectives. The International Journal of Human Resource Management, [online] 16(5), pp.633-659. Available at: http://web.a.ebscohost.com/zorac.aub.aau.dk/ehost/detail/detail?vid=0&sid=15045452-c054-43a2-9a84-808da89b4065%40sdc-v-sessmgr03&bdata=JnNpdGU9ZW93Q%3d%3d#db=buh&AN=17935059 [Accessed 2 Mar. 2020].
Focus of paper	Strategic human resource management has developed quickly and the number of models and explanations has grown exponentially. This article classifies the literature theoretically into four generic perspectives. Those four "modes of theorizing" represent four different approaches to the same research question, each of them emphasizing a specific dimension of the reality of SHRM. This criterion allows a complete and systematic classification of the literature, because the four perspectives together show a spectrum that encompasses all possible approaches.
Theories used	<ul style="list-style-type: none"> - The universalistic perspective: The universalistic perspective is the simplest approach to the analysis of human resource management strategies. It starts, in all its explanations and prescriptions, from the premise of the existence of a linear relationship between variables that can be extended to the entire population (Delery and Doty. 1996). - The contingency perspective: The contingent model introduces a different starting assumption in relation to what the relationship between variables means. Contrary to the linearity argued by the universalists, they propose a model based on interactivity, bringing to the HRM context the generic contingent model proposed by Woodward (1965), Dewar and Werbel (1979), Schoonhoven (1981), Van de Ven and Drazin (1985) or Venkalraman (1989). - The configurational perspective: The configurational perspective contributes to the explanation of SHRM with a useful insight about the internal aspects of the function, by means of the analysis of the synergic integration of the elements that build it. In this sense, the HRM system is defined as a multidimensional set of elements that can be combined in different ways to obtain an infinite number of possible configurations. - The contextual perspective: The contextual perspective proposes an important shift in the point of view of the analysis of SHRM. Unlike the previous approaches, it introduces a descriptive and global explanation through a broader model, applicable to different environments encompassing the particularities of all geographical and industrial <p>Best HRM Practice</p>  <pre> graph LR A[HRM Practice] --> B[Performance] </pre> <p>Best HRM Group of Practices</p>  <pre> graph LR A[HPWS] --> B[Performance] </pre> <p>Figure 1 The universalistic perspective. Source: own elaboration.</p>

contexts.

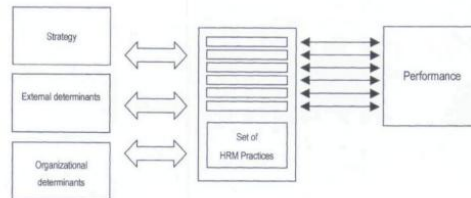


Figure 2 The contingent perspective.
Source: own elaboration.

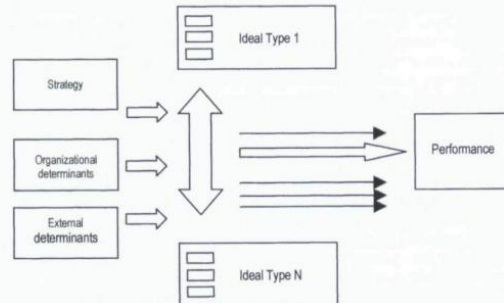


Figure 3 The configurational perspective.
Source: own elaboration.

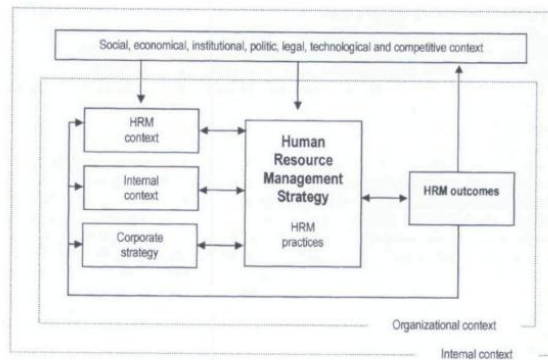


Figure 4 The contextual perspective.
Source: own elaboration.

Key findings

Drawing on the review of the literature presented above, we can conclude that, despite the evident differences between the universalistic, contingency, configurational and contextual approaches, if we balance their main contributions and limitations, it is possible to extract a comprehensive model. As has been said before, the value of the universalistic framework lies in the demonstration of the strategic importance of human resource management. To test this environmental dimension, researchers use more sophisticated empirical techniques that lead them to lower levels of empirical reliability, but allow a deeper understanding of SHRM.

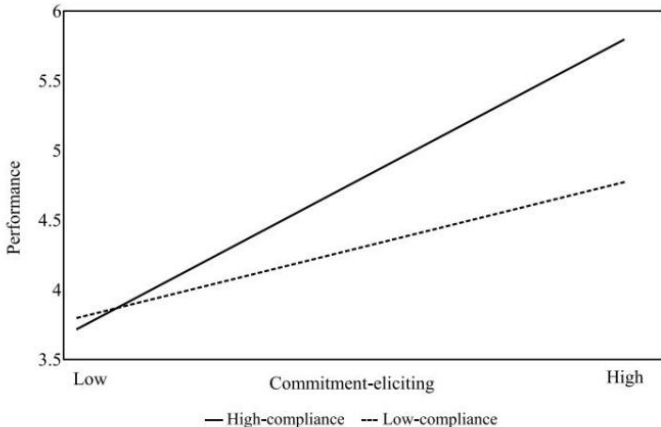
Article 23: (Collins and Smith, 2006)

Source	Collins, C. and Smith, K. (2006). Knowledge Exchange and Combination: The Role of Human Resource Practices in the Performance of High-Technology Firms. <i>Academy of Management Journal</i> , [online] 49(3), pp.544-560. Available at: http://web.b.ebscohost.com.zorac.aub.aau.dk/ehost/pdfviewer/pdfviewer?vid=1&sid=b2e6a9d5-da91-4825-a470-cf1c9056736e%40sessionmgr101 [Accessed 2 Mar. 2020].
Focus of paper	In this study, we developed and tested a theory of how human resource practices affect the organizational social climate conditions that facilitate knowledge exchange and combination and resultant firm performance. A field study of 136 technology companies showed that commitment-based human resource practices were positively related to the organizational social climates of trust, cooperation, and shared codes and language. In turn, these measures of a firm's social climate were related to the firm's capability to exchange and combine knowledge, a relationship that predicted firm revenue from new products and services and firm sales growth.
Theories used	<p>Amabile, T. M. 1996. <i>Creativity in context: Update to the social psychology of creativity</i>. Boulder, CO: Westview Press.</p> <p>Appleyard, M. M., & Brown, C. 2001. Employment practices and semiconductor manufacturing experience. <i>Industrial Relations</i>, 40: 436 – 471.</p> <p>Argote, L., McEvily, B., Reagans, R. 2003. Managing knowledge in organizations: An integrative framework and review of emerging themes. <i>Management Science</i>, 49: 571–582.</p> <p>Et al.</p>
Key findings	<p style="text-align: center;">FIGURE 1 Model Linking Commitment-Based HR Practices to Firm Performance</p> <pre> graph LR A[Commitment-Based HR Practices] --> B[Social Climate • Trust • Cooperation • Shared codes and language] B --> C[Knowledge Exchange and Combination] C --> D[Firm Performance • Sale growth • Revenue from new products/services] </pre> <p><i>Hypothesis 1. Commitment-based HR practices are positively related to an organization's social climates for trust, cooperation, and shared codes and language.</i></p> <p><i>Hypothesis 2. Organizational social climates for trust, cooperation, and shared codes and language are positively related to firm performance (revenue from new products and services and one-year sales growth) through their effects on knowledge exchange and combination.</i></p> <p>Overall, knowledge exchange and combination explained between 36 and 83 percent of the relationships between social climate conditions and firm performance. Thus, our results suggest that knowledge exchange/combination at least partially mediates the effects of cooperation and shared codes and language on firm performance.</p>
Methodology	During a ten-month period in 1999 and 2000, we gathered data from knowledge-intensive firms in two regions of the United States characterized as high-technology hot spots. To test our hypotheses, we measured four sets of constructs: commitmentbased HR practices, organizational social climates, organizational knowledge exchange and combination, and firm performance. We limited problems associated with common method variance by collecting measures of the independent, mediating, and dependent variables from

	<p>different data sources. Specifically, we used surveys of human resource managers to assess commitment-based HR practices; surveys of core knowledge workers to estimate social climate and knowledge exchange and combination; and interviews with CEOs and public corporate records to measure firm performance. Further, we collected measures of firm performance for the one-year period 2000 – 01 after collecting the data on the independent variables.</p> <p>In conclusion, our study provides preliminary evidence on the role of firms' commitment-based HR practices in facilitating social climates of trust, cooperation, and shared language that lead to knowledge creation and resultant firm performance. In particular, we found that our measure of commitment-based HR practices was significantly related to the social climates of trust, cooperation, and shared codes and language that facilitate exchange and combination among knowledge workers. Moreover, these relational social climates of a firm mediated the relationship between commitment-based HR practices, knowledge exchange and combination, and two measures of firm performance.</p>
Definitions	<p>Commitment-Based HR Practices and Organization Social Climate</p> <p>Social Climate, Knowledge Exchange and Combination, and Firm Performance</p> <p>The Mediated Effect of Commitment-Based HR Practices on Firm Performance</p>
Critic/Bias	<p>Prior studies have rarely specified or tested specific HR practices and underlying organizational capabilities to establish these links (Wright et al., 2001).</p> <p>Specifically, we found that commitment-based HR practices were indirectly related to firm performance through their effects on organizational social climate and knowledge exchange and combination. Thus, our findings support the argument that researchers must explore mediating firm capabilities to fully understand the role of HR practices on firm performance. In addition, it may be desirable for future research to focus on firms facing similar environments rather than on firms with diverse environments, because within- rather than cross industry studies will better allow researchers to identify the firm capabilities necessary for success</p>

Article 24: (Su, Wright and Ulrich, 2015)

Source	Su, Z., Wright, P. and Ulrich, M. (2015). Going Beyond the SHRM Paradigm: Examining Four Approaches to Governing Employees. <i>Journal of Management</i> , [online] 44(4), pp.1598-1619. Available at: https://doi-org.zorac.aub.aau.dk/10.1177/0149206315618011 [Accessed 2 Mar. 2020].
Focus of paper	Drawing from strategic human resource management and organizational theory, this article develops an integrated typology of employee governance. This typology is based on the dimensions of eliciting employees' commitment to the organization (commitment-eliciting) and achieving employees' compliance to rules (compliance-achieving), which yields four approaches to governing employees: disciplined governance, bonded governance, hybrid governance, and unstructured governance.
Theories used	Wright, P. M., Dunford, B. B., & Snell, S. A. 2001. Human resources and the resource-based view of the firm. <i>Journal of Management</i> , 27: 701-721. Youndt, M. A., & Snell, S. A. 2004. Human resource configurations, intellectual capital, and organizational performance. <i>Journal of Managerial Issues</i> , 16: 337-360. Youndt, M. A., Snell, S. A., Dean, J. W., & Lepak, D. P. 1996. Human resource management, manufacturing strategy, and firm performance. <i>Academy of Management Journal</i> , 39: 836-866. Et al.
Key findings	Results from 337 firms show that the hybrid governance approach is linked with significantly higher organizational performance than alternative approaches in the Chinese context. In addition, both commitment-based practices and compliance-based practices are positively related to organizational performance, and their interaction produces additional positive effects
Methodology	Procuring high-quality survey data and accessing financial data in China is difficult and necessitates strong interpersonal relationships and social networks. Survey packages were distributed to 887 firms; 386 survey packages were returned, yielding an initial response rate of 43.5%. The final sample size was reduced to 337 firms due to missing data. Of our sample firms, 221 were located in Beijing and 116 were located in Shanghai.

	<div><p>Figure 2 Interaction Effect on Organizational Performance</p><p>— High-compliance - - Low-compliance</p></div> <div><p>Figure 1 Four Employee Governance Approaches</p><table><tr><td rowspan="2">Compliance-achieving</td><td><u>Disciplined Approach</u> Low-commitment High-compliance</td><td><u>Hybrid Approach</u> High-commitment High-compliance</td></tr><tr><td><u>Unstructured Approach</u> Low-commitment Low-compliance</td><td><u>Bonded Approach</u> High-commitment Low-compliance</td></tr><tr><td>Low</td><td>Low</td><td>High</td></tr><tr><td></td><td colspan="2">Commitment-eliciting</td></tr></table></div>	Compliance-achieving	<u>Disciplined Approach</u> Low-commitment High-compliance	<u>Hybrid Approach</u> High-commitment High-compliance	<u>Unstructured Approach</u> Low-commitment Low-compliance	<u>Bonded Approach</u> High-commitment Low-compliance	Low	Low	High		Commitment-eliciting	
Compliance-achieving	<u>Disciplined Approach</u> Low-commitment High-compliance		<u>Hybrid Approach</u> High-commitment High-compliance									
	<u>Unstructured Approach</u> Low-commitment Low-compliance	<u>Bonded Approach</u> High-commitment Low-compliance										
Low	Low	High										
	Commitment-eliciting											
Definitions	strategic human resource management, employee governance, commitment, compliance, organizational performance											
Critic/Bias	this study contributes to the existing literature by showing a broader and more complex view of how employees can be managed to maximize organizational performance. It sheds new theoretical insights beyond the existing SHRM literature and exceeds the typical research paradigm of commitment HRM leading to high firm performance. It presents compelling evidence that we need to break through the dominating black-and-white thinking in existing SHRM research with an ambidextrous mindset. In addition, this study indicates the importance of combining OT and SHRM theories in future research. Given that these results provide new insights into the theoretical logic linking employee governance and organizational performance, we believe that we have sparked more questions about what other ways of managing employees lead to high performance and, thus, move the rigid and stalled SHRM paradigm forward.											

Article 25: (Mitchell, Obeidat and Bray, 2013)

Source	Mitchell, R., Obeidat, S. and Bray, M. (2013). The Effect of Strategic Human Resource Management on Organizational Performance: The Mediating Role of High-Performance Human Resource Practices. Human Resource Management, [online] 52(6), pp.899-921. Available at: https://onlinelibrary-wiley-com.zorac.aub.aau.dk/doi/abs/10.1002/hrm.21587 [Accessed 3 Mar. 2020].
Focus of paper	This study investigates the impact of a strategic role for human resource management (HRM) on organizational financial performance. How strategic human resource management (SHRM) research focuses on the contribution that HR practices can make to organizational performance and competitive advantage (Collins & Clark, 2003).
Theories used	<ul style="list-style-type: none"> - Hypothesis 1: The HR strategic role is positively related to HPHRPs. - Hypothesis 2: HPHRPs are positively related to organizational financial performance. - Hypothesis 3: HPHRPs mediate the relationship between the HR strategic role and organizational financial performance. - Hypothesis 4: Devolvement moderates the relationship between the HR strategic role and HPHRPs. - Hypothesis 5: Line management devolvement will moderate the relationship between the HR strategic role and financial performance, such that the positive relationship between the HR strategic role and performance through HPHRPs will be stronger at higher levels of line management devolvement than at lower levels of line management devolvement.
Key findings	<p>The results provide support for a positive relationship between the HR strategic role and organizational performance mediated by HPHRPs. Results also support a moderating role for line management devolvement on this relationship. This study's findings are important for several reasons. First, although the HR strategic role is widely discussed in the literature, extant empirical evidence about its value is limited. The findings provide strong support for the argument that HR professionals' holding a more strategic role can lead to significant benefits at the firm level. This suggests that investing more in strategic HRM is an appropriate strategy for organizations to gain competitive advantage.</p> <p>Secondly is the study is unique in that it provides empirical evidence for the mediating role of HPHRPs on the effect of the HR strategic role on performance. From a theoretical perspective, the results contribute to previous research into the value of strategic human resource management.</p>
Methodology	Data were collected through a self-administered survey in the Jordanian private sector in the period from March to June 2009. The sample was drawn from the Jordanian Company Control Department database. The data came from 118 financial and manufacturing organizations in Jordan and it were analyzed to investigate a moderated mediated pathway between a strategic role for HRM and organizational financial performance.

Definitions	High-performance human resource practices (HPHRPs)
Critic/Bias	A limitation of this study is that its sample provides a restricted basis for generalizing our findings. This study focused on firms in two industries in Jordan. The focal setting may limit the generalizability of the findings to organizations within this national context. In addition, the sample size was relatively small and the study investigated moderated relationships. Both the small size of the study sample and the focus on moderation increase the risk that significant relationships will not be detected (McClelland & Judd, 1993).

Article 26: (Wright and McMahan, 1992)

Source	Wright, P. and McMahan, G. (1992). Theoretical Perspectives for Strategic Human Resource Management. <i>Journal of Management</i> , [online] 18(2), pp.295-320. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/215259275?OpenUrlRefId=info:xri/sid:primo&accountid=8144 [Accessed 3 Mar. 2020].
Focus of paper	<p>The field of strategic HR management has been criticized for lacking a solid theoretical foundation. This article documents that, contrary to this criticism, the SHRM literature draws on 3 dominant modes of theorizing: 1. universalistic, 2. contingency, and 3. configurational perspectives.</p> <p>This article advances the SHRM literature by clearly articulating the important differences among the universalistic, contingency, and configurational perspectives that are used in the literature and then empirically testing hypotheses that are consistent with the logic of each of the three perspectives.</p>
Theories used	Seven important HR practices that are common to much of the theoretical work in SHRM are identified. The individual practices are used to formulate a series of universalistic and contingency arguments that are parallel to different arguments found in the SHRM literature. Configurational arguments are then formulated by organizing the individual HR practices into two idealtypes employment systems that are posited to enhance firm performance.
Key findings	The purpose of this study was to articulate and test three different theoretical frameworks in strategic human resource management. According to the universalistic framework, some HR practices are universally effective. Organizations that adopt these best practices will reap higher profits. In the contingency framework, the effectiveness of individual HR practices is contingent on firm strategy. An organization that adopts HR practices appropriate for its strategy will be more effective. Finally, in the configurational framework there are synergistic effects among HR practices. Thus, consistency within the configuration of HR practices and between the HR practices and strategy are necessary to enhance performance.
Methodology	The study was conducted in a single industry to control for between-industry differences. The banking industry was selected for several reasons. The data from respondents in the banks were collected using two questionnaires. The design of this study required a wide range of measures collected from four different data sources. Measures of the various HR practices were provided by the HR contact in each bank. Strategy measures were constructed from the data provided by bank presidents.
Definitions	<p>Strategic HR practices. Strategic HR practices are those that are theoretically or empirically related to overall organization performance.</p> <p>Universalistic arguments are the simplest form of theoretical statement in the SHRM literature because they imply that the relationship between a given independent variable and a dependent variable is universal across the population of organizations.</p> <p>Contingency arguments are more complex than universalistic arguments because contingency arguments imply interactions rather than the simple linear relationships incorporated in universalistic theories (Schoonhoven, 1981; Van de Ven & Drazin, 1985; Venkatraman, 1989).</p> <p>Configurational arguments are more complex than those of either of the previous two theoretical perspectives for several reasons.</p>

Critic/Bias	<p>Despite the contributions of this study, several factors limit the generalizability and usefulness of the findings. Although the HR practices included in this research are generally thought to be strategic and were derived from existing theory, other HR practices may constitute best practices, may have important contingency relationships with firm strategy, or may be critical to the specification of alternative ideal configurations of HR practices. Future studies that include other organizational attributes that are related to both HR practices and organizational performance are needed to provide more accurate estimates of the full effect of HR practices.</p>
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Article 27: (van Donk and Esser, 1992)

Source	van Donk, D. and Esser, A. (1992). Strategic human resource management: A role of the human resource manager in the process of strategy formation. Human Resource Management Review, [online] 2(4), pp.299-315. Available at: https://www.sciencedirect.com.zorac.aub.aau.dk/science/article/pii/1053482292900039 [Accessed 3 Mar. 2020].
Focus of paper	
Theories used	The article illustrates two traditional approaches to strategy formation: the approach of rational planning and decision making, and the approach of strategy formation as a political arena. Both approaches are useful in designing and analyzing strategic processes, but they tend to miss what seems to emerge as a core aspect of strategy formation: production of something which is new to the organization (a new product, a new way of coordinating communication, or a new purpose for the organization in society).
Key findings	Strategic human resource management, as a relatively new concept both in the field of human resource management and in the field of strategic management, has not become a mature concept yet. As there is an ongoing debate about what human resource management really is, one should not be surprised that within the field of human resource management there is no full understanding of different and changing concepts in the field of strategic management. This article shows that there is a real danger for strategic human resource management-of being caught in the vicious circle of lack-of-power. The result is a further alienation of the human resource manager from the process of strategy formation. This is not due to the HRM part of this concept, but is an inevitable consequence of the concept of strategy which is used, in which a distinction is made between strategy formulation and strategy implementation.
Methodology	This article will analyze the main reason for these shortcomings. The underlying problem appears not to be the concept of human resource management in itself, but the concept of strategy used. An alternative concept of strategy is introduced from the field of strategic management to improve Strategic Human Resource Management. The article begins with the discussion-the concept of strategy as it is commonly used in literature. Next the article will analyze the concept of Strategic Human Resource Management. Then an alternative concept of strategy is introduced. Last, the possibilities for strategic human resource management and implications for human resource managers, using this concept, are sketched out.
Definitions	The term "employee influence" generally refers to the formal participation of employees in the decision making process, in most cases by collective bargaining, through unions, on issues of pay and working conditions, regulated by legislation. "Corporate strategy is the pattern of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be" (1971,p. 28).
Critic/Bias	Further research should be wider than the current research and investigate the influence of human resource management of middle management on the actual process of strategy formation and on the involvement of middle management in this process. This might clarify which human resource management practices stimulate the alternative concept of strategy formation.

Article 28: (Zhang and Albrecht, 2010)

Source	Zhang, Y. and Albrecht, C. (2010). The role of cultural values on a firm's strategic human resource management development: a comparative case study of Spanish firms in China. <i>The International Journal of Human Resource Management</i> , [online] 21(11), pp.1911-1930. Available at: https://www.tandfonline-com.zorac.aub.aau.dk/doi/full/10.1080/09585192.2010.505092 [Accessed 3 Mar. 2020].
Focus of paper	This paper attempts to better understand the role of cultural values as a human resource contributor to a firm's strategic development. Comparative case studies of two Spanish subsidiaries in China were made using on-site, in-depth qualitative research in both Spain and China. The study then examine how this difference in management affects the firm's overall strategic development and, hence, its performance. The results of the study suggest that cultural values, as a human resource contributor, do indeed affect a firm's overall strategic development and, hence, the firm's resulting success or failure. Throughout the paper, the management by values (MBV) framework is used as a lens to further examine and better understand this process.
Theories used	<p>The paper begins with a theoretical description of the field of SHRM and its challenges. Following the literature review, we provide a description of the two Chinese subsidiaries that are analyzed, including various details about each organization.</p> <ul style="list-style-type: none"> - Black Box theory - of how human resource management contributes to strategic management and superior firm performance in global competition - The commonly theorized models of SHRM: 'best practices' vs. 'best fit' (Boxall and Purcell 2000), - Four different approaches of how human resources relate to strategic management have been suggested: universalistic, contingent, configurational, and complexity (Delery and Doty 1996; Becker and Gerhart 1996; Youndt, Snell, Dean and Lepak 1996; Boxall and Purcell 2000; Colbert 2004). - The congruence between human resource practices and organizational strategies has been suggested as a reason certain firms achieve superior firm performance (Delery and Doty 1996). - Management by values (MBV) model <ul style="list-style-type: none"> - triaxial mode (ethical-social values, economic-pragmatic values, and emotional developmental values).
Key findings	In conclusion, it was the cultural values of each organization that defined the norms and attitudes within each organization. These cultural values, in turn, affected the behaviors and success of each firm. Regardless of how similar the initial strategies proposed by each company were, the outcome of culture within the organizations was extremely different.
Methodology	<p>The data for the study was collected based on Stake's (1994, p. 242) view of 'spending substantial time on site, personally in contact with activities and operations of the case, reflecting, revising meanings of what is going on.</p> <p>Semi-structured questions were used during the data collection process, combining qualitative techniques of Fontana and Frey (1994) with interviewing, of Adler and Adler (1994) with observational techniques of Hodder (1994) with the interpretation of documents and material culture and of Clandinin and Connelly (1994) and with personal experience methods.</p> <p>In both case sites, data were collected through a variety of methods: unstructured and semi-structured conversations, formal and informal interviews, documentation reviews, and direct observations on-site with CEOs as well as junior and senior management, both in the Spanish headquarters in Spain as well as at each of the Chinese subsidiaries in</p>

	China. This triangulation across various techniques of data collection is particularly beneficial because it provides multiple perspectives on an issue, supplies more information on emerging concepts, allows for cross-checking, and yields stronger substantiation of construct (Eisenhardt 1989; Orlikowski 1993).
Definitions	
Critic/Bias	Future research that tests the functionality of cultural value factors' in human resource management and firm strategic development is currently needed. This is especially true of research using MBV instruments. Future research could also include cases using different contexts and variables, such as further replication of Spanish firms in countries other than China.

Article 29: (Luna-Arocas and Camps, 2007)

Source	Luna-Arocas, R. and Camps, J. (2007). A model of high performance work practices and turnover intentions. <i>Personnel Review</i> , [online] 37(1), pp.26-46. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/214806580?OpenUrlRefId=info:xri/sid:primo&accountid=8144 [Accessed 3 Mar. 2020].
Focus of paper	This paper aims to clarify the relationship between human resource practices and staff retention by selecting three high performance work practices (precursors) and one outcome variable (turnover intentions), and trying to demonstrate the mediator role of employee commitment and job satisfaction in this relationship.
Theories used	<p>Becker, B.E. and Huselid, M.A. (1998), "High performance work systems and firm performance: a synthesis of research and managerial implications", in Rowland, K.M. and Ferris, G.R. (Eds), <i>Research in Personnel and Human Resource Management</i>, JAI Press, Greenwich, CT, pp. 53-101.</p> <p>Beer, M., Spector, B., Lawrence, P.R., Millas, D.Q. and Walton, R.E. (1984), <i>Managing Human Assets</i>, Free Press, New York, NY.</p> <p>Bloom, M. and Milkovich, G.T. (1999), "An SHRM perspective on international compensation and reward systems", <i>Research in Personnel and Human Resources Management</i>, Supplement 4, pp. 283-303.</p> <p>Et al.</p>
Key findings	<p>H1. The extent to which a firm develops salary strategies is positively related to employees' job satisfaction.</p> <p>H2. The extent to which a firm develops job enrichment strategies is positively related to employees' job satisfaction.</p> <p>H3. The extent to which a firm develops job enrichment strategies is positively related to employee commitment.</p> <p>H4. The extent to which a firm develops job stability strategies is positively related to employee commitment.</p> <p>H5. The extent to which a firm develops its employees' commitment is negatively related to employee turnover intentions</p> <p>H6. The relationship between job satisfaction and turnover intentions is mediated by employee commitment</p> <p>Salary strategies and job enrichment strategies were positively related to job satisfaction. Job enrichment strategies and job stability strategies were positively related to employee commitment. Employee commitment was negatively related to turnover intentions. The relationship between job satisfaction and turnover intentions was mediated by employee commitment. One limitation of the findings is the use of self-report questionnaires to collect data on all measures. Another potential limitation concerns the measurement of some latent factors with only two observable variables. Turnover continues to be a serious problem for businesses.</p>
Methodology	<p>The proposed model has been analyzed with a sample of 198 employees and a structural equation modeling methodology.</p> <p>Measures: Salary, Job enrichment, Job stability, Employee commitment, Job satisfaction, Turnover</p>

	intentions were all measured on a scale from 1-10.
Definitions	Contingent perspectives; Universalistic perspective; High performance work practices; Diversity of HPWP; Job satisfaction, employee commitment, and retention strategy; Performance management; Employee turnover; Job satisfaction; Human resource management; Organizational effectiveness
Critic/Bias	Future research that uses more objective measures of HR practices at the individual level is needed. Another potential limitation concerns the measurement of some latent factors with only two observable variables. Despite these limitations, this study provides greater understanding of the process by which job satisfaction and employee commitment mediate the relationship between HPWP and turnover intentions.

Article 30: (Evans and Davis, 2005)

Source	Evans, W. and Davis, W. (2005). High-Performance Work Systems and Organizational Performance: The Mediating Role of Internal Social Structure. <i>Journal of Management</i> , [online] 31(5), pp.758-775. Available at: https://journals-sagepub-com.zorac.aub.aau.dk/doi/pdf/10.1177/0149206305279370 [Accessed 4 Mar. 2020].
Focus of paper	This study provides a theoretical framework illustrating how the internal social structure of the organization can mediate the relationship between high-performance work systems (HPWS) and organizational performance. HPWS positively influence the internal social structure by facilitating bridging network ties, generalized norms of reciprocity, shared mental models, role making, and organizational citizenship behavior. Although HPWS are conceptualized as a system of human resource (HR) practices, each category of HR practices has a differential relationship with the mediating variables. HPWS lead to (a) financial performance via administrative efficiency and (b) sustainable performance via flexibility arising from the coordination and exploitation of knowledge resources.
Theories used	Blau, P. 1964. <i>Exchange and power in social life</i> . New York: John Wiley. Blyler, M., & Coff, R. 2003. Dynamic capabilities, social capital, and rent appropriation: Ties the split pies. <i>Strategic Management Journal</i> , 24: 677-686. Bowen, D. E., & Ostroff, C. 2004. Understanding HRM-firm performance linkages: The role of the "strength" of the HRM system. <i>Academy of Management Review</i> , 29: 203-221. Et al.
Key findings	

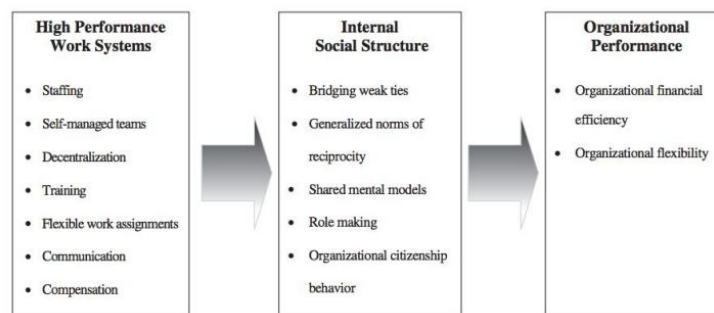
Table 1
Categories of Human Resource Practices Comprising HPWS

HR Practice Category	Description	Examples
Staffing	Extensiveness of procedures to evaluate relevant knowledge, skills, and abilities for job fit and organization fit	Selective screening Assessment of technical and interpersonal skills, attitudes, and/or personality Performance-based promotions
Self-managed teams ^a	Redistribution of power downward by granting authority and responsibility to team structures	Employee participation programs Teams with task and decision-making authority Extensive use of teams throughout the organization
Decentralized decision making	Empowering employees via greater responsibility and access to resources	Less well defined tasks Authority to make decisions Employee involvement Participative management
Training	Extensiveness of formalized programs to develop knowledge, skills, and abilities	Training for current and future skills; including technical and interpersonal Cross training Training for both new hires and experienced employees
Flexible work assignments	Opportunities to broaden individual knowledge, skills, and abilities	Job rotation; rotation across teams Ability to perform +1 job Job enrichment
Communication	Open vertical and horizontal communication channels providing access to information and opportunities to express viewpoints	Access to all levels of operating results Employee suggestion systems Explanation of business strategy
Compensation	Performance-contingent pay, group-based pay, and above-market pay policies	Profit/gain sharing Employee ownership Comparatively high level of pay Performance-contingent pay Team-based pay

Note: HPWS = high-performance work systems.

a. We use the term *self-managed teams* to broadly encompass all types of teams having increased responsibility and autonomy, recognizing that there may be varied degrees of self-management.

Figure 1
Expanded Framework of HPWS and Organizational Performance



Note: HPWS = high-performance work systems.

	Table 2 Relationship Between Practices of HPWS, the Internal Social Structure, and Organizational Performance Outcomes^a					
	Internal Social Structure Variables					
	Practices of HPWS	Bridging Weak Ties	Generalized Norms of Reciprocity	Shared Mental Models	Role Making	Organizational Citizenship Behavior
	Staffing		Efficiency Flexibility	Efficiency Flexibility	Efficiency Flexibility	
	Self-managed teams	Efficiency Flexibility		Efficiency Flexibility	Efficiency Flexibility	Efficiency Flexibility
	Decentralized decision making			Efficiency Flexibility	Efficiency Flexibility	Efficiency Flexibility
	Training		Efficiency Flexibility	Efficiency Flexibility	Efficiency Flexibility	Efficiency Flexibility
	Flexible job assignments	Efficiency Flexibility			Efficiency Flexibility	Efficiency Flexibility
	Open communication			Efficiency Flexibility		
	Compensation		Efficiency Flexibility	Efficiency Flexibility		Efficiency Flexibility
<i>Note:</i> HPWS = high-performance work systems. a. The internal social structure variables are proposed to mediate the relationship between the practices of HPWS and organizational performance outcomes (efficiency and flexibility).						
Methodology	This study provides a theoretical framework illustrating how the internal social structure of the organization can mediate the relationship between high-performance work systems (HPWS) and organizational performance. Based on 71 articles by theorist in the field.					
Definitions	strategic human resource management; social networks; multilevel theory; firm performance					
Critic/Bias	<p>The framework we propose provides further illumination of the relationship between HPWS and organizational performance by specifying how HPWS influence the internal social structure of organizations. This model serves as response to the call for a deeper and more theoretical approach to HPWS research (Bowen & Ostroff, 2004; Delery & Shaw, 2001). The resource-based view indicates human capital and social relationships may be a competitive advantage, yet this perspective does not explain the process, that is, the how or why. The resource-based view is limited by its inability to account for the informal social context (Truss, 2001) and the generation, transfer, and exploitation of knowledge (Wright et al., 2001).</p> <p>dynamic environments may lead to varied types of employees being strategically valuable and unique over time. If organizations use different types of HR management systems, this implies such organizations must alter their implementation. When and how such changes occur requires future study.</p>					

Article 31: (Zacharatos, Barling and Iverson, 2005)

Source	Zacharatos, A., Barling, J. and Iverson, R. (2005). High-Performance Work Systems and Occupational Safety. <i>Journal of Applied Psychology</i> , [online] 90(1), pp.77-93. Available at: http://web.a.ebscohost.com.zorac.aub.aau.dk/ehost/pdfviewer/pdfviewer?vid=1&sid=82942b5a-c93d-44cc-a7ff-4ef1ab3b91a8%40sessionmgr4008 [Accessed 4 Mar. 2020].
Focus of paper	Two studies were conducted investigating the relationship between high-performance work systems (HPWS) and occupational safety.
Theories used	<p>DeJoy, D. M. (1994). Managing safety in the workplace: An attribution theory analysis and model. <i>Journal of Safety Research</i>, 25, 3-17.</p> <p>Drasgow, F., & Kanfer, R. (1985). Equivalence of psychological measurement in heterogeneous populations. <i>Journal of Applied Psychology</i>, 70, 662- 680.</p> <p>Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? <i>International Journal of Human Resource Management</i>, 6, 656 - 670.</p> <p>Et al.</p>
Key findings	<p>In Study 1, data were obtained from company human resource and safety directors across 138 organizations. LISREL VIII results showed that an HPWS was positively related to occupational safety at the organizational level.</p> <p>Study 2 used data from 189 front-line employees in 2 organizations. Trust in management and perceived safety climate were found to mediate the relationship between an HPWS and safety performance measured in terms of personal-safety orientation (i.e., safety knowledge, safety motivation, safety compliance, and safety initiative) and safety incidents (i.e., injuries requiring first aid and near misses).</p> <p>These 2 studies provide confirmation of the important role organizational factors play in ensuring worker safety.</p> <p>these results extend our understanding of how high-performance work systems affect employee attitudes and behaviors. Our results suggest differential mediational effects for perceived safety climate and trust in management. Perceived safety climate mediated the relationships between the high-performance work system and both personal-safety orientation (.76) and safety incidents (.35). In contrast, trust in management mediated the effects of the high-performance work system on safety incidents (.19) but not on personal-safety orientation, and at least two factors may explain this discrepancy. It is possible that trust in management is relatively less important in this context.</p>
Methodology	<p>The purpose of this first study was to determine whether a relationship exists between the high-performance work system described and occupational safety at the organizational level. We hypothesized that organizations applying high-performance management practices will experience lower numbers of lost-time injuries after controlling for relevant variables. Given the conceptual overlap between each of the high-performance work practices, a further purpose of this study was to determine the underlying factor structure of the 10 human resource practices.</p> <p>Participants in this study were 196 employees of two Canadian organizations from the petroleum and telecommunications industries. Eightythree participants worked in the petroleum company as plant and field operators, while 113 worked in the telecommunications company as field technicians at two different sites. It was not possible to calculate the overall response rate in the petrochemical plant and one of the two telecommunications plant: Managers were responsible for distributing the surveys,</p>

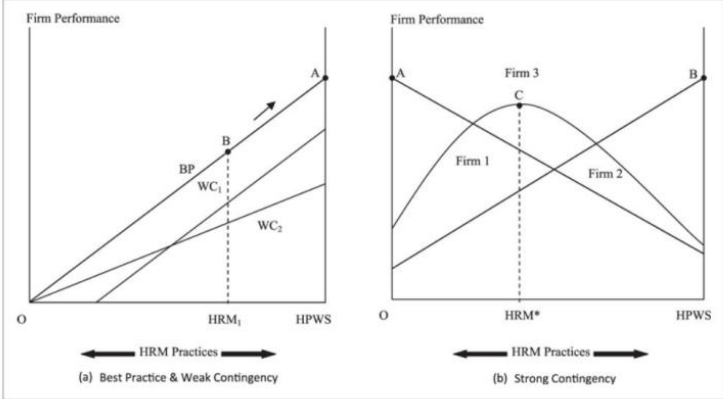
	and we cannot know how many were distributed. In the other telecommunications site, 123 surveys were distributed and 33 returned, with a response rate of 26.83%
Definitions	High-Performance Work Systems; Occupational Safety
Critic/Bias	Research interest in the area of high-performance work systems continues to develop as does interest in the impact that management can have on workplace safety. Nevertheless, to date, very little research has attempted to bring together these two distinct areas of study. The contribution of this work to our understanding in both these areas is significant. Our findings show the extensive benefits of high-performance work systems. With respect to occupational safety, this study confirms the role of organizational, rather than individual, factors in promoting safety, and supports the need to take a broader look at the understanding and management of occupational safety

Article 32: (Harris and Ogbonna, 2001)

Source	Harris, L. and Ogbonna, E. (2001). Strategic human resource management, market orientation, and organizational performance. Journal of Business Research, [online] 51(2), pp.157-166. Available at: https://www.sciencedirect.com.zorac.aub.aau.dk/science/article/pii/S0148296399000570 [Accessed 3 Mar. 2020].
Focus of paper	Research emerging from different fields of organizational analysis has linked both market orientation and strategic human resource management (SHRM) to organizational performance. Although both concepts are premised on the management of organizational culture, no study has investigated their interrelationship or the dynamics between the two concepts and organizational performance.
Theories used	Delery and Doty (1996) identify three categories of researchers and the perspectives that they have adopted in theorizing SHRM.
Key findings	<p>The findings of the paper suggest a direct link between market orientation and performance and indicate that the association between SHRM and performance is mediated by the extent of market orientation exhibited by the organization. Hence, it is argued that SHRM can be viewed as an antecedent to market orientation. These findings lead to a number of conclusions and implications for both theorists and practitioners.</p> <p>The findings demonstrate that the development of market orientation is partially dependent on the appropriate strategic management of the human resource facilitating the development of an appropriate organizational culture.</p> <div data-bbox="521 1068 1197 1216" data-label="Diagram"> <pre> graph LR SHRM[Strategic Human Resource Management] -- 0.46 --> MO[Market Orientation] SHRM -.-> OP[Organizational Performance] MO -- 0.33 --> OP </pre> <p>Download : Download full-size image</p> <p>The path model illustrates the direct and indirect relationships between Strategic HRM, market orientation, and performance.</p> <p>A key issue that emerges is the need for an 'appropriately' oriented strategic human resource. A contentious issue in management theory related to the development of sustainable competitive advantage is that the sources of such an advantage should be imperfectly imitable (Fiol, 1991, Reed and DeFillippi, 1990).</p> </div>
Methodology	Research methodology literature indicates that in order to examine the issues involved in this study, a descriptive quantitative research design was appropriate. Consequently, a multi-industry sample of 1000 units was established from the FAME database of registered UK firms. Responses were required from key informants knowledgeable in a variety of tactical and strategic activities (Bowman and Ambrosini, 1997). SHRM was measured via a scale of items designed to capture the essence of the construct.
Definitions	Strategic human resource management Market orientation Organizational performance Market-oriented culture
Critic/Bias	Limitations suggest that caution is needed in interpreting parts of this study but they also indicate a number of potentially fruitful avenues for future research.

Article 33: (Kaufman, 2010)

Source	Kaufman, B. (2010). SHRM Theory in the Post-Huselid Era: Why It Is Fundamentally Misspecified. <i>Industrial Relations: A Journal of Economy and Society</i> , [online] 49(2), pp.286-313. Available at: https://doi.org/10.1177/0149206315618011 [Accessed 4 Mar. 2020].
Focus of paper	This article critiques the theoretical model that dominates mainstream research in strategic human resource management. Contributions include: the critique is developed from an explicit model of the employment relationship; new concepts of "weak contingency" and "strong contingency" are introduced; the standard hypothesis of a positive sign on the human resource management variable in firm performance studies is shown to be incorrect for a competitive economy (it should be zero); and the analysis is based on "first principles" of institutional economics and industrial relations.
Theories used	<p>Marchington, Mick, and Irena Grugulis. 2000. "'Best Practice' Human Resource Management: Perfect Opportunity or Dangerous Illusion?" <i>International Journal of Human Resource Management</i> 11(6):1104-24.</p> <p>Mayson, Susan, and Rowena Barrett. 2006. "The 'Science' and 'Practice' of HRM in Small Firms." <i>Human Resource Management Review</i> 16(4): 447-55.</p> <p>Nadler, David, Marc Gerstein, and Robert Shaw. 1992. <i>Organizational Architecture</i>. San Francisco: Jossey-Bass.</p> <p>Et al.</p>
Key findings	<p>Universalistic The maintained proposition is that if successfully implemented certain HRM practices always and everywhere contribute to higher organizational performance. The most widely cited study adopting the universalistic hypothesis is Pfeffer (1998). He identifies the following seven HRM practices as universally good for performance: employment security, selective hiring of new personnel, self-managed teams/decentralized decision making, pay-for-performance, extensive training, reduced status differentials, and extensive information sharing. These practices are often associated with a well-developed internal labor market (ILM).</p> <p>Contingency This perspective maintains that the relationship between HRM practices and organizational performance is contingent on and moderated by various contextual factors external and internal to firms. One example is the proposition that a "commitment" model of HRM has a greater performance effect in manufacturing than service firms (Combs et al. 2006); another is that firms pursuing a cost minimization business strategy get higher performance from a command and control HRM model (Arthur 1992).</p> <p>Configurational This perspective maintains that the relationship between HRM practices and performance is moderated by interactions among the individual HRM practice variables. The idea is that some HRM practices have a complementary relationship with other practices (they "fit together"), thus creating performance-enhancing synergies. If the complementarities are sufficiently widespread, firms are led to mix and match HRM practices in a manner that create distinct HRM systems—also called "HRM architectures" and "employment systems."²</p>

	 <p>Figure 3 Open in figure viewer PowerPoint</p> <p>PREDICTED EFFECT OF HRM ON FIRM PERFORMANCE</p>
Methodology	<p>The core part of the argument is theoretical; nonetheless, it is useful to first ground it in an empirical context. An “empirical context” in this literature typically means a dissection and critique of the specification and estimation of HRM-performance regression equations. These discussions, however, are seldom definitive and often clouded by non-comparable data sets, variable specifications, and estimating techniques (see Purcell and Kinnie 2007; Wall and Wood 2005).</p>
Definitions	
Critic/Bias	<p>the empirical record casts considerable doubt on the intellectual robustness and explanatory power of the mainstream SHRM model—despite the fact that in SHRM circles the existence of a positive HRM effect is widely “taken for granted” (Wood and Bryson 2009: 4).</p> <p>Although not the focus of this paper, it is worthwhile pointing out that SHRM contains not only substantial theoretical and empirical specification error but also significant historical misspecification. It is not uncommon, for example, for SHRM researchers (e.g., Allen and Wright 2007) to assert that the topic of “choice among employment systems” was only brought to light twenty or so years ago when the newly invented SHRM field brought a strategic perspective to the topic that PIR had long ignored. Similarly, one also finds the opinion that IR has little to offer to HRM researchers because IR is only about unions (Ferris et al. 2004).</p>

Article 34: (Molineux, 2013)

Source	Molineux, J. (2013). Enabling organizational cultural change using systemic strategic human resource management – a longitudinal case study. The International Journal of Human Resource Management, [online] 24(8), pp.1588-1612. Available at: http://web.b.ebscohost.com.zorac.aub.aau.dk/ehost/detail/detail?vid=0&sid=52499a80-7246-457b-81d3-1c1daa0fad85%40sessionmgr103&bdata=JnNpdGU9ZW9vc3QtbGl2ZQ%3d%3d#AN=85750187&db=buh [Accessed 4 Mar. 2020].
Focus of paper	Researchers report that successful cultural change in an organization is difficult to achieve. This research contends that it is more likely to be successful when a systemic approach to strategic human resource management (SHRM) is used to facilitate the change. The contention was tested in an action research case study and longitudinal assessment of change in a large Australian public sector agency.
Theories used	<ul style="list-style-type: none"> - Organizational culture and change - One of the key systems approaches to SHRM is the use of high performing work systems (HPWS) - C.R., Becker, B.E. and Huselid, M.A.1999.
Key findings	A clear finding from this research is that the cultural change had been sustained through the systemic application of SHRM
Methodology	The research paradigm for the project was interpretive, participatory and pragmatic. The methodology of action research is undertaken from this worldview, i.e. that results from action taken may be interpreted in the light of both theory and practice, and that participation is essential in achieving results from practice. It is evaluated as a longitudinal action research case study. This longitudinal study is similar in methodology to the action research study by Fronda and Moriceau ([43]) in that it also involved a change from insider to outsider research. Case study data can 'usually get much closer to theoretical constructs and provide much more persuasive argument about causal forces than broad empirical research can' notes Siggelkow ([116], pp. 22–23). A single deep case study, such as this research, is considered by some theorists as the optimum form of case study research, because it can offer insight into underlying organizational processes, politics and culture (Harris and Ogbonna [57]).
Definitions	<ul style="list-style-type: none"> - High performing work systems (HPWS), which appear in the literature as 'bundles' or 'systems' of HR practices that are implemented together with the intention of improving the productive output of an organization's workforce.
Critic/Bias	Limitations to this research include the single case study design, which does not provide traditional empirical data, but does provide a recoverable process that may be applied elsewhere. There is also potentially some bias in the interviews of people, who were involved in the research and/or implementation process.

Article 35: (Boxall, 1996)

Source	Boxall, P. (1996). The Strategic Hrm Debate and the Resource-Based View of the Firm. Human Resource Management Journal, [online] 6(3), pp.59-75. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/199389829/fulltextPDF/F901CFD326E64C81PQ/1?accountid=8144 [Accessed 4 Mar. 2020].
Focus of paper	This study is concerned with the relationship between strategic management and HRM in the firm. This is the terrain of strategic HRM, an area of difficult definitions and contentious theory In respect of strategic management, in recent years we have witnessed a major debate over the implications of the resource-based view of the firm for the theory of strategy. This debate has now penetrated the strategic HRM discourse where the key change is the emergence of attempts to create a resource-based model of strategic HRM. The objective here is to analyse this development. What are the implications of the resource-based view of the firm for the debate in strategic HRM? Does this theoretical perspective offer advantages over our existing theory? How do resource-based premises fare in the light of our existing knowledge of HRM practices and patterns? What kind of research questions does the resource-based perspective imply for HRM?
Theories used	
Key findings	This article has argued that strategy should be understood as a framework of critical ends and means and not simply equated with the firm's current competitive choices. Moving from a 'positioning' to a more systemic and dynamic conception of strategy will help us to explore the various ways in which HRM contributes to the strategic management of firms.
Methodology	
Definitions	The managers of firms are typically engaged in a process of managing the 'strategic tension' between ends and means in an external environment characterised by risk, change, complexity and ambiguity and an internal environment characterised by bounded rationality, endemic co-ordination problems, inertial tendencies and political trade-offs (see, for example, Nelson and Winter, 1982; Amit and Schoemaker, 1993; Purcell and Ahlstrand, 1994).
Critic/Bias	

Article 36: (Sheehan, 2005)

Source	Sheehan, C. (2005). A model for HRM strategic integration. <i>Personnel Review</i> , [online] 34(2), pp.192-209. Available at: https://search-proquest-com.zorac.aub.aau.dk/docview/214810556/F7138B016F4F4CEBPQ/5?accountid=8144 [Accessed 5 Mar. 2020].
Focus of paper	The broad aims of this research are to analyse the status of, and processes underlying, strategic human resource management (HRM) integration within organisations and to contribute to theory development in the area. A great deal of attention is given in the literature to the facultative role that HRM can take in organisational change but as yet little attention has been given to modelling the change processes within HRM itself. This paper addresses that gap by providing a model of the proposed influences on the move towards strategic HRM integration.
Theories used	
Key findings	The model that is developed uses ideas from the change literature to explain that the engagement of strategic HRM integration requires a certain set of symbolic and ritualistic gestures. These symbolic changes, however, do not always result in desired strategic HRM outcomes: symbolic adjustments must be accompanied by deeper levels of change both from within the HR profession and from other stakeholders in the organisation.
Methodology	Dyer (1984) has argued that within the area of strategic human resource management, a qualitative approach and more specifically the use of case analysis, provides an important, intense understanding of key issues. For these reasons a qualitative perspective has been incorporated into the research design. The research uses in-depth semi-structured interviews with senior HR, finance and line managers in 13 case-study organisations. These semi-structured interviews allow the researcher to explore the full range of factors that may emerge.
Definitions	Human resource strategies, Integration, Decision making, Human resource management, Devolution
Critic/Bias	The research holds a number of practical implications for the career design of HR professionals: a case is made, for example, for a broader business career background requirement that may provide the level of business acumen necessary to be a credible participant at the senior management strategic decision-making level. Intended future research will draw from a larger sample to test the proposed model.

Article 37: (Elliott, 2011)

Source	Elliott, H., 2011. SHRM Best-Practices & Sustainable Competitive Advantage: A Resource-Based View. The Graduate Management Review, [online] 1(1), pp.43-57. Available at: < https://natlib-primo.hosted.exlibrisgroup.com/primo-explore/fulldisplay?docid=INN27121477960002837&context=L&vid=NLNZ&lang=en_US&search_scope=INN2&adaptor=Local%20Search%20Engine&tab=innz&query=any,contains,994430803602837&offset=0 > [Accessed 24 March 2020].
Focus of paper	Three dominant perspectives have emerged within Strategic HRM: the Universalistic, Contingency, and Configurational perspectives. The Universalistic perspective, as espoused particularly by Pfeffer (1994a; 1995; Pfeffer & Veiga, 1999), proposes that a universal set of HRM best practices can be employed to attain and sustain competitive advantage. Using the principles of the Resource-Based View of competitive advantage, this paper critiques the universalistic perspective and proposes that HR practices cannot by themselves be a source of sustained competitive advantage, as it is virtually impossible for HR practices to be rare, inimitable, and non-substitutable. Instead, the Configurational perspective is proposed as a more theoretically valid and tenable approach to strategically managing human resources for sustainable competitive advantage. This is because the Configurational approach promotes a system of HR practices that are customised to suit a particular firm's competitive strategies, and internal practices, policies, and resources – it provides both vertical and horizontal fit. It is also found that human capital is the foundation of HRM and competitive advantage.
Theories used	Delery, J. E., & Doty, D. H. (1996). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions. <i>Academy of Management Journal</i> , 39(4), 802-835. Dierickx, I., & Cool, K. (1989). Asset Stock Accumulation And Sustainability Of Competitive Advantage. <i>Management Science</i> , 35(12), 1504 - 1510. Ferris, G. R., Hochwarter, W. A., Buckley, M. R., Harrell-Cook, G., & Frink, D. D. (1999). Human resources management: some new directions. <i>Journal of Management</i> , 25(3). Et al.
Key findings	This paper has examined the propositions of the SHRM perspectives of HR practices and their contribution to sustainable competitive advantage. The link between HR practices and firm performance has been established and from a resource-based view, it has been demonstrated that human resources can potentially be a source, or contributor, of a firm's sustainable competitive advantage. On the theoretical factors of rareness, inimitability, and non-substitutability, the universalistic ideal of HR best practices cannot provide a sustainable competitive advantage. From this framework, it has been demonstrated that the configurational perspective provides a more theoretically valid and tenable approach than the universalistic perspective for using HR practices to develop the human resource capital pool into a source of sustainable competitive advantage.
Methodology	Qualitative research design, examination of existing literature on SHRM best-practices and approaches
Definitions	Universalistic, contingency, configurational, resource-based-view (RBS)
Critic/Bias	Subjectiveness, interpretivism, takes its stance in a resource-based-view, as it is more tangible.

Article 38: (Huselid, 1995)

Source	HUSELID, M., 1995. THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON TURNOVER, PRODUCTIVITY, AND CORPORATE FINANCIAL PERFORMANCE. <i>Academy of Management Journal</i> , [online] 38(3), pp.635-672. Available at: < https://www-jstor-org.zorac.aub.aau.dk/stable/pdf/256741.pdf?refreqid=excelsior%3Ac873abb00637f5bdbfc59945080c78d3 > [Accessed 24 March 2020].
Focus of paper	This study comprehensively evaluated the links between systems of High Performance Work Practices and firm performance. Results based on a national sample of nearly one thousand firms indicate that these practices have an economically and statistically significant impact on both intermediate employee outcomes (turnover and productivity) and short- and long-term measures of corporate financial performance. Support for predictions that the impact of High Performance Work Practices on firm performance is in part contingent on their interrelationships and links with competitive strategy was limited.
Theories used	Abelson, M. A., & Baysinger, B. D. 1984. Optimal and dysfunctional turnover: Toward an organizational-level model. <i>Academy of Management Review</i> , 9: 331-341. Addison, J. T., & Portugal, P. 1989. The endogeneity of union status and the application of the Hausman test. <i>Journal of Labor Research</i> , 10: 437-441. Arnold, H. J., & Feldman, D. C. 1982. A multivariate analysis of the determinants of turnover. <i>Journal of Applied Psychology</i> Et al.
Key findings	Prior work in both the academic and popular press has argued that the use of High Performance Work Practices will be reflected in better firm performance. This study provides broad evidence in support of these assertions. Across a wide range of industries and firm sizes, I found considerable support for the hypothesis that investments in such practices are associated with lower employee turnover and greater productivity and corporate financial performance.
Methodology	Critical literature review, Statistical method, Combined quantitative and qualitative research design.
Definitions	
Critic/Bias	A methodological problem is related to the widespread collection of data via questionnaire. Because survey respondents generally self-select into samples, selectivity or response bias may also affect results. The most common form of selectivity bias occurs when the probability of responding to a questionnaire is related both to a firm's financial performance and the presence of High Performance Work Practices. Without knowing the direction of these relationships a priori, however, a researcher cannot determine the effect on the impact of such practices on firm performance. Despite a well-developed literature devoted to the statistical correction of selection bias.