

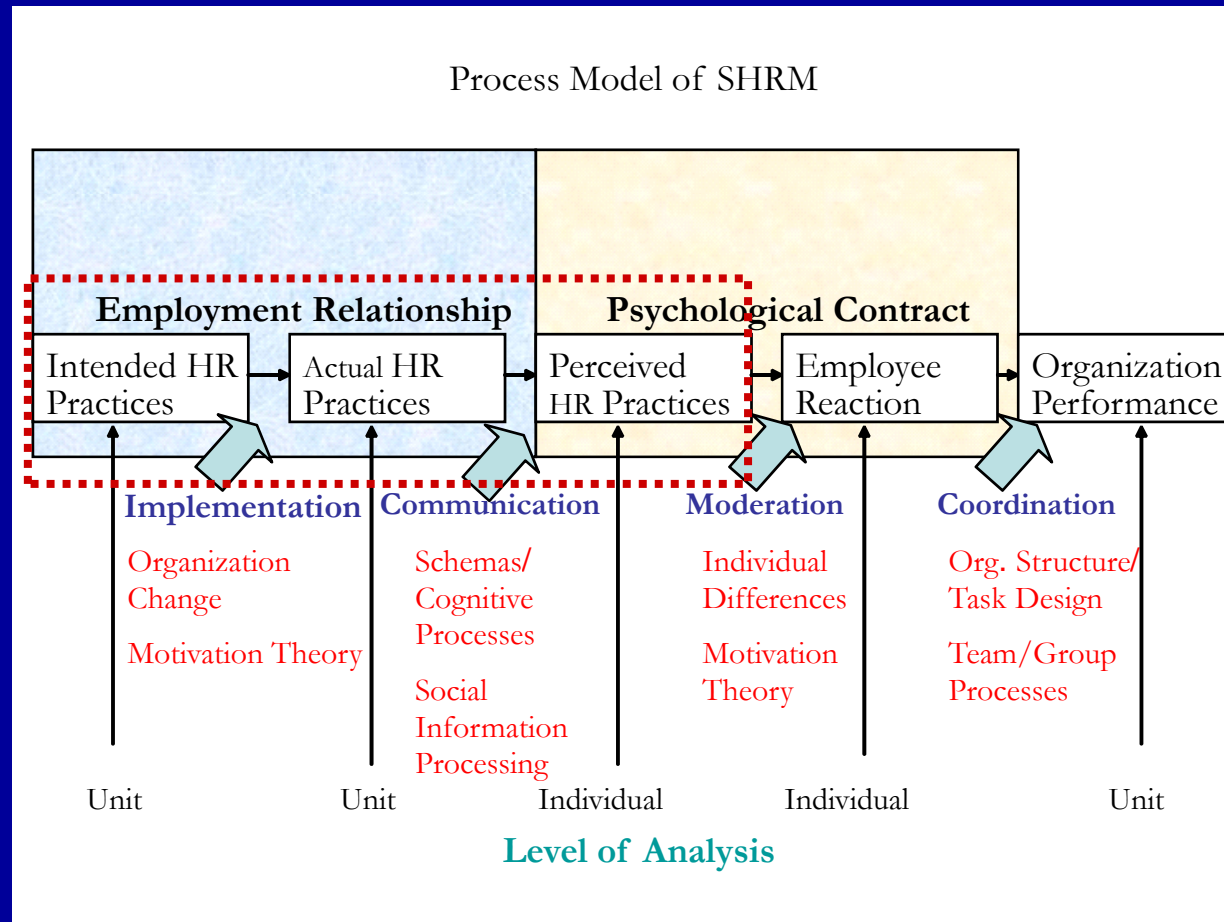
Variance at multiple levels of analysis
in SHRM research:
Taking a closer look at employees'
perceptions of HR practices

Lisa H. Nishii

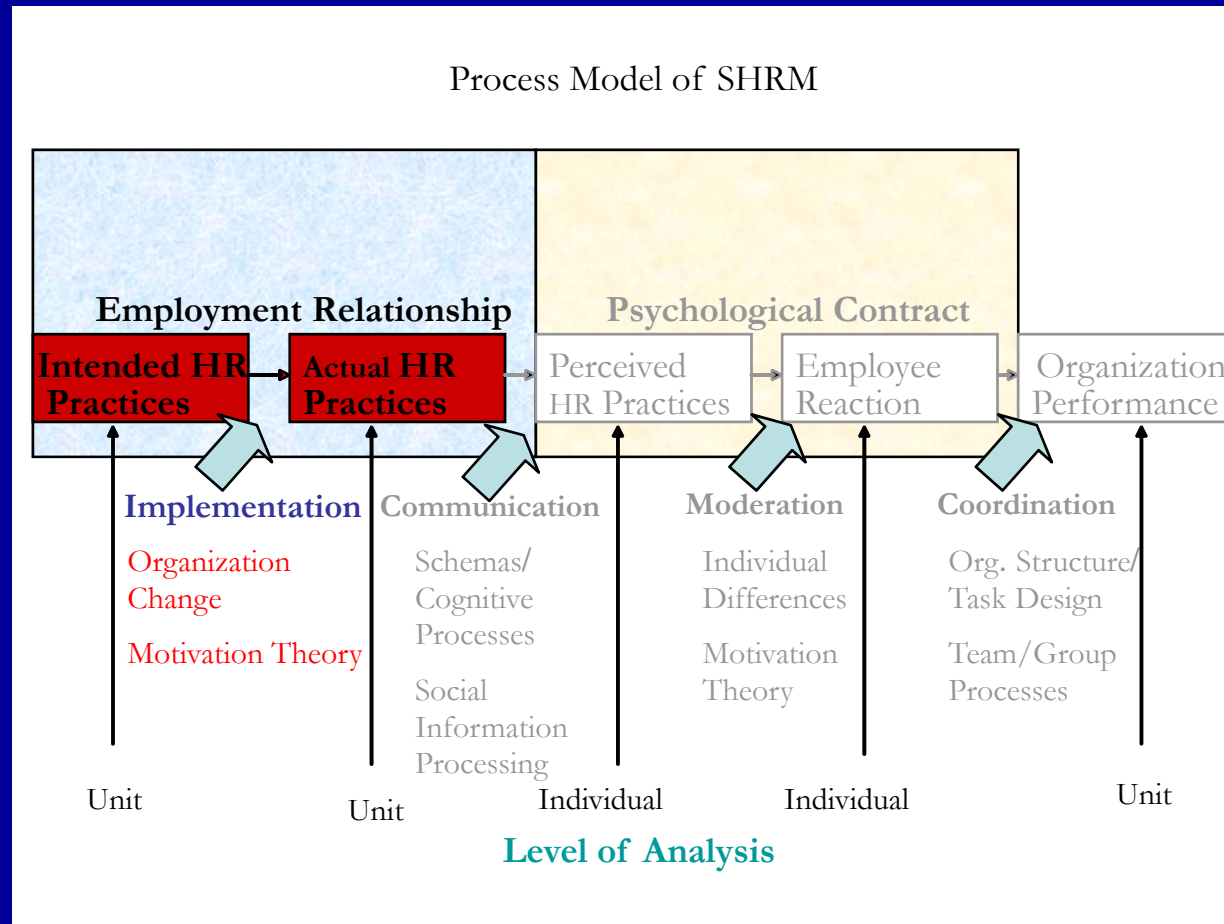


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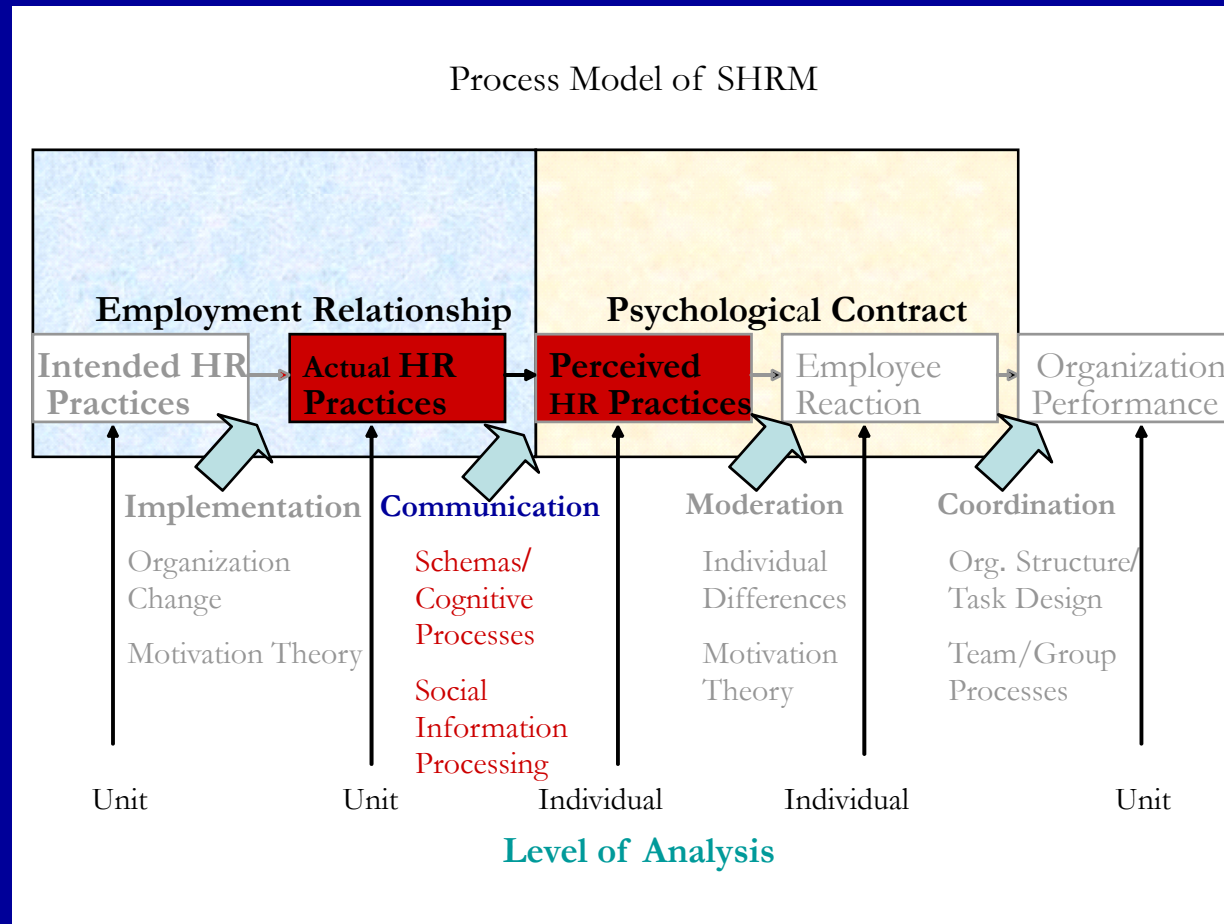
An expanded look at the SHRM process



An expanded look at the SHRM process

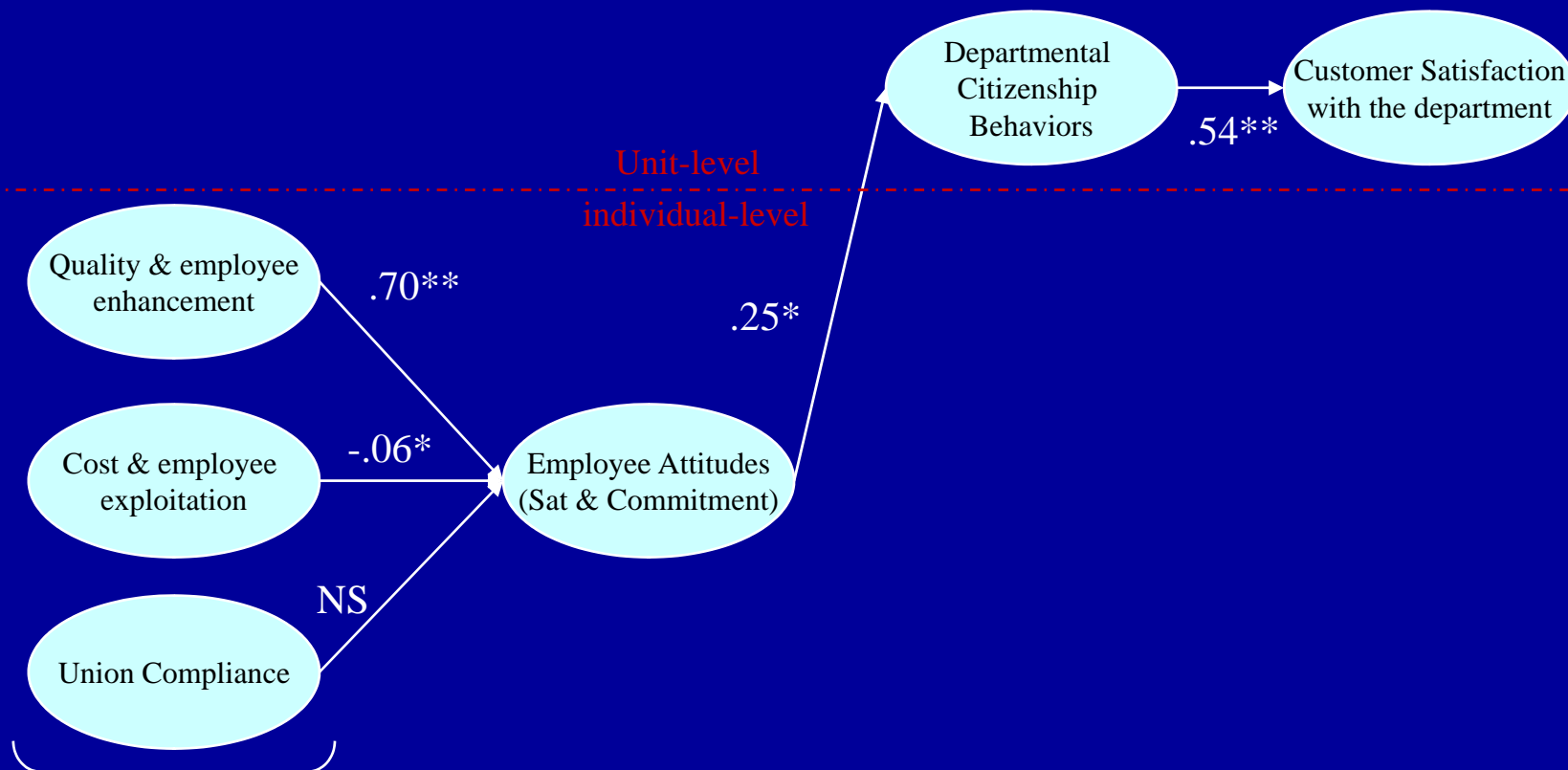


An expanded look at the SHRM process



Study 1: HR Attributions

Nishii, Lepak, & Schneider (2008, Personnel Psychology, 61, 503-545)



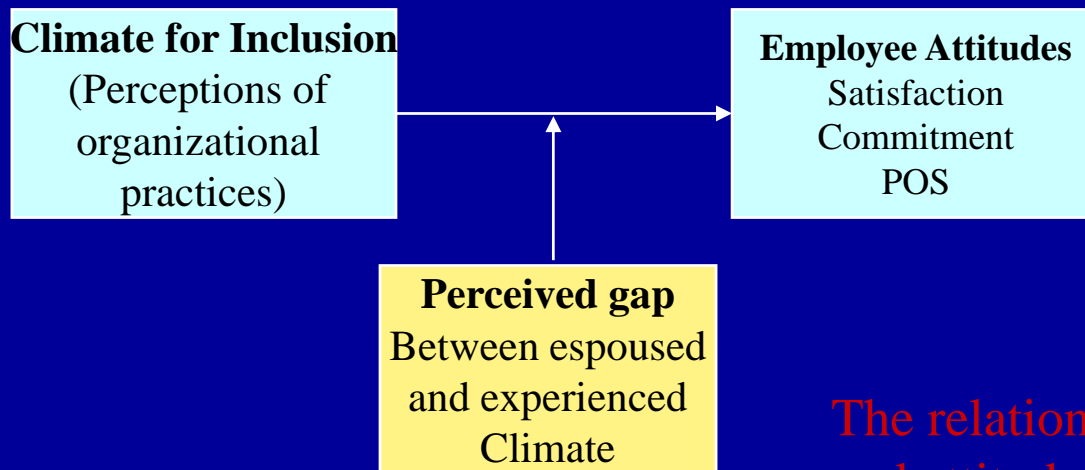
Attributions regarding the
“why” of HR practices

(staffing, training, scheduling, pay, benefits)



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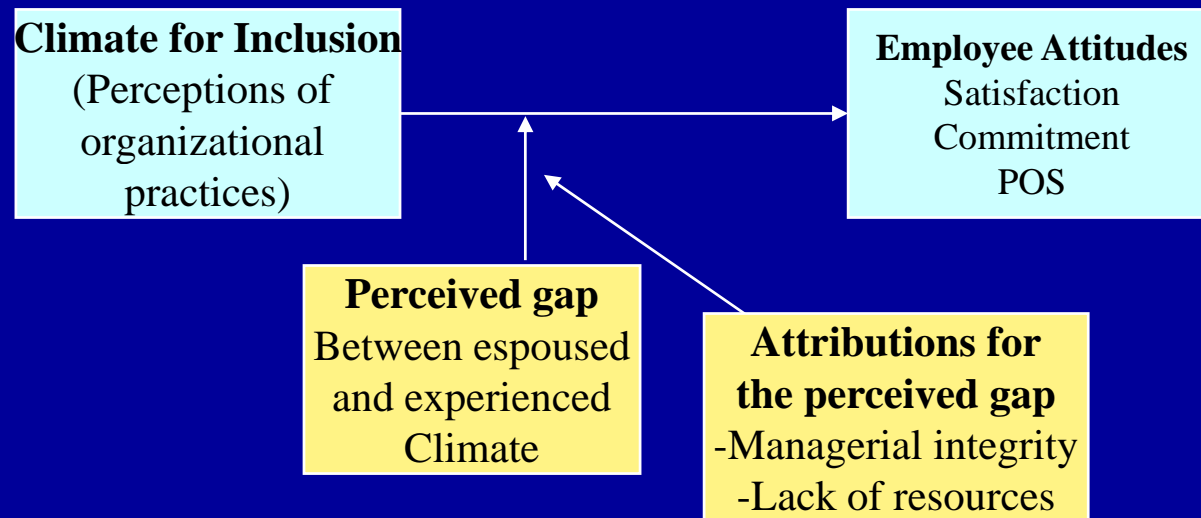
Study 2: Considering the effect of a perceived gap between espoused & actual practices (Nishii, 2008)



The relationship between climate and attitudes is less favorable when employees perceive a discrepancy/gap between climate that is espoused and climate they experience



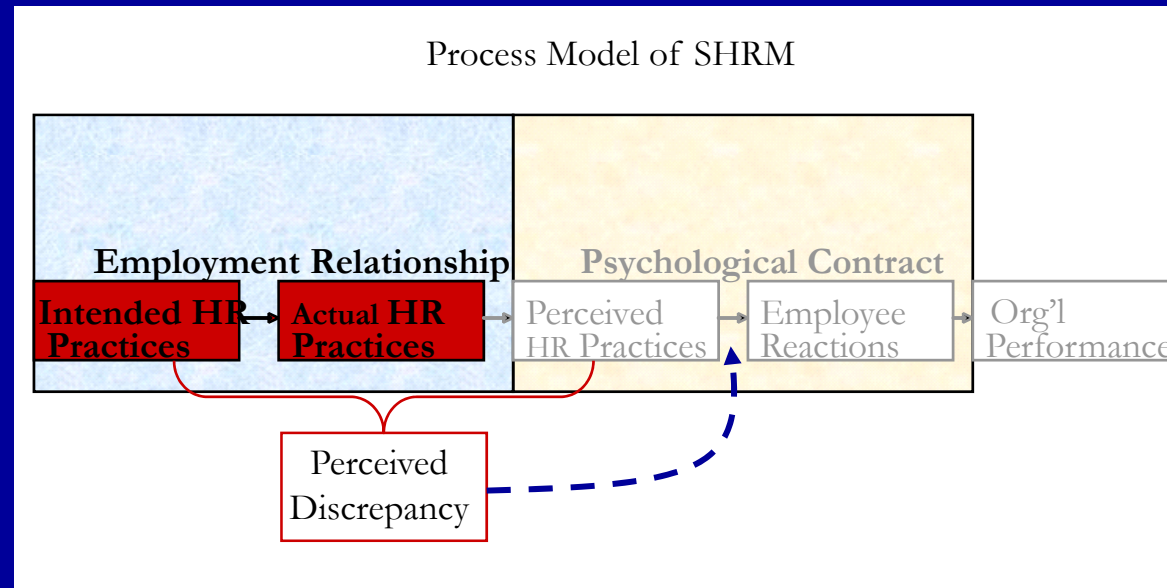
Study 2: Considering the effect of a perceived gap between espoused & actual practices (Nishii, 2008)



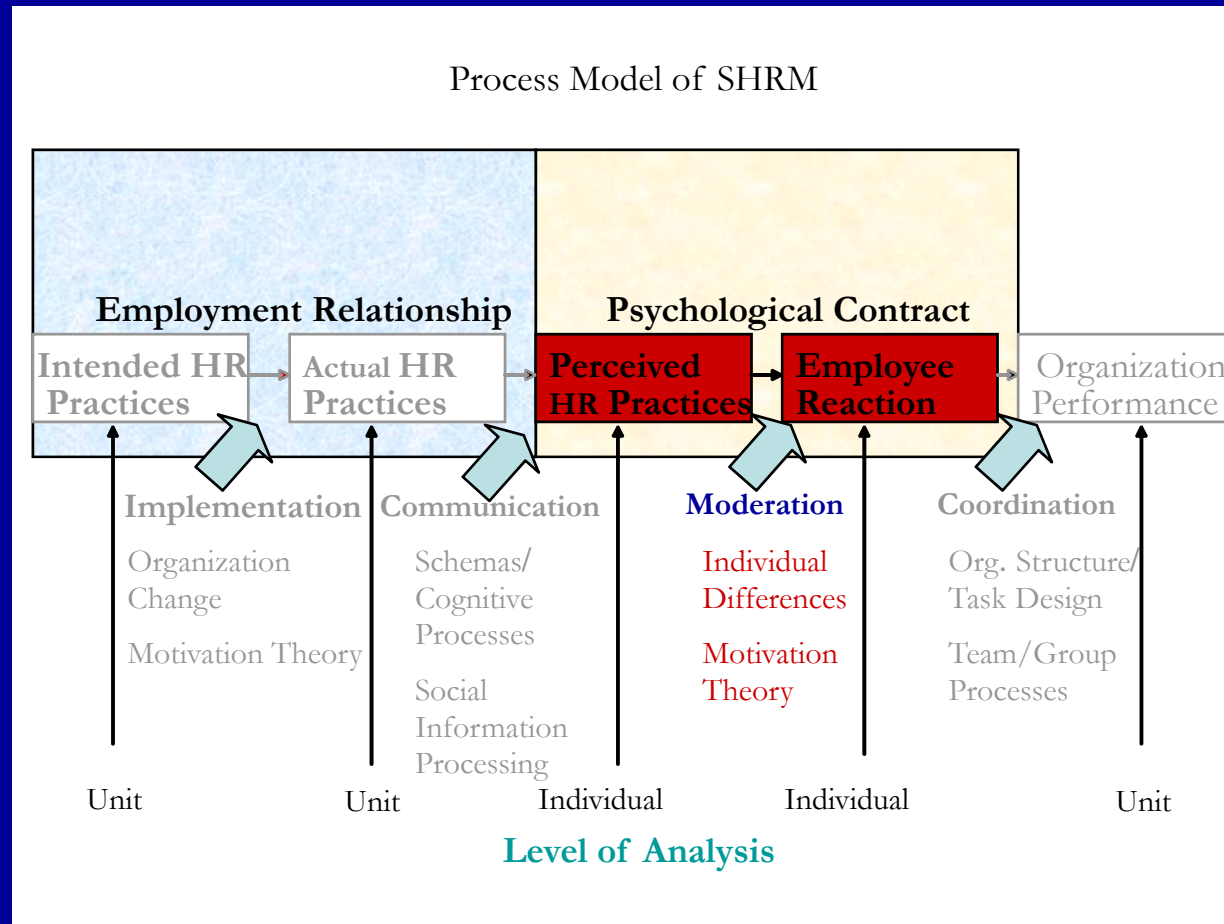
The relationship between climate and employee attitudes is least favorable when employees make an internal attribution (lack of managerial integrity) about a large gap, and most favorable when employees make an external attribution (lack of resources) about a small gap between espoused and experienced climate



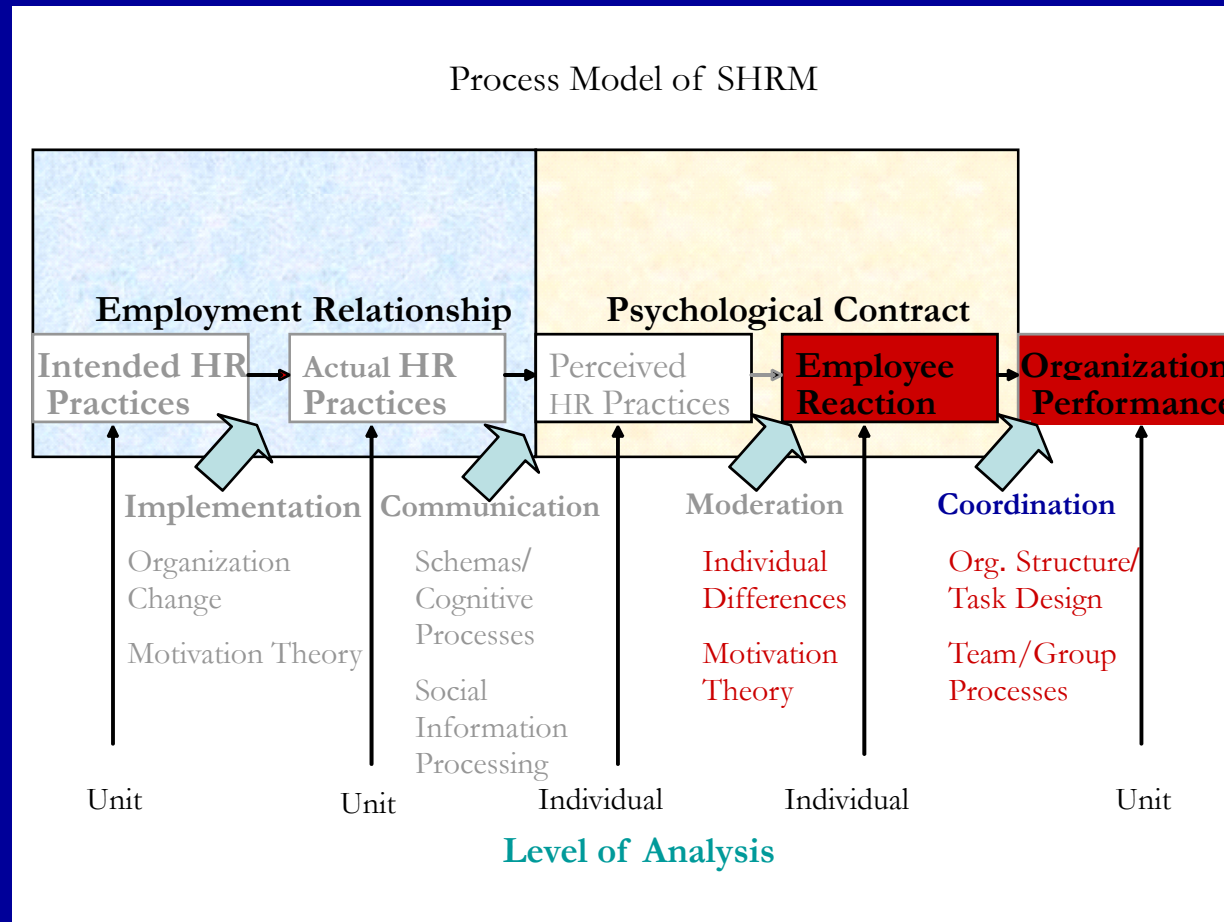
Within the context of the Process Model of HRM...



An expanded look at the SHRM process



An expanded look at the SHRM process



Looking forward: What the SHRM field needs

- More research on the factors that **mediate** the HR to performance relationship
 - **Multi-level** models
 - Individuals nested within units, units within organizations
 - Mediators in the HR to performance relationship at these multiple levels
 - An exploration of the sources and significance of **variability** at multiple levels of analysis
 - What accounts for variability in employees' perceptions of HR practices?
 - How does variability moderate the relationship between HR and performance?

