

University of Ljubljana

FACULTY OF
ECONOMICS

HRM, Individual Behavior and Knowledge Processes: The Social Network Perspective

Workshop

Robert Kaše



“Of the phenomena that have gripped the business world in recent years, few match the impact of social networks... The ubiquity of networks and networking, at the industry, firm, group, and individual levels has attracted significant research attention”.

Parkhe et al. (2006: 560)

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!!!! TUTORIALS AND MEMBERSHIP LIST can be found at: <http://charleslivermore.com/pubproject/index.htm>
Please notify P. Charles Livermore at: livermop@stjohns.edu of updates and corrections.

From: James C. Hayton - Author and Editor Ch. 14: Human Resource Management (June 18, 2008)

Following comments by Elaine Farndale, Leanda Lee, Susanne Durst, Shay Tzafir, Chris Rowley, Gar Wiggs, and Ronda Smith I have updated the structure. **Please feel free to add your name to a section or subsection that you would like to contribute to.** Please note, however, that we do not have a chapter on each of these topics, but are limited to a single chapter on ALL of them - this is an overview chapter and not a specialist HR text with chapters for each topic.

REMEMBER We only have 27 pages of the whole book for the HR chapter!

Update: Apparently this amounts to 70pages of 8x11/A4 double spaced 12 point Times New Roman font. I have added some suggested length guidelines to give an idea of the length for each section - as you can see, this is not much. We will need to prioritize some issues in order to cover the field.

HRM Overview (2 pages)(James Hayton, Chris Rowley)

- Strategic HR/Importance of HR
- HR process overview

Introductory case example (2 pages) (Suggestions for an overview intro case please!)

Current Issues (10 pages)

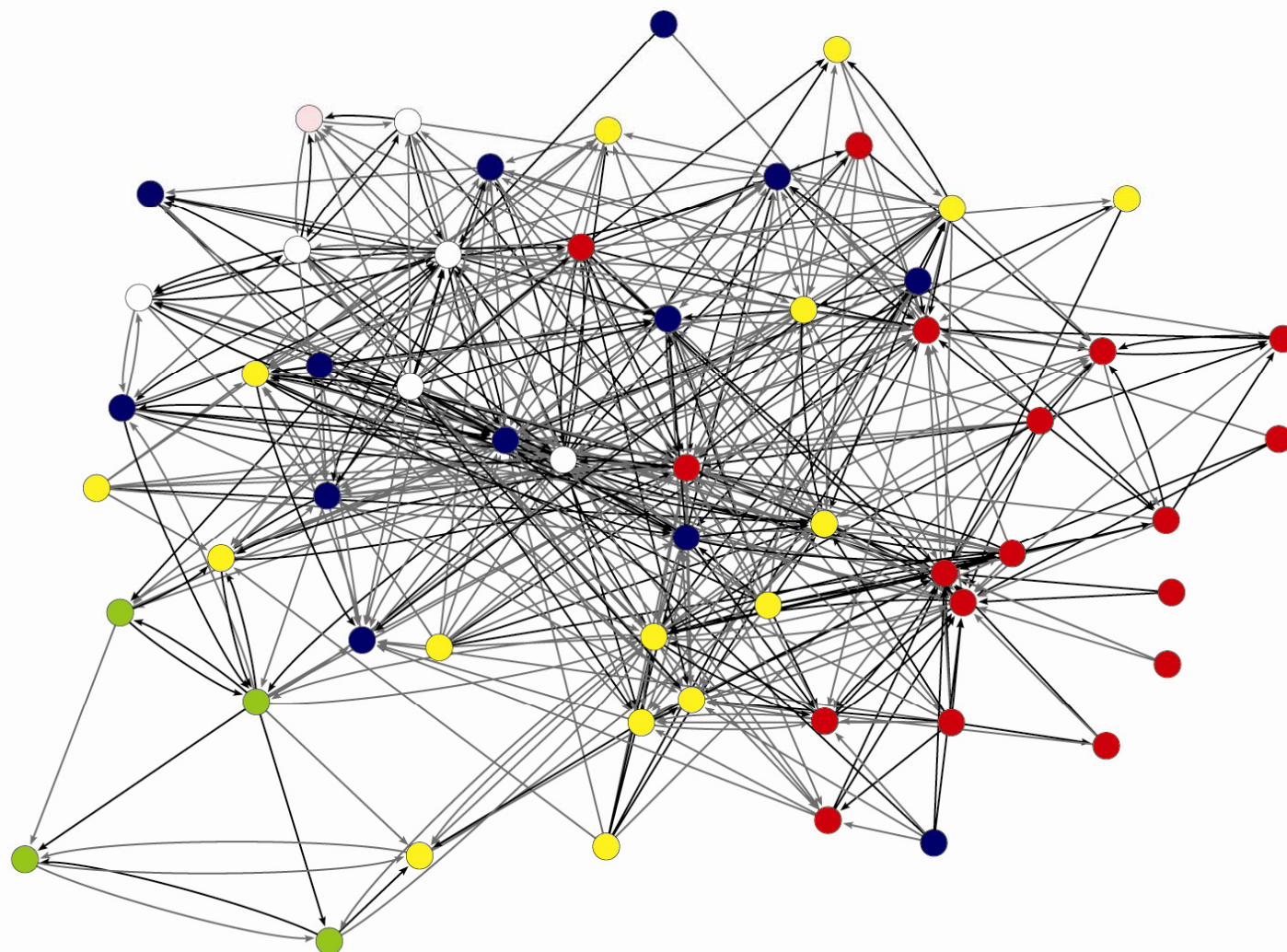
- Governance (Elaine Farndale)
- Downsizing
- Diversity (Kyra Leigh Sutton)
- Changing workforce demographics (Ronda Smith)
- Sexual Harassment and Work romance
- Work-life balance (Estelle Toomey)
- Controlling HR costs
- HRM in SMEs, Family firms and Entrepreneurial contexts (Susanne Durst, James Hayton)

Environmental Influences on HRM (10 pages)

- Competitive strategy - also compare universal/best practices arguments (Ronda Smith, Chris Rowley)
- Information technology (Shih-Yu Cheng)
- Increased human capital requirements of work (I adislav Sojka)
- Legislative environment (Shay Tzafir)

Končano

Social network visualization



The purpose of the workshop

- ... to introduce the social network perspective to HRM as an alternative avenue for studying micro-processes in the HRM-Knowledge - Firm Performance link,
- ...generate discussion around these issues,
- ...develop future research agenda building on this perspective.

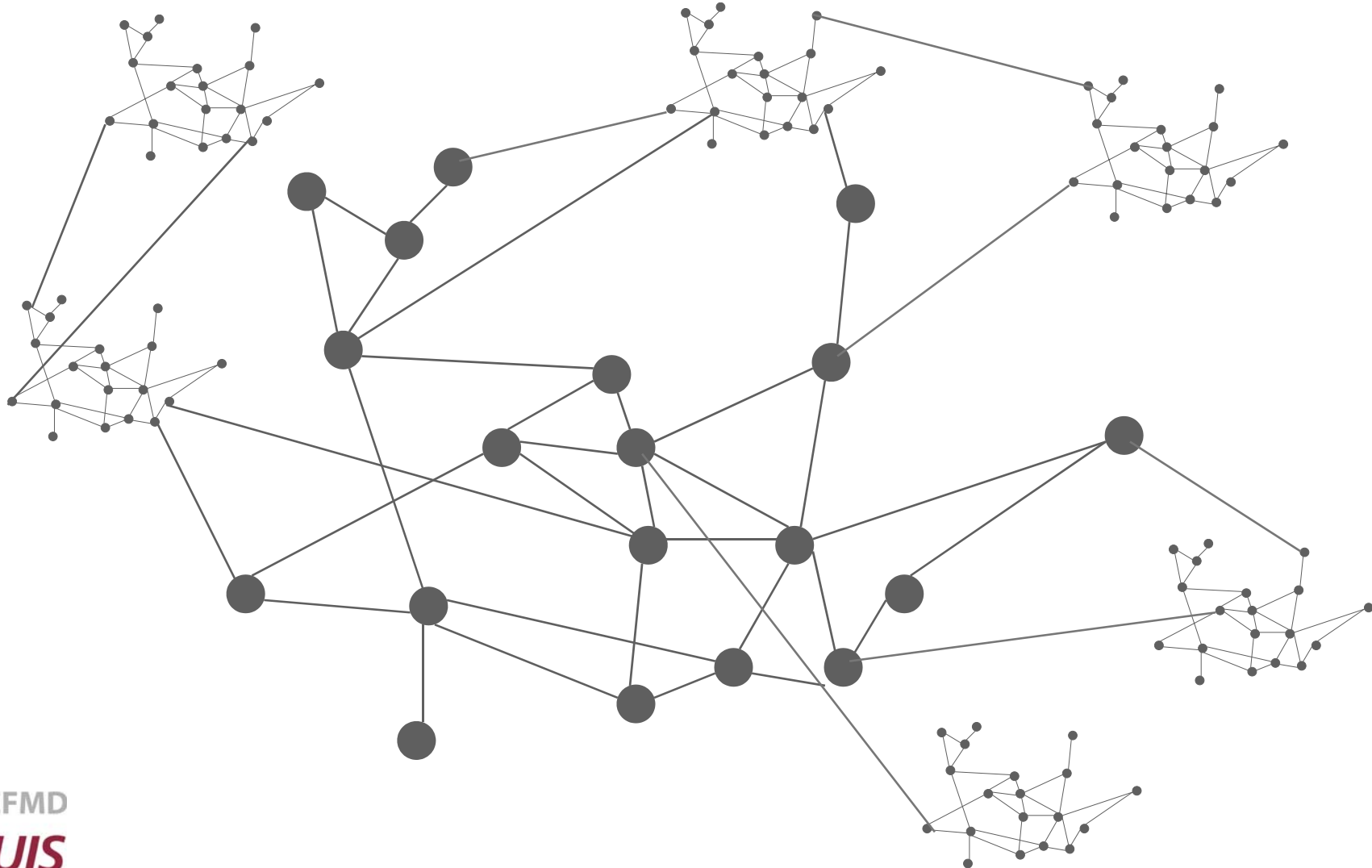
Key concepts

A **social network** can be defined as a finite set of actors (in our case individuals) and ties among them.

Composition of a social network refers to the set of elements of which a social network is made.

Configuration of a social network refers to the particular arrangement or pattern of these elements.

Organizational network embedded in inter-organizational network



The social network perspective cuts across traditional levels of analysis and can be adopted to study how organizational performance and knowledge-related outcomes **emerge** from individual behavior as a result of **its embeddedness in knowledge/learning networks and their HRM underpinnings.**

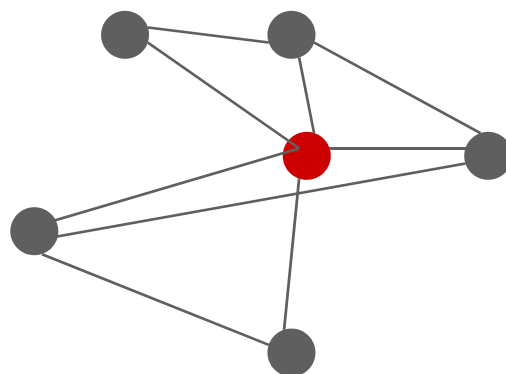
**Actual, perceived
HR practices,
individual effects**

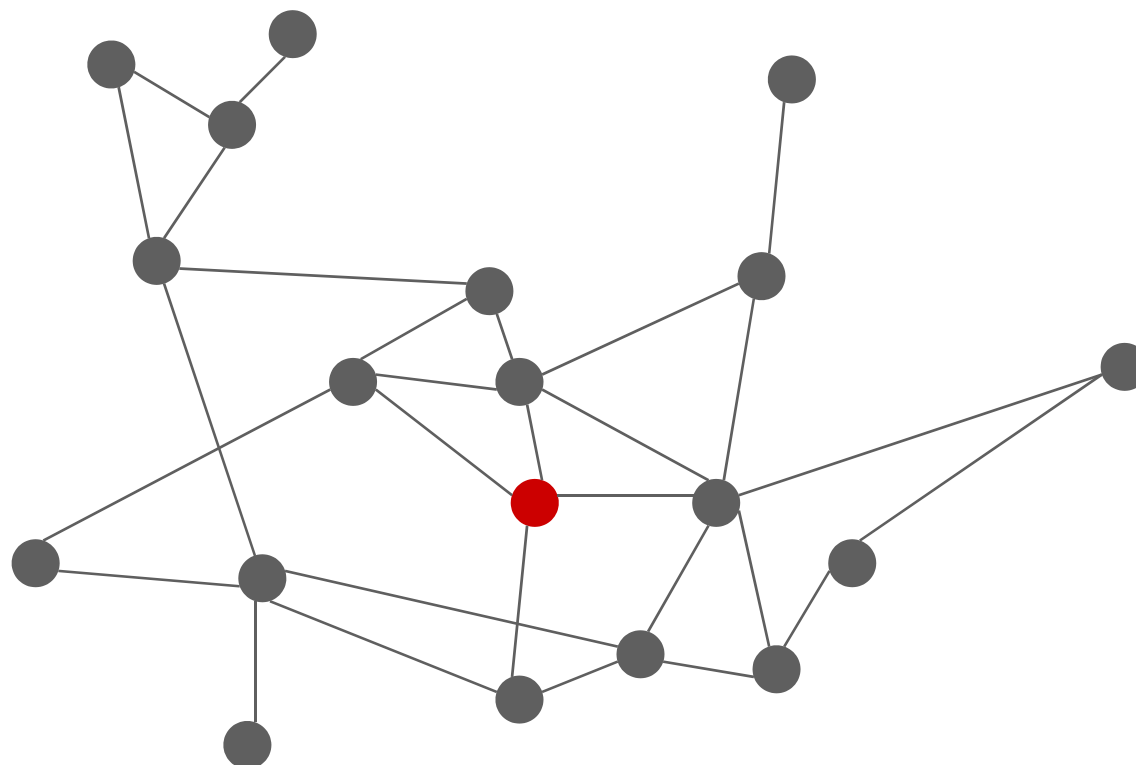
**Aggregation
Coordination**

Dyad



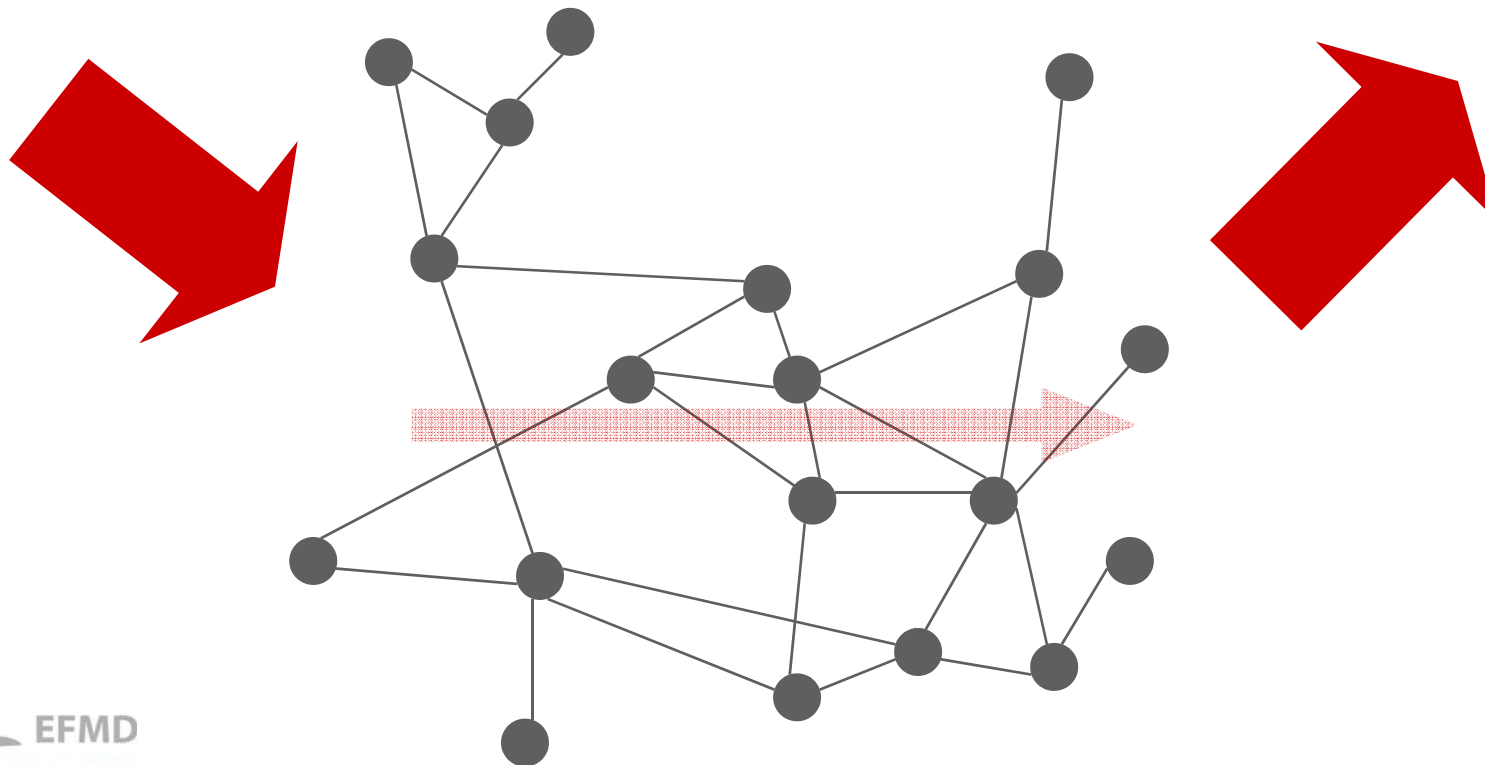
Ego-network





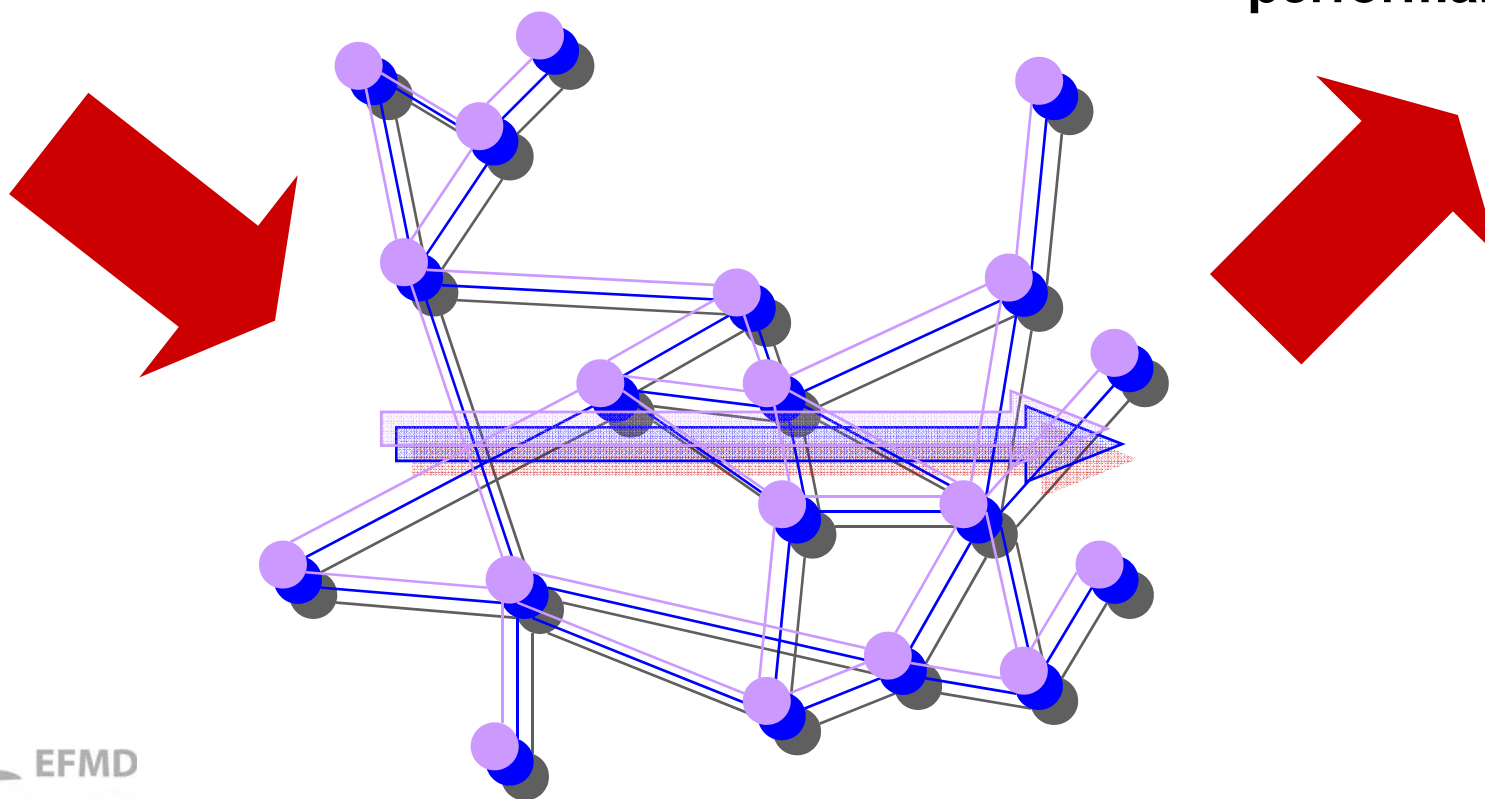
HRM

**Knowledge-based
performance**



HRM

**Knowledge-based
performance**



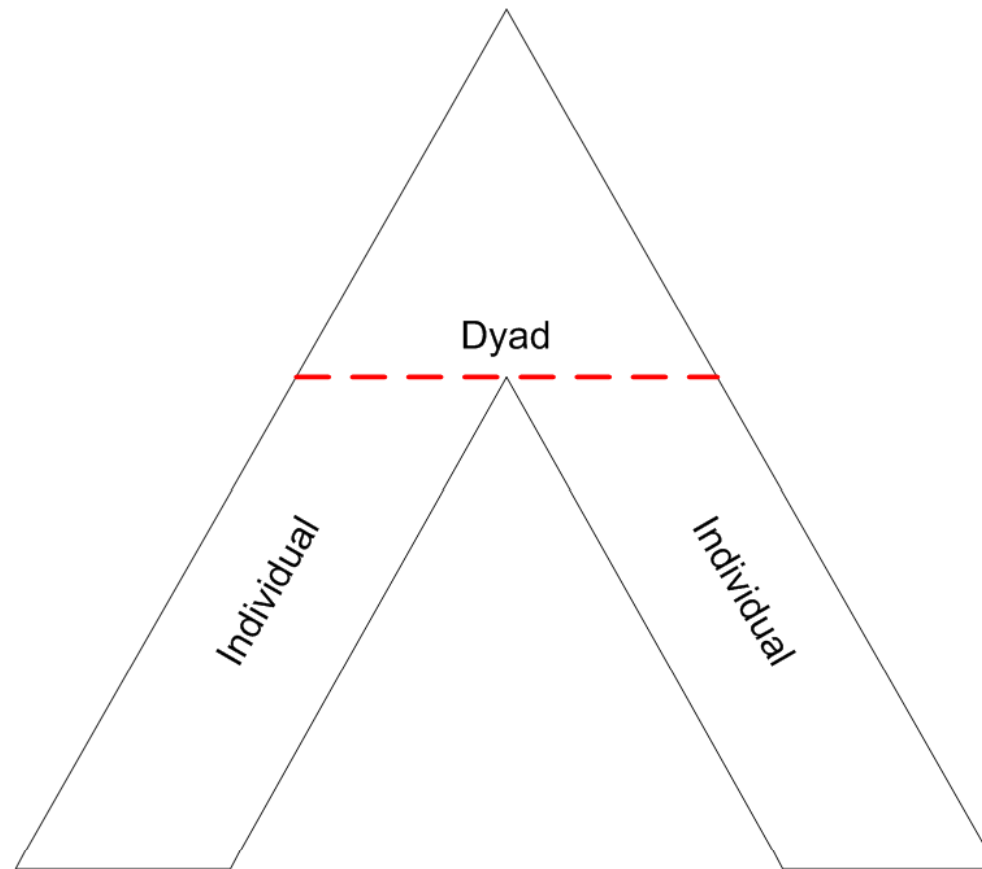
Which aspects of HRM relate to:

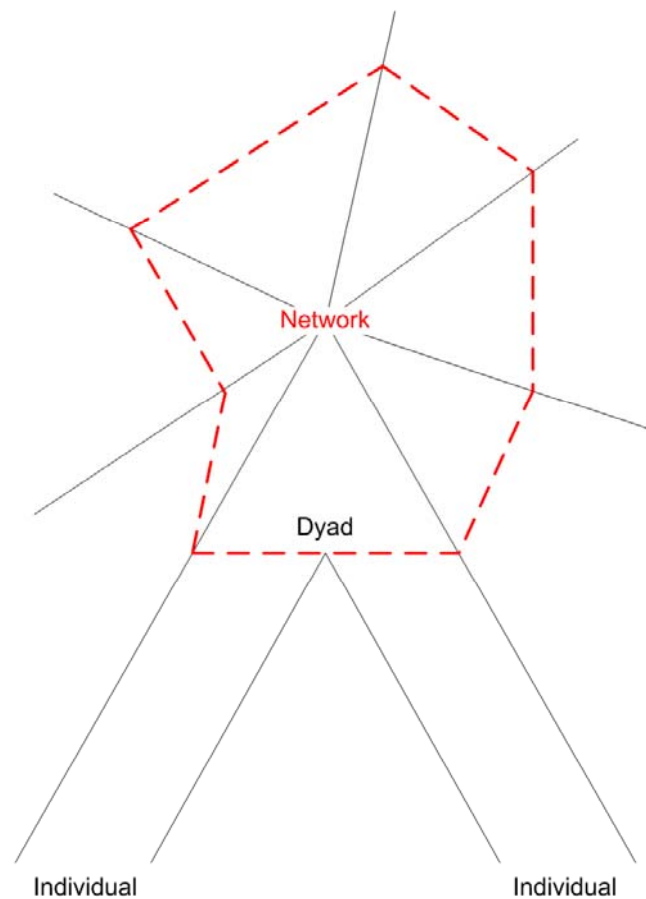
- Social network composition
- Social network configuration

Composition

Configuration

Actor-based vs. relational constructs





The level of origin of core concepts

At which level core concepts should be defined to improve the understanding of micro-processes?

What happens if we combine concepts at relational (e.g., dyadic) and actor-based (e.g., individual) level?

Example:

- knowledge sharing behavior (individual based)
- dyadic knowledge flow
- properties of knowledge *per se*

The level of analysis issue

What are advantages and disadvantages of adopting relational vs. actor-based levels of analysis?

Scaling up/down

Multiplexity, layers

Structuralism (embeddness) vs. agency

Where should we look for the origins of an individual's knowledge-related behaviour?

Is it valid to assume that individual's knowledge-related behavior is embedded in social networks (and their HRM system conditions) or is it better to say that individual is a free agent that create social conditions (shape knowledge networks)? Can we find a balance?

Endogeneity issue

How much of the effects can be attributed to SHRM as a mechanism design and how much to endogenous mechanisms at various levels?

Is SHRM in effect a triggering mechanism?

Research design and methodology

What kind of research designs could be used to complement actor-based with relational (network) level studies?

What is in the toolbox?

What are the limitations?

Where should we go from here?

Is it necessary to include the social network perspective to understand micro-processes and emergence better?

What is the value added of the social network perspective in understanding micro-processes and emergence?

What should be our priorities?

Discussion questions

Is HRM more directly related to the composition of configuration of social networks?

Are there inherent characteristics of this perspective which militate for or against particular research methodologies?

Invitation to more discussion...

- Knowledge renewal in social networks, track at EURAM 2009, Swart, Powell, Škerlavaj, Kaše
- Wiki

Some effects

