Toward a Strategic Perspective of Human Resource Management

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Abstract
[Excerpt] The current decade has brought yet another transformation in the practice and study of human resource management (HRM). The field, for better or for worse, has discovered, and indeed begun to embrace, a strategic perspective. The intellectual energy currently being invested in discussions of the nature, extent, and desirability of this development is a clear indication that something of significance is afoot. Understand it or not, believe in it or not, like it or not, strategy is well on its way to becoming an important paradigm behind much of what HR professionals do and think.

Comments
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In the human resource management (HRM) literature, employees are increasingly conceptualized as active agents. Although existing studies show how HRM practices relate to employee agency (e.g., job... Management and employee perspectives of high-performance work systems and influence processes on service quality. Journal of Applied Psychology, 94 (2), 371.

CrossRef PubMed Google Scholar. Variability within organisations: Implications for strategic human resource management. In D. B. Smith (Ed.), The people make the place: Dynamic linkages between individuals and organisations (pp. 225–248). Mahwah, NJ: Lawrence Erlbaum Associates. Strategic human resource management is an approach to the practice of human resources that addresses business challenges and makes a direct contribution to long-term objectives. The primary principle of strategic human resource management is to improve business performance and uphold a culture that inspires innovation and works unremittingly to gain a competitive advantage. It's a step above traditional human resources and has a wider reach throughout the organization. Strategic human resource management has no set definition nor one specific model that practitioners follow. There are organiza...