SAGE journal articles

# Chapter 2: HRM and the individual

From resource to human being: Towards person management

Description: In keeping with the ethical perspective which finds the notion of ‘human resources’ problematic, this paper explores how a change from HRM to person management might prove a more sustainable model based on the realisation of mutual gains for both those persons who manage and those who are managed.

<https://journals.sagepub.com/stoken/rbtfl/qFwvgRazaQKXQXIZp73q/pdf/10.1177/2158244015604347/pdf/10.1177/2158244015604347>

‘You try to be a fair employer’: Regulation and employment relationships in medium-sized firms

Description: This article reports on a study of the employment relationship in three medium-sized firms. In particular, it provides an interesting insight into the interaction between employment regulation, managerial prerogative and employee action as a result of their perceptions of the nature of the psychological contract.

<http://journals.sagepub.com/stoken/rbtfl/JWNw8YJMfYcM7iBVT9AV/pdf/10.1177/0266242614541992>

When CSR is a social norm: How socially responsible human resource management affects employee work behaviour

Description: This research article finds that the adoption of socially responsible HRM (SRHRM) – practices that promote, support, and reward the socially responsible behaviour of employees – can yield positive improvements in task performance and extra-role helping behaviour.

<http://journals.sagepub.com/stoken/rbtfl/MyEzmewciuM8AIrSFb5s/pdf/10.1177/0149206314522300>

Four emerging perspectives of employee engagement: An integrative literature review

Description: Drawing on diverse literature from a range of disciplines, this integrative literature review provides an overview of the academic research on employee engagement. It identifies and explores four key approaches to defining and investigating employee engagement providing a useful resource for understanding and applying this important concept in HRM.

<http://journals.sagepub.com/stoken/rbtfl/5MAWsQdJP3g7QFrN8bXR/pdf/10.1177/1534484311410840>