SAGE journal articles

# Chapter 3: HRM, strategy and performance

Strategic human resource management and industrial relations

This article introduces a matching model of HRM using a framework integrating competitive strategies and HRM based on the importance of considering ‘needed role behaviours’, cost constraints and market conditions when determining appropriate approaches to managing people.

<https://journals.sagepub.com/stoken/rbtfl/LH4xdDBJAAaZ610.1177/001872678904200204/pdf/10.1177/001872678904200204>

Human resources and the resource-based view of the firm

This paper explores the influence of the resource-based view of the firm on the theoretical development of strategic HRM and considers the role of RBV as a ‘bridge’ between strategic HRM and wider business strategy.

<https://journals.sagepub.com/stoken/rbtfl/hHyJtgPAM0WFs/pdf/10.1177/014920630102700607>

Human resource management and performance: Evidence from small and medium-sized firms

This article discusses research findings that show a positive and longitudinal relationship between HRM practices and performance in SMEs and stresses the importance of the effective ‘bundling’ of HRM practices.

<http://journals.sagepub.com/stoken/rbtfl/aGXqW6t7I7Qic8C5f4Vr/pdf/10.1177/0266242612465454>

High-performance work systems and organisational performance: Bridging theory and practice

This article places the notion of the HPWS in a broader context of the development of a high-skill national economy.

[https://journals.sagepub.com/stoken/rbtfl/7KctVN%2FFoCUQg/pdf/10.1177/1038411107082273](https://journals.sagepub.com/stoken/rbtfl/7KctVN/FoCUQg/pdf/10.1177/1038411107082273)

The romance of human resource management and business performance, and the case for big science

This article critically discusses the research that claims to have established a link between HRM practices and firm performance. It proposes several ways forward in seeking to establish such a link more conclusively.

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