

Workshop II:

**Micro-Foundations in
SHRM Research**

Overview

- HRM is increasingly making contact with the knowledge-based view (KBV) of the firm and strategy
- The KBV has ruled out individual-level variation in knowledge in favor of a over-riding emphasis on firm-level capabilities
 - This has strongly biased theoretical as well as empirical research (Felin & Hesterly, 2007).
- HRM has the *potential* to constitute parts of the much-needed micro-foundations for work on the link between firm-level knowledge assets such, as capabilities, and overall performance.
 - HRM still operates with collective level phenomena: "human capital pools", "HRM architectures", etc.

Purpose

- To initiate a research program into the micro-foundations of SHRM.
- Our position: the explanation of firm-level (macro) phenomena in SHRM must *ultimately* be grounded in explanatory mechanisms that involve individual action and interaction

Coleman (1990)

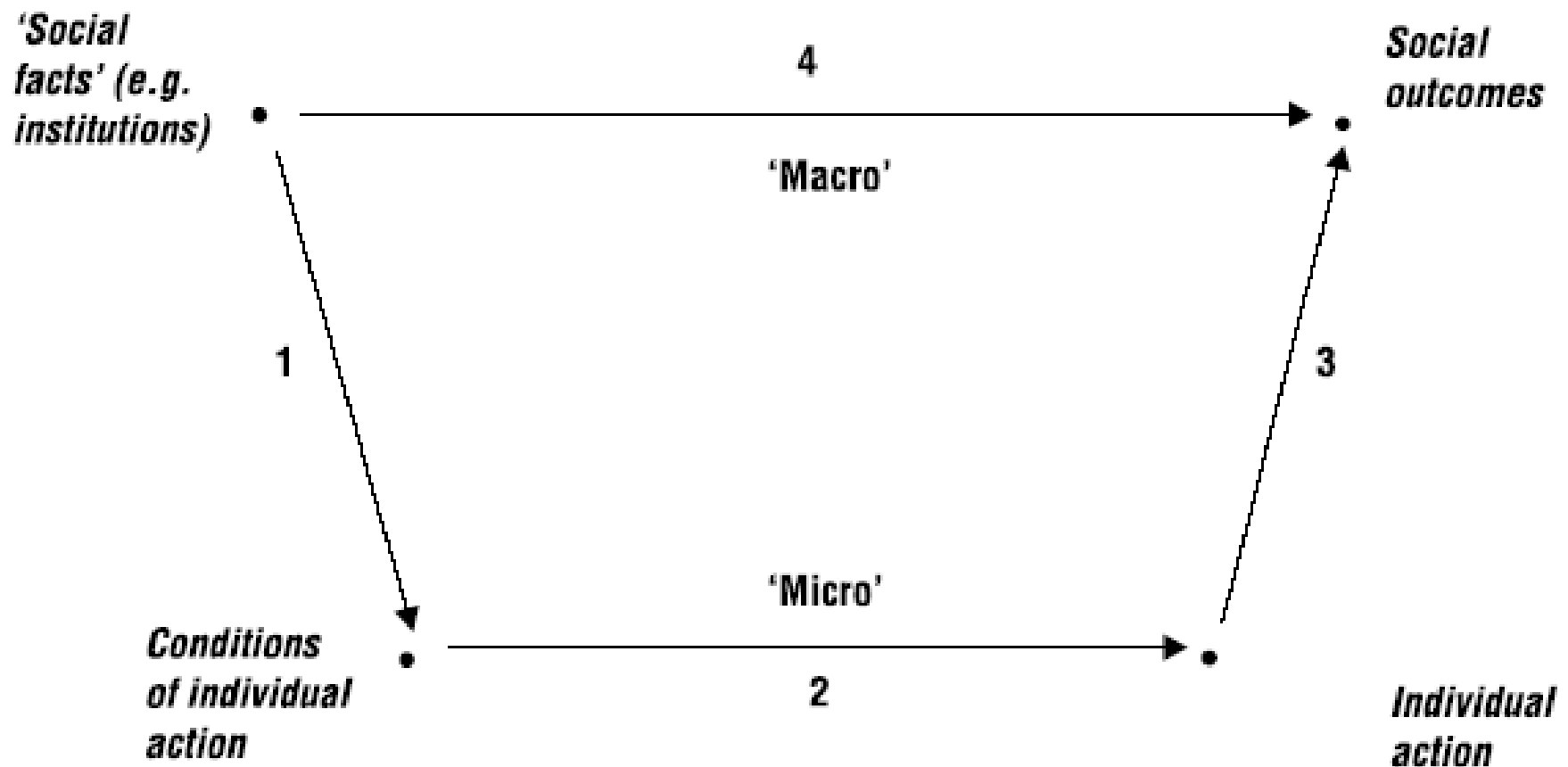
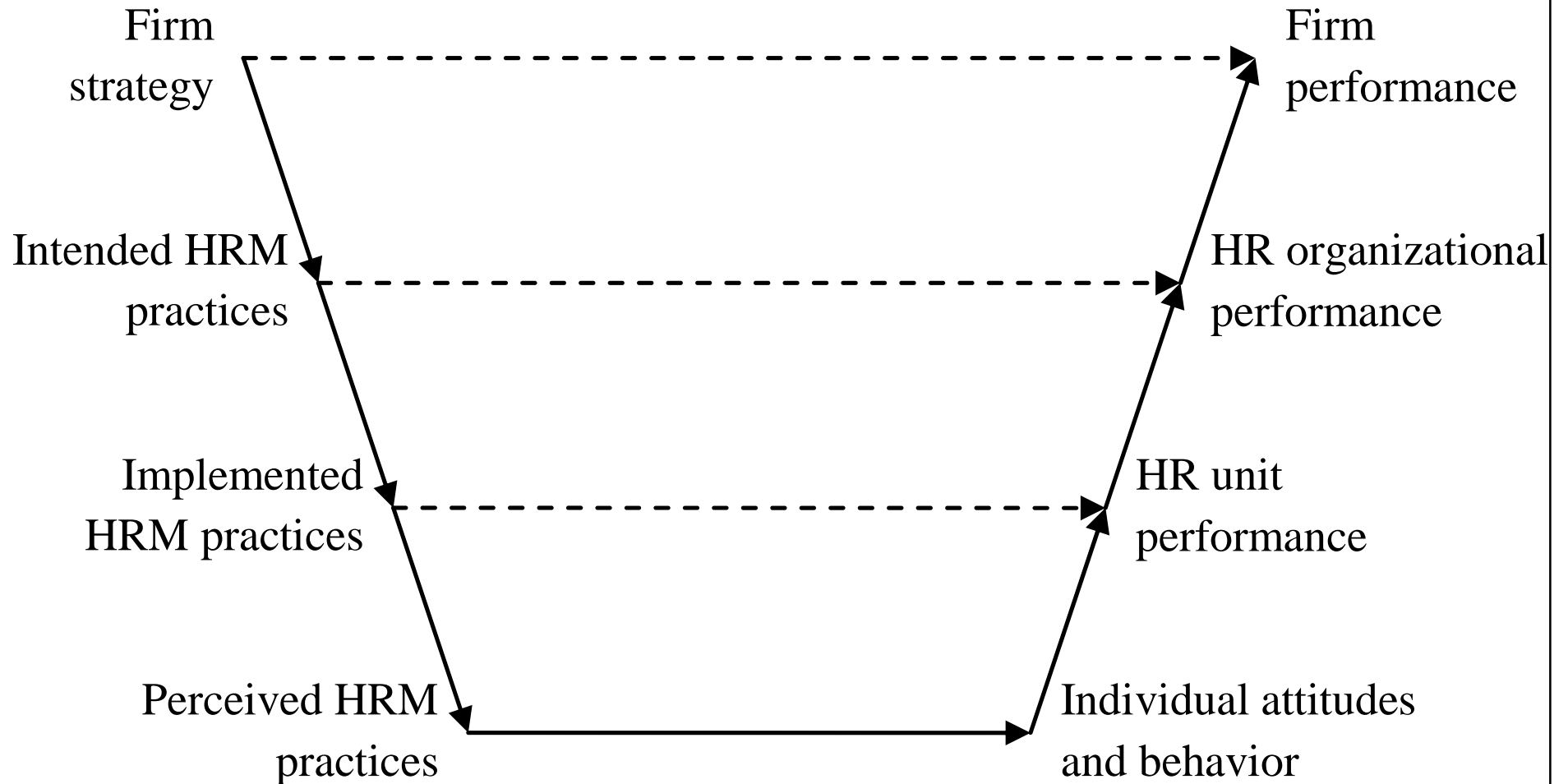


Figure 2. Bridging Micro and Macro in SHRM research



Presentations

- Felin: The Microfoundations of Strategic Organization: The Inextricable Link between Human Capital and Organizational Capabilities
- Alvarez & Molloy: Returning to Firm Emergence to Examine Micro Foundations.
- Nishii: Variability at multiple levels of analysis within SHRM research.
- Foss & Minbaeva: Governing Knowledge: The SHRM Dimension.

Questions

Presenters:

- What drew your attention to the need for (micro) foundations research in SHRM?
- What is the (micro)foundations of SHRM “gap” that your research addresses? How would you describe the essence of your paper?

Discussion:

- To advance research on micro-foundations in SHRM, what issues (theoretical? construct definitional? methodological? empirical?) are you finding especially challenging and important to address in the future?