

'When 2 + 2 = 5: Synergistic Effects of HRM Practices on the Organizational Performance'

Authors : Qura-tul-aain Khair, Mohtsham Saeed

Abstract : Synergy is a main characteristic of human resource management (HRM) system. It highlights the hidden characteristics of HRM system. This research paper has empirically tested that internally consistent and complementary HR practices/components in the HR system are more able to predict and enhance the organizational performance than the sum of individual practice. The data was collected from the sample of 109 firm respondents of service industry through convenience sampling technique. The major finding of this research highlighted that configurational approach to synergy or the HRM system as a whole has an ability to enhance the organizational performance more than by the sum of individual HRM practices of HRM system. Hence, confirming that the whole is greater than the sum of individual parts.

Keywords : internally consistent HRM practices, synergistic effects, horizontal fit, vertical fit

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