Principles of Human Resource Management
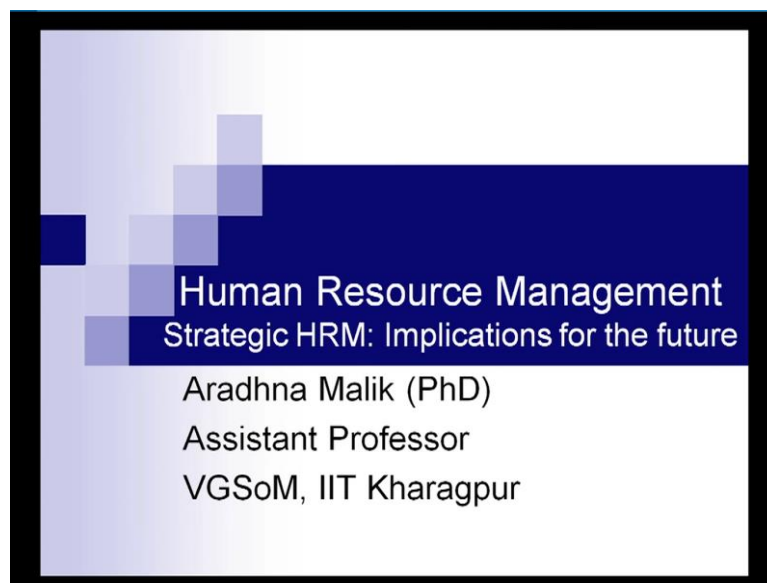**Prof. Aradhna Malik**
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Module No. #07
Lecture No. #25
Multi-level Model of Strategic Human Resource Management

Welcome back, to the class on, Human Resource Management. My name is Aradhna Malik. I have been teaching you, this course.

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Today, we will talk more about, Strategic Human Resource Management. We talked about, strategic HRM, in the last class. Today, we will discuss, a little bit more about this. Specifically, we will cover one more model, of strategic HRM, that i found to be very useful, as i was going through, some material. And then, we will move on to, the implications for strategic management, in the future. Strategic management is an evolving discipline.

And, I feel, all human resource managers, should know, how it is going to shape up, how it is likely to shape up, in the future. So, let us get on with it, as usual.

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I have referred to, two papers. And, let me show you, these papers. Actually, these are two recent research papers, that i have referred to. One is, by Jiang-Takeuchi, and Lepak. The other is, by Swart, and Kinnie. And, let me, just show you these.

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This is the paper, by Swart and Kinnie. It is called, Reconsidering Boundaries: Human Resource Management in a Networked World.

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Where do We Go From Here? New Perspectives on the Black Box in Strategic Human Resource Management Research

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ABSTRACT   The main objective of the present research is to briefly review the strategic human resource management (HRM) literature from multilevel theoretical perspectives to summarize what we know about mediating mechanisms in the HR–performance relationship. By doing so, we highlight future research needs to advance theoretical understanding of the 'black box' in strategic HRM research. Furthermore, by offering additional theoretical perspectives that can be used to understand the mediating mechanisms at different levels, we suggest future research directions that capture the complexities associated with strategic HRM through a multilevel theoretical lens. Implications of the model are discussed.

Keywords: black box, mediating mechanisms, multilevel perspective, narrative review, strategic HRM

INTRODUCTION

And, the other paper, that I have referred to is, by Jiang-Takeuchi and Lepak. And, this is a very interesting paper, regarding new perspectives, on the black box, in strategic human resource management research. So, it talks about, it starts with an integrated model, of strategic human resource management, that i will share with you. And, the model is a, reproduction of the model, that is in the paper. I have tried, to create it myself, in this particular lecture.

So, this is the original paper. Alright. And, the full reference is here. So, if you can get a hold of it, i think, it is worth a read. It is very good.

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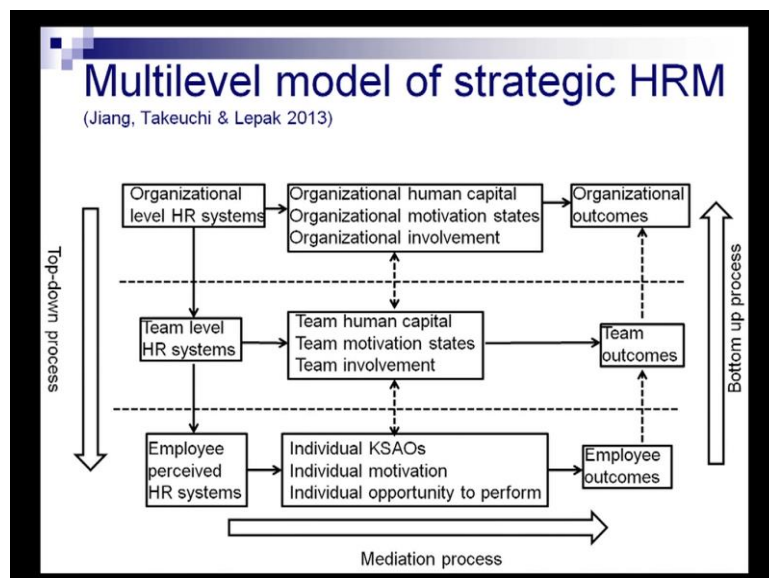
Multilevel model of strategic human resource management. This is the model, that has been referred to, in the paper by Jiang-Takeuchi, and Lepak. And, it is a very interesting paper, on how, strategic human resource management develops, over different levels. How it evolves, over this different levels. So, at the level of organizational level, sorry, at the level of employee, perceived HR systems, which is this little box, over here.

This is, you know, it feeds into the, individual knowledge, skills, abilities, and other characteristics. KSAO's refers to, knowledge, skills, abilities, and other characteristics. It also feeds into the motivation, that individuals have, to perform, and the opportunity, that individuals have, to perform. How employees perceive, the human resource systems, is critical in determining, how employees use these systems. You know, if they are not aware of something, how are they going to use it.

And, it also adds to their motivation. Something exists. But, they do not know about it. Or, they do not think, it is friendly enough. Or, they do not think, it is accessible to them. How do they know, that they can develop, themselves? And, I will take the example of this particular opportunity, that we have here. I am teaching you, through the NPTEL program. You know, through this massive, open online courseware. And, developed through, the National Program on Technology Enhanced Learning, financed by Ministry of Human Resource Development, Government of India.

So, this opportunity was shared, with all of us, across the board, with all IIT faculty. And, all of us came to know, that such an opportunity existed. And, all of us were given, an equal opportunity, to develop the courses, that we taught, that we could develop, for an online teaching mode, like this. Some of us decided, to take up this opportunity. Others, waited to see, how this would develop, and then, they decided to propose courses. Yet others, decided not to go in for, this opportunity. There were still, some of us, who missed that e-mail.

Now, IIT did everything in his capacity, to share this information with anyone, who could develop this, or who could use this opportunity, to develop their own skills. Because, we also learn quite a bit, sitting here, sitting in front of a camera, talking to you. I end up learning, quite a bit, about the subject. You are not there. So, i cannot really revise things. I cannot go,

back and forth. I have to be, absolutely clear about, what I am saying. And, I have to be prepared and ready, to teach you

So, similarly anyone, who wants to use this opportunity, has to first, know about it. Two, has to have faith, that this will work. And three, has to be comfortable with it. It is not easy, sitting in front of a camera, and talking to an empty classroom. And, you know, at this point, I would request the camera people to, please, just focus on the rest of the class, and show the participants, what we are doing here. Just to give them, a sense. I do not know, if they are listening to me.

But, it will be nice, if they can show the students, what I am talking to. What this room, looks like. And, I am doing this specifically, to help you understand, what an opportunity looks like. I think, they are not paying attention. Anyway, there are empty chairs in front of me. So, you know, there are still some of our colleagues, who have probably missed this e-mail, who have not yet talked to us, and who do not know, that this kind of an opportunity, exists.

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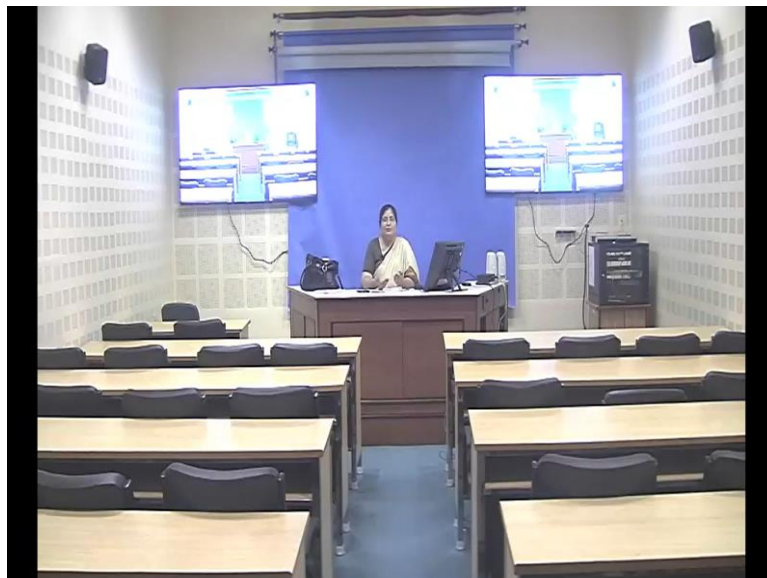
Thank you, very much. I think, they heard me. Yeah, they, now zooming in. See, I am talking to an empty classroom. I can see myself. But, there is nobody here. And but, when you listen to me, it is like, I am talking to you. And, it has come with, a lot of runs of practice. I have learned, to look at the camera. There is a big screen, in front of me. Thank you, very much. You can focus back. So, this is what, I am doing here. Now, you get a sense of, what we are doing. And, i am talking to you, through this camera.

It is almost, I am trying to imagine in my head, that all of you, are sitting on these chairs. And, I am talking to you, face to face. I This is an opportunity, that has been made available, to all of us, across the board. Now, you know, there are still some of our colleagues, who do not know, that this opportunity exists. One, because, they have not read the e-mail, for some reason, it has missed their attention. Two, because, you know, they have not really, or it probably went into their junk folder, or too.

Because, they have not, had a chance to speak to anyone, who is actually sitting here, and delivering this lecture. I also came to know, about this initially, the NPTEL program, through some of my colleagues, who enrolled in it. I was out on vacation. The e-mail came. And, i somehow missed it. And, could not, you know, apply during the deadline. So, that is what, i am saying. When we talk about, individual opportunity to perform, that is about, you know, employee perceived HR systems.

What this opportunity here is, a development opportunity, offered by the IIT system. And, that enhances your motivation, as a teacher. It is a big boost, to my confidence, knowing that, there is some, there is another avenue for me, to develop my skills in teaching, this particular course. Similarly, in your own jobs, you will have something, you know, that motivates you. Something about your job, that motivates you. You have to, know about it. You have to be, familiar with it. You have to, understand it.

And, you have to, have the knowledge, skills, abilities, and other characteristics. I mean, i need to know, enough about each other, to sit here, and talk to you. I have to be able, to dig out information. I have to be passionate, about the subject. I have to know, how to communicate. I have to know, how to address people, coming from different backgrounds. Only then will, be qualified and competent enough, to sit here and talk. And, only then will, and my seniors, have to be convinced, about this. And, only then, will I be given this opportunity, to develop my skills, here.

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Multilevel model of strategic HRM
(Jiang, Takeuchi & Lepak 2013)
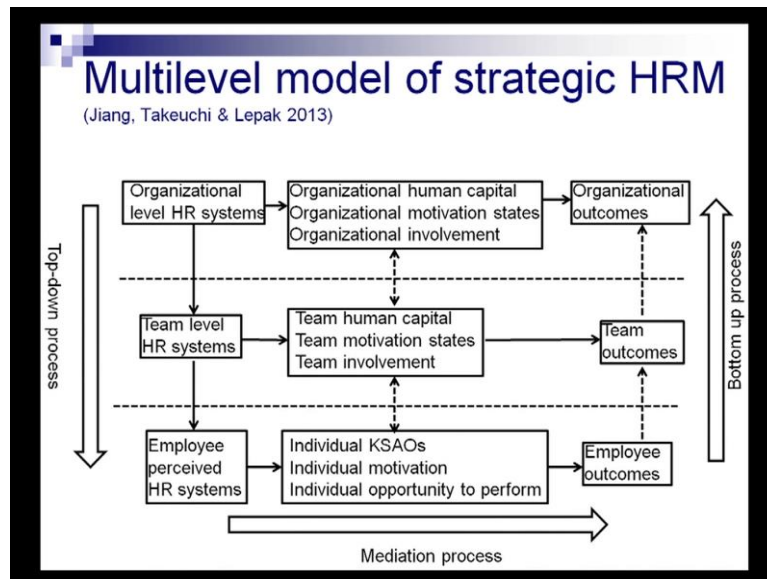
So, that is what, we mean by this little, this box over here. And, that leads to employee outcomes. So, this is the mediation process. This then, feeds into team human capital, team motivation states, and team involvement. Now, I will continue with this. Because, this is something, i know best. I am sorry, if many of you cannot relate to this. But, this is something, that i really know best.

A team of faculty members, from different IIT's, have come together, and developed a series of courses, in different disciplines. We initially started with, just video recording. Then, we started with, offering certificate programs. Which means, we not only have to deliver a lecture, and leave it to the world, to interpret or not interpret it, we have to be answerable, for whatever we are doing. Which is what, the forum is about. You ask me questions. And, once in a while, i make a mistake. And, I have to go back, and say, I am sorry, I have done this.

But then, you know, it helps us clarify, whatever we are saying. It helps us, it enhances, our accountability to you, that feeds into our motivation, and the human capital has developed. The IIT's teachers, are no longer, just teachers in the classroom, we have gone out, into the cloud. And, we are giving you, all this information. And, we are developing courses, you know, through the resources, we have. The papers, that i just showed you are, have been downloaded from databases, that we have, through the institute.

And, sitting in any local college, I would probably not have, had access to this. I have the access. So, i am taking that, and giving it to you, through this platform. And so, we are together, building this base of resource, you know. And, it enhances, the team motivation states. I speak to another faculty member, who is doing the same thing, that i am doing here, who is sitting and teaching, another course, there. We have lots, to share. We learn, from each other.

We keep getting feedback, from our seniors, in say, IIT Madras, or IIT Bombay, or IIT Delhi. And, based on that feedback, we improve our skills. For example, the initial lectures, in this program are, one hour each. We got the feedback, that one hour is too difficult for people, to focus on. One hour is too difficult for people, to download from the internet. So, you please cut short your lectures, to half an hour.

Now, that is the development of team human capital. And knowing, and when you all, write on the forum, that you formed a WhatsApp group, for this course. I mean, that boost my morale. And, I share that, with my colleagues. And, they say, what did you do. And, I said, I responded to a few queries, on my own. My peer did the rest of the work. Oh! Great, we also do it. So, you know it, and you people, get personal.

Some of you are, so, you know, you are so connected to us. You ask, as if i cough, in the middle of a session. Somebody, one of the students, i forget, this lady's name. But, she asked me, how I was feeling. And, that is so nice of you. Because, then we have bonding the people, who we have never met. That enhances my motivation, as a teacher, sitting here. I do not know, you. But, i still, feel connected to you. And, when i share this, with the rest of the team, we all feel happy about it.

Team involvement. The crew, sitting in the recording office, does not have to pay attention. But, the minute, I said, I need you to zoom out. They zoomed out. They showed you, what was going on. So, the entire team is involved, in developing the series of courses. Just imagine, how much of positive energy, circulating in the building, that I am sitting in. And, in similar buildings, in this whole program on NPTEL. We are teacher at IIT. But, we are also now, teachers in the cloud. Thanks to you, and your interest in learning something, online.

So, this is how, this feeds into this. The opportunity to perform, the motivation we had, the knowledge skills and abilities we had, fed into the human capital. And, that leads to, team outcomes. My individual outcome, as an employee is, development of this course. The team outcome is, development of a series of courses. Initially, it was just, individual courses. Now, the team outcome has evolved, to reflect in the certification courses.

We are not only giving you video courses, we are also giving you certificates, for performing well. I saw the, gradation of certificates. So, that is very nice. You will get a certificate from IIT. You are sitting in the comfort of your home, doing things, when you can. And, if you are committed enough, if you are learning enough, if you have been sincere enough, you will get a certificate, that says that, you passed with flying colors. Maybe, your college will recognize it.

We are not pressurizing, anyone. But, maybe, somebody will recognize it. May be, it will help you, move ahead in your career. So, that is very nice. That is the team outcome. Okay. Now, this is the team level HR systems, that are feeding into this. Okay. The human resource systems, facilitate this. They also feed into the, perceived HR systems. There is a process, involved. There are some, administrative processes involved, in getting this whole thing started, and taken forward.

So, you know, the time is being used up. There is money involved. There are other resources. We have to have, access to these databases, through the libraries. So, a whole lot of people are working together, behind-the-scenes, to give you this, basket of knowledge. That feeds into the, team outcomes. That, eventually feeds into, organizational outcomes. I will just tell you, how. This team human capital, right now, the team consists of interested faculty, who have volunteered to do this, sitting in various IIT's.

The word is spreading. Some of our colleagues, are getting motivated. I do not know, if it is going to happen. But, I can foresee a point. Maybe, sometime in the future, where, we could end up, I do not know, if it is going to happen again, disclaimer. And, I am not the authority, on this. Please, check with IIT madras, if it is really going to happen. But, I would not be surprised, if you could actually earn a degree, sitting in the comfort of your home, listening to these lectures, in the future. Okay.

So, that is the organizational human capital. Sometime in the future, there could be a likelihood, of some organization. Maybe not, IIT. May be another organization, that is doing it. May be, some people are, already doing it. You know, you could be admitted, into a program. And, if you successfully completed, you could end up, getting a formal degree, that is recognized by somebody. I do not know, if it is going to happen. But if it does happen, i will not be surprised. Then, that will be the creation of, organizational human capital.

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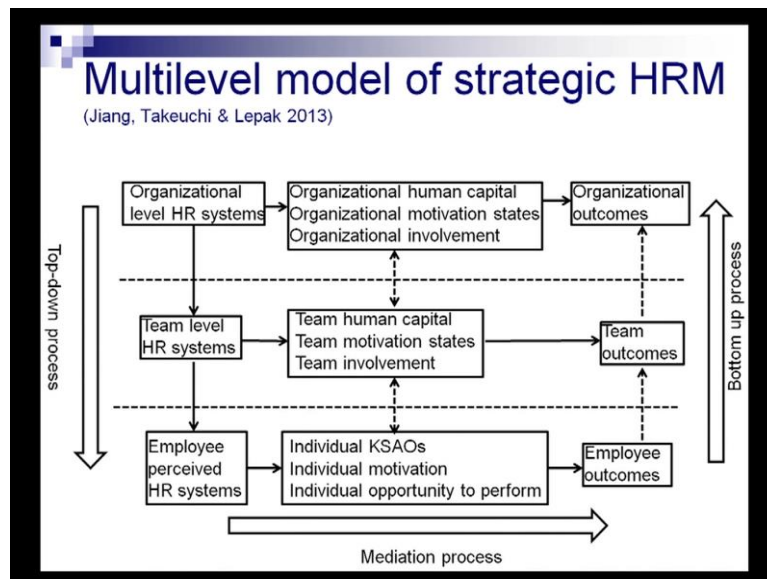
Organizational motivation states. When we see, so many people, sitting in so many far-flung areas, communicating with us. I come to know, through friends, whose helpers, whose friends, whose you know, my nieces and nephews, whose classmates, have enrolled for this course. I mean, it is amazing, to see the outreach of these courses. Not only this course, but the other engineering courses, specifically, for example. The outreach is immense.

And, that boosts up our morale, as an organization. That yes, so many people have enrolled. And, we are doing something good, for the community, as a whole. The motto of IIT Kharagpur, is dedicated, to the service of the nation. We are trying to serve the nation. And, when you all, enrolled for these courses, that boosts our confidence. You know, that helps us remind ourselves, that we are doing, something right. So, that is the enhancement of organizational motivation state. Because, people are involved.

They are doing, their work. Some of them, are doing their work. We would like to think, we are doing our work, well. And, that is anti-organizational involvement. The feedback, that we get from you. You tell us, to do something. We implemented. You all, register for these courses. So, many people, have registered, for these courses. That is a big boost. In order to facilitate this, and make this better, everybody has to be involved. There is a whole technical team, involved, that are here, 24/7.

It is recording processing of the lecture. Somebody has to write things up. Somebody has to upload them. Somebody has to do the technical background work. So, everybody is involved. So, that is, this box over here. And, these three are interrelated. The organization facilitates this. The organization, facilitates the organizational level HR systems, facilitate the team level HR systems, which in turn facilitate the employee perceived HR systems. Team level HR systems, have informed us, as to what, we need to do.

Organization put a system in place. Different teams were told about it. And, the teams approached individuals. And, they came to know. Now, i as an individual, know that, this is there. And, i banged on, what my team has told me. And, that has helped me, do whatever i am doing, in this course. Okay. And, that is how, it is getting to you. So, all of these things, are connected, now. The HR system is a top-down approach. I do not know, if this is probably coming, in your screens.

This a top-down approach, where the organizational systems, are put in place, first. And then, the information percolates down, to the team level HR systems. And then, eventually, employee level. And then, when the time comes, for the outcomes, you know, this is the mediation process. Generation of human capital at various stages. And, that in turn, becomes a bottom-up process. The employee outcomes, then feed into team outcomes.

What I produce, what different people produce, in different places, gets collected. And, that becomes a team outcome, and eventually, an organizational outcome. Different teams, the output of different teams, is collected, and feeds into the organizational outcome. And, that is how, human resources develop. I have given you, the example of something, I know best. I am sure, you all can come up with similar examples, on your own. So, this is something, that you all should think about. Do discuss this, with your peers. Okay.

This is, the multilevel of strategic HRM. We are doing this, to align ourselves, with the vision for the future. We want to spread knowledge, to everybody, who had does not have access to good quality, knowledge and information. And, that is the vision, of this whole program. So, we are trying our best, and we are working towards it. And, getting people involved in it, at different levels, providing them with the necessary support, helps us, do that.

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Strategic HRM implications for the future. I think, I am going to stop here. And, maybe, this will be as short lecture. But, maybe, I will just add on, another half an hour clip, only for the networking. So, I will continue, after a break. But, that will be a separate clip. Thank you.