



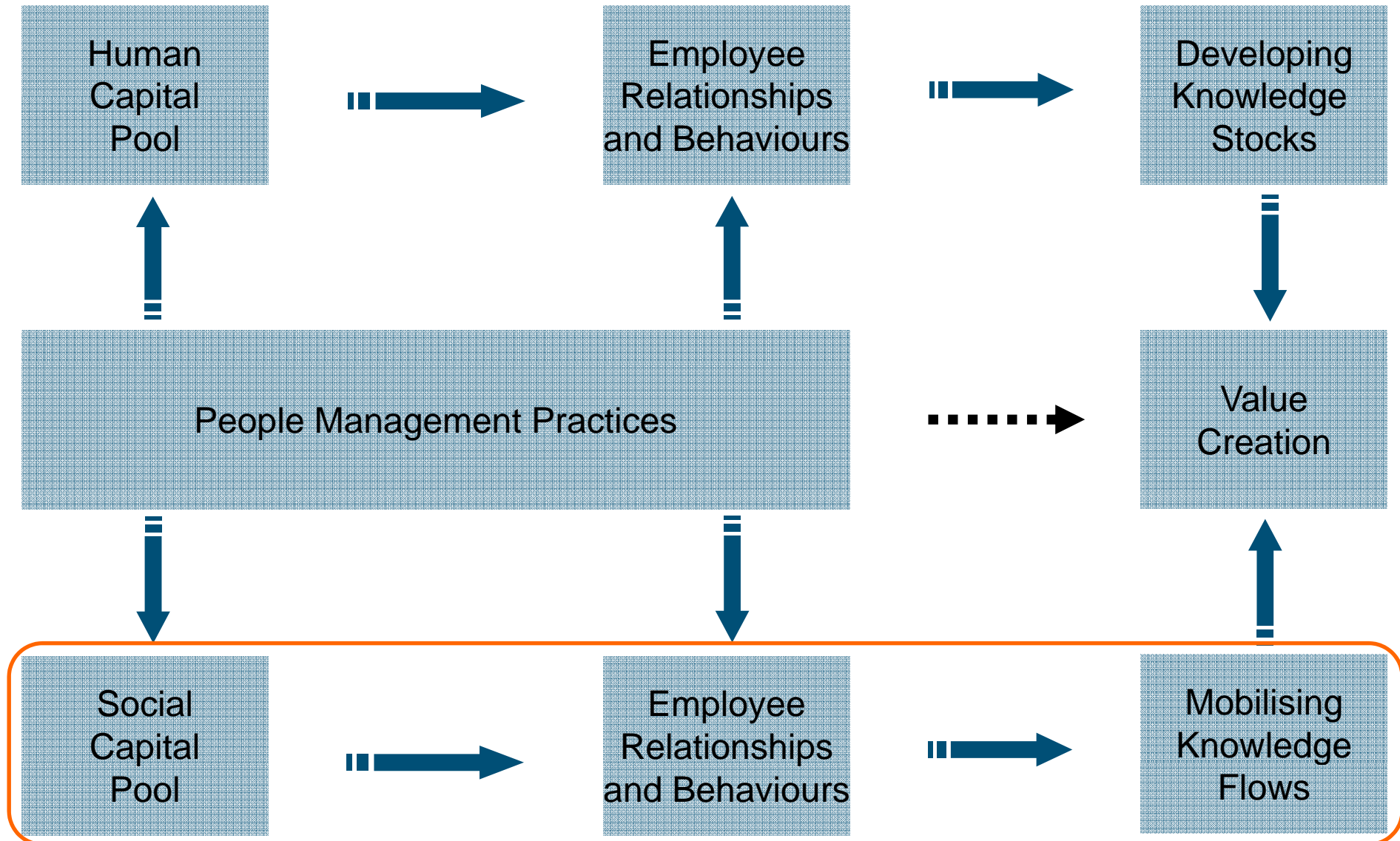
A Dublin City University Designated Research Centre

HR Practices, Social Climate, and Knowledge Flows: Towards Social Resources Management?

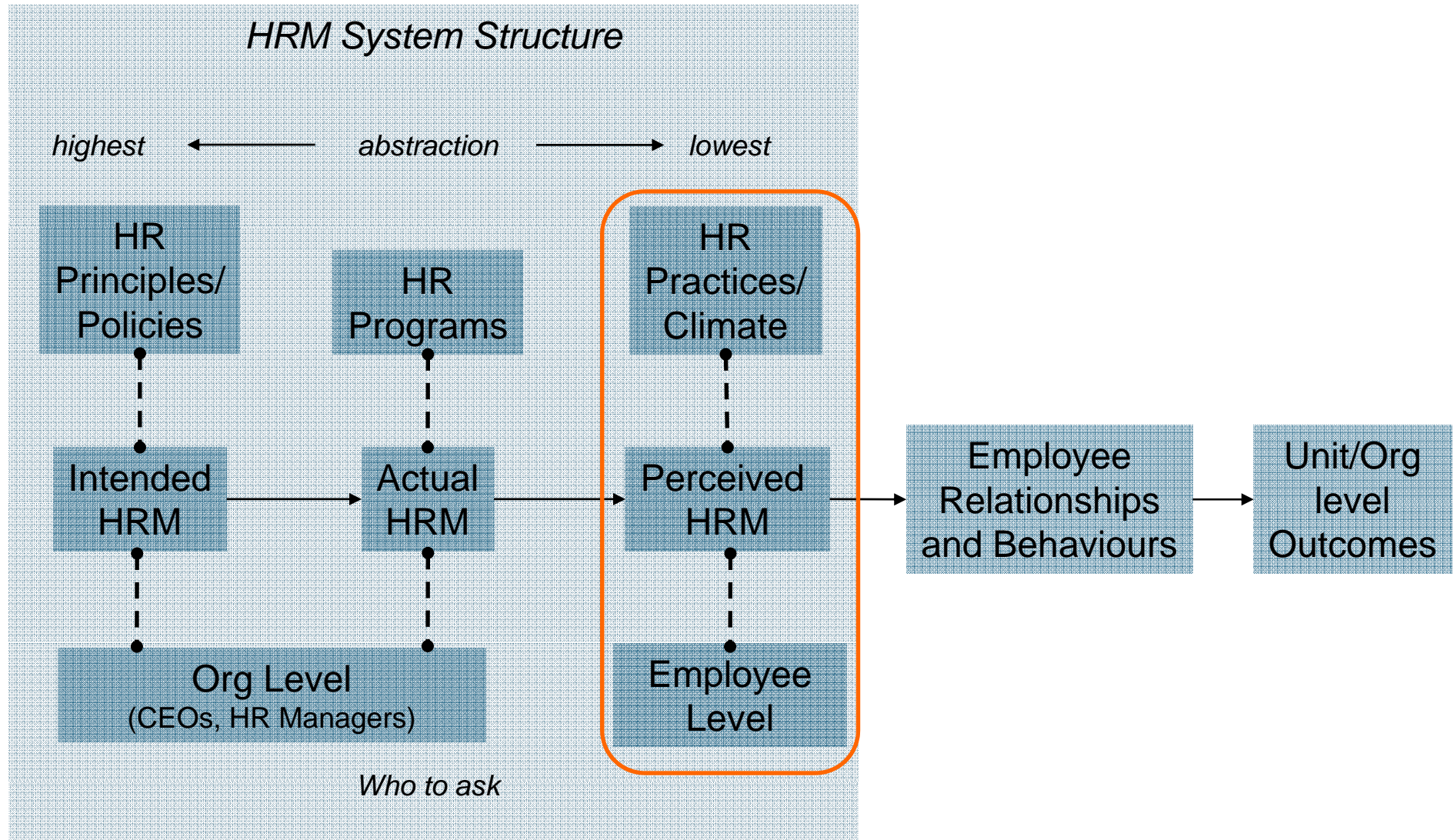
Angelos Alexopoulos and Kathy Monks
The Learning, Innovation, and Knowledge Research Centre
Dublin City University Business School

HRM, Knowledge Processes and Organisational Performance Mini-Conference
Copenhagen Business School, 18-19 Sep 2008

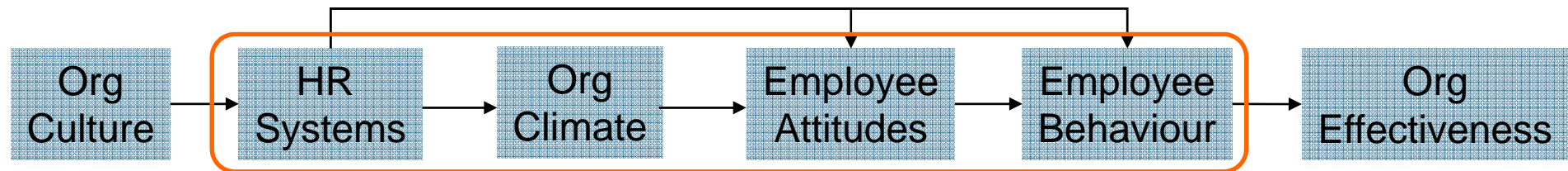
Basic SHRM Components (Wright et al., 2001; Kang et al., 2007)



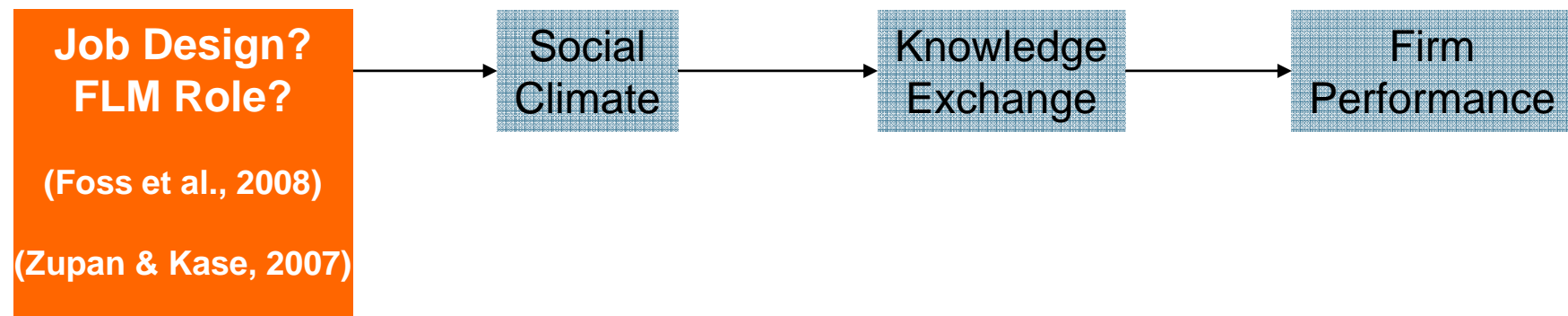
Levels-based Approach to SHRM Research (Arthur & Boyles, 2007)



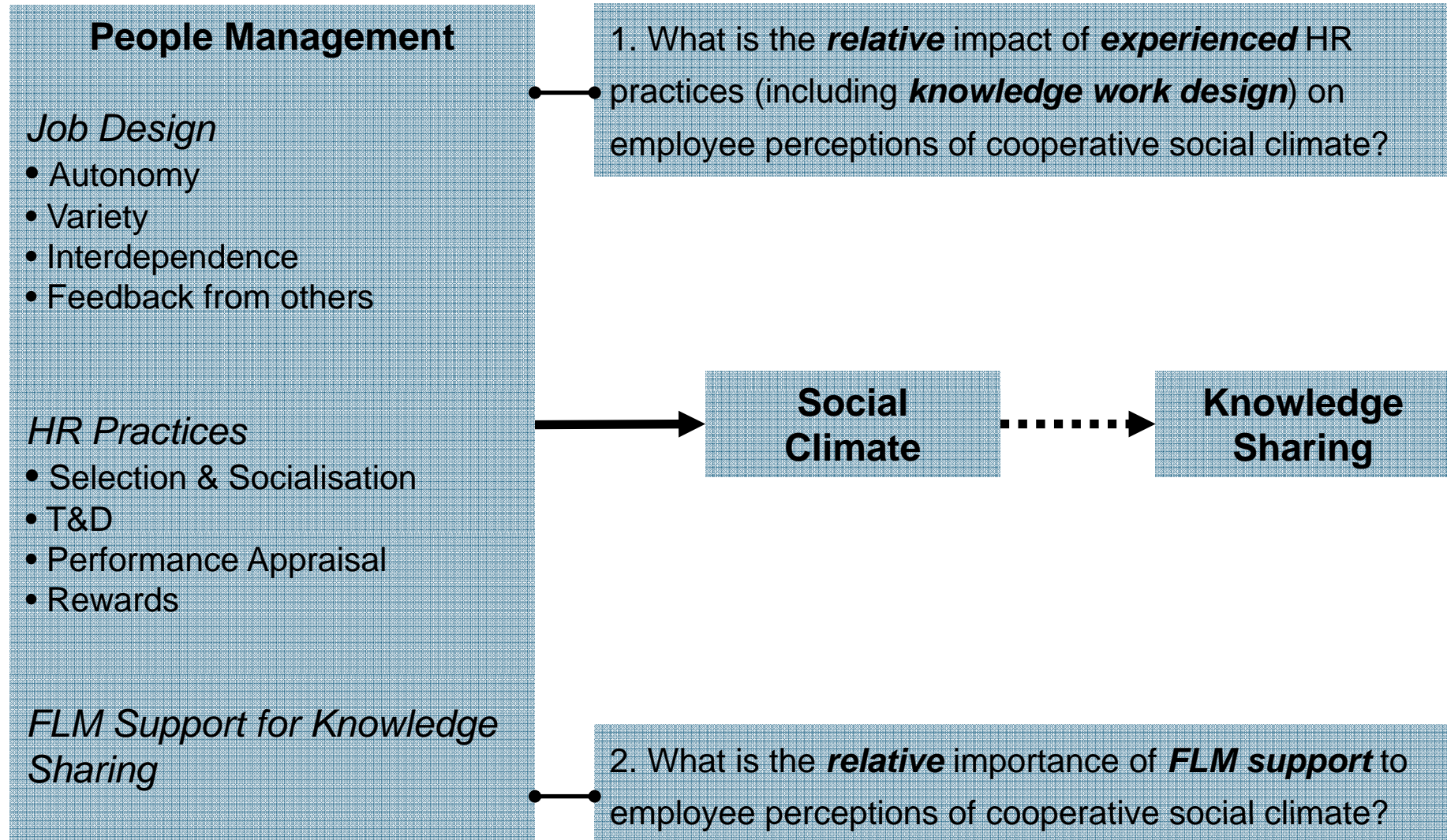
Social Context Model of HRM-Org Effectiveness Link (Ferris et al., 1998)



HRM, Climate, Knowledge Flows, and Performance (Collins & Smith, 2006)



Research Questions and Proposed Model



Methods

Setting

3 Irish-based KIFs (ConsultCo, TeleCo, StateCo)

Data Collection

On-line employee survey

Final Sample

135 core knowledge employees (response rate: 24.5%)

Measures

Pre-existing (e.g. job design) and new (i.e. HR practices) scales

Good dimensionality and reliability (except perf appraisal, autonomy and variety)

Analytical Technique

OLS

Results

Explanatory power (R² = .42)

Job design (R² = .26)

HR practices (R² = .34)

FLM support (R² = .29)

Partial effects

Job design (interdependence, feedback from others) **

Selection & Socialisation ***

Relational-oriented T&D *

FLM support ***

Overall effects

Selection & Socialisation *

FLM support **

Implications

Theory

HR System-Knowledge sharing linkage (Collins & Smith, 2006; Kang et al., 2007)

Breadth

FLM and job design are fundamental (Purcell & Hutchinson, 2007; Foss et al., 2008)

Depth

Towards a process-based HR approach (Swart & Kinnie, 2003)

Scope / Strength

Managing HC & SC: Complementarities and conflicts (Bowen & Ostroff, 2004)

Practice

FLMs as 'relationship builders' (Lengnick-Hall & Lengnick Hall, 2003)

Limitations & Future Directions

Focus only on internal relations

Entrepreneurial Archetype? ['Coopetition' (Tsai, 2002)]

More (multilevel) research on A-M-O pathways