

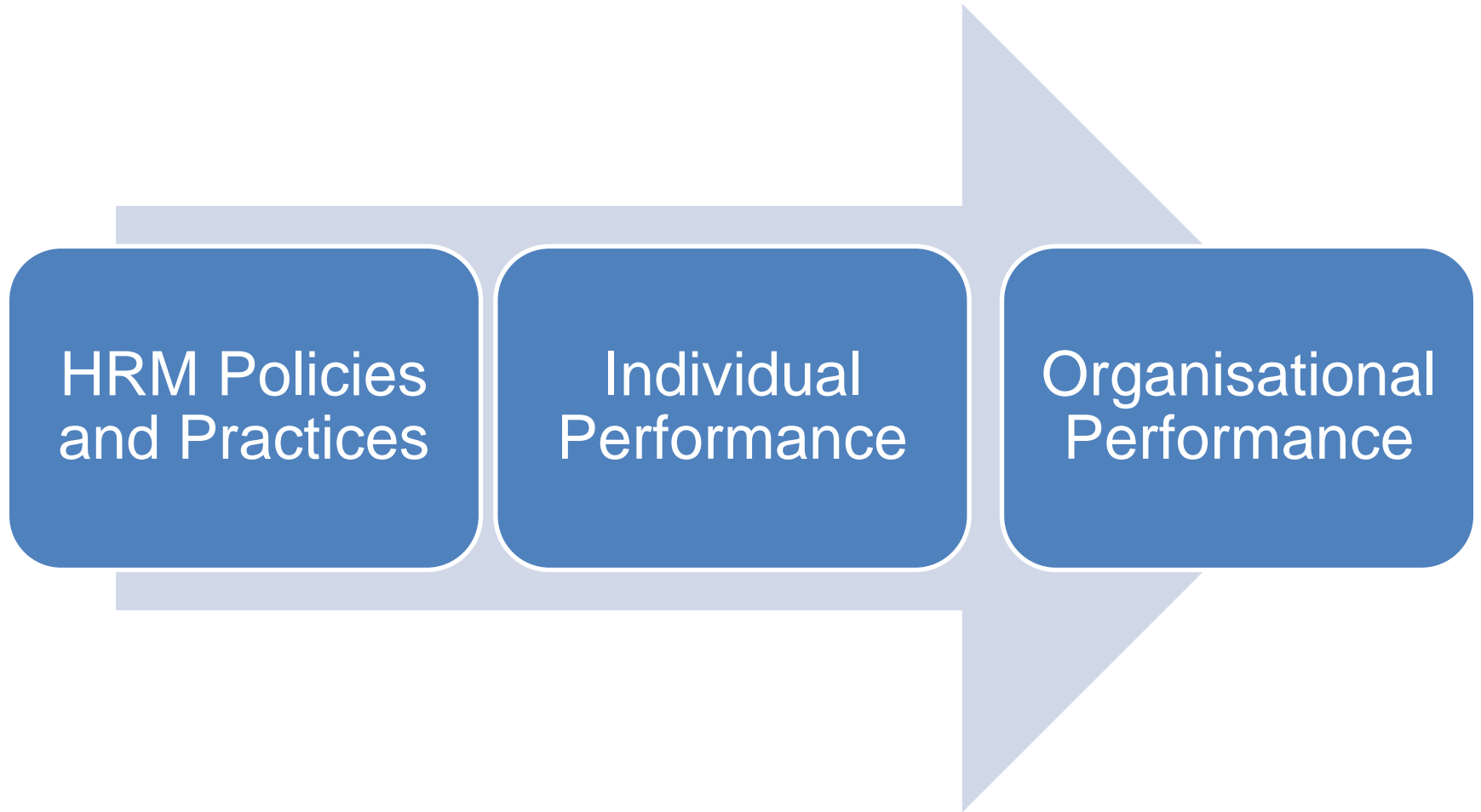


*Accountancy / Advertising / Economics / Finance / Human Resource Management / International Business
MBA / Management / Marketing / Public Relations / Philanthropy and Nonprofit Studies*

Managing People for Success Now and into the Future

Professor Rowena Barrett
Head, School of Management
QUT

The HRM-Performance Relationship



What are your expectations of work?

OPTION 1: Transactional

The HRM system of policies and practices is aimed at optimising the exchange relationship between employer and employee where that relationship is expressed in financial terms and maintained on a basis of rationale choice

Focus on people	Transactional
Core	People as 'capital' resources
Employment	Revenue based
Contract	Based on returns (do or die)
Position	Trim (fit between expected and actual performance)
Mindset	Streetwise (negotiated)

OPTION 2: Professional

The HRM system of policies and practices is aimed at optimising the benefits of employees' knowledge, professional expertise and experience to them and their employing organisation

Focus on people	Professional
Core	People as 'proved' resources
Employment	Performance based
Contract	Based on efforts (in or out)
Position	Track (development and career path of professionals)
Mindset	Pride (natural)

In practice

	Transaction	Professional
Selection	On specifications	On affiliation
Appraisal	On results	On recognition
Development	On immediacy	On challenge
Rewards	On achievement	On merit
Exit	On demand	On void

Choices

- No one best way...many choices are possible
- But what the business is trying to achieve drives the choice around the HRM system and the needed role behaviours of employees

Sources:

Lepak DP & Shaw JD (2008) Strategic HRM in North America: Looking to the Future, *The International Journal of Human Resource Management*, 19: 1486-99.

Tissen RJ, Lekanne Deprez FRE, Burgers RGBM & van Montfort K (2010) 'Change or hold: re-examining HRM to meet new challenges and demands': The future of people at work: A reflection on diverging human resource management policies and practices in Dutch organisations, *The International Journal of Human Resource Management*, 21: 637-52.