



# HRM and Performance: Achieving Long-Term Viability

*Jaap Paauwe*

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H.R.M. policies and practices need to cope with the dual responsibilities of providing a firm with the best employees to deliver improved financial performance, and a moral duty to these employees to provide a working environment that is equitable and encourages personal development. Many writers have emphasized the connection between sophisticated H.R.M. techniques and business performance, but has this been at the expense of concepts such as fairness and legitimacy? This book adopts a broader perspective that takes into account not only the strategic dimension of H.R.M., but also the professional and societal dimension. It begins by examining the interaction of H.R.M., strategy and performance, before putting this into an institutional context, where it is argued that successful H.R.M. practice will be unique for each context in which it operates. It then develops a contextually-based human resource theory, able to examine and analyze H.R.M. at an institutional, industry, national and international level. This theory is then applied to a number of cases of leading firms in both the U.S.A. and Europe. The book concludes by combining the empirical evidence of the case studies with the theoretical work of earlier chapters to develop a practical approach linking the different roles of H.R. to specific aspects of performance. Combining academic research with a focus on practical conclusions and recommendations, H.R.M. and Performance will be challenging and innovative reading for all involved in H.R.M.: Academics, Researchers, M.B.A. and graduate students, practitioners and consultants.



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