Outline

- **How well do we understand work? And the way that it is changing?**

- **What is HRM?**

- **Who are the stakeholders?**

- **What do we mean by 'sustainable' HRM?**

How well do we understand work? And the way that it is changing?

- Work $=$ Employment
- Work $\neq$ Employment (AI; robotization)
- Typical work is now not typical
- The 'gig' economy
  - Cloud based (micro-tasks; free-lance)
  - On-demand (using other assets)
- Policy makers/ businesses/ scholars (HRM scholars) focused on Employment

What is HRM?

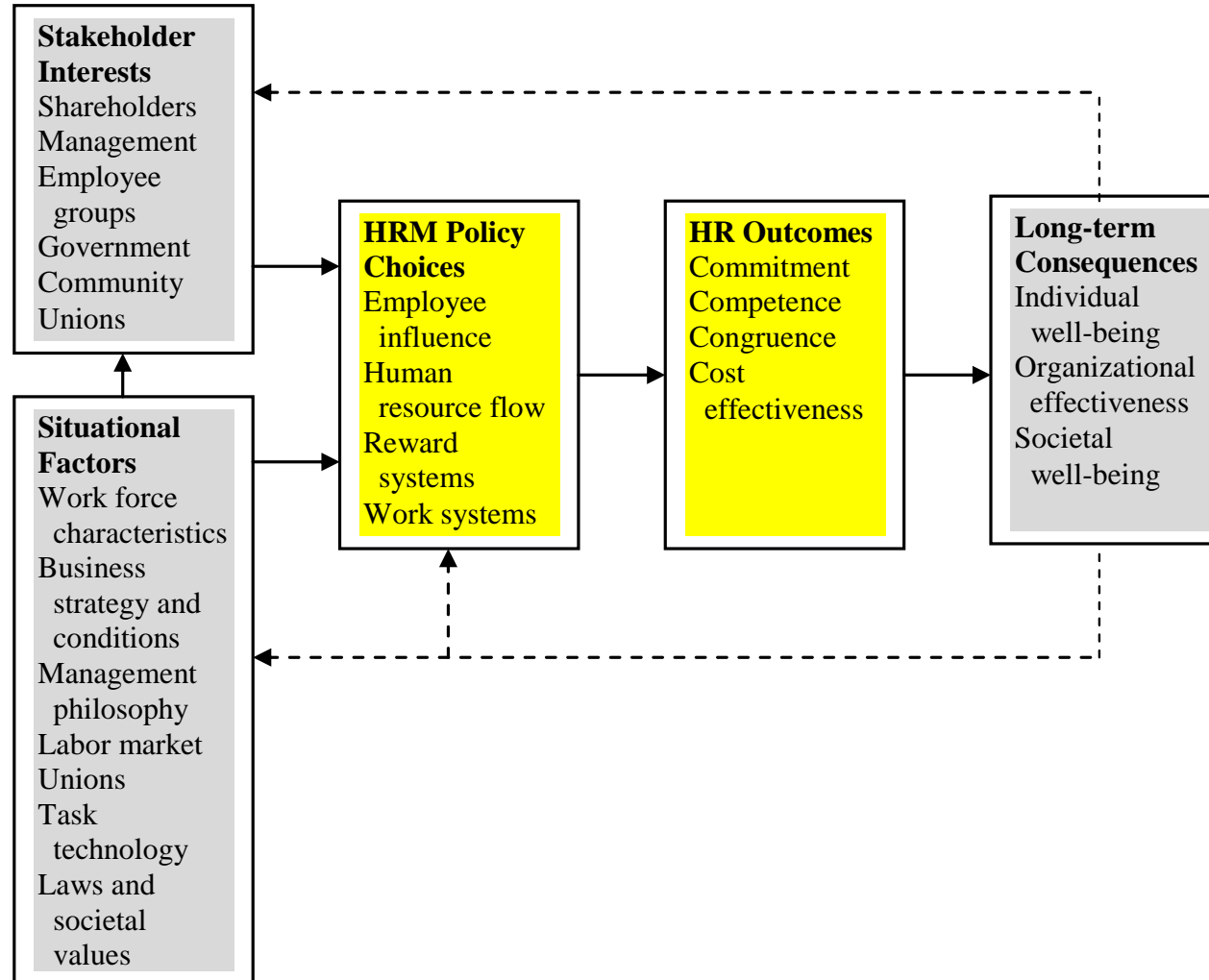- **HRM has traditionally been focused on Employment**

- **What do we mean by HRM? (two versions):**

  1. **The process of pro-actively managing the people in the organisation in order to ensure the success of the organisation**

  OR

  1. **The process of pro-actively managing the people in the organisation in order to ensure that the interests of various stakeholders are properly balanced**

Strategic HRM...

Figure 2.1   The Harvard Approach

Stakeholder Interests	HRM Policy Choices	HR Outcomes	Long-term Consequences

Shareholders
Management
Employee
  groups
Government
Community
Unions
	Employee
	  influence
	Human
	  resource flow
	Reward
	  systems
	Work systems
		Commitment
		Competence
		Congruence
		Cost
		  effectiveness
			Individual
			  well-being
			Organizational
			  effectiveness
			Societal
			  well-being

Situational Factors

Work force
  characteristics
Business
  strategy and
  conditions
Management
  philosophy
Labor market
Unions
Task
  technology
Laws and
  societal
  values

Source: Beer et al. (1984), Figure 2-1, p.16, Map of the HRM Territory.

Who are the stakeholders?

- **Owners (shareholders)**
- **Managers**
- **Employees (groups of employees; trade unions)**
- **Local community**
- **Government & Society**

What do we mean by 'sustainable' HRM?

- **The lack of construct clarity**
- **Sustainable HRM/ Socially responsible HRM/ Corporate Social Responsibility (external and internal)**
- **Long-term organisational survival … ?**
- **Long-term planetary survival … ?**

In place of conclusions

If you have been listening …

Thank you!
and
Best of Luck!

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Recent relevant publications on next slides

HANDBOOK OF RESEARCH ON
Comparative Human Resource Management

Edited by
Chris Brewster • Wolfgang Mayrhofer
Elaine Farndale

SECOND EDITION

THE WORLD

Elgar

THIRD EDITION

International Human Resource Management

Contemporary Human Resource Issues in Europe

MICHAEL DICKMANN, CHRIS BREWSTER, AND PAUL SPARROW

Human Resource Management and the Institutional Perspective

EDITED BY
GEOFFREY WOOD, CHRIS BREWSTER, AND MICHAEL BROOKES

SECOND EDITION

Globalizing Human Resource Management

PAUL SPARROW, CHRIS BREWSTER, & CHUL CHUNG

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HRM IN MISSION DRIVEN ORGANIZATIONS

Managing People in the Not for Profit Sector

Working Internationally

Expatriation, Migration and Other Global Work

Yvonne McNulty and Chris Brewster

Elgar

International Human Resource Management

4th edition

Chris Brewster, Elizabeth Houldsworth, Paul Sparrow, Guy Vernon

online resources

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Recent Relevant Publications

- Brewster, C and Holland, P. (2019 forthcoming) Work 'or' Employment in the 21st Century? In Wilkinson, A. and Barry, M. *The Research Agenda for the Future of Work*. Cheltenham, Edward Elgar

- Stahl, G., Brewster, C., Collings, D., Hajro, A. (2019 forthcoming) Towards more relevant HRM research: understanding the role of HRM in corporate sustainability and social responsibility *Journal of World Business*

- Brewster, C and Holland, P. (2019) Work 'or' Employment in the 21st Century? In Wilkinson, A. and Barry, M. *The Research Agenda for the Future of Work*. Cheltenham, Edward Elgar

- Özçelik, G., Haak-Saheem, W., Brewster, C., & McNulty, H. (2019). Hidden inequalities amongst the international workforce In V. Caven, & S. Nachmias (Eds.), *Inequality and Organizational Practice: II Employment Relations*. London: Palgrave/ Springer.

- Goergen, M., Chahine, S., Wood, G. and Brewster, C. (2019) Public listing, context and CSR: the effects of legal origin. *Journal of Comparative International Management* 57 (1): 122-141

- Stévenot, A., Guery, L., Brewster, C. and Wood, G.T. (2018) country of origin effects and new financial actors: a comparative analysis of the impact of foreign and French Private Equity investment on HRM in French firms. *British Journal of Industrial Relations* 56 (4): 723-750

- Farndale, E., Ligthart, P., Brewster, C. and Poutsma, E. (2017) Institutional frameworks and HRM practices in Europe: The market economy effect over time *Journal of International Business Studies* 48 (9), 1065-1086.

- Johnson, P., Wood, G.T., Brookes, M. and Brewster, C. (2017). Legal Origin and Social Solidarity: The Continued Relevance of Durkheim to Comparative Institutional Analysis *Sociology* 51 (3): 646-665

- Bondarouk, T. and Brewster, C. (2016) Conceptualising the future of HRM and technology research**. *International Journal of Human Resource Management* 27** (21): 2579–2671

- Brewster, C., Gooderham, P and Mayrhofer, W. (2016) Human resource management: the promise, the performance, the consequences. *Journal of Organizational Effectiveness: People and Performance.* 3 (2): 181-190

- Beer, M. Boselie, P. and Brewster, C. (2015) Back to the future: Implications for the field of HRM of the multi-stakeholder perspective proposed 30 years ago. *Human Resource Management* 54 (3): 427-438