



SOME FACTS ABOUT RELATIONSHIP BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATION EFFECTIVITY OF ORGANIZATIONS IN A CONCEPTUAL FRAMEWORK

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ABSTRACT

This paper examines the extent to which strategic human resource management impacts organization performance from more than a few primary views. Rapid environmental changes, competitors to furnish progressive merchandise and offerings, changing client and investor needs and globalization have emerged as the natural backdrop for organizations. Sustained Competitive advantage competencies probably generated from a manufacturer's human capital by means of designing strategic human resource management to diagnose a corporation's strategic wishes which is required to position into result a competitive method and acquire operational pursuits. Robust human resource management approach systematically organizes all persona human resource management measures to straight have an impact on worker angle and behavior in a method that leads trade to achieve its Competitive advantage method. Finally, this article develops a conceptual framework that explains the relationship between strategic human resource administration, Competitive advantage approaches and organization affectivity.

Keyword phrases: Strategic human resource management, organization affectivity, and Competitive advantage system

1. Introduction

firms at reward have more and more notice the value of strategic human resource management (SHRM). This attention in a method is an important dimension within the performance of firms (Rees, 2006). The true existence experiences substantiate the idea that regardless of how delicate and present day the trade pursuits of the workforce may just grow to be, it will be greatly complex to preserve its growth and effectiveness unless there are strategies that complement its operations. Business competitiveness is a traditional theme examined by way of making use of academicians, consultants and practitioners. The typical and uncertain differences, higher competition between businesses, the necessity for continuous improvements, best enhancement and cost discount force organizations to face the project of bettering their competitiveness and for that reason their affectivity. This awareness has propelled SHRM as a foremost area of be trained and the renewed curiosity has facilitated the growth of latest procedures in managing corporations and human resource (HR), (Wright, 2005).

In line with Armstrong (2009), strategic human resource management (HRM) emphasizes the need for the HR plans and ways to be formulated within the context of complete organizational approaches and pursuits and to be attentive to the altering nature of the crew's external surroundings. It is a technique which requires interpretation and adaptation through practitioners to be certain almost probably the most suitable suit between HR industry techniques and plans. Consequently, the complete issues of SHRM are the mixture of all HRM features, adherence to enormous crew objectives and responsiveness to the outside surroundings (Armstrong, 2009).

There are a quantity of reports (Appelbaum, 2000; Huselid, 2005; Wright, 2005; Schuler & Jackson, 2001) focusing on the primary competitive causes of trade firms because of their contribution in the global economy. The search for Competitive advantage potential has long been a principal tenet of the area of strategic management (Armstrong, 2009). Within this self-discipline, the configurationally inspiration has emerged as a promising new framework for inspecting the sources and sustainability of competitive abilities. In SHRM, inside match and external fit are the 2 important research streams. Scholars have lengthily held that in addition to interior tuition characteristics, environmental traits moreover broadly influence organization efficiency in view that the external environmental traits represent consumer needs and nature of market competitors which probably fundamental determinants of organization efficiency.

1.1 Strategic Human resource management and company efficiency

In line with Armstrong and Baron (2004), men and women and their collective skills, knowledge and expertise, coupled with their potential to installation these within the ambitions of the using organization, on the moment are famous as making a colossal contribution to organizational success and as constituting a most important supply of Competitive advantage abilities. The practices of SHRM similar to resourcing, teaching and development, worker participants of the household and reward management are involved with how people are employed and managed in corporations in an effort to acquire Competitive advantage capabilities through the strategic deployment of a vastly dedicated and competent staff. Cole (2004) emphasize that the HR perform brings inside the strategic worth of people in institution through utilizing making contribution to value introduced and contribution to Competitive advantage skills. The institution relies on HR as its employees. Strong HRM procedure systematically organizes all personality HRM measures to directly have an effect on worker viewpoint and habits in a process that leads industry to acquire its Competitive advantage system (Huang, 2001). In view of the truth that the ambitions and the requisites of each and every of the competitive technique forms are particular, the management of HR of the company should be aligned with the total corporate system. The company can as a consequence obtain a competitive advantage and hence reap developed efficiency (Kelliher & Perret, 2001).

There has been a debate via numerous researchers whether or not SHRM must perpetually be positively involving firm affectivity. Universalistic scholars argue that there is an original set of HRM excessive-great practices that may maintain an organization's efficiency (Lau & Ngo, 2004). Contingency students hold exclusive elements of view and argue that the assumptions underlying the HRM process-performance hyperlink are principal most effective underneath excessive external fit stipulations, termed the 'satisfactory in shape' institution (Boxall & Purcell, 2000; Bamberger & Meshoulam, 2000).

Delery and Doty (2000) proposed the concept of the configurationally standpoint which specializes in how distinctive patterns or configurations of more than one impartial variables are related to the stylish variable, through aiming to determine excellent style classes of now not most effective the corporations but additionally the HR approach. In most businesses at gift, it's the workers' capabilities and dedication that create Competitive advantage expertise for a group. It is, as a consequence, predominant that firms real leverage on the employees as a Competitive

advantage weapon to lift a Competitive advantage capabilities. Despite the fact that lots of the reviews be in contact of SHRM practices predominant to efficiency, the form of 1-means line of causation is sad (Edwards & Wright,2001).The natural key critique of SHRM and organizational efficiency is that sound theoretical progress that explains how such HR practices function is absent (Becker, guest & Huselid,2001). To be able to handle such theoretical developments in this discipline, researchers have proposed additional studies to bear in mind intermediate linkages between SHRM and organizational efficiency (Ferns et al., 2008). Hence, a better figuring out of the operate of SHRM in setting up and sustaining organizational performance and Competitive advantage knowledge will ought to be performed via additional theoretical progress and empirical evidence.

Most experiences inspecting the connection between SHRM practices and organization's efficiency had been conducted extra frequently in developed global locations like united states of America of the USA and UK,(Purcell,2003; visitor,2003; Marchington & Wilkinson,2007; Leung,2003;furnish,2008) and that just a few researchers have measured the mediators and addressed their significance.

The mammoth majority of this work in SHRM adopts the resource-based view point of view which tends to ignore contextual variables, in specified competitive techniques, which have an effect on organizational affectivity. The scarcities of such reports displaying institution between SHRM practices and organizational performance and in addition the mediating function of Competitive advantage methods major to extra realize the imperative position of SHRM. Because the role of company firms proceed to expand in value, they proceed going through the challenges of creating upgrades to high-nice and making upgrades to participants skills, managing group of workers range, responding to higher globalization and stimulating innovation and alter. This paper seeks to verify the affect of SHRM on organizational performance, and established the moderating operate of competitive methods on SHRM- efficiency in organizations have got to expand their accesses to markets and talents by way of making use of finding out correctly alterations in external market. This article would, as a consequence, be priceless to researchers and academicians in imparting more competencies on contributions of Competitive Strategies to group's performance. The enterprise businesses have fine capabilities for improvement of excellent, profits, innovation and competitiveness.

2. Theoretical review

In a try to give an explanation for the connection between SHRM and organization affectivity, the researchers have fascinated with three competing normative theories as debated by the use of countless researchers: universalistic, contingency and configurationally theories.

2.1 Universalistic thought

it's traditionally referred to as the excessive-pleasant apply framework, which is established on the suggestion that there's a set of evolved/great HRM practices, and that adopting them will inevitably lead to advanced organizational efficiency (Luthans & summer season, 2005). The advice of first-class observe was as soon as recognized firstly in the early US units of HRM, quite a lot of which mooted the thought that the adoption of targeted 'best' human resource practices would effect in larger organizational efficiency, manifested in improved worker attitudes and behaviors, shrink phases of absenteeism and turnover, bigger levels of abilities and as a consequence higher productiveness, more suitable satisfactory and efficiency and of direction improved profitability (Marchington & Wilkinson, 2008). Here, it's argued that every one businesses will development and discover enhancements in organizational efficiency if they may be equipped to identify, obtain dedication to and enforce a suite of best HRM practices. For that reason, universalistic perspective continues that firms will see efficiency good points by way of making use of determining and imposing pleasant apply irrespective of the product market hindrance, industry or location of the company (Pfeffer, 2001).

Nonetheless, the idea of a single set of pleasant HRM practices has been overstated. There are examples in every industry of businesses that have very specified management practices, unique human resources practices which kind the core competences that determine how organizations compete. What works excellent in a single institution is not going to primary work just right in yet another since it is not going to match its method, science or working practices. In preserving with Becker et al (2001), organizational high efficiency work methods are especially idiosyncratic and have got to be tailor-made cautiously to each corporation's character issue and individual context to be able to furnish easiest performance. These immoderate efficiency work practices will simplest have a strategic have an effect on accordingly, if they may be aligned and constructed-in with every exceptional and if the total HRM system supports key business

priorities. This system hence ignores potentially huge variations between corporations, industries, sectors and international locations.

The suggestion of high-quality applies possibly extra correct for opting for out the picks of practices versus the practices themselves. The first-class practices that do well in a single positive atmosphere need to not be overlooked altogether. Benchmarking is a valuable means of identifying areas of innovation and development which can be practiced to just right final result in specific places via predominant firms. Nevertheless it's up to the organization to come to a determination what may be imperative regularly phrases and what courses can also be learnt that may be adopted to fit its detailed strategic and operational necessities.

2.2 Contingency thought

For the contingency theory, in any other case often called nice match HRM, there aren't any common prescription of HR insurance policies and practices. It's all contingent on the institution's context, lifestyle and its business system (Wright & Snell, 2005). Contingency pupils have argued that HR procedure can also be extra effective best when comfortably built-in with a detailed organizational and environmental context. The high-quality fit concept emphasizes the value of making certain that HR programs are right to the occasions of the institution, including the culture, operational techniques and outside environment. HR approaches have bought to take account of the distinctive wants of both the staff and its guys and females. It explores the shut link between strategic management and HRM by means of assessing the extent to which there's vertical integration between an organization's exchange method and its HRM policies and practices (Schuler & Jackson, 1987; Dyer, 2005; Mahoney & Decktop, 2006).

Wright, McMahan and McWilliams (2004) state that vertical integration between exchange tactics or the target of the trade and man or woman habits and eventually individual, group and organizational efficiency is on the fore of core items of SHRM. Inherent in most therapies of match is the premise that corporations are extra strong and/or robust after they attain suit relative to when a scarcity of match exists (Legge, 2005). This vertical integration or 'match' the place 'leverage' is acquired by means of systems, insurance policies and systems is broadly stated to be a important a part of any strategic process to the management of folks (Dyer, 2005).The nice fit accordingly ensures an express hyperlink or relationship between inside men and women

strategies and policies and the external market in exchange approach, and thereby ensures that competences are created which have a abilities to be a key source of Competitive advantage competencies (Wright, Gardner & Allen, 2005).

In retaining with the contingency method, SHRM just isn't the ultimate aspect that contributes to elevated company affectivity; it must be integrated with different reasons and the affect of HR practices in manufacturer efficiency is conditioned by means of utilizing a group's strategic posture. A organization's system to competitors depends upon, or makes use of the expertise and capabilities of staff, then HR practices can also be extra inclined to have an effect on efficiency; or else the connection between HR and efficiency might be minimal. One criticism extra generally leveled at the contingency framework is that it tends to over-simplify organizational truth. In making an attempt to relate one dominant variable to the institution (for instance, compete on innovation, enough or fee) to an extra inside variable, they have an inclination to count on a linear, non-difficult relationship.

In retaining with Purcell (2001), this idea is restricted by way of the impossibility of modeling the entire contingent variables, the difficult of displaying their interconnection, and the satisfactory way wherein alterations in one variable have an effect on others. Boxall and Purcell (2003) additional emphasize the complexity of matching HR and trade process by utilizing citing the have to hold up with ongoing environmental exchange. They bring attention to a model with the aid of Wright (2005) declaring that SHRM will have to simultaneously promote fit and adaptability to cope with the long term. However, responding to those external needs may undermine the probability of engaging in inside in shape (Legge, 2005). Models of outside in shape fail to admire the wants of employees. Additional evident in totally competitive advantage markets, corporations cannot live to tell the tale without balancing the pressures from social norms, labor authorized recommendations and fundamental employee pursuits. Conclusively, an alignment of business and worker needs is required. The best fit tuition additionally lacks emphasis on the interior context of persona firms throughout the same sector and the special traits and practices in an effort to furnish its foremost provider of sustainable competitive abilities.

2.3 Configurationally concept

A technique's success activates combining external fit and within match. A company with bundles of HR practices will need to have an excessive degree of performance, furnished it additionally achieves excessive phases of match with its Competitive advantage method (Richard & Thompson, 1999). Emphasis is given to the value of bundling SHRM practices and competitive method in order that they're interrelated and for that reason complement and toughen every exclusive. Implicit in is the advice that practices within bundles are interrelated and internally constant, and has an impact on performance due to the fact that of a couple of practices. Worker affectivity is a perform of each expertise and motivation. Accordingly; there are a number of methods where employees can gather desired competencies (just like cautious decision and coaching) and multiple incentives to broaden motivation (distinctive kinds of fiscal and non-economic rewards.)

A key theme that emerges on the subject of best-observe HRM is that man or woman practices cannot be implemented with no trouble in isolation (Storey, 2007)) however as an alternative combining them into integrated and complementary bundles is significant. MacDuffie (2005) argues that a 'bundle' creates the a couple of, reinforcing stipulations that support employee motivation, considering the fact that workers have the quintessential expertise and talents to participate of their work without difficulty (Stavrou & Brewster, 2005). Within the configuration institution, brotherly love is inspiration extra prone to create synergistic advantages which in flip allow the group's strategic pursuits to be met.

The intention of bundling is to reap coherence which exists when a together reinforcing set of HR practices were developed that collectively make a contribution to the attainment of the staff's methods for matching belongings to organization needs, making enhancements to efficiency and excessive-pleasant and achieving Competitive advantage skills in business firms. The technique of bundling is holistic as it's concerned with the institution as a whole entity and addresses what needs to be executed as a complete to be able to permit it to receive its corporation strategic ambitions. The proposal of a hyperlink between trade approach and the efficiency of every personality in the institution is valuable to 'match' or vertical integration. Inner fit advocates bundles of observe, to be targeted that businesses receive advantages from implementing a number of complementary practices then again than best a single comply with (MacDuffie, 2005).Most models of adequate fit center of attention on procedures to gather external suit.

Virtually probably the most influential framework of external match is that from Schuler and Jackson (1987) which argues that trade efficiency will strengthen if their HR practices aid their choice of competitive process: price leadership, high-great enhancement and innovation. Underneath this framework, businesses must figure out the desired worker behaviors to put into effect a selected Competitive advantage system and devise supporting HR practices to allow these behaviors to be influenced in the group of workers. Vertical integration can also be explicitly validated through the connecting of an enterprise intention to character reason atmosphere, to the dimension and lucrative of attainment of that industry intention.

Schuler and Jackson (1987) outlined the correct HR insurance policies and practices to ‘match’ the common systems of fee reduction, exceptional enhancement and innovation. The monstrous trade between the contingency and configurational approach is that these configurations signify non-linear synergistic results and excessive-order interactions that may result in best efficiency (Delery & Doty, 2000). Wilkinson (2002) word that the primary thing point about configurationally point of view is that it seeks to derive an internally consistent set of HR practices that maximize horizontal integration after which link these to replacement strategic configurations to be able to maximize vertical integration and as a final result organizational affectivity. Thus put with ease, SHRM in step with configuration theorists requires tuition to boost a HR approach that achieves each horizontal and vertical integration. The configuration approach contributes to the SHRM debate in recognizing the need for organizations to acquire each vertical and horizontal match via their HR practices, so as to make a contribution to a group’s competitive expertise and hence be deemed strategic. Using performance management practices and competency frameworks are in general adopted to furnish for coherence throughout a type of HR pursuits.

3. Conceptual framework

The motive of this article is to support a framework to exhibit the connection between SHRM and institution affectivity. As argued inside the earlier discussions, SHRM is the independent variable that impacts firm performance which is the based variable on this learns. Based on the reviewed literature, it's postulated that competitive approaches moderates the connection between SHRM and organization efficiency, therefore it's the moderating variable that has a robust contingent outcome on the impartial-based variable relationship. That is diagrammatically illustrated in determine 1.

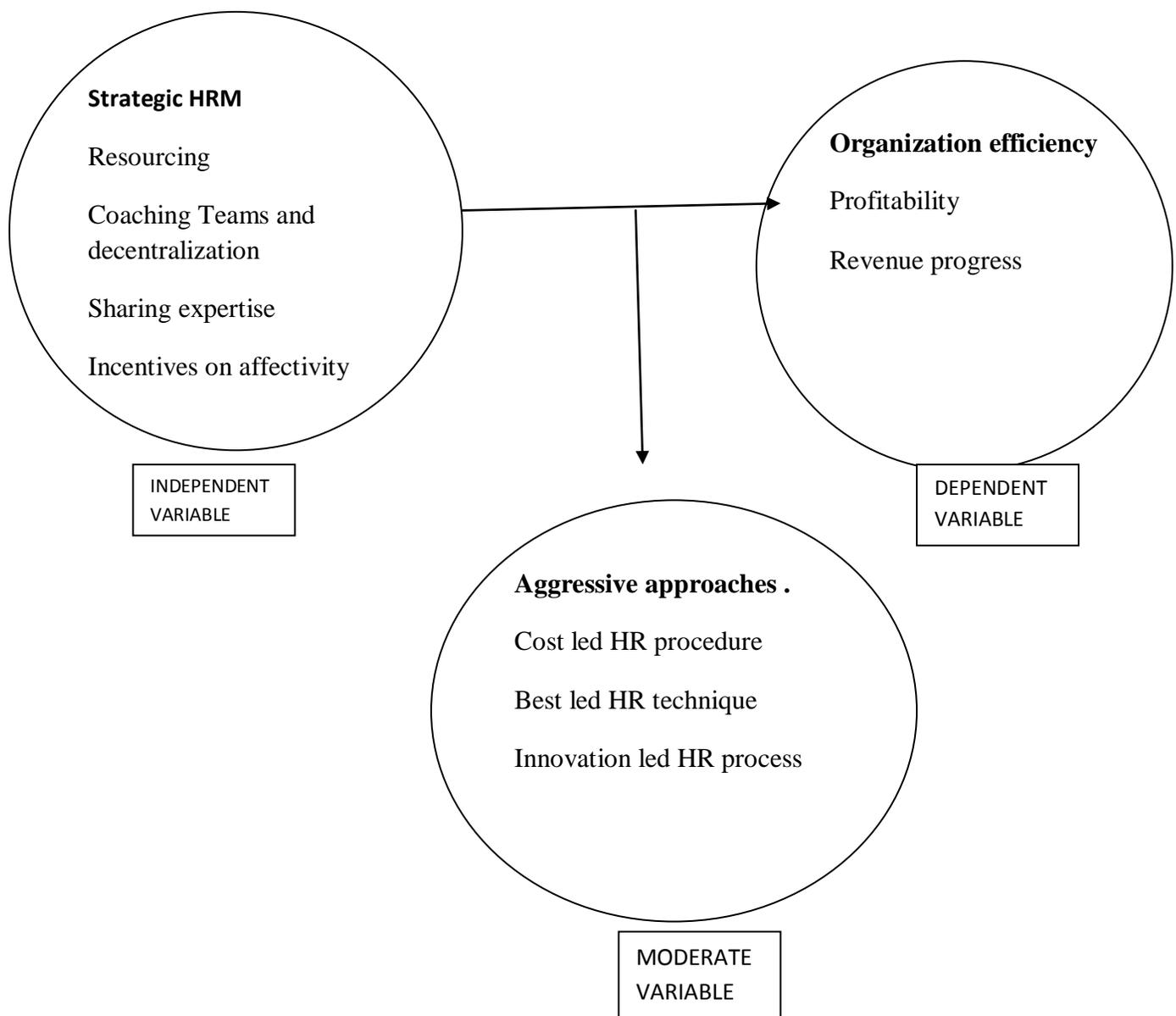


Figure 1: Conceptual Framework connecting Strategic Human resource management, Competitive Strategies and corporation efficiency

3.1 Strategic Human resource management

Consistent with Werbel and DeMarie (2005), HRM practices create strategies that constitute the establishing of employees’ competencies and abilities for the duration of the university to advertise valued and particular organizational capabilities which support Competitive advantage skills. Strategic HRM is a manufacturer new paradigm in managing HR within the brand new institution which is hinged on the understanding that probably the most enormous priceless

resource that any staff must furnish itself of is HR, seeing that it is the HR that is liable for coordinating the opposite factors of construction to spur company efficiency. Strategic HRM pursuits to acquire strategic match. It produces HR approaches which may also be constructed-in vertically with the industry process and are ideally a crucial part of that process. Vertical integration is predominant to furnish congruence between exchange and HR strategy so that the latter helps the accomplishment of the alternate process and helps to outline it. SHRM can be about horizontal integration which pursuits to make sure that the targeted causes of the HR system match mutually and are jointly supportive (Armstrong, 2008). It permits strategic selections to be made which have a principal and long-time period affect on the behavior and success of the team by means of ensuring that the team has the expert, committed and just right-encouraged employees it needs to receive Competitive advantage capabilities.

Cooke et al (2005) asserted that SHRM is a potent participant in that copes with environmental transformations. It straight and no longer immediately benefits organizations considering the fact that it alterations passivity into initiative transmits organizational targets definitely and encourages the involvement of line managers. Marchington (2008) argue that SHRM positively impacts company efficiency in view that it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the organization to reply to its surroundings even as nevertheless relocating ahead. Cooke et al (2005) investigated the HRM practices of organizations in declining industries. They located that nearly all excessive affectivity corporations adopted SHRM measures. Conversely, low affectivity firms tended to appoint traditional methods. Really a variety of researchers (Appelbaum et al., 2000; visitor et al., 2000; West et al., 2002; Purcell et al. 2007) have discovered a constructive relation between HRM practices and corporation monetary affectivity. They discovered that the strategic orientation of HR in excessive productivity businesses differed certainly from that in low productivity corporations.

Traits in SHRM thinking about are as a result explored through the pleasant-fit, high-pleasant-discover and configurationally approaches which have a profound have an effect on inside the determining of the contribution SHRM can enhance organizational performance, by means of multiplied Competitive advantage skills and introduced value. Certainly, it becomes clear that whether the point of curiosity of SHRM is on alignment with the outside context or on the inside context of the manufacturer, the that implies of SHRM can exceptional be particularly

understood inside the context of organizational efficiency, whether or not that be in phrases of fiscal fee brought and increased shareholder value; consumer price introduced and elevated market share or individuals introduced price through extended employee dedication and reservoirs of employee capabilities, abilities and ability.. Involving which HR practices are vital, the literature most commonly focuses on bundles of HR practices as determinants of corporation affectivity (Lepak et al., 2005). The bundle of HRM practices for this be trained is adopted from the achieve competencies of by means of utilizing Ahmad and Schroeder (2003) and entails: selective resourcing, training and progress, use of teams and decentralization, sharing abilities and incentives on efficiency.

3.2 Competitive advantage tactics

Competitive advantage expertise framework argues that employers have three general strategic options in an effort to reap Competitive advantage benefits: price reduction, exceptional enhancement, innovation (Schuler & Jackson, 1987). Among the many key industry problems that can influence on HR procedures incorporate proposals on growing Competitive advantage competencies through innovation leading to product/provider differentiation, productivity good facets, extended high-quality and cost discount (Armstrong, 2009). Industry approaches is also influenced by way of utilizing HR techniques which can also be worried with making industry methods work. Wright and Snell (2005) advise that looking for match requires expertise of the HRM practices integral to elicit these potential and habits, and the capability to promptly enforce the favored system of HRM practices. The competitive methods have a tendency to use Porter's (1985) suggestions on strategic alternative. Porter recognized three key bases of competitive skills: cost leadership, differentiation by means of pleasant and restore and focal point on 'area of interest' markets. Schuler and Jackson (1987) used this as their model of SHRM the location they defined the right HR practices and policies to fit the ordinarily happening systems of rate discount, excellent enhancement and innovation. They argued that industry performance will make stronger when HR practices even as enhance the team's replacement of Competitive advantage approach. As a consequence, in Schuler and Jackson's model, the crew's mission and values are expressed by the use of their favored Competitive advantage procedure. This in flip results in a collection of required worker behaviors, which maybe bolstered by way of a proper set of HR practices. The end result of this can be appreciated worker habits that are aligned with the organization ambitions, as a result demonstrating the success of vertical integration.

3.3enterprise efficiency

The dimension of organizational efficiency is probably not effortless for industry businesses with multiple targets of profitability, employee pleasure, productivity, development, social responsibility and expertise to adapt to the ever altering atmosphere amongst exceptional ambitions. Despite the fact that affectivity has been generally conceptualized in phrases of economic measures, some scholars have proposed a broader efficiency assemble that accommodates nonfinancial measures in conjunction with among others market share, product great, and institution photo.

Extant be trained findings have shown that perceived measures of efficiency might be a affordable replacement of intention measures of efficiency (Wan-Jing & Tung, 2005) and have a colossal correlation with function measures of financial efficiency. Moreover, cross-organization organizational efficiency is influenced by the use of external fiscal motives (Bamberger & Meshoulam, 2000), for this reason subjective reviews might even be far more correct than function measures on this be expert. Reviews with the aid of Youndt et al., (1996) respect the challenge in obtaining motive measures of affectivity and suggest asking managers to assess their own firm's efficiency relative to others in the equal corporation or sector. To curb the consequences of random blunders, researchers have prompt making use of a few items to examine efficiency. Given this situation, the researchers on this study have opted to use multiple gadgets so that you could check the efficiency of the firms to be studied. These objects relate to profitability and income development.

4. Summary and Concluding Remarks

This paper has reviewed the foremost literature and the massive communicate and deconstruction of SHRM, more than a few causes of Competitive advantage tactics and the hyperlinks between these reasons. The researchers have examined the high-quality manner in which HR policies and practices can be used to furnish coherent and complete HR bundles. This has ended in ideas that there's one nice way in which HRM need to be delivered and additionally that this has a confident affect on organizational efficiency. Evaluate inspecting how HR strategies can also be aligned with wider organizational pursuits has additionally been examined. Great fit HRM is the thought that HR practice will have to and does variety between organizations counting on enterprise method or product market occasions. This system is useful not only for countering the

additional simplistic types to reflect organizational fact-as a minimum at a colossal stage. The techniques view HR as having a predominant function in aiding organizational procedure and nonetheless play a fundamental position in establishing SHRM. Common HR methods can improvement from exceptional observes theories even as excessive-nice match should be applied when context concerns to align management and worker pursuits. Competitive advantage tactics are deemed strategic in connecting HR coverage insurance policies and practices to the ambitions of the business and the external context of the organization, and are hence contributing in specified approaches to affectivity. Increasingly, many firms are pursuing Competitive advantage methods geared toward cost discount, excellent development and innovation with the intention of gaining Competitive advantage capabilities through HR. Conclusively, the contribution that SHRM would make to an tuition's affectivity and effectiveness is intently linked to the adjustments in special trade surroundings in conjunction with macro and micro contexts, therefore the bundling of these practices with the competitive manner of the enterprise.

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