The current issue and full text archive of this journal is available at
www.emeraldinsight.com/2051-6614.htm

Human resource management and organizational effectiveness: yesterday and today

Randall Schuler and Susan E. Jackson
School of Management and Labor Relations, Rutgers University, New Jersey, USA and Lancaster University Management School, Lancaster, UK

Abstract

Purpose – The purpose of the paper is to describe how the understanding of the relationship between human resource management (HRM) and organizational effectiveness (OE) has evolved during the past three decades and to provide examples how firms are using HRM to improve their OE today by addressing several challenges that result from a broader stakeholder model.

Design/methodology/approach – This paper reviews the past and current work on the relationship between HRM and OE.

Findings – This findings indicate that the relationship between HRM and OE is very different when comparing the past with the current work on the relationship between HRM and OE. A major reason for this is the current work on OE uses the multiple stakeholder model that accounts for many more stakeholders than the past work.

Practical implications – Human resource (HR) professionals have the opportunity to demonstrate many ways by which HRM can influence OE, and not just solely on the basis of firm profitability. Thus the use of the multiple stakeholder model today offers the HR professional and the HR profession many more opportunities to demonstrate their importance and impact.

Originality/value – A systematic review and comparison of the past and current relationship between HRM and OE using the multiple stakeholder model have not been using both the viewpoints of both academics and practitioners.

Keywords Human resource management, Organizational effectiveness, Multiple stakeholders

Paper type General review

Introduction

Starting in the late 1970s and early 1980s, human resource management (HRM) professionals and academics started to more actively consider about how their work could contribute to the effectiveness (success) of their organizations (Jackson *et al.*, 2014). Following up on Michael Porter's path-breaking insights about competitive strategy and competitive advantage in the early 1980s (Porter, 1980, 1985), we proposed an approach for linking HRM with organizational effectiveness (OE) that was grounded in an understanding of the employee behaviors needed to effectively implement alternative types of competitive strategies (Schuler and Jackson, 1987). Essentially we argued that a firm's HRM practices should be designed with and grounded in an understanding of the specific employee behaviors required to successfully implement the firm's particular competitive strategy. The objective of a firm's HRM practices, we argued, is encouraging and supporting employee behaviors to drive successful strategy execution.

As we recognized and acknowledged then, others had already begun to discuss the potential for HRM to contribute to OE, but our article was the first to describe the systemic relationships among HRM practices and specific approaches firms could use as they strive to gain competitive advantage. That 1987 article may not have been the first article to discuss HRM using a strategic lens (i.e. looking at HRM's role from an

Journal of Organizational Effectiveness: People and Performance
Vol. 1 No. 1, 2014
pp. 35-55
© Emerald Group Publishing Limited
2051-6614
DOI 10.1108/JOEPP-01-2014-0003

external perspective) rather than using the more familiar technical lens (i.e. looking from inside the human resource (HR) function outward), but it was one of the first (Jackson *et al.*, 2014; Gratton, 2000; Ulrich *et al.*, 2013).

At the core of our initial, earlier approach to strategic HRM were first, the development of a menu of HRM practice choices and second, the assertion that the choices a firm made among the different available HRM practices should reflect the specific behaviors required by the firm's competitive strategy. In other words, HRM practices should not be chosen based on technical merits alone – they should be chosen to facilitate strategy implementation. We argued that particular competitive strategies – e.g., competing base on innovation, or competing based on cost, or competing by offering the best quality-demand particular essential behaviors from employees; therefore, a strategic approach to HRM involves choosing HRM practices that encourage and support those essential behaviors. The menu of HRM practices and the essential behaviors associated with each competitive strategy that we described in our 1987 article were grounded in research conducted at the time, and we provided case studies of firms that successfully pursued three basic competitive strategies. Each of the three strategies, namely, innovation, quality and cost, were described with a focus on the behaviors needed from employees in order to successfully implement each of those strategies. Then based upon a review of the research and practice at that time, we proposed HRM practices that would be appropriate for each of these competitive strategies. An in-depth analysis of three firms revealed good agreement between our proposed model and the practices that were actually being used in those focus companies. In other words, the proposed linkages were supported by our case studies.

But that was a long time ago. Enough time has passed since then that we can now look back and consider how that earlier model of strategic HRM has evolved into today's model of HRM and EO. As was true when we first proposed yesterday's model, our new model is grounded in our analysis of a great deal of research done by academics as well as observations of HRM in firms worldwide (Zhao and Du, 2012; Huselid, 2011; Rucci *et al.*, 1998; Huselid *et al.*, 1997; Jiang *et al.*, 2012; Purcell, 1995; Sparrow *et al.*, 2010; Ulrich, 2011). Before describing our current model, however, we first briefly review the essential elements of our original model of the linkages between HRM and OE, for these elements are included in today's model.

Essential elements of yesterday's strategic HRM model

There were four major elements of yesterday's model: the competitive strategies, the required (or needed) employee behaviors associated with a strategy, the menus of HRM practices that can be used to align HRM with the firm's strategy, and the proposed linkages between competitive strategies, selected HRM practices, and employee behaviors.

Competitive strategies

To illustrate our early model for linking HRM to OE, we used the competitive strategy framework proposed by Porter (1980, 1985) and modified it slightly to highlight the potential role of HRM in gaining competitive advantage. Thus we identified three major competitive strategies that firms use to gain competitive advantage: innovation, quality enhancement and cost reduction. To illustrate how HRM can support the innovation strategy for developing products and services that are distinctly different from those of competitors, we described the case of a small manufacturing firm called Frost Incorporated. To illustrate how HRM can support the quality enhancement

strategy, we described the case of a single plant of Honda Motor Manufacturing of America. And to illustrate how HRM can support the cost reduction strategy whereby firms attempt to gain competitive advantage by being the lowest cost producer, we described the case of the UPS Corporation.

Employee role behaviors

Reflecting the dominant perspective on personnel management that pervaded research and practice three decades ago, our discussion focussed on using HRM as a tool for shaping employee behaviors. However, rather than emphasize the behaviors required by specific tasks and jobs, we focussed on role behaviors associated with each of the three competitive strategies. Role behaviors describe what is needed from employees who work with others in a social environment. Based upon a review of the literature at that time, we argued that the role behaviors needed from employees were a function of a firm's competitive strategy. The several dimensions along which employees' role behaviors could vary, included: degree of repetition, time span, degree of cooperation, concern for quality, quantity, and process, acceptance of responsibility, willingness to change, comfort with stability, breadth of skills used; and job involvement. These role behavior dimensions were the ones we believed were most likely to capture differences in the behaviors of employees working to implement the three major types of competitive strategies.

HRM practice menus

Three decades ago, the idea that HRM practices could be treated as an integrated system was not yet well established. Instead, each functional specialty of HRM existed within its own silo. In general, at that time it was common for HRM professionals working within each functional specialty to make choices about the design of practices without fully considering interdependencies between functional areas. At that time, the focus of HRM professionals was ensuring that employees had the technical skills and knowledge required for specific jobs, and little attention was paid to the role behaviors that were required from all employees in order to successfully implement a particular competitive strategy. To draw attention to how HRM practices could be used to encourage and reinforce different sets of role behaviors, we offered the menus of HRM choices shown in Table I.

The linkages

Finally, we proposed three sets of linkages that created the appropriate alignment between HRM practices and each of the three major competitive strategies, with our descriptions of required employee behaviors serving as the foundation for the linkages. Briefly, we described the following "ideal" three sets of linkages:

- Innovation strategy: the role behaviors required to successfully implement an innovation strategy include: a high degree of creative behavior; a longer term focus; a relatively high amount of cooperation; a moderate concern for quality and quantity; greater risk taking; and a high tolerance for ambiguity, uncertainty and failure. The HRM practices that encourage and support these role behaviors include job designs that require close interaction and coordination across individuals and teams, performance appraisals that reflect longer-term team achievements, job assignments to develop skills for a variety of other positions in the firm, relatively broad career paths, compensation practices that emphasize internal equity more than external equity and provide individuals with more choices about how they are compensated.

Planning choices	
Informal	Formal
Short-term view	Long-term view
Explicit job analysis	Implicit job analysis
Job simplification	Job enrichment
Low employee involvement	High employee involvement
Staffing choices	
Internal sources	External sources
Narrow paths	Broad paths
Single ladder	Multiple ladders
Explicit criteria	Implicit criteria
Limited socialization	Extensive socialization
Closed procedures	Open procedures
Appraising choices	
Rehavioral criteria	Results criteria
Purposes: developmental, remedial, maintenance	
Low employee participation	High employee participation
Short-term criteria	Long-term criteria
Individual criteria	Team criteria
Compensating choices	
Low-base salaries	High-base salaries
Internal equity	External equity
Few perks	Many perks
Fixed package of benefits	Flexible package of benefits
Low participation	High participation
No incentives	Many incentives
Short-term incentives	Long-term incentives
No employment security	High employment security
Hierarchical	Egalitarian
Training and development	
Short-term goals	Long-term goals
Narrow application	Broad application
Emphasis on productivity	Emphasis on quality of life
Individual orientation	Team orientation
Low participation	High participation

Source: Adapted from Schuler (1988)

Table I.
HRM practice menus illustrating HRM choices

- Cost reduction strategy: the role behaviors required to successfully implement a cost reduction strategy include: rather repetitive and predictable behaviors; a short-term focus, primarily individual-based job designs; modest concern for quality; high concern for quantity and results; low risk-taking and high degree of comfort with stability. The HRM practices that support these role behaviors include relatively fixed and stable job descriptions, narrowly designed jobs and career paths, short-term performance appraisals that are results oriented, minimal training and development, and market-based compensation.
- Quality-enhancement strategy: the role behaviors required to successfully implement the quality-enhancement strategy include: relatively repetitive and predictable behavior; an intermediate- to longer-term perspective; modest amounts of cooperation; high concern for quality; modest concern for quantity; high concern for process; low risk-taking; and greater commitment to the firm.

The HRM practices that support these role behaviors include relatively fixed and stable job descriptions, high degrees of employee participation in decisions concerning one's immediate work conditions and the job itself, a mix of individual- and team-level criteria for selection and performance appraisals, relatively egalitarian treatment of employees, some employment security, and extensive and continuous training.

These proposed linkages between competitive strategies, required role behaviors and HRM practices were grounded in our review of scholarly research, a global survey of nearly 3,000 firms conducted in cooperation with IBM and Towers Perrin (2000), and in-depth case studies of three firms that each appeared to have a solid "bottom line" – that is, the three firms each had achieved some degree of OE using indicators such as profitability, growth and competitive advantage. At the time, these ideas seemed novel and a bit complicated. In hindsight, it is clear that our approach was much too simple.

Today's model of HRM with OE

So, how do things stand today? How have our ideas about how HRM can contribute to OE evolved since 1987? What does today's model of HRM and OE look like?

The major elements of our current model are shown in Figure 1. The old and new models share a fundamental similarity: both models position HRM practices at the center of a complex set of relationships between organizational conditions (such as business strategies), employees, and organizational outcomes (including bottom-line indicators of effectiveness). But today's model is more expansive. Whereas yesterday's model focussed exclusively on competitive strategies as drivers of decisions, today's model includes many additional aspects of a firm's internal and external environments, for the evidence shows that environmental context shapes HRM practices in a variety ways (Jackson and Schuler, 1995). Thus, today's model is more contextual and less directly contingent. Just as important, today's model recognizes the importance of addressing the concerns of a broad array of important stakeholders. Whereas yesterday's model emphasized bottom-line indicators (e.g. financial performance) of OE, today's model explicitly recognizes that effective organizations strive to achieve success on many more indicators (see all the outcomes for internal and external stakeholders shown in Figure 1).

Our reading of the literature since 1987 indicates that all of the components shown in Figure 1 are now being considered as essential to an understanding of HRM and OE (Jackson *et al.*, 2014; Guerci and Shani, 2013), and reflect parallel developments in the broad domain of strategic management (Ireland, 2013). Thus, today's more comprehensive model of HRM and OE includes elements of the external global environment, the internal organizational environment, the HRM system and multiple stakeholders. We organize our discussion around these components and highlight the richness of the relationship between HRM and OE we experience today, and what this means for the HRM field.

Global environment

Under the broad heading of "global environment" are many specific components that impact how HRM can contribute to OE, and, therefore, that need to be known, analyzed and interpreted (Jackson *et al.*, 2014). These include:

- industrial relations and union activities;
- industry and market conditions;

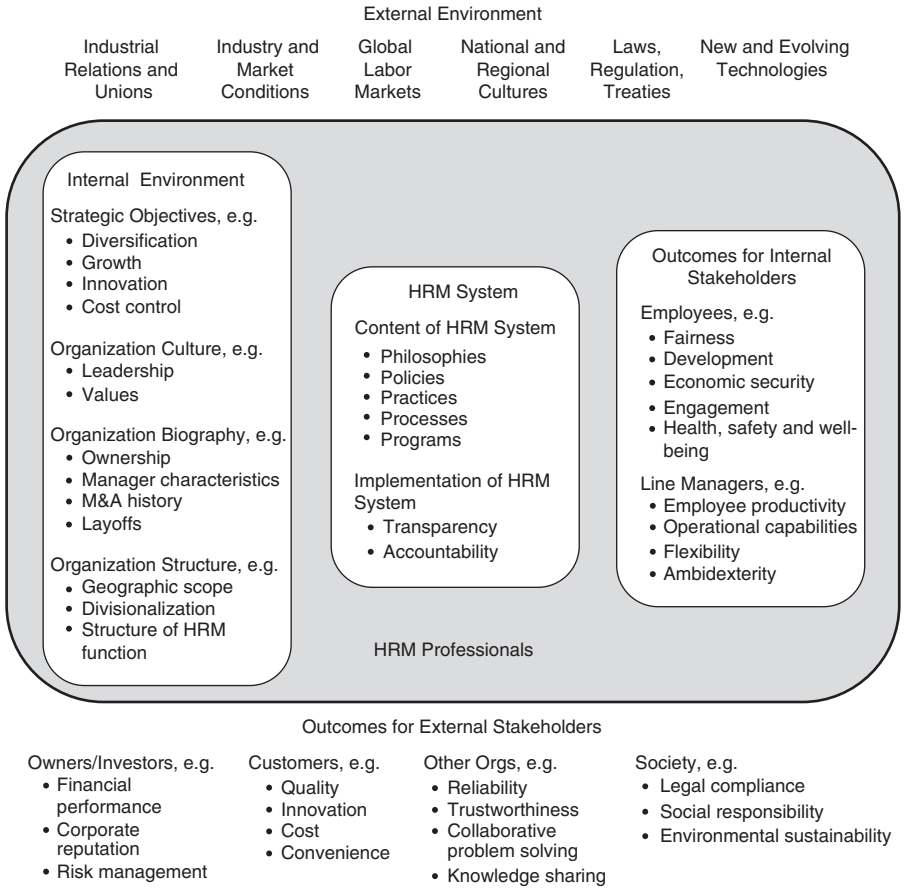

Figure 1.
Contextualized, dynamic framework for linking HRM with organizational effectiveness

- global labor markets;
- national and regional conditions;
- laws and regulations; and
- evolving technologies.

Changes in these components of the external environment have resulted in significant economic growth for many countries, with more consumers entering the middle class, more workers entering the labor force, much greater speed in communications, greater opportunities for entrepreneurship through the rapid development and spread of technology, intensified competition from developing countries, increased cooperation among countries resulting in greater economic, political, workforce and social integration, operations that are more widely distributed around and enhanced by technology, significant educational and wage disparities, more involvement by governments in business operations within their countries' borders, and increased uncertainty and unpredictability for all people and countries. Firms from developed economies will continue to expand their operations in the developing economies because of the growth opportunities, and firms from the developing countries will continue to move to developed economies to take advantage of

those affluent markets. Together all of these trends have potentially big consequences for HRM and OE.

Organizational environment

These many changes in the external environment have, in turn, necessitated significant changes in the organizational (internal) environments of firms around the world. The major components of the organizational environment include:

- organizational culture, such as leadership styles and values;
- strategic objectives, such as diversification and competitive business objectives;
- organizational biography, such as the firm's ownership and its history of M&As or international joint ventures (IJVs); and
- organizational structure, including geographic scope and the structure of the HRM function.

These components of the organizational environment are changing in response to the need for firms to be more flexible, adaptable and sensitive to the needs of a vastly wider variety of consumers located around the world. Today, every global firm needs to serve consumers in all the developing economies (e.g. the BRICs and MISTs) and they must be substantially more competitive to achieve an advantage, whether it be on the basis of cost, quality or innovation. All competition now requires fast and effective decision making, the willingness and ability to learn, and the sharing of knowledge throughout globally dispersed operations (Briscoe *et al.*, 2012). Modern HRM systems are called upon to address these and other challenges. Compared to yesterday's simplistic view of how to respond to the challenge to become more "strategic," a modern approach to HRM must grapple with much greater complexity, including:

- greater pressure to respond to the concerns of about multiple stakeholders in order to achieve long-term sustainability;
- the need to manage the complexity associated with business strategies that simultaneously strive to reduce costs, innovate and maintain high standards of quality while also competing on the basis of speed, flexibility, location and value;
- the scope and speed of change that is demanded of today's global firms mean that few can succeed through organic growth alone; effective change often requires engaging in strategic, cross-border alliances such as IJVs, and international mergers and acquisitions (IM&As);
- in addition to managing employees as individuals, HRM is increasingly called upon to assist in the development of differentiating organizational capabilities – which requires a profound shift in how many HRM experts understand their roles; and
- while there is some convergence toward the creation of a common or widely shared business culture that spans many countries around the world, important country differences remain and need to be respected.

These trends and realities in the external and internal environments of organizations pose significant new HRM challenges as well opportunities for HRM to play new roles. We discuss some of these challenges and opportunities later in this paper (for more detailed discussions, see Jackson *et al.*, 2014; Sparrow and Miller, 2013). As a prelude to

that discussion, however, we first describe how two other components of today's model, as shown in Figure 1, have been modified to reflect changing realities: the HRM system and multiple stakeholders.

The HRM system

At the center of yesterday's model was a menu of HRM "practices." Modern views of HRM reflect a more nuanced view of the elements comprising an HRM system. Thus, Figure 1 uses the label "HRM system" to refer to several other aspects of HRM. First, as described by the 5-P model of HRM (Schuler, 1992), Figure 1 includes HRM philosophies, polices, practices, programs and processes as elements of an HRM system.

We use the term philosophies in a manner that is consistent with scholarly work that emphasizes the general overarching objectives of HRM – such as creating a high-performance work system, encouraging high involvement by employees, or reflecting the employer's high commitment to workers. Such philosophies serve as guides to the development of HRM policies, which are guiding statements about what should be done in recruitment, selection, etc. Whereas policies state how employees ought to be managed, practices are what actually happens as managers translate policies into daily interactions with employees. Programs refer to sets of policies and practices that are combined to address a specific issue, such as facilitating innovation, quality or increasing customer orientation. Processes refer to the means used to carry out the other elements: Who does what and how? Who is included in discussions about goals and metrics? What approaches are used to analyze and monitor the implementation of HRM? And how are people held accountable for HRM?

Our new model also recognizes that simply designing a great HRM system is not sufficient – the system should be transparent to employees and line managers should be held accountable for implementing it appropriately.

OE indicators for multiple stakeholders

A major difference between the HRM models of yesterday and today is that yesterday's model implied that OE could be adequately measured using indicators of interest to only a single stakeholder, namely, "bottom line" measures such as competitive advantage, profitability, growth and survival (all of which are associated with investors/owners).

Today's model explicitly recognizes that OE should be assessed using indicators that reflect the concerns and perspectives of multiple stakeholders (Browne and Nuttall, 2013). As shown in Figure 1, HRM shapes the outcomes experienced by both internal stakeholders (employees at all levels in the organization) and external stakeholders (owners/investors, customers, external partner organizations and members of the broader society). All of these stakeholders have legitimate claims on organizations and thus all of their perspectives must be taken into consideration when measuring OE (Guerci and Shani, 2013; Jackson *et al.*, 2014; Sparrow and Miller, 2013; Ulrich *et al.*, 2013). OE is a reflection of how well a firm performs against all of the outcomes indicators listed on Figure 1, and each stakeholder group is important in its own right. Today's model of HRM and OE is consistent with the many rankings, reports and ratings that are used by governmental and non-governmental agencies and associations to evaluate the quality of a firm's or even a nation's HRs, e.g. the World Economic Forum's World Competitiveness Index and its Global Talent Index; the DJSI World Sustainability Index; the Dow Jones STOXX Sustainability Index; ISO 9001; 19000; Blessing and White's

global employee engagement survey; as well as the many publications that provide lists of the "Best Companies."

Many more voices (many more stakeholders) now demand to be heard by business leaders. Successful firms cannot ignore the concerns of governmental and non-governmental organizations, consumers, strategic alliance partners, local communities or their own employees, regardless of whether owners/investors are satisfied. The entire field of strategic management has also gradually embraced the multiple stakeholder perspective (Ireland, 2013; Porter, 2013). As HRM continues to build a stronger bridge to strategic management research and practice, it seems likely that embracing the multiple stakeholder perspective will promote significant advances in the coming years, while also creating many new HRM challenges and opportunities, which we turn to next.

Today's HRM challenges and opportunities

The recognition that more and more constituent groups influence and define OE is one of the more significant changes occurring during the past 30 years (Guerci and Shani, 2013; Jackson *et al.*, 2014). Here we describe a few examples of how a multiple stakeholder perspective is influencing HRM today. Space constraints make it impossible to discuss all of the challenges and opportunities presented by the multiple stakeholder perspective, so here we discuss a select few.

Employees: fairness

The globalization of business presents many HRM challenges and new opportunities for linking HRM with OE, and certainly employee fairness is one of them (Sparrow *et al.*, 2013). By way of example, China is a one of the world's leading manufacturing centers, yet only a few of its manufacturing companies are global brands. The Haier Group is one of them. Starting as a local refrigerator manufacturer in Zingdao province, in 2000, Haier became the first Chinese company to build a factory in the USA. Five years later, Haier acquired Maytag, an American appliance maker. Today, Haier employs more than 60,000 people in manufacturing locations all over the world. As Haier grew into a global brand, it successfully confronted competitors such as Electrolux in Europe, GE and Whirlpool in the USA, Sony in Japan, Samsung in Korea, and Gree Electric Appliances in China, pursuing strategies based on innovation, total quality management, and diversification under the leadership of CEO Zhang Ruimin (Jackson *et al.*, 2012).

As Zhang and his team led the company's expansion across many countries and many cultures, they faced many new challenges. He is the first one to admit that he and his team have learned many things about managing employees in a global firm. One of the biggest lessons learned was the importance of "acting local" – that is, designing, making and marketing products for the country you are in, and employing local employees and local managers whenever possible (Jackson *et al.*, 2012). When Haier opened its first American factory, it started by using HRM policies and practices that reflected its Chinese headquarter location, culture and labor laws. It took some experience and the advice of the local HR director to help the executive team understand the need to localize some HRM policies and practices to ensure that all employees were treated fairly in the context of their location. For example, differences in the institutional environments of China and the USA meant that Haier had to learn about the consequences of not offering health insurance to employees at its USA, and adapt to the differences in employee expectations regarding this aspect of

compensation. Cultural differences in how employees respond to receiving feedback also required the Americans at Haier to making adjustments from publicly giving corrective feedback to doing so privately. As Haier gradually adjusted its HRM activities to fit a variety of local cultures and laws, it also evolved into a company with an HRM system that is on par with the best companies in the world (Jackson *et al.*, 2012).

The research evidence indicates that HRM systems are converging toward a common model (Brewster and Mayhofer, 2013), but we understand little about the processes through which such convergence is occurring. Thus, studying the different pathways used to globalize and localize the HR function, as pursued by MNEs from emerging and newly industrialized markets, offers a useful research avenue.

Employees: well-being

Huawei Technologies Ltd is a privately owned customer-focussed firm headquartered in China. Established in 1988, today it has more than 110,000 employees in 150 countries. In 2010, *Fast Company* magazine named Huawei as one of the world's top ten most innovative firms. Huawei hires local country nationals to staff a majority of its operations in most developed countries, and they prefer to promote local talent within each country whenever possible. However, in the start-up phase of operations overseas, Huawei relies on substantial numbers of Chinese expatriates. As operations get underway and local hiring becomes successful, they move the expatriates (particularly managers and skilled technicians) to other countries to start up new operations. Because Chinese expatriates are so important to Huawei's growth and entry into new countries, they treat expatriates very well. Chinese expatriates receive extensive training in the firm's culture and business processes so they can successfully transfer these to local country operations. Outstanding performers from one host country may be sent to another to transfer skills and enter the global talent management program of the firm so they know where there career is headed if they stay with Huawei. Top-performing expatriates are rewarded very well, and poor performers are dismissed. To improve their quality of life while overseas, Huawei delivers Chinese food to its expatriates, broadcasts Chinese television stations and electronic journals, and organizes celebrations for special days such as anniversaries and birthdays (Cooke, 2014).

For the growing number of firms with international operations, HRM plays a central role in creating and managing firms' use of global talent management programs to build a dedicated team of talented managers who will remain with the firm, transfer their knowledge and experiences from one place to another, and develop the "global mindset" necessary for senior leadership roles (Cooke, 2014; Tarique and Schuler, 2010). As business models become more disaggregated or collaborative, research needs to help us manage the impact on the identity, attachment and commitment of multiple employee segments linked across multiple organizations.

Line managers: developing organizational capabilities

In 2011, according to the consultancy Interbrand, the only companies that improved their brand recognition more than South Korea's Hyundai were Google, Apple, Amazon and Samsung. Hyundai's brand recognition continued to excel in 2012 according to Interbrand, and Hyundai's Elantra was voted the 2012 North American Car of the Year. Hyundai has been able to excel and pass ahead of its larger Japanese competitors by developing it organizational capabilities to orchestrate a coherent mix of quality improvement, design and marketing. Although competence in each of these is required

of all automobile makers, Hyundai excels at combining them, creating a unique capability (Holstein, 2013).

Hyundai's focus on quality succeeds due to a focussed and highly motivated workforce. Hyundai US plant in Alabama has a workforce that is younger than any Japanese auto plants in the USA, and it's managed in a very egalitarian manner similar to Japanese competitors. It makes extensive use of robots, which relieve workers from the strain of highly repetitive and difficult actions that create physical wear and tear on their bodies. The success of Hyundai starts with intense drive of the chairman Chung Mong-Koo, but it succeeds due to a culture that values quality and innovation, effective use of information technology group, great marketing and excellent operations on the shop floor (Holstein, 2013). Hyundai's success can be attributed to many management practices, including an integrated HRM system that focusses employees on producing high-quality products.

Increasingly firms like Hyundai have no choice but to excel in more than one functional area in order to be competitive in the global marketplace. Any functional area that is not performing at the maximum level will prevent success of the others. HRM professionals must reach out to understand what their other functional partners need and work with them so they all excel (Caglar *et al.*, 2013).

Customers: going beyond expectations

Disneyworld is the largest single location of private employment in the USA with more than 50,000 employees (Disney, 2012; Cockerell, 2008); it succeeds by delighting customers at every turn – literally! Disney's philosophy is that customers are best served when employees are best served, so highly engaged well-trained employees are central to Disney's culture.

Customers want great service and products at a great price; they want real value. They also want friendly service, timely service, accurate service and helpful service. Increasingly firms ask customers to evaluate the service they receive in real time (e.g. using online pop-up surveys) or very shortly after a service episode has ended. Luxury providers like Ritz hotels also collect pre-stay information to anticipate the specific needs of each customer and ensure that the customer's experience is as pleasant as possible. The Ritz and many other fine hotels know that an excellent service experience depends ultimately on contact with the company's staff, who must be highly engaged and customer focussed.

The research evidence is clear in showing that HRM systems can influence how customer satisfaction (Chuang and Liao, 2010), but much more research is still needed to understand the implications of true customer centricity for the requisite organizational designs, employee behaviors and HRM processes. Further, almost no research has yet addressed how HRM contributes to OE for organizations faced with customers' seemingly insatiable desire for innovative and high-quality goods delivered at ever-faster speeds and ever-cheaper prices with a flawless service experience throughout the entire pre- through post-purchase process.

Unfortunately, not all firms satisfy customers by treating employees well. Too often, actions taken to satisfy customers' and are taken at the cost of employees, who may suffer from poor working conditions and low pay. Gradually, such business models are attracting attention from customers who recognize that achieving sustainability requires a balanced approach (see Ehnert *et al.*, 2014) that satisfies customers while also attending to the safety, health, well-being and engagement of employees (DeVoorde *et al.*, 2012; Sparrow, 2013).

Partner organizations: collaborative problem solving and learning

During the past three decades, the dominance of vertically integrated corporations has been giving way to new organizational forms that are more flexible and organic. Central to these newer organizational forms are external alliances of many types, including partnering with other firms in the supply chain, IJVs, mergers and acquisitions, collaborative R&D forums, and so on. Such collaborations lower the barriers between firms and call for increased collaboration and mutual learning.

Supply chain partners. Today, consultants urge firms to analyze their businesses to identify their differentiating capabilities – those that things they do better than their competitors – and consider whether to jettison activities that do not fall within their sphere of greatest competence. Apple, for example, has focussed on developing a strong design capability and leaving the actual production and assembly of its products to other companies, including Foxconn in China, which comprise Apple's supply chain (Holstein, 2013). For some firms – e.g., Hyundai – other companies in their supply chain are part of their chaebol, which affords considerable control over their activities. But for most firms, chaebols are not an option. So Apple, HP, Walmart and many others rely upon dozens or even hundreds of suppliers who often are located in far-away locations.

Events at Foxconn, however, show what can happen when suppliers are asked to produce more and more at lower and lower prices, and within shorter and shorter turnaround times: a spate of employee protests and suicides brought unwelcomed attention to apparently high levels of employee dissatisfaction and distress (Dudley *et al.*, 2013). Similar situations have come to light in the fast fashion industry's world leaders Inditex (the Zara brand) and Hennes & Mauritz (the H&M brand). Apparel sold by Spain's Inditex was found at a factory in Bangladesh that caught fire on January 26, 2013, killing at least seven people. More than 100 workers were killed on November 24, 2012, at another Bangladeshi plant producing garments for companies such as Sears and Walmart (Dudley *et al.*, 2013). In response to events like these, labor rights groups have urged global merchants to pay for safety upgrades and suppliers have urged merchants to reduce their demands for fast turnaround times and other operational expectations that contribute to unsafe working conditions. Meanwhile, firms such as Nike and Apple have sent HRM professionals to help train managers and employees on safety issues and have reached agreements with the Fair Labor Association to improve working conditions in their suppliers' plants (Dudley *et al.*, 2013). Increasingly, the HRM activities that contribute to OE extend far beyond the boundaries of the focal organization (see also Schuler and MacMillan, 1984).

IJVs. A very common way that firms enter into new markets and start to prepare for when they will "go it alone," is through IJVs. Many IJVs are formed at that insistence of the host government of one of the partners. Thus, for example, many firms from Europe and North America enter China and India through IJVs. While there are many forms of joint ventures, a typical form involves two firms (the parents) creating a third firm (the joint venture). When the firms involved in a joint venture are located in at least two countries, it results in an IJV. The establishment of a joint venture can be described as progressing through four stages, with a variety of HRM challenges arising in each stage (Schuler, 2000; Schuler *et al.*, 2004). These stages and their HRM implications are shown in Table II (see also Jullens, 2013; Schuler *et al.*, 2014).

IJVs offer many opportunities for linking HRM and OE. Early involvement of HRM professionals in the formation of an IJV can facilitate its establishment and help ensure its eventual success. HRM involvement also can ensure that processes are in place

Table II. HRM implications in four stages of the IJV process

Organizational and HRM activities	HRM implications
Stage 1: formation	
Identifying reasons	Reasons need to be shared
Planning for utilization	Systematic selection is essential
Selecting dedicated manager	Cast a wide net in partner search
Finding potential partners	Thorough analysis of compatibility
Selecting likely partners	Ensure extensive communications
Resolving critical issues	Requires skilled negotiators
Negotiating the arrangement	Develop integrative learning strategies
Stage 2: development	
Locating the IJV	Concerns of the communities need to considered
Establishing the right structure	The structure will impact the learning and knowledge management
Getting the right senior managers	The quality of senior staff can make or break the IJV
Stage 3: implementation	
Establishing the vision, mission, values	These will provide meaning and direction for the IJV and employees
Developing HRM policies and practices	Need to design policies and practices with local – global considerations
Staffing and managing the employees	The people will make the place
Stage 4: advancement and beyond	
Learning from the partner	Partners need to have the capacity to learn from each other
Transferring the new knowledge to the parents	HRM systems need to be established to support knowledge flow to the parents
Transferring the new knowledge to other locations	New knowledge helps with new IJV success

Source: Adapted from Schuler *et al.* (2004)

for a parent firm to protect its intellectual property and learn from its experiences in establishing and managing a new IJV. Throughout the four stages shown in Table II are many specific activities that benefit from the involvement of HRM professionals, although there is little research available to guide their decisions and activities. Thus there also are many opportunities for research that examines how key organizational capabilities, and the requisite knowledge transfers, can create, assimilate, leverage and preserve value across IJVs and other strategic partnerships and collaborative forms of organizing.

IM&As. Like IJVs, IM&As often are used to enter new markets and gain new sources of competitive advantage growth through IM&As is faster than simply growing organically, but IM&As carry many risks. In fact, a majority of IM&As fail within a few years, often due to the lack of cultural compatibility between the companies involved. As with IJVs, the establishment of a merger or acquisition proceeds in stages (Jullens, 2013; Paik and Belcher, 2012; Schuler *et al.*, 2004; Schuler and van Sluijs, 1992), with each stage holding opportunities for HRM to contribute to OE, as shown in Table III.

In addition to the many HRM activities shown in Table III, HRM professionals can be creative in playing a more proactive role in the M&A process. In 2003, Centerpulse became a potential acquisition target of US-based Zimmer and UK-based Smith and Nephew. Both potential acquirers wanted to expand their businesses of making artificial hips and knees. Whereas the HRM activities shown in Table III are for the HRM professionals in the acquiring companies, Matthais Moelleney, the Centerpulse chief HR officer, thought creatively about his role in the company that was about to be acquired. Thinking about what was best for the employees of Centerpulse, he wanted to help ensure that the two potential acquiring companies knew as much as possible about the potential for achieving a successful result given the company culture and HRM practices at Centerpulse. He reasoned that either acquirer would be more successful to the extent it knew as much as possible about the Centerpulse company culture and its employees. To inform the potential acquirers, Moelleney conducted soft due diligence on Centerpulse and shared this information with his counterparts in the two potential acquirers. How this information influenced the final acquisition decision is not known; what is known is that the potential acquirers each had the information available to use as some of the HRM activities shown in Table III (Schuler and Moelleney, 2003).

As the Centerpulse example illustrates, HRM professionals can play many roles that can aid in the success of a merger or acquisition. These roles range from conducting soft due diligence of their company culture and the HRM activities of the companies involved to ensuring a smooth integration process when two companies come together. And even as a target of a merger or acquisition attempt, HRM professionals can play a proactive role by describing the HRM system to M&A suitors to establish transparency.

Society: social responsibility and brand management

Corporate and competitive strategies almost always now incorporate growth targets that have implications for the movement and relocation of operations and people into new countries and out of existing locations. Firms in developed economies will continue to seek out opportunities to source some business activities to developing economies where the wages and working conditions may be less favorable. Whether in factories producing Nike apparel, or in factories making products for Walmart or Apple, or in factories making clothes for Inditex, Disney, Tchibo Group, Calvin Klein

Table III. HRM implications in the three stages of the IM&A process

Organizational and HRM activities	HRM implications
Stage 1: pre-combination	
Identifying reasons	
Forming M&A team and choosing team leader	Reasons need to be shared
Searching for potential partners	Leadership needs to be in place. Composition of team impacts success
Selecting a likely partner	Systematic and extensive pre-selection and selection are essential
Planning for management of the merger or acquisition process	Conducting thorough due diligence is vital. Planning for combination
Planning to learn from the process	Develop integrative learning strategies
Stage 2: combination	
Selecting the integration manager. Designing/implementing teams	
Creating the new structure/strategies and leadership	Selecting the appropriate candidate
Retaining key employees	Creating team design and selection are critical for transition and combination success
Managing the change process	Communicating is essential
Communicating to and involving the stakeholders	Deciding on who stays and goes
Deciding on the HRM policies and practices	Establishing a new culture, structure and HRM policies and practices is essential
Stage 3: solidification and assessment	
Solidifying leadership and staffing	
Assessing the new strategies and structures	
Assessing the new culture	Effective leadership and staffing of the new entity are essential
Assessing the new HRM policies and practices	Creating and evaluating a new structure
Assessing the concerns of stakeholders	Melding two cultures requires continuance assessment of progress
Revising as needed	The concerns of all stakeholders need to be addressed and satisfied
Learning and transferring knowledge	The new entity must be able to earn and be willing to transfer its knowledge

Source: ©Randall S. Schuler and Susan E. Jackson, Rutgers University (2014)

or H&M, poor working conditions and the seeming inhumane treatment of workers can quickly tarnish the reputation of even the most exalted brand and impose considerable economic costs on the firms involved (Greenhouse, 2013).

Location and relocation is likely to be a continuous process as firms move into and out of countries depending on where the better deals can be found. Involvement of HRM professional in such decisions can help firms identify the most reputable suppliers, e.g., those endorsed by the FLA, while continuing involvement thereafter can help ensure that local supply firm managers are trained in workforce practices and monitored to protect employees from illegal or unethical work conditions.

Movement into other countries challenges managers to balance the interests of owners/investors with the rights of employees and the effects of business decisions on society. A firm's decision to close operations in one country and move elsewhere can put whole communities at risk as jobs disappear. The sooner HRM professionals get involved in planning such moves and discussing the implications of the firm's basic business model, the more effectively such decisions are likely to be made in the longer term (Sparrow *et al.*, 2010). Documenting lessons learned from the firm's past moves and learning from the experience of other firms is one way to effectively balance the concerns of all involved (e.g. see Rogovsky and Schuler, 2007).

Associated with this impact on a firm's reputation as a socially responsible entity is the impact of helping senior managers guide their own behavior, both at work and in public venues. Consider the case of the US retailer J.C. Penney. After going through some very difficult months, which culminated in the layoff of 20,000 employees, it was disclosed that the company was spending sky-high amounts of money for executives to commute from their homes in Boston, California and New York to the retailer's headquarters in Plano, Texas. Regardless of the reasons for the expensive commuting trips, the question arises: "Where was the chief HR officer when these decisions were being made?" Besides being involved in decisions about the selection, development and compensation of executives, a firm's chief HR officer can also contribute by serving as the conscience of the firm, which requires regularly comparing the firm's vision, mission and value statements against executive-level decisions and actions.

Society: environmental sustainability

Pressure from governments, consumers and even investors are motivating business leaders to include environmental performance objectives in their strategic plans (Ambec and Lanoie, 2012), and achieving such objectives requires the successful harnessing of the firm's human talents and energies. Unless employees at all levels make decisions and choose actions that are consistent with improved environmental performance, any lofty aspirations espoused by top management are unlikely to result in significant change. Thus, regardless of a firm's-specific competitive strategy, attending to environmental sustainability requires the active involvement of HRM professionals (Jackson, 2012; Jackson *et al.*, 2012).

Opinion surveys conducted in the UK and the USA indicate that many members of the workforce pay attention to the environmental practices of firms and use such information when deciding where to work. Thus, the challenge of addressing environmental sustainability creates new opportunities for linking staffing practices to OE. Recruiting practices can support effective environmental management by attracting job applicants who understand the firm's environmental concerns and share it environmental values, while selection practices can help ensure that the firm hires

applicants who are knowledgeable and care about environmental sustainability (Renwick *et al.*, 2013).

The staffing implications of environmental initiatives are illustrated by the experience of Holcim, a Swiss firm that participates in the Global Reporting Initiative and is listed in the Dow Jones and FTSE4Good sustainability indexes. Headquartered in Zurich, with approximately 78,000 employees in over 70 countries, Holcim produces building materials for construction work and delivers-related services; its main products are cement and cement aggregates, such as gravel. Environmental challenges are significant for Holcim because the extraction of the natural resources used in cement production affects the environment at quarry sites and the production of cement use large amounts of energy. In efforts to reduce its environmental footprint, Holcim adopted new waste co-processing technology to reduce its consumption of natural resources (material recycling) and fossil fuels (energy recovery). The new technology required building an entirely new facility, which eventually developed its own unique organizational culture. Operation of the new facility required technical and managerial skills not present in Holcim's existing workforce. In addition to changes in its recruitment and selection practices, Holcim modified its training, performance management and compensation practices (see Staffelbach *et al.*, 2012). For the firm's future success, now leaders who understood both the old and technologies and the different cultures present in the companies different facilities were needed, requiring changes in the firm's approach to leader development. As the Holcim example illustrates, environmental initiatives often stimulate transformative organizational change involving deep collaboration that affects operations management, supply chain integration, marketing and corporate communications and HRM, providing tremendous opportunities for linking HRM and OE.

New roles for HRM

Today's contextualized model of HRM recognizes the wide variety of challenges firms face as they strive to develop an effective approach to managing their HRs. A dynamic and unpredictable external environment requires an HRM system that addresses the need for organizational flexibility and continuous change without slipping into chaos. As firms strive to satisfy a variety of internal and external stakeholders, many new opportunities arise for HRM scholarship and practice. But to seize these opportunities successfully requires that HRM perform several new roles.

Understanding behavioral imperatives

As before, it is still necessary to understand the employee behaviors required to implement a firm's business strategies and use the HRM system to encourage and support those behaviors. However, the complexity of modern organizations makes it much more difficult to diagnose and understand the few key role behaviors that are essential to OE. A complete understanding of a firm's behavioral imperatives cannot be achieved without taking into account many aspects of the internal organizational context. As the examples discussed in this paper reveal, today many firms strive to deliver services and products that are low cost and high quality and innovative, and to do so everywhere and any time. Doing so requires constant change and coordination among all organizational activities. Thus, decisions about HRM must be fully integrated with decisions about technology, but also about how to structure, who should lead it and what type of culture to create. Further, it must be recognized that such decisions must take into account the firm's past history and evolution.

Understanding and partnering with multiple stakeholders

As shown in Figure 1 and illustrated with the examples of firms such as Holcim, Honda and Hyundai, OE requires integrating HRM with all other aspects of the business, including R&D, operations, sales and marketing, distribution, service, etc. Besides understanding the full complexity of a firm's internal context and working with all internal stakeholders, OE requires building, nurturing and sustaining relationships with a firm's many external stakeholders, supply chain partners, joint venture partners, customers and community groups. Such relationships are developed through human interactions and built on interpersonal trust. Thus, the challenges of managing around and beyond the blurry boundaries of organizations creates many new opportunities for HRM to contribute to OE by prompting discussions around managing risk and the reputational consequences of a firm's many interdependencies with various stakeholder groups (Sparrow and Miller, 2013).

Gathering, interpreting and using data

Partnering successfully with internal and external stakeholders often involves informing, and educating these partners about HRM-related issues and interpreting information through an HRM lens. Doing so effectively requires HRM to abreast of world events, everywhere and all the time. It means turning to all forms of media to see what is happening and thinking about the implications of what is happening. It involves gathering information from sources inside and outside the firm, evaluating it and acting on it.

As massive amounts of data become available from inside and outside the firm, the HRM implications must be interpreted and acted upon quickly and efficiently. Data analytics and digital technology make it easier to spot trends and experiment with new HRM approaches, but the ability to do so depends on ensuring that the available data is reliable, valid and useful to the decisions being made. Continuous improvements in all aspects of HRM are now expected. Playing the roles of gathering, interpreting and using data to demonstrate such improvements and their consequences for OE is perhaps HRM's most exciting opportunity going forward.

Balancing concerns of multiple stakeholders

After two decades of research investigating "strategic" HRM, we still have little understanding of how effective organizations use HRM systems to improve their financial performance while simultaneously addressing all of the major concerns of employees, customers, partner organizations and society. Nor do we yet know much about why some firms invest more to acquire and develop HRs, the conditions under which investment in formal HRM systems is worthwhile, or the dynamics that influence the relative salience of employees' concerns, or any other stakeholder relative to the concerns of the other stakeholders. Thus, HRM professionals and scholars can play an important role in improving our understanding of HRM and OE by conducting research together to help reveal further understanding of these relationships.

Conclusion

We have come a long way in our thinking about HRM with OE. Today, we are much more aware of the need to consider a broad array of indicators of OE that reflect the perspectives of a firm's multiple internal and external stakeholders. The examples described in this paper provide just a glimpse of the many new challenges to be addressed by a modern HRM model, and their implications for HRM's evolving roles.

Broadly speaking, today HRM is called upon to: find solutions that address the sometimes complementary and sometimes conflicting concerns of multiple stakeholders; achieve mutual gains when possible; and achieve a fair balance when mutual gains seem out of reach. Learning to meet these challenges effectively will help ensure that the HRM professional successfully seizes the many opportunities to make significant contributions to OE.

References

Ambec, S. and Lanoie, P. (2012), "The strategic importance of environmental sustainability", in Jackson, S.E., Ones, D. and Dilchert, S. (Eds), *Managing Human Resources for Environmental Sustainability*, Jossey-Bass/Wiley, San Francisco, CA, pp. 21-35.

Brewster, C.J. and Mayhofer, W. (2013), *Handbook of Research in Comparative Human Resource Management*, Edward Elgar Publishing, London.

Briscoe, D., Schuler, R.S. and Tarique, I. (2012), *International Human Resource Management*, 4th ed., Routledge, London.

Browne, J. and Nuttall, R. (2013), *Beyond Corporate Social Responsibility: Integrated Employee Engagement*, McKinsey, Boston, MA.

Caglar, D., Kapoor, N. and Ripsam, T. (2013), "Think functionally, act strategically", *Strategy+Business*, Spring Issue 70.

Chuang, C.H. and Liao, H. (2010), "Strategic human resource management in service context: taking care of business by taking care of employees and customers", *Personnel Psychology*, Vol. 63 No. 2, pp. 153-196.

Cockerell, L. (2008), *Creating Magic*, Crown Publishing Group, New York, NY.

Cooke, F.L. (2014), "Global expansion and human resource management of Huawei Technologies Ltd", in Gooderham, P., Grogaard, B. and Nordhung, O. (Eds), *International Management: Theory and Practice*, Edward Elgar, Cheltenham (in press).

DeVoorde, K.V., Paauwe, J. and Veldhoven, M.V. (2012), "Employee well-being and the HRM-organizational performance relationship: a review of quantitative studies", *International Journal of Management Reviews*, Vol. 14 No. 4, pp. 391-407.

Disney (2012), "Disney company overview", available at: http://thewaltdisneycompany.com/about-disney/company-overview (accessed February 25, 2013).

Dudley, R., Devnath, A. and Townsend, M. (2013), "The hidden cost of fast fashion", *Bloomberg Businessweek*, February 11, pp. 15-17.

Ehnert, I., Harry, W. and Zink, K.J. (2014), *Sustainability and Human Resource Management*, Springer, Heidelberg.

Gratton, L. (2000), *Living Strategy: Putting People at the Centre of Corporate Strategy*, FT Prentice Hall, London.

Greenhouse, S. (2013), "Bangladesh fears an exodus of apparel firms", *The New York Times*, May 2, p. B1.

Guerci, M. and Shani, A.B. (2013), "Moving toward stakeholder-based HRM: a perspective of Italian HR managers", *International Journal of Human Resource Management*, Vol. 24 No. 6, pp. 1130-1150.

Holstein, W.J. (2013), "Hyundai's capabilities play", *Strategy+Business*, Vol. 70, Spring, pp. 1-12.

Huselid, M.A. (2011), "Celebrating 50 years: looking back and looking forward: 50 years of *Human Resource Management*", *Human Resource Management*, Vol. 50 No. 3, pp. 309-312.

Huselid, M.A., Jackson, S.E. and Schuler, R.S. (1997), "Technical and strategic human resource management effectiveness as determinants of firm performance", *Academy of Management Journal*, Vol. 40 No. 2, pp. 171-188.

IBM and Towers Perrin (2000), *Priorities for Competitive Advantage*, IBM and Towers Perrin, New York, NY.

Ireland, D. (2013), personal communication, April 24.

Jackson, S.E. (2012), "Melding I-O scholarship and practice for environmental sustainability", *Industrial and Organizational Psychology: Perspectives on Science and Practice*, Vol. 5 No. 4, pp. 477-480.

Jackson, S.E. and Schuler, R.S. (1995), "Understanding human resource management in the context of organizations and their environments", *Annual Review of Psychology*, Vol. 46 No. 2, pp. 237-264.

Jackson, S.E., Ones, D. and Dilchert, S. (Eds) (2012), *Managing Human Resources for Environmental Sustainability*, Jossey-Bass, San Francisco, CA.

Jackson, S.E., Schuler, R.S. and Jiang, K. (2014), "Strategic HRM: a review and framework", *Academy of Management Annuals*, Vol. 8, pp. 1-56.

Jackson, S.E., Schuler, R.S. and Werner, S. (2012), *Managing Human Resources 11e*, Cengage, Mason, OH.

Jiang, K., Lepak, D.P., Hu, J. and Baer, J. (2012), "How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms", *Academy of Management Journal*, Vol. 55 No. 10, pp. 1264-1294.

Jullens, J. (2013), "Solving China's M&A Maze", *Strategy+Business*, April 1.

Paik, Y. and Belcher, J.S. (2012), "Key HRM strategies for M&A integration in the global banking industry: a comparative study of the USA, Europe and South America", *European Journal of International Management*, Vol. 6 No. 4, pp. 676-696.

Porter, M.E. (1980), *Competitive Strategy*, Free Press, New York, NY.

Porter, M.E. (1985), *Competitive Advantage*, Free Press, New York, NY.

Porter, M.E. (2013), *TED Conference*, Edinburgh, June 10, available at: www.youtube.com/watch?v=0iIh5YYDR2o (accessed July 13, 2013).

Purcell, J. (1995), "Corporate strategy and the link with human resource management", in Storey, J. (Ed.), *Human Resource Management: A Critical Text*, Routledge, London, pp. 58-74.

Renwick, D.W.S., Redman, T. and Maguire, S. (2013), "Green human resource management: a review and research agenda", *International Journal of Management Reviews*, Vol. 15 No. 1, pp. 1-14.

Rogovsky, N. and Schuler, R.S. (2007), *Socially Sensitive Enterprise Restructuring in Asia*, Asian Productivity Organization, Tokyo.

Rucci, A.J., Kirn, S.P. and Quinn, R.T. (1998), "The employee-customer-profit chain at sears", *Harvard Business Review*, January-February, pp. 83-97.

Schuler, R.S. (1988), "Human resource management practice choices", in Schuler, R.S., Youngblood, S.A. and Huber, V.L. (Eds), *Readings in Personnel and Human Resource Management 3e*, West Publishing, St Paul, MN.

Schuler, R.S. (1992), "Strategic human resources management: linking the people with the strategic needs of the business", *Organizational Dynamics*, Summer, pp. 18-32.

Schuler, R.S. (2000), "Human resource management activities in international joint ventures", in Storey, J. (Ed.), *Human Resource Management: A Critical Text*, International Thomson, London, pp. 78-92.

Schuler, R.S. and Jackson, S.E. (1987), "Linking competitive strategies with human resource management practices", *Academy of Management Executive*, Vol. 1 No. 3, pp. 207-219.

Schuler, R.S. and MacMillan, I.C. (1984), "Gaining competitive advantage through human resource management practices", *Human Resource Management*, Vol. 23 No. 3, pp. 241-255.

Schuler, R.S. and Moelleney, M. (2003), *Living Case of Centerpulse*, GSBA Zurich, Zurich.

Schuler, R.S. and van Sluijs, E. (1992), "Davidson-Marley BV: establishing and operating an international join venture", *European Management Journal*, December, pp. 428-436.

Schuler, R.S., Jackson, S.E. and Luo, Y. (2004), *Managing Human Resources in Cross Border Alliances*, Routledge, London.

Schuler, R.S., Khilji, S.E. and Ruel, H. (2014), "Role of human resource management in cross-border mergers and acquisitions and international joint ventures in emerging economies", in Horwitz, F. and Budhwar, P. (Eds), *Handbook of Human Resource Management in Emerging Markets*, Edward Elgar Publishing Ltd, London (in press).

Sparrow, P.R. (2013), "Strategic HRM and employee engagement", in Truss, K., Alfes, K., Delbridge, R., Shantz, A. and Soane, E. (Eds), *Employee Engagement in Theory and Practice*, Routledge, London, pp. 107-134.

Sparrow, P.R. and Miller, J. (2013), "Organising HR for partnering success", CIPD Report, November, CIPD, London.

Sparrow, P.R., Hird, M., Hesketh, A. and Cooper, C. (Eds) (2010), *Leading HR*, Palgrave Macmillan, London.

Sparrow, P.R., Wong, W., Otaye, L. and Bevan, S. (2013), "The Changing Contours of Fairness: Can We Match Individual and Organisational Perspectives?", CIPD Report, November, CIPD, London.

Staffelbach, B., Bruger, E.A. and Bäbler, S. (2012), "The role of strategic context in environmental sustainability initiatives: three case studies", in Jackson, S.E., Dilchert, S. and Ones, D.S. (Eds), *Managing Human Resources for Environmental Sustainability*, Jossey-Bass/Wiley, San Francisco, CA, pp. 36-60.

Tarique, I. and Schuler, R.S. (2010), "Global talent management: literature review, integrative framework, and suggestions for further research", *Journal of World Business*, Vol. 45 No. 1, pp. 122-133.

Ulrich, D. (2011), "Celebrating 50 years: an anniversary reflection", *Human Resource Management*, January-February, pp. 3-7.

Ulrich, D., Younger, J., Brockbank, W. and Ulrich, M. (2013), *HR from the Inside Out*, The RBL Group, Provo, UT.

Zhao, S. and Du, J. (2012), "Thirty-two years of development of human resource management in China: review and prospects", *Human Resource Management Review*, Vol. 22 No. 1, pp. 178-188.

Further reading

Clifford, S. (2013), "J.C. Penney Slashes pay of its chief", *The New York Times*, April 3, BI.

Jackson, S.E. and Schuler, R.S. (1990), "Human resource planning: challenges for 1/0 psychologists", *American Psychologist*, Vol. 45 No. 2, pp. 223-239.

Ulrich, D. (1998), *Delivering Results: A New Mandate for Human Resource Professionals*, Harvard Business School Press, Boston, MA.

Corresponding author
Professor Randall Schuler can be contacted at: schuler@smlr.rutgers.edu

To purchase reprints of this article please e-mail: **reprints@emeraldinsight.com**
Or visit our web site for further details: **www.emeraldinsight.com/reprints**