Empirical Research On Human Resource Management As A

Updating the book since its last publication in 1985, this new edition of the landmark work on human resource accounting has been substantially revised to reflect the current state of the field through the late 1990s. The economies of many nations are increasingly dominated by knowledge- or information-based sectors driven by highly trained and specialized personnel. Whereas physical capital was of the utmost economic importance in the past, the distinctive feature of the emerging post-industrial economies is an increasing reliance on human and intellectual capital. The growing importance of human capital as a determinant of economic success at both the macroeconomic and microeconomic levels dictates that firms need to adjust to this new economic reality. Specifically, if human capital is a key determinant for organizational success, then investment in the training and development of employees to improve performance is a critical component of this success. This broad socioeconomic shift underscores a growing need for measuring and analyzing human capital when making managerial and financial decisions. Yet important human resource decisions involving hiring, training, compensation, productivity and other matters are often made in the absence of specific information about the different costs and benefits of these particular choices. Human resource accounting is a managerial tool that can be used to gain this valuable information by measuring the costs of recruiting, hiring, compensating and training employees. It can be used to evaluate employee training programs, increase productivity, and improve managerial decision-making regarding promotions, transfers, layoffs, replacement and turnover. Case studies illustrate, for example: How an insurance company evaluated a training program for claims adjusters and found that it would return two dollars for every one dollar spent. How a human resources accounting study revealed that an electronics firm’s losses from employee turnover equalled one year’s new income, and how the company initiated a program to reduce turnovers. The third edition presents the current state of the art of human resource accounting by (1) examining the concepts and methods of accounting for people as human resources; (2) explaining the present and potential uses of human resource accounting for human resource managers, line managers and investors; (3) describing the research, experiments and applications of human resource accounting in organizations; (4) considering the steps involved in developing a human resource accounting system; and (5) discussing some of the remaining aspects of human resource accounting that require further research.

This book examines a new topic in Human Resource Management (HRM), green – or environmental – HRM, analysing the role humans play in environmental management at work and environmental behaviours at workplaces around the world. The book begins with a focus on negative workplace green behaviours (e.g. toxic chemical leaks, air pollution, contaminated waste etc.), and what such environmental problems mean for workers, managers and society as a whole. This book outlines relevant, underpinning academic theory and research literature on how HRM is ‘going green’, and details real-life organisational examples derived from original and secondary empirical research to illuminate the implications of adopting Green HRM practices for relevant stakeholders. In doing so, the book offers a new, academic contribution to both the HRM and environmental management literatures.

This book is designed to help practitioners and academics to assess the added value of HR practices. It provides hands-on recommendations for choosing effective means to manage HR and specific suggestions aimed at facilitating the measurement of HR practices’ impact on value creation. Evidence-based recommendations are made by drawing on thorough empirical research from various research traditions and academic disciplines. It covers a wide variety of tasks faced by the HR function and specifically addresses new challenges such as assessing the added value of work-life balance practices.

Master’s Thesis from the year 2014 in the subject Business economics - Personnel and Organisation, University of Plymouth, language: English, abstract: This study provides an investigation on Talent Management in German mid-sized enterprises. The purpose of this research is to explore whether Talent Management is an instrument usable to overcome external challenges, such as demographic changes as well as a shortage in skilled labour, to enhance organisational performance and to remain competitive. The research determines that, Talent Management can be seen as a part of strategic Human Resources Management and in this context, as a high performance working system in order to develop, motivate and empower talented employees. Since empirical data in the national context of Germany are restricted on the one hand and, on the other hand, research efforts regarding Talent Management in small and medium-sized enterprises are of less significance, qualitative research methods were used in order to gather deeper insights. Three in-depth expert interviews were conducted, providing valuable information regarding the conceptualisation and operationalisation of Talent Management in the context of German mid-sized enterprises. The findings reveal that, what is of strong importance within small and medium sized enterprises in general is the expansion of the term talent to all employees and their skills and abilities instead of seeking for high potentials and so-called A-players. Furthermore, three significant characteristics of German companies; being long-term and developmentally orientated, as well as providing dual vocational training to potential future employees, have been identified. These qualities underlie the highly specialised industries in which German medium sized enterprises operate. skilled labour and development of these is of high importance. Overall, the dissertation concludes that Talent Management is recognised and implemented as an instrument of strategic human resources management within German medium sized enterprises. Special focus is put on investment in the Human Capital as the development and retention of potential is of strong importance. However, due to limited financial budgets and less recognition of line managers, Talent Management stands in its infancy. The research recommends further studies in order to investigate the findings and limitations of this dissertation, such as the empirically undetected field of Talent Management as a high performing system in national context or within small-and medium sized enterprises.

Managing Human Resources for Environmental Sustainability The Society for Industrial and Organizational Psychology (SIOP) is the premier membership organization for those practicing industrial and organizational psychology. The Society's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of human resource psychology. The Society offers a wide range of activities and resources, including conferences, publications, and networking opportunities. SIOP is a nonprofit organization with more than 6,000 members. While an independent organization with its own governance, SIOP is also a division within the American Psychological Association and an organizational affiliate of the Association for Psychological Science.

In recent years scholars and practitioners have increasingly recognized that human resource management (HRM) has paid insufficient attention to context. While research has been devoted to examining the impact of national context on HRM systems, this literature has been largely separate from that focused on other levels of context affecting organizational choices in HRM strategies, such as the impact of the organizational environment, industry sector, occupation or workforce characteristics. In addition, research has tended to consider elements of context in isolation rather than considering its impact at different levels. The goal of The Oxford Handbook of Contextual Approaches to Human Resource Management is to provide a more holistic approach to developing a contextual understanding of HRM. This Handbook offers a comprehensive understanding of the influence of contextual characteristics on the design and implementation of HRM systems. Rather than focusing on a single level or approach to examining context, the Handbook provides both conceptual and empirical analyses of different elements of context using a range of different lenses and measures. In order to explore the influence of contextual factors at multiple levels, the volume assembles a range of detailed accounts of how context affects the design, implementation and impact of HRM activities.
the management of human resources across national boundaries. This collection of important articles and essays provides a comprehensive review and critique of developments and future directions in International Human Resource Management. Focusing on three major developments or approaches - Cross-Cultural Management, Comparative HRM and Strategic HRM, the volume explores challenges and opportunities facing researchers, international managers and employees.

Empirical research in HRM has focused on such issues as recruiting, testing, selection, training, motivation, compensation, and employee well-being. A review of the literature on these and other topics suggests that less than optimal methods have often been used in many HRM studies. Among the methods-related problems are using (a) measures or manipulations that have little or no construct validity, (b) samples of units (e.g., participants, organizations) that bear little or no correspondence to target populations, (c) research designs that have little or no potential for supporting valid causal inferences, (d) samples that are too small to provide for adequate statistical power, and (e) data analytic strategies that are inappropriate for the issues addressed by a study. As a result, our understanding of various HRM phenomena has suffered and improved methods may serve to enhance both the science and practice of HRM. In view of the above, the purpose of this volume of Research in Human Resource Management is to provide basic and applied researchers with resources that will enable them to improve the internal validity, external validity, construct validity, and statistical conclusion validity of research in HRM and the related fields of industrial and organizational psychology, and organizational behavior. Sound research in these fields should serve to improve both science and practice. With respect to science, support for a theory hinges on the validity of research used to support it. In addition, the results of valid research are essential for the development and implementation of HRM policies and practices. In the interest of promoting valid research-based inferences in HRM research, the chapters in this volume identify a wide range of methods-related problems and offer recommendations for dealing with them. Chapters in it address such HRM research-related topics as neglected research issues, causal inferences in research, heteroscedasticity in research, range restriction in research, interrater agreement indices, and construct validity issues in measures of such constructs as job performance, organizational politics, and safety climate.

This is a thought-provoking book for HRM students, academics and practitioners alike. It adopts a broad perspective that takes into account not only the strategic dimension of HRM, but the professional & societal dimension, & combines academic research with a focus on practical conclusions & recommendations.

Human Capital is Becker's classic study of how investment in an individual's education and training is similar to business investments in equipment. Recipient of the 1992 Nobel Prize in Economic Science, Gary S. Becker is a pioneer of applying economic an. Searching for the Human in Human Resource Management is a highly original collection penned by leading critical thinkers in the field of organization studies and HRM, each concerned to resituate people at the heart of HRM and organizational analysis. It offers contributions in three key areas: theory, practice and workplace contexts.

The book’s expert contributors provide short and succinct reviews of 12 key topics in strategic HRM, including HR strategy and structure, talent management, selection, assessment and retention, employee engagement, workplace well-being, leadership, HR analytics, reflection on the intervariate application of theoretical models, and more. Each chapter identifies the strengths and gaps in our knowledge, maps out the important intellectual boundaries for their field, and outlines current and future research agendas and how these should inform practice. In examining these strategic topics the authors point to the key interfaces between the field of HRM and cognate disciplines, and enables researchers and practitioners to understand the models and theories that help tie this agenda together.

This collection sets out many of the contributions to the theoretical, conceptual and critical advance of the academic subject of human resource management. This has become recognized as an emergent disciplinary field in which theories and models are generated and their propositions tested by rigorous empirical research. It has also become increasingly international in its outlook. This comprehensive set explores the following themes: origins, developments and critical analyses; comparative and international perspectives on human resource management; strategic human resource management; and emergent issues for the new millennium, including globalization and the multinational enterprise, international assignments and expatriation, managing diversity, competences and knowledge, innovation and creativity, and ethics.

This insightful book examines human resource management practice and its perceived impact on performance in the non-profit sector. Presenting case studies of six NGOs in Kenya, it explores HRM practices in a non-profit setting, and uncovers details about HRM practice by organizations in the development sector that are not found in NGO management books. Informed by the author’s practical experience in the field, Human Resource Management in International NGOs is a unique study that marries theory and practice, challenging the reader to reflect on the intervariate application of theoretical models, and gaps in our knowledge, maps out the important intellectual boundaries for their field, and outlines current and future research agendas and how these should inform practice. In examining these strategic topics the authors point to the key interfaces between the field of HRM and cognate disciplines, and enables researchers and practitioners to understand the models and theories that help tie this agenda together.

This study aims at investigating the alignment between human resource management (HRM) and knowledge management (KM). The review was motivated by the increasing trend towards highlighting the role of HRM practices in supporting KM and its activities. Effective and efficient KM is claimed to only be possible if firms address its human dimension in addition to its information technology (IT) one. The review of relevant literature showed that there was a lack of sufficient empirical research to support the theoretical claims linking HRM to KM. Available empirical studies are rare and subject to criticism that question the validity of the studies. Two empirical research questions are adopted for this study: (1) How is KM perceived and implemented within the management consulting sector in the UK? (2) What is the role of HRM in supporting KM within the management consulting sector in the UK? The context of this study is the ‘management consulting sector in the UK. This sector was thought optimal for uncovering links between HRM and KM, mainly due to the nature of this sector; it is arguably knowledge-intensive and is a major employer of a highly skilled workforce. The study utilised mixed methods to address the research questions, which were investigated in both an intensive and an extensive manner. Several methods were utilised as well to ensure replication, complementation and triangulation. The first method is a descriptive survey to assess extensively HRM, KM and their interrelations in the UK management consulting sector. A total of 52 participants replied to the survey, out of a sample of 323 organisations, achieving a response rate of 16.1%. The second method comprises semi-structured qualitative interviews covering a representative sample of the survey sample. A total of 15 interviews were conducted at this research stage. The third method includes two mini case studies that were chosen based on the companies having a developed KM initiatives and HRM practices. A total of five interviews were conducted; several relevant documents were also collected from each of the two organisations. The thesis generated several major findings that impact on the relevant literature. There is little evidence of formal holistic KM initiatives in the management consulting sector. KM is chiefly addressed through IT management. At the informal level, KM is viewed as a set of activities where the most cited activity is knowledge-sharing. Therefore, this study found that research is more useful, if it focuses on where knowledge resides and what are the contextual characteristics under each KM orientation. The study identified four KM strategies that organisations might adopt. The combination strategy is found to be the most adopted by consultancies followed by the codification, personalisation and laissez faire strategies. The study focused on the following contextual characteristics under each strategy: culture type, leadership style, IT, knowledge types, knowledge sources, KM responsibility and dominant KM activities. Each KM strategy has a distinctive set of contextual characteristics. Afterwards, the HRM function was found to have a limited role in supporting KM - and when some roles are claimed, they are identified as indirect and reactive, As for the HRM practices, practitioners viewed them as natural contributors to KM at various intensities, although they have not designed them with the intention to do so. Above all, participants perceived PA, R&S and T&D as significant contributors to KM. The thesis then moves on to allocate the contextual characteristics of the HRM practices under each KM strategy, which further illustrates the implicit role of those practices in

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supporting K.M. The case studies have added some depth to our understanding of this research branch. Firstly, they highlighted the internal politics and power struggles caused by introducing KM initiatives. Secondly, they illustrated how various KM strategies exist within the same organisation.

In providing an insightful overview of a wide range of global human resource issues facing MNCs, this pathbreaking Handbook highlights emergent topics and new research findings that could shape the field of future IHRM research. Theoretical discussion of the variables and processes that affect HRM policies and practices is provided by renowned contributors with widely differing academic backgrounds, paradigmatic orientations, and theoretical and methodological approaches.

This book includes contributions from a variety of different perspectives on employee turnover. We categorize these myriad papers in terms of history, scope, theory development, and population generalization. Part I thus begins with an article by James Price, a pioneering thinker in the turnover field. Initiating the most systematic turnover research ever undertaken, Dr. Price describes his persistent quest to develop and refine a comprehensive theory of turnover. His 30-year intellectual journey offers valuable insight into theoretical and methodological challenges that continue to confront all turnover researchers.

During the last decades, a considerable amount of research has been directed towards explaining the concept of Digital Human Resource Management (DHRM). Yet, a holistic assessment of DHRM antecedents and consequences with respect to possible contextual contingencies is still missing. To this end, this thesis introduces a research framework illuminating the multifaceted phenomenon of DHRM from various perspectives. An exploratory four-step meta-analytic structural equation modelling (E-MASEM) approach tailored to address the domain-specific challenges of DHRM is introduced and applied. Results identify 32 constructs associated with the DHRM usage phenomenon which are categorized into DHRM antecedents and DHRM consequences. Findings reveal that user perceptions, expectations, attitudes, and intentions are essential in predicting DHRM usage while HRM service quality and user satisfaction are found crucial in explaining other DHRM consequences. Further, practitioners are informed about the relative importance of factors for both facilitating DHRM adoption and measuring DHRM success. Lastly, this thesis also contributes to the MASEM methodology by outlining a new approach to summarize statistical inferences from multiple moderator tests. The link between HRM and performance has become an important policy issue at both a national and a corporate level. HRM and Performance draws on the knowledge and expertise of a number of leading international scholars in the field of HRM to provide a comprehensive overview of the current state of HRM and identify fruitful directions for theory, research and practice. A central question throughout is - what's next for HRM and what are the keys to the future of managing people and performance?

Katja Nothnagel evaluates the growing body of empirical research in resource-based theory. She starts out by deriving six central propositions and then examines how these propositions have been tested empirically. The results suggest that substantial progress has been made within the empirical part of RBT.

The literature on family business has developed significantly over the last years. However, efforts remain to summarize and systematize the main aspects that affect the behavior of this type of company. In this regard, the topic of strategic management has been developed. In this sense, it is especially important to recognize how the family decisively influences the behavior of the company and also to identify how the existence of the company affects family dynamics. Those who manage family businesses, whether family or not, must reconcile both perspectives (business and family) in the definition of strategic objectives, allowing sustainability and continuity in this type of organization. The Handbook of Research on the Strategic Management of Family Businesses provides emerging research that covers how strategic management in the family business has been developed and identifies the objectives that sustain this strategic behavior, the main areas of analysis (family and business), the definition of strategies, and their implementation. Also, the authors of this book review the different scenarios for family firms and propose strategies to tackle the challenges and seize the possibilities to grow in a competitive and dynamic environment. Featuring coverage on a broad range of topics such as human capital, organizational leadership, and knowledge creation, this book is ideally designed for family firms, managers, advisors, consultants, policymakers, business professionals, executives, entrepreneurs, researchers, academicians, and students.

Predictions are that sustainability becomes the next big topic for Human Resource Management after internationalization and globalization. This book gives new answers to these questions: - How can HRM contribute to attracting, developing and retaining highly qualified human resources over time? - How can a paradox perspective contribute to understanding and coping with paradoxical tensions? - How can sustainability be used as a ‘deliberate strategy’ for HRM? The conceptual part of the book looks at the notion of sustainability, opens it up for Strategic HRM and identifies blind spots in Strategic HRM theory. Paradox theory is introduced as an analytical framework for Sustainable HRM. Initial suggestions are made for sustainability strategies and for coping with paradoxes and tensions. The exploratory part examines how 50 European Multinationals communicate their understanding of sustainability and HRM and which HR issues and practices they are linking to the topic.

Human resource management systems differ across corporations around the world. Japan has unique characteristics that create specific challenges for HRM and there is currently a lack of research focusing on Japanese HR issues available to westerners. This book examines the major challenges and dilemmas in human resource management as Japan’s industrial society continues its resurgence in the global arena. The first part of the book deals with Japanese HRM from an international perspective, analysing the overall structure of Japanese HRM systems and comparing these with current international systems. The second part of this book looks at Japanese HRM from a domestic perspective and as such covers the micro issues of HRM practice in Japan. Written by a leading team of HRM experts from Japan, the UK, France, Australia and Canada, this book will be of interest to anyone interested in HRM in Japan, and international HRM more generally.
This revised edition is a comprehensive, authoritative set of essays. It is more detailed and analytical than the mainstream treatments of HRM. As in previous editions, Managing Human Resources analyses HRM, the study of work and employment, using an integrated multi-disciplinary approach. The starting point is a recognition that HRM practice and firm performance are influenced by a variety of institutional arrangements that extend beyond the firm. The consequences of HRM need to incorporate analysis of employees and other stakeholders as well as the implications for organizational performance.

Human Capital in the Indian IT / BPO Industry analyses human capital management in the Indian information technology (IT) and business process outsourcing (BPO) industry, which has created a new paradigm for organising global talent engaged in designing and delivering IT and BPO services.

This second, updated and extended edition of the Handbook of Research on Comparative Human Resource Management draws on the work of many of the world’s leading researchers in the field to present the state of the art to scholars, students and practitioners. The Handbook provides a detailed focus on the theoretical underpinnings of Comparative HRM, on comparative studies of specific areas of HRM practice and on the unique features of HRM in all the main regions of the world.

The new edition of this SAGE Handbook builds on the success of the first by providing a fully updated and expanded overview of the field of human resource management. Bringing together contributions from leading international scholars - and with brand new chapters on key emerging topics such as talent management, engagement, e-HRM and big data - the Handbook focuses on familiarising the reader with the fundamentals of applied human resource management, while contextualizing practice within wider theoretical considerations. Internationally minded chapters combine a critical overview with discussion of key debates and research, as well as comprehensively dealing with important emerging interests. The second edition of this Handbook remains an indispensable resource for advanced students and researchers in the field. PART 01: Context of Human Resource Management PART 02: Fundamentals of Human Resource Management PART 03: Contemporary Issues

Now in its second edition, Strategic HRM: A Balanced Approach has been updated and revised throughout to examine the latest in theory and practice. Central to its theme is putting HRM in its organizational context and creating a more balanced approach to managing people – ‘HR sensitivity’. To illustrate how understanding context is key to successful strategic HRM, this text doesn’t offer best-practice solutions but takes a critical perspective HRM builds on economics, psychology, sociology and industrial relations. It’s a multilevel approach that includes the individual employee, teams, business units, organizations, sectors/populations, and countries. Key additions: New chapter on talent management •New chapter on strategy implementation •New cases studies, including CERN IKEA and Efteling •Major revisions to chapters on achieving the right balance and HR roles. Key Features: •Cases and Discussion Questions provide real-world scenarios and issues to illustrate contemporary HR issues in practice •Stop and Reflect Boxes throughout each chapter designed to encourage students to critically evaluate topics and issues raised and how they can be applied to real-life situations •Personal Development Boxes help students think about how to link theoretical concepts with the development of personal skills appropriate to effective HRM •Experiential Exercises present ‘Individual’ and ‘Team’ tasks at the end of each chapter that can be used as in-class exercises encouraging students to learn from direct experiences •Chapter Summaries provide links to learning objectives to help students remember key facts, concepts and issues. They also serve as an excellent study or revision guide •References and Further Reading list the literature referred to and highlight sources to help students to research and read around the topic in more depth. Strategic HRM: A Balanced Approach offers an engaging and comprehensive discussion of the factors that shape Human Resource Management (HRM) in organizations. Paul Boselie is a Professor in Strategic Human Resource Management (SHRM) in the Utrecht University School of Governance at Utrecht University (the Netherlands). His research traverses human resource management (HRM), institutionalism, strategic management and industrial relations.

Combining up-to-date research, innovative content and practical perspectives, this book is the benchmark by which all other strategic HRM reference works should be measured. Leading figures from around the globe survey the current state of the discipline, while also introducing and exploring new, cutting edge themes in order to offer a comprehensive and authoritative overview of the field. Section introductions and integrative critiques pull together the separate themes to provide cross-comparisons between chapters to create a cohesive and well-structured volume. Unlike other texts in this area, The Routledge Companion to Strategic Human Resource Management incorporates contributions from leading management and business writers in areas adjacent to human resource management, including strategy, innovation and organizational learning. These add fresh and challenging insights into HRM themes from key mainstream business and management thinking. The field of strategic HRM is thus enriched and extended by this volume. Focusing on the interplay between theory and practice, this book is an essential resource for researchers and students studying human resource management and strategy.

Managing People in Sport Organizations provides a comprehensive overview of the theory and practice of managing people within a strategic framework. This revised and updated second edition examines a range of strategic human resource management approaches that can be used by sport organizations to respond to contemporary challenges and to develop a sustainable performance culture. Drawing on well-established conceptual frameworks and current empirical research, the book systematically covers every key area of HRM theory and practice, including: recruitment training and development performance management and appraisal motivation and reward organizational culture employee relations diversity managing change This new edition also includes expanded coverage of social media, volunteers, and individuals within organizations, and is supported with a new companion website carrying additional resources for students and instructors, including PowerPoint slides, exam questions and useful web links. No other book offers such an up-to-date introduction to core concepts and key professional skills in HRM in sport, and therefore Managing People in Sport Organizations is essential reading for any sport management student or any HR professional working in sport.


This volume focuses on generational issues, gig economy in relation to human resources management, immigrant and refugee issues in human resources management, pay dispersion issues, network structures and human resources management, human resources issues in family organizations and managing human resources during economic downturns.

This edited volume contains original chapters by some of the leading researchers and writers in HRD. It provides a definitive work on the design and conduct of research in HRD and identifies and examines the possibilities and limitations of particular methods and techniques. Emerging debates on the purpose, nature and practice and theoretical base of HRD are examined. Each chapter is structured with: * Statement of aims * Description of theoretical and empirical context * Identification and examination of methodological issues * Description and evaluation of research design * Critical analysis and evaluation * Key learning points
This edited book, in twelve chapters on covers a wide range of regional and national cultures, as well as perspectives, exploring how these might shape both theory and practice in the field of international human resource management. This book was born from the desire to analyze the role of social recruitment in human resources management. The first chapter analyzes the theoretical background of social media communication and focuses on the trend to make use of these instruments in SMEs and public and non-profit sectors. The second chapter explores an analysis of social sphere through three perspectives: a) how it has changed the identity of individuals; b) the relationship between social media and aspects of personality; c) the correlation between social media and cultural dimensions. The third chapter, focuses on the advantages and limitations of social recruitment and examines how employer branding can be used strategically in order to attract potential candidates. The relationship between social network and recruitment has been analyzed through empirical research on public and non-profit sector and SMEs (using Cranet data) in the fourth chapter. The last chapter analyzes the competitive advantage which social recruitment can generate. The concept of sustainability is important for companies both in the case of SMEs and worldwide multinational companies. Some key factors to help a company achieve its sustainability objectives are based on human resource management. Sustainable human resource management is a typical cross-functional task that becomes increasingly important at the strategic level of a company. Industry 4.0 technologies, Internet of Things, and competitive demands, as signs of globalization, have led to significant changes across the organizational structures and human resource strategies of companies. The increasing importance of sophisticated human resource strategies in the life of companies and the intention to find optimal design and operation strategies for sustainable human resource management were a motivation for launching this book. This book offers a selection of papers which explain the impact of smart human resource management on economy. Authors from 14 countries published working examples and case studies resulting from their research in this field. The aim of this book is to help students at the level of BSc, MSc, and PhD level, as well as managers and researchers, to understand and appreciate the concept, design, and implementation of sustainable human resource management solutions. Human resource departments increasingly use the statistical analysis of performance indicators as a way of demonstrating their contribution to organizational performance. In this book, Steve Fleetwood and Anthony Hesketh take issue with this ‘scientific’ approach by arguing that its preoccupation with statistical analysis is misplaced because it fails to take account of the complexities of organizations and the full range of issues that influence individual performance. The book is split into three parts. Part I deconstructs research into the alleged link between people and business performance by showing that it cannot explain the associations it alleges. Part II attributes these shortcomings to the importation of spurious ‘scientific’ methods, before going on to suggest more appropriate methods that might be used in future. Finally, Part III explores how HR executives and professionals understand their work and shows how a critical realist stance adds value to this understanding through enhanced explanation.

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