

Prevalence of consensus research in literature concerning employee perceptions of HRM

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Nowadays, employees' perception of HRM is an often studied subject among scholars. Moreover, it is suggested that examining employees' perception of HRM can increase understanding of employees' behaviour in the organization. Both a non-critical orientation (consensus) and a critical orientation (dissensus) are used by scholars aiming to gain insight in the differences in HRM perceptions (Deetz, 1996). While consensus oriented articles are expected to produce results that build on existing research, it is believed that dissensus oriented papers produce new insights and alternative perspectives (Janssens & Steyaert, 2009). Although some research has been done on the ratio between consensus and dissensus papers, dissensus research might have increased after the rise of the research stream concerning employees' perception of HRM in 2008 (Nishii, Lepak, & Schneider, 2008). It is believed that academic research contributes to the education of people working and/or interested in the HRM field because research is being taught at educational institutions and research is likely to be translated into policies and practices (Keegan & Boselie, 2006). For this reason, it is valuable to gain more insight in which orientation is prevailing as the two approaches to research (consensus and dissensus) produce different results. The purpose of this study is to discover how contemporary HRM knowledge is constructed by examining the ratio between consensus and dissensus literature concerning employees' perception of HRM. A framework developed by Deetz (1996) is used as a tool to analyze 85 articles in 14 journals from 2008 onwards. The results indicate a prevalence of consensus oriented articles.

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Keywords

Human Resource Management (HRM), Employee perceptions, Consensus, Dissensus, Local/Emergent, Elite/A Priori.

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1. INTRODUCTION

Nowadays, employees' perception of HRM is a frequently studied topic among scholars. A growing interest in employees' perception of HRM has arisen because it is assumed that employees' perceptions of HRM may affect work behaviour and outcomes (Takeuchi & Takeuchi, 2013). This statement is further backed up by research conducted by Den Hartog, et al., (2012), who found that the perceptions employees have of HRM practices is related with employee outcomes. Additionally, Chang (2005) suggests that studying employees' perception of HRM can increase understanding of employees' behaviour in the organization.

Janssens and Steyaert (2009) state that the majority of HRM studies have been conducted from a non-critical perspective. Nevertheless, they argue that critical research is important for the construction of HRM knowledge and the development of the HRM field. In addition, when analyzing articles from 1995 to 2000 using Deetz' framework (1996), Keegan and Boselie (2006) found little critical research and a dominance of a non-critical orientation in mainstream HRM journals. In 2008 Nishii, Lepak, & Schneider published an article that can be considered as the cause of a research stream concerning employees' perception of HRM. Generally, consensus oriented articles assume management is responsible for producing and implementing HRM, whereas dissensus oriented articles open up to employees' experience, input and values. The consideration of employees' perception of HRM recognizes employees' responsibility for HRM. Therefore, the rise of the research stream concerning employees' perception of HRM might result in more dissensus oriented articles.

Studies researching the difference in HRM perception, have applied different approaches, namely a non-critical orientation called consensus and a critical orientation called dissensus (Deetz, 1996). Consensus oriented papers aim to reproduce existing discourses, while dissensus oriented papers want to disrupt dominant discourses. Discourse means communication, both written and spoken (OxfordDictionaries, 2013). Both consensus and dissensus articles are considered to have a powerful influence in constructing HRM knowledge (Keegan & Boselie, 2006). First, academic research contributes to the education of people working in the HRM field because the results are taught at educational institutions. Second, research concerning HRM affects people working in the HRM field because the produced insights are likely to be converted to policies and practices (Keegan & Boselie, 2006). Non-critical research tends to produce insights that build on existing research and thereby look after management's interests (Janssens & Steyaert, 2009). In contrast, dissensus oriented articles produce alternative insights by challenging existing research and taking into account various perspectives by for example involving employees (Janssens & Steyaert, 2009). Another risk of non-critical research is the tendency to produce insights which eliminate the chance to study the consequences of implemented policies and HRM practices for the company as a whole and its employees. Additionally, Watson (2004) believes that by focusing on non-critical research, the social, ethical and political aspect of HRM policies and practices are not contemplated. As a result, information available about HRM aims to please management and is often concentrated on accomplishments and performance (Keegan & Boselie, 2006; Watson, 2004). Other scholars conducting HRM research yield similar findings. Janssens and Steyaert (2009) argue that a critical perspective on HRM is important to enrich existent HRM knowledge. Adopting a critical approach enables researchers to discover blind spots and open up to different perspectives.

While some empirical research focusing on the balance between consensus and dissensus is conducted (Janssens & Steyaert, 2009; Keegan & Boselie, 2006), the emergence of the research stream concerning employees' perception of HRM in 2008 (Nishii, et al., 2008) could cause a change in ratio between consensus and dissensus oriented literature which has not yet been investigated. The amount of dissensus papers might have increased, leading to a dominance of dissensus oriented articles.

This article contributes to the existing knowledge of HRM in two ways. First, by examining which discourse is prevailing in papers concerning employees' perception of HRM, this paper aims to discover how contemporary HRM knowledge is constructed. Second, identifying the prevailing orientation might stimulate future research to focus more on the less prevailing approach and consequently produce a different kind of HRM knowledge. Therefore it is valuable to study the degree of presence of consensus and dissensus studies.

This paper addresses the following research question:

“What is the ratio between consensus and dissensus papers in the literature that concerns employees' perceptions of HRM?”

The research question will be examined using the framework developed by Deetz (1996) as a tool to analyze the literature concerning employees' perception of HRM.

The paper is structured as follows. The first part of this paper describes HRM and (employee) perception. In addition, the framework developed by Deetz is explained by elaborating on its two dimensions namely consensus-dissensus and local/emergent-elite/a priori. Deetz' framework is then followed by the methodology used in this paper, described in the third part. The fourth part includes an analysis of HRM papers. Papers concerning HRM from 2008 onwards will be labelled using Deetz' framework. In the fifth part, a discussion which links the results of the analysis to theory will be given. In addition, the fifth part includes suggestions for further research. Finally, conclusions are made.

2. LITERATURE REVIEW

The paper published by Nishii et al., (2008) increased focus on employees' perception of HRM. The framework developed by Deetz (1996) is used as a tool to analyze the ratio between consensus and dissensus literature concerning employees' perception of HRM.

Language is used by researchers to define and explain HRM. Not only the concept of HRM is explored, but also the influence HRM is expected to have on society and business relationships (Keegan & Boselie, 2006). Additionally, Janssens and Steyaert (2009) define HRM as a “set of social practices” (p. 144) when trying to demonstrate the potential of dissensus oriented HRM research. The description of the concept HRM differs among scholars as scholars are inclined to work with their personal meaning of HRM. Although many scholars have tried to define HRM, the concept remains ambiguous (Keegan & Boselie, 2006). Not only researchers use different definitions of HRM, the definition of HRM also differs among employees.

Perception is described as “the process through which we select, organize, and interpret information gathered by our senses in order to understand the environment (Fluker & Turner, 2000, p. 4). Additionally, Chang (2005) defines employees' perception of HRM as the expression of the beliefs an employee has about the HRM practices of an organization.

The difference in employees' perception of HRM can arise because employees observe information through various lenses; each employee experiences HRM practices differently. According to Nishii and Wright (2007) because “people

perceptually filter external information, their attitudinal and behavioural responses to that information may differ” (p. 8). For example, the values and characteristics of an individual might cause one employee to experience HRM practices positively, while another employee might think the same HRM practices are not beneficial.

This paper examines employee perception from three aspects; three experienced values of HRM. First, the attributions about the reasons why HRM is practiced. Nishii et al., (2008) argue that the attitudes, behaviours and performance of employees are affected by what employees think about the motives why management use HRM practices. Second, the intensity of HRM. This aspect looks at the extent to which HRM is present in an organization. Third, the value of HRM. Results of HRM, quality and satisfaction about HRM practices are things to consider when looking at the value of HRM.

2.1 Deetz’ (1996) Framework

Deetz (1996) developed a framework to show the differences and similarities of various discourses present in contemporary academic research. The framework contains two dimensions. The first dimension consists of local/emergent versus elite/a priori and focuses on research perspectives, particularly the origin of the research concepts used by researchers (Deetz, 1996). Giving attention to where concepts come from while having a local/emergent or elite/a priori orientation has three benefits according to Deetz (1996). First, by focusing on the origin of concepts, the social and linguistic effects in research are recognized and concepts that are likely to be problematic are highlighted. Second, focusing on the origin of concepts enables differentiating between types of knowledge such as practical knowledge and book knowledge. Third, Deetz (1996) suggest that an alignment between several societal groups and the utilization and identification of concepts exists. This alignment is easier to recognize by concentrating on the origin of concepts. The second dimension emphasizes whether researchers want to reinforce and reproduce dominant discourses (consensus) or if researchers aim to disrupt dominant discourses (dissensus) (Keegan & Boselie, 2006). This dimension thus explains the relationship current research has with existent knowledge. Additionally, Deetz (1996) explains the four types of studies that arise from the above mentioned dimensions.

2.1.1 Local/Emergent

In discussions about academic research, the conception of subjectivity is often linked to qualitative research. According to Van Den Berg (2009), subjectivity is based on personal preferences and perspectives. Moreover, Van Den Berg (2009) states that local/emergent research starts with practice/experience and theory will follow, known as induction. Frequently used methods in research that have a local/emergent origin of concepts are case studies and interviews. An open language system is used, that can be recognized by the fact that even though the researcher starts the study, attention is paid to contributions of participants and happenings in the research environment. Evered and Louis (1981) concluded that when adopting a local/emergent orientation, the researcher is involved in an experimental way. Researchers involved in research are likely to take into account the research environment and the viewpoints of employees which enables researchers to discover reality more easily (Evered & Louis, 1981). The concepts and methods used during a research might transform during the research because those involved in the research are able to develop them during their interaction (Alvesson & Deetz, 2000). The experiences and views of the people involved are of major importance. The reason why participants are able to

contribute to defining concepts is because the local/emergent dimension perceives research as fixed. Academics conducting a fixed research are open to different and emergent meanings for they see the conclusion making process as repetitive and ongoing (Ihlen, Bartlett, & May, 2011). It can be argued that a local/emergent orientation is likely to result in practical knowledge, referred to by Deetz (1996) “street wisdom” (p. 196). The type of HRM perception present in an article can indicate whether that article has a local/emergent or an elite/a priori origin of concepts and problems. The type of HRM perception “HR frames” refers to a collection of frames used by employees to understand HRM in a company. The HRM perception HR frames is measured among employees. Each employee has its own thoughts and feelings about HR frames and thus have an influence on the terminology of the research, referring to its local/emergent origin of concepts and problems. In brief, the emergent/local dimension assumes concepts emerge inductively from empirically collected (mostly qualitative) data and the terminology is developed by the researcher as well as those involved in the research.

2.1.2 Elite/A Priori

The conception of objectivity is frequently linked to quantitative research because both terms refer to the need of reproducible outcomes in identical research. In fact, Deetz (1996) stated that quantitative and codified research is likely to be perceived as objective. According to Van Den Berg (2009), objectivity means excluding personal feelings and focusing on facts. When conducting objective research, the researcher determines the terminology that relates to both the theoretical concepts and the definitions underlying the research (concepts and method) in advance, hence the name a priori. Van Den Berg (2009) claims that the aspects the researcher deems important are emphasized in the research design, causing the viewpoint of the researcher to be superior to the viewpoint of the participants. This means that an organization is studied in a scientific manner, concentrating on the concepts the researchers prioritizes. Moreover, Evered and Louis (1981) support this statement by arguing that researchers adopting an elite/a priori orientation choose categories that lead the research themselves. Hypotheses are formulated using the categories established by the researchers (Evered & Louis, 1981). Consequently, the researcher solely acquires data related to those categories. Concepts are designed by the researcher, and those involved in the research typically cannot influence these concepts. For this reason, the concepts remain unchanged during the research. Trying to explain why the language and thus the concepts do not change during the execution of the research, Deetz (1996) argues that elite/a priori research: “privileges the particular language system of the researcher and the expertise” (p. 196). Elite/A priori research usually begins with a theory, followed by practice/experience, known as deduction (Van Den Berg, 2009). In order to label a research local/emergent or elite/a priori, the type of HRM perception is examined. Perceived HRM intensity is a type of HRM perception with an elite/a priori origin of concepts and problems because the terminology measured is fixed in advance by the researcher. In contrast to the local/emergent dimension which consists of practical knowledge, the elite/a priori dimension is to a great extent theory driven (Ihlen, et al., 2011) and considered as book knowledge (Deetz, 1996). Table 1 below shows a collection of differences between the local/emergent and elite/a priori dimension.

Table 1. Characterizations of the Local/Emergent - Elite/A Priori Dimension

	<i>Local/Emergent</i>	<i>Elite/A Priori</i>
Terminology	Contribution of outside	Established by researcher
Type of research	Qualitative research	Quantitative research
Relationship researcher-research	Involved in an experimental way	Detached
Language	Emergent	In advance
Knowledge	Practical knowledge	Theoretical knowledge
Example HRM perception	HRM frames	Perceived HRM intensity

2.1.3 Consensus

The consensus orientation is used by researchers focusing on reinforcement and reproduction of dominant discourses (Alvesson & Deetz, 2000). Empirical studies with a consensus orientation concentrate on representation, meaning that consensus studies aim to show the alleged world by using neutralized and open language (Deetz, 1996). Janssens and Steyaert (2009) indicate that consensus oriented research is known for a unitarist approach. In other words, the unitarist approach is the dominant discourse in HRM research. Management is in charge of both producing and implementing HRM practices, as HRM believes management is the key player in business relationships. Creating benefits for employees and employers is the responsibility of management. Furthermore, it is assumed that those involved in an organization have the same interests and aim to realize the goals set by HRM management without resistance. For this reason it seems that the consensus orientation views conflicts as a misunderstanding which can be solved by management (Foot & Hook, 2008). From a HRM perspective, the consensus orientation assumes there is common trust between the employee and the employer (Boselie, 2010). Their harmonious relationship is based on the same interests and is not influenced by the past. To label an article consensus or dissensus, both the antecedent of perception and the outcomes of perception are studied. For example, an article considering the antecedent “staff retention by managers” is likely to be consensus oriented which expects that management is largely responsible for HRM and in this case management is able to influence employees’ perception of HRM through staff retention. An example of a consensus oriented outcome of HRM perception is the outcome “employee commitment” because of its focus on management and performance. To be more precise, commitment is expected to benefit management by influencing employees’ commitment to goals set by management for example (Luna-Arocas & Camps, 2007; Taylor, Levy, Boyacigiller, & Beechler, 2008). On the whole, it can be argued that the consensus dimension is characterized by management being in charge, interests of management and employees do not conflict and individuals try their best to achieve a shared goal set by management.

2.1.4 Dissensus

Researchers with a dissensus perspective look critically at the definition of concepts used in research as they believe that each individual attaches a different personal meaning to the definition of a concept, formed by their viewpoint, experiences and values. Therefore, it looks as if the dissensus dimension “sees identity as multiple, conflictual and in process” (Deetz, 1996, p. 198) and language remains constant. The dissensus orientation is known for its pluralist approach which assumes

that an organization is composed of individuals with a diversity of interests (Janssens & Steyaert, 2009). Because people in an organization pursue their own interests, conflicts are common (Foot & Hook, 2008). Moreover, dissensus oriented research aims to expose the unknown because the dissensus orientation assumes that the existing orders implies suppression of fundamental conflicts and control resulting from a variety of interests (Alvesson & Deetz, 2000). Whereas the consensus orientation believes that conflicts are caused by misunderstandings and disappear when management chooses the appropriate HRM practices, the dissensus orientation (and thus the pluralist approach) believes that these conflicts are normal and manageable. By challenging existing discourses and orders, dissensus research attempts to restore conflict and tension (Van Den Berg, 2009). From a HRM perspective, the dissensus orientation includes empirical research that has used a critical perspective which usually emphasizes the conflicts and tension between the interests of employees and employers. Subjects such as job stress, insecurity and discrimination against minority groups are common in dissensus articles (Keegan & Boselie, 2006). As mentioned before, both antecedents of HRM perception and outcomes of HRM perceptions are useful when labelling articles consensus or dissensus. For instance, articles that present the antecedent “employees’ autonomy” refer to the freedom employees have to shape their job their own way and those articles are thus involving employees in their research. Additionally, by assuming that employees are also a key player in employment relations together with management, those articles including “employees’ autonomy” can be labelled dissensus oriented. When looking at the outcome of HRM perception, articles presenting the outcome “employee anxiety” might be seen as a dissensus oriented articles because the anxiety is measured among employees and thus take into account employees’ viewpoints. In short, according to a dissensus orientation, not only management is responsible for producing and implementing HRM, employees are able to influence HRM practices and their implementation as well. Table 2 below shows a collection of differences between the Consensus and Dissensus dimension.

Table 2. Characterizations of the Consensus – Dissensus Dimension

	Consensus	Dissensus
Approach to assumptions	Reproduction	Challenging
Responsible for producing and implementing HRM	Management	Management and employees
Relationship employer-employee	Harmonious	Conflict
Interests within the organization	Similar	Conflicting
Approach to conflicts	Misunderstandings, solvable by management	Normal and manageable
Focus of research	What researcher deems important	Open to individuals’ values, viewpoints, and experiences

2.1.5 Studies

The two dimensions, local/emergent versus elite/a priori and consensus versus dissensus, can be integrated into a model represented in figure 1. First, a local/emergent orientation combined with a dissensus orientation leads to dialogic studies. Second, an elite/a priori orientation in combination with a dissensus orientation generate critical studies. Third, the local/emergent orientation together with a consensus orientation leads to interpretive studies. Fourth, an elite/a priori orientation combined with a consensus orientation results in normative studies. The four discourses displayed in figure 1 are shown separately from each other, but the discourses are not considered strictly separate. Each study displayed in the framework requires a different research approach. Without being aware, researchers often switch between discourses when a feature of another discourse suits their research better.

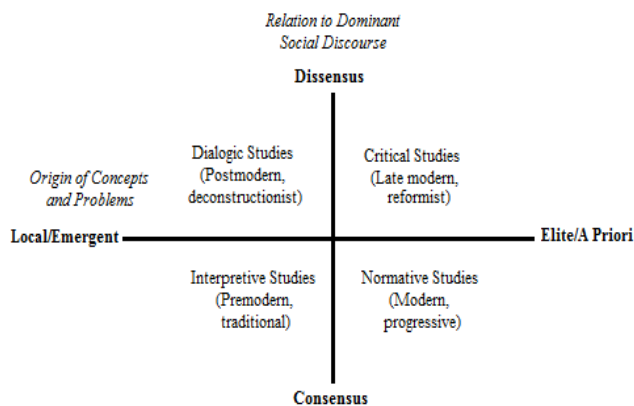


Figure 1. Contrasting Dimensions from Metatheory of Representational Practices

Source: (Deetz, 1996), figure 3, page 198.

2.1.5.1 Dialogical studies

Dialogical studies are dissensus oriented combined with a local/emergent origin of concepts and ad problems. Dialogical studies usually denaturalize HRM concepts and assumptions (Keegan & Boselie, 2006) and focus on domination present in an organization (Ihlen, et al., 2011). The dissensus orientation of dialogical studies is reflected in the assumption that everyone has its own perception of what is happening around him, influenced by a personal frame of reference and history. Researchers conducting a dialogical study assume concepts to change during the research due to interaction between researcher(s) and those involved in the research, referring to a local/emergent orientation. In fact, Deetz (1996) suggests that reconsideration of fundamental and established experiences leads to a continuous enrichment of language. Researchers using the dialogic perspective value dialogue and deconstruction of conceptions. Overall, dialogical studies aim to restore suppressed conflicts. Unlike critical, interpretive and normative studies who view identities as fixed (Baxter, 2010), the dialogic scholars consider identity as fragmented and constantly changing as it is emergent.

2.1.5.2 Critical studies

Critical studies are dissensus oriented and maintain an elite/a priori origin of concepts and problems. Both dialogical studies and critical studies focus on domination in an organization (Ihlen, et al., 2011), however critical studies develop terminology in advance which represents its elite/a priori origin of concepts and problems. Researchers conducting a critical study generally believe conflicts and struggle are embedded in organizations, reflecting the dissensus orientation of critical studies. These conflicts are often suppressed and concealed by

domination (Alvesson & Deetz, 2000). An example that illustrates domination is the suppression of employees' conflicting interests. Moreover, Deetz (1996) emphasized the importance of "reformation of social order" (p. 199). As a result, scholars with a critical perspective are aiming to show types of domination and critically review them with the aim to liberate an organization from domination.

2.1.5.3 Interpretive studies

A consensus relation to dominant social discourse and a local/emergent origin of concepts and problems leads to an interpretive perspective. Generally, interpretive studies focus on the social side of organizational processes. (Deetz, 1996). The use of traditional research methods is valued. Local/emergent research frequently involves field research such as interviews and observation, and so do interpretive studies (Alvesson & Deetz, 2000; Ihlen, et al., 2011). Most interpretive studies are conducted in the field and include a protracted period of observation and interviewing (Deetz, 1996). Researchers are open to the opinion of those participating in the research (Baxter, 2010). Remarkable is that those who take part in the research (for example the interview) are able to help develop the concepts used.

2.1.5.4 Normative studies

Normative studies are consensus oriented and have an elite/a priori origin of concepts en problems. Normative studies are characterized by being progressive. Research methods used (such as operationalization) are objective because normative studies have an elite/a priori origin of concepts and problems which is characterized by objectivity (Deetz, 1996). Normative studies focus mostly on the economical side of organizational processes, rather than the social side that is stressed in interpretive studies (Deetz, 1996). Researchers conducting a normative study often aim to control nature and people. In addition, normative studies are consensus oriented because researchers conducting a normative study acknowledge designed goals and aim to conduct research that contributes to achieving the common goal of the organization.

3. METHODOLOGY

In order to answer the research question, the ratio between consensus and dissensus papers that concern employees' perceptions of HRM is analysed. To evaluate the ratio between consensus and dissensus papers, this paper will count the number of articles adopting a consensus perspective or a dissensus perspective in 14 journals from 2008 onwards. Employee perception is examined from three aspects; the attributions about the reasons why HRM is practiced, the intensity of HRM, and the value of HRM.

This paper analysed articles in 14 journals. In order to determine if the articles are consensus or dissensus oriented, the abstract of each article is examined. If the abstract does not provide sufficient information to determine its orientation, the introduction, theory and/or methodology section of the article is examined. The entire article is read when it is still not possible to label the article dissensus or consensus after examining these sections.

3.1 Journal selection

The selected journals meet two predefined requirements. First, the analysis concentrates on articles in mainstream HRM and general management and organization journals. This paper reviews articles in fourteen journals; 7 renowned HRM journals, 5 renowned general management and organization journals and 2 renowned journals from related core disciplines.

The 7 mainstream HRM journals are selected because they are seen as the precursor journals for the HRM field. In addition,

each year those 7 HRM journals issue many papers concerning HRM topics. The Human Resource Management Journal (HRMJ) state openness to all types of articles on its website. Furthermore, HRMJ is accepts critical reviews and emphasizes the critical importance of HRM to the economic, political and social fields (Wiley Online Library, 2013). This openness to critical articles might indicate a strong presence of dissent articles in HRMJ. While the International Journal of Human Resource Management (IJHRM) concentrates on articles that include topics such employee participation which may indicate a dissensus orientation, its main focus is on the studying the influence of management decisions on the relation between employees and the organization (Taylor & Francis Online, 2013). This focus on management decisions corresponds to a consensus orientation because it assumes that management is responsible for HRM. Another selected journal is Personnel Review (PR) which does not mention critical research on its website but state that they accept articles from a wide range of topics (Thomson Reuters, 2013). Next to HRMJ, IJHRM and PR, the following HRM journals are selected: Journal of Applied Psychology, Human Resource Management, Human Resource Management Review and Human Relations. Next to the 7 HRM journals, 5 mainstream general management and organization journals which see HRM as a subsidiary focus (Clark, Gospel, & Montgomery, 1999) are selected: Academy of Management Journal, Academy of Management Review, Journal of Management, Journal of Management Studies, Administrative Science Quarterly. Furthermore, 2 renowned journals from related core disciplines are selected: Personnel Psychology and Work, Employment and Society.

The second requirement regarding journals is the language. This paper concentrates on English-language journals. This may lead to a bias because research in selected journals is likely to be focused on Anglo-Saxon countries; countries where English is the official language such as the UK and the USA. Most USA based journals contain mainly consensus oriented articles. To avoid the bias of only selecting journals of which is known beforehand that they mainly publish consensus oriented articles, UK based journals are also selected in this analysis (Human Resource Management Journal, the International Journal of Human Resource Management, Journal of Management Studies and Work, Employment and Society).

3.2 Articles: inclusion criteria

After the selection of journals, articles were selected based on two considerations. First, the article should include certain keywords. For articles published in mainstream HRM journals it is sufficient if the words 'employee'/'workers' and 'perception' occur in the article title, abstract, keywords, or throughout the text and methodology. Because this paper is focused on the construction of HRM, articles in the general management and organization journals and the related core discipline journals are selected if articles include 'HRM'/'HR' or 'personnel management' in the article title, abstract, keywords, or throughout the text and methodology.

Second, articles from 2008 onwards are selected to be analysed. In 2008, a new trend emerged caused by an article published by Nishii, Lepak and Schneider named: "Employee attributions of the "why" of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction.". Nishii et al., (2008) argue that: "employees make varying attributions for the same HR practices" (p. 3). This article can be considered as the reason for increasing research concerning employees' perceptions of HRM. Before the paper of Nishii et al., (2008) little research had been done about the perception employees have of HRM. Therefore this paper examines articles published

from 2008 onwards. Therefore, articles published after 2008 concerning employees' perception of HRM are considered for analysis in this paper. Moreover, articles referring to Nishii et al., (2008) are expected to build on the research done by Nishii et al., (2008) and are thus checked for analysis. However, articles that do not refer to Nishii et al. (2008) are not excluded because they may nevertheless be inspired by Nishii et al., (2008). Table A in the appendix shows the articles included in the analysis.

3.3 Variables

Articles were labeled a critical study, dialogic study, interpretive study or normative study using table 1 and table 2. First, it is determined if an article has a local/emergent of an elite/a priori origin of concepts and problems. This is determined by looking at the type of research the article conducted: quantitative or qualitative. Most quantitative research (such as surveys and experiments) can be labeled elite/a priori. In addition, most qualitative research can be labeled local/emergent. In some articles, researchers conduct both quantitative and qualitative. This is labeled as mixed research. When an article conducts both quantitative and qualitative research or when article is published in a journal that only published conceptual papers such as AMR and HRMR, other aspects mentioned in table 1 were examined. A conceptual article discusses a question that cannot be solved by collecting factual information. Other aspects that can be analysed are the terminology and language of an article. Second, the article's relationship to dominant social discourses was determined using table 2. An article was labeled consensus or dissensus by looking at the approach to assumptions. If the article reproduces assumptions, it is labeled consensus, while articles that challenge assumptions are labeled dissensus. Other aspects that can be examined to determine if an article is consensus or dissensus can be found in table 2. Third, using the grid presented in figure 1, studies were labeled critical, dialogic, normative or interpretive by looking at the combination of origin of concepts and problems (local/emergent versus elite/a priori) and the relation to dominant social discourse (dissensus versus consensus).

3.4 Limitations

First, selecting journals raises questions regarding coverage and exclusion of other journals. Fourteen journals are selected for the analysis in this paper. Subsequently, a great number of HRM journals and general management and organizations journals are not considered. Second, due to a language barrier, the journals selected are mainly UK and USA, excluding journals from other countries. Another reason for selecting mainly UK and USA based articles is the assumption that USA and UK based journals have the greatest impact on shaping and forming HRM knowledge ((Keegan & Boselie, 2006; Legge, 2005).

Table 4. Articles in 7 HRM journals from 2008 onwards

	JAP	HRM	HRMJ	IJHRM	PR	HRMR	HR
2008	0	0	2	1	2	0	0
2009	2	1	1	3	3	0	1
2010	0	2	2	4	3	0	1
2011	2	0	2	14	3	1	0
2012	0	3	2	2	2	1	1
2013	0	0	0	2	1	0	1
<i>Total</i>	4	6	9	26	14	2	4

JAP, Journal of Applied Psychology (USA)

HRM, Human Resource Management (USA)
 HRMJ, Human Resource Management Journal (UK)
 IJHRM, International Journal of Human Resource Management (UK)
 PR, Personnel Review (UK)
 HRMR, Human Resource Management Review (USA)
 HR, Human Relations (UK)

Table 5. Articles in 5 general management and organization journals from 2008 onwards.

	AMJ	AMR	JOM	JMS	ASQ
2008	0	0	1	1	0
2009	0	0	1	1	0
2010	0	0	0	1	0
2011	0	1	1	1	0
2012	0	0	1	0	0
2013	0	0	1	1	0
Total	0	1	5	5	0

AMJ, Academy of Management Journal (USA)
 AMR, Academy of Management Review (USA)
 JOM, Journal of Management (USA)
 JMS, Journal of Management Studies (UK)
 ASQ, Administrative Science Quarterly (USA)

Table 5. Articles in 2 journals from related core disciplines from 2008 onwards.

	PP	WES
2008	1	0
2009	1	1
2010	1	1
2011	2	1
2012	0	0
2013	1	0
Total	6	3

PP, Personnel Psychology (USA)
 WES, Work, Employment and Society (UK)

4. RESULTS

Working with the framework developed by Deetz (1996), this paper has examined the ratio between consensus and dissensus papers concerning employees' perceptions of HRM. All articles included in the analysis were categorized on: author, year of publication, journal, type of research, type of HRM perception, antecedent of perception (if present), outcome of perception and the type of study (dialogical, critical, normative and interpretive). This section summarizes key findings of the analysis.

4.1 Consensus-dissensus papers

This article aims to discover how contemporary HRM knowledge is constructed in literature concerning employees' perception of HRM from 2008 onwards. Therefore, this study analysed 85 articles and labelled them dissensus (dialogical study or critical study) or consensus (normative study or interpretive study). The results of this labelling are shown in table 6. Of the 85 analysed articles, 83 (98%) articles were consensus oriented. These findings suggest that the consensus orientation is prevailing in existing literature concerning employees' perception of HRM from 2008 onwards. Furthermore, the majority of the consensus oriented articles are normative studies (80%). All the journals included in the analysis published solely consensus oriented articles, with the exception of Work, Employment and Society and Journal of Management. WES published 3 articles of which 1 article is labelled as a dialogical study and can thus be considered as a dissensus study. Doherty (2009) published the dissensus oriented article "When the working day is through: the end of work as identity?" in WES aiming to investigate the topic of insecurity in present-day working life which can be seen as a

dissensus oriented topic. Doherty states that the work environment is constantly changing and while researchers such as Beck and Camiller (2000) argue that the importance of work for human identity is diminishing, Doherty (2009) challenges this view stating that "work remains an important source of identity, meaning and social affiliation" (p. 1). Doherty challenges the assumption of uncertainty in the workplace and offers a new perspective by stating that employees can also contribute to HRM by for example involving them in the decision-making process. JOM published 5 articles of which 1 article is labelled a critical study and can thus be seen as a dissensus oriented article. Jensen, Patel and Messersmith (2011) published the article: "High-Performance Work Systems and Job Control: Consequences for Anxiety, Role Overload, and Turnover Intentions" in JOM aiming to challenge the rhetoric versus reality of HPWS. The emphasis on the difference between rhetoric and reality is assumed to be included in dissensus oriented articles (Janssens & Steyaert, 2009; Keenoy, 1999). In addition, Jensen et al., (2011) examine less desirable effects of HRM (obscure tension resulting from gaining competitive advance at the expense of employees) which is also seen as a dissensus oriented characteristic (Keegan & Boselie, 2006). Taken together, even though 2 dissensus oriented articles were found, it can be concluded that the consensus orientation is prevailing (98%) in contemporary research concerning employees' perception of HRM.

Table 6. Ratio consensus-dissensus

Studies	Presence	%
Dialogical Studies	1	1%
Critical Studies	1	1%
Dissensus	2	2%
Interpretive Studies	15	18%
Normative Studies	68	80%
Consensus	83	98%
Total studies	85	100%

4.2 Journals

While fourteen journals were selected for this analysis, only twelve journals published articles that met the two inclusion criteria. In order to label the articles local/emergent or elite/a priori, a distinction was made between articles conducting quantitative, qualitative, conceptual research or mixed research; both quantitative and qualitative research. An overview of the use of quantitative or qualitative research in articles published in the selected journals is given in table 7. The table shows that the majority (69 articles: 81%) of the articles includes quantitative research, opposed to 12% of the articles that conduct qualitative research (10 articles). Moreover, three articles (3,5%) conduct mixed research, referred to in table 7 as "mixed". Another three articles (3,5% of all papers) are categorized as conceptual papers. Most articles analysed were published in the IJHRM (26 articles), PR (14 articles), and HRMJ (9 articles). Remarkably, IJHRM, JOM, JMS and PP solely published articles with quantitative research. As mentioned in the literature review, quantitative research is likely to have an elite/a priori origin of concepts and problems and qualitative research often has as local/emergent origin of concepts and problems. Because articles conducting quantitative studies are likely to be labelled elite/a priori, the prevalence of quantitative research in this analysis indicates a dominance of elite/a priori oriented articles opposed to local/emergent oriented articles.

Table 7. Type of research in the selected journals

Journal	Type of research				Total
	Quantitative	Qualitative	Mixed	Conceptual	
AMR				1	1
HRMJ	7	2			9
HR	2	1	1		4
HRMR				2	2
HRM	3	2	1		6
IJHRM	26				26
JAP	3	1			4
JOM	5				5
JMS	5				5
PP	6				6
PR	10	3	1		14
WES	2	1			3
Total	69	10	3	3	85
%	81%	12%	3,5%	3,5%	100%

4.3 Type of HRM perception

The articles focused on similar types of HRM perceptions. A majority of the researchers (87%) considered the intensity of HRM practices as the HRM perception in their article. The intensity of HRM practices looks at the degree or extent to which HRM is present in an organization. Furthermore, the strength of HRM practices is present in 7% of the articles. This type of HRM perception includes aspects of strength such as the distinctiveness, consistency and consensus. Additionally, attributions of HRM (reason why HRM is being practiced) are present in 4% of the articles. Attributions are affected by the management's motives to implement HRM. Furthermore, 2% of the articles contain value of HRM which can include results of HRM, quality and satisfaction among other things. The prevalence of intensity of HRM practices as HRM perception refers to the dominance of an elite/a priori origin of concepts and problems because the terminology is established by the researcher in advance and measured among employees who have no influence on the terminology. A complete overview of the type of HRM perception and their presence in the articles is given in table 8.

Table 8. Type of HRM perception and presence in articles

Type of HRM perception	Articles	%
Attributions of HRM	3	4%
Intensity of HRM practices	74	87%
Strength of HRM system	6	7%
Value of HRM	2	2%
Total	85	100%

4.4 Antecedent of perception

Not all articles included in the analysis involve an antecedent. Consequently, there are less antecedents observed (57) than the number of articles analysed (85). Although an overview of the variables influencing employee perceptions is given in table 9, this section will still give a brief outline of the most common antecedents in the articles. With 54% of all articles including an approach to HRM, this is the most common antecedent in the

analysis. "Approach to HRM" is a collective term for HRM with different viewpoints and priorities. The most present approach to HRM is High Performance Work System (HPWS) also known as High Performance or High Commitment Work Practices (Tomer, 2001). HPWS is a set of HR practices aimed at developing an organization without employee control, where employees are involved, committed and empowerment (Tomer, 2001). HPWS is present in 19 articles, which counts for 33% of all the articles and 61% of the articles including approach to HRM as an antecedent. An overview of all the terms and their presence included in the collective term "Approach to HRM" is given in table B in the appendix. The second most common antecedent is organisational climate which occurs in 14% of the articles. Organisational climate refers to employees' perceptions of the organizations' environment such as strategies, processes and routines. (Rostami, Veismoradi, & Akbari, 2012). Organizational citizen behaviour (OCB) which is present in 7% in the articles, is behaviour that extends beyond the fundamental requirements of employment and is often advantageous to the organization (Pitt-Catsouphes, Kossek, & Sweet, 2006). Likewise, staff retention by managers is also present in 7% of all papers and refers to the whether or not an organization is able to retain employees (Luna-Arocas & Camps, 2007). Additionally, the antecedent autonomy is present in 7% of the articles. The collective term includes enriched job design and employees' job control among other things. The prevalence of the antecedent approach to HRM (54%) could be connected to the prevalence of consensus articles because opposed to most antecedents that are measured from employees' perspective, the approach to HRM antecedent is measured from management perspective.

Table 9. Antecedents and their presence

Antecedent	Presence	%
Employees' learning capability	2	4%
Employees' autonomy	4	7%
Employees' entrepreneurship	1	2%
Employees' organisational climate	8	14%
Employees' trust	3	5%
Managers' approach to HRM	31	54%
Organizational citizenship behaviour	4	7%
Staff retention by managers	4	7%
Total	57	100%

4.5 Outcomes of perception

A variety of outcomes were observed and grouped into 3 categories: attitude, behaviour, and competence. Table 10 presents an overview of the 3 categories and their presence. First, 67% of all papers concentrate on attitudes such as satisfaction and commitment. Notably, 28% of the articles focus on commitment such as affective commitment and organisational commitment. Moreover, 20% of the articles concentrate on (job) satisfaction. Second, 21% of the papers focus on behaviour. The behaviour intention to quit is included in 3% of all articles. Third, 12% of the papers examine competencies. The most studied competence is human capital, included in 8% of the articles. The prevalence of attitudes such as commitment (28%) and satisfaction (20%) are likely to have positive implications for management as employees are more committed to for example the pursue of goals set by management which corresponds to the prevalence of consensus articles. A complete representation of all the outcomes of HRM perception and their presence can be found in table C in the

appendix. Although 85 articles were included in this analysis, 144 attitudes, behaviours and competences were observed because most of the articles focused on more than one outcome of perception. An analysis of HRM perceptions has shown that some patterns exist between the HRM perceptions and the outcomes of those perceptions. The most common combination present in the articles was attitude and behaviour (18%). Remarkably, the studies examining the intensity of HRM practices (which is the most common type of HRM perception) are mainly focusing on attitudes (59%) and the combination of attitudes and behaviour (15%), opposed to behaviour (4%) and competencies (3%). Furthermore, all the studies (3 total) that include attributes of HRM as perception focus on attitudes as the outcome of perception. Table D in the appendix summarizes the review of the HRM perceptions and outcomes of perceptions in more detail.

Table 10. Outcomes of perception

Outcome	Presence	%
Attitude	97	67%
Behaviour	30	21%
Competence	17	12%
Total	144	100%

5. DISCUSSION

The results indicate that a consensus orientation is prevailing in contemporary literature concerning employee perceptions of HRM. Only two dissensus oriented paper were found in *Work, Employment and Society* and *Journal of Management*. Whereas UK and European based journals encourage dissensus oriented articles, USA based journals are assumed to be consensus oriented and often neglect dissensus approaches to formulate and study HRM (Keegan & Boselie, 2006). Because WES is an UK based journal, people expect it to be more critical (dissensus) oriented. However, JOM has also published a dissensus article even though it is an USA based journal which contradicts the statement of Keegan and Boselie (2006) that USA based journals mainly publish consensus articles. In fact, JOM states on its website that new perspectives are encouraged which can refer to openness of dissensus oriented articles.

Because the only dissensus oriented article are found in WES and JOM, it can be assumed that the articles published in the other journals are consensus oriented. A majority of the articles are published in *IJHRM*, *PR* and *HRMJ* which are UK based journals. The consensus dominance in *IJHRM*, *PR* and *HRMJ* contradicts the statement of Keegan and Boselie (2006) who argue that studies published UK and Europe based journals usually frame HRM using both a consensus and a dissensus style. In addition, even though *HRMJ* mentions its openness to all articles (including critical articles) and recognizes the importance of studying economic, social and political aspects of HRM on its website (Wiley Online Library, 2013), none of the analysed articles published in *IJHRM* are dissensus oriented. Likewise, *PR* claims to accept articles from a wide range of topics (Thomson Reuters, 2013). While nothing is said about openness to critical articles on the website, the lack of dissensus articles is unexpected. Although the consensus orientation of *IJHRM* is not explicitly stated on its website, it can be argued that *IJHRM* is in favour of consensus articles because of its focus on studying the influence of management decisions on the relation between employees and the organization (Taylor & Francis Online, 2013). Assuming a consensus orientation, the lack of dissensus articles in *IJHRM* is understandable.

Keegan and Boselie (2006) suggest that many authors want to publish their articles in an USA based journal due to their high impact factor and dominant role in research. Moreover, Keegan and Boselie (2006) reason that the dominance of consensus oriented articles in the HRM field is caused by “the explicit strategy by journals to publish in a way that privileges theoretical perspectives that support the dominant discourse in HRM” (p. 16). Furthermore, editors and reviewers are likely to influence the selection of articles that is recommended for publication in a journal. In fact, Boje, Fitzgibbons and Steingard (1996) state that editors and reviewers are able to prevent dissensus oriented articles from being published. Provided that editors and reviewers are in favour of consensus oriented articles, they can give preferential treatment to the publication of consensus oriented articles.

Several conclusions can be drawn from the results. First, the majority (80%) of the analysed articles use a normative research perspective and prefers an elite/a priori origin of concepts and problems. This corresponds to the prevalence of consensus oriented articles because normative studies are consensus oriented. Because normative studies have an elite/a priori origin of concepts and problems, they conduct quantitative research, hence the dominance of quantitative studies (81%). Second, the majority of the antecedents present in the articles are measured among management. This finding can be explained by prevalence of a consensus orientation in analysed literature which assumes that HRM is the sole responsibility of management. Third, attitudes are studied as an outcome of HRM perception in 67% of the articles. Both commitment (present in 28% of the papers) and satisfaction (present in 20% of the papers) are measured among employees but focus on management as more committed and satisfied employees are more likely to contribute to goals set by management for example. This corresponds to the dominance of consensus oriented articles. Fourth, the combination of attitudes and behaviour is present in 18% of the articles. Like attitudes, consensus and dissensus oriented behaviour exist. The majority of behaviour studied is consensus oriented (intention to quit, motivation, service performance for example) because when these types of behaviour fall short, they can disadvantage management. For example, if motivation is low, management will have to deal with employees who are not fully committed.

5.1 Implications for theory and practice

The prevalence of consensus oriented articles in contemporary HRM literature is likely to result in HRM knowledge which can be valuable but reproduces existing research, lacks alternative perspectives and does not take into account the social, ethical and political impacts of HRM (Keenoy, 1999; Watson, 2004). Consensus oriented articles reproduce existing discourses and simultaneously neglect the negative impacts of HRM. On the contrary, dissensus articles aim to challenge dominant discourse and consequently produce alternative and new insights as they propose different perspectives on organizational innovations such as job insecurity and discrimination against minority groups. This is further backed up by research conducted by Janssens and Steyaert (2009) who believe that a dissensus orientation is important to the development of the HRM knowledge because by analyzing boundaries of the HRM field, critical (dissensus) articles aim to discover unseen areas and supports new viewpoints. On the whole, dissensus articles highlight the unseen and less attractive side of HRM.

The lack of alternative and new insights in HRM knowledge caused by the prevalence of consensus articles has negative practical and academic implications. First, published articles are able to influence the construction of HRM knowledge because the produced knowledge is eventually translated into HRM

policies and practices (Keegan & Boselie, 2006). If literature mainly reproduces existing research, lacks alternative perspectives and does not consider the social, ethical and political impacts of HRM, the information translated into policies and practices is likely to build on existing research and lack alternative and new insights as well. Second, HRM knowledge is being taught at educational institutions and thus contributes to the education of people working and/or interested in the HRM field. Due to the prevalence of consensus articles, a focus on the critical aspects of HRM, as well as the social, ethical and political impact of HRM on the organization is likely to be absent in the teaching material resulting in the transfer of HRM knowledge that lacks alternative insights.

These two implications might stimulate future research to focus more on the less prevailing approach and consequently produce a different kind of HRM knowledge.

5.2 Limitations and further research

There are several limitations present in this study. First, only 14 English-based journals were selected for analysis in this article, excluding numerous other journals that concentrate of HRM. Second, articles in mainstream HRM journals were selected if the words 'employee' and 'perception' occurred in the article. Articles in the general management and organization journals and the related core discipline journals were selected if articles include the words 'HRM' or 'personnel management'. Because scholars attach a different meaning to the concept of HRM, the concept remains ambiguous and it is therefore challenging (and beyond the scope of this analysis) to analyze all the articles that might contribute to this study. Third, using Deetz' framework as a tool to determine whether a type of attitude or behaviour is consensus or dissensus oriented is challenging and not without limitations. The dividing line between consensus and dissensus can be thin and even overlap. According to Deetz, the attitude employee well-being is likely dissensus oriented because it is measured among employees and involves employees in research. However, it could be the case that an article examines employee well-being because the author assumes that well-being can influence productivity and disadvantage management which makes well-being consensus. There are several ways to view an outcome of perception. Hence the label consensus or dissensus given to an type of HRM perception, antecedent or outcome of perception using Deetz' framework as a tool is not fixed.

Two propositions are likely to captivate future research. First, this article is focused on English-language journals that are likely to concentrate on Anglo-Saxon countries where English is the official language. Future research is required to conduct a similar analysis of non-English-language journals. Second, because this article has presented the consequences of consensus oriented literature, future research is advised to publish dissensus oriented articles as well in order to create new and alternative insights. Janssens and Steyaert (2009) argue that in order to increase dissensus research, scholars have to approach HRM as a field where a variety of languages, concepts and practices are put together by for example experimenting. In addition, increasing critical (dissensus) research is associated with the kind of studies conducted on the development of the HRM field. Using a critical format instead of a format of progress may increase dissensus research because critical formats (opposed to a format of progress) address the social, ethical and political aspects of HRM which result in the development of dominant subjects. Therefore, scholars are advised to link different perspectives and voices in their research. Besides the changing the type of study, scholars might want to focus on social matters related to employees' right. For

example, a thorough examination of the circumstances under which performance results are acquired (which can have positive or negative implications for employees), can give more insight into employees' interests and viewpoints. Researching HRM practices can further enable people to improve their skill to balance tensions in employment relationships (Janssens & Steyaert, 2009). Another suggestion for more dissensus research is analysing patterns of domination and inequality at the company including its political and economic level (Janssens & Steyaert, 2009). This is important because by connecting HRM to extended patterns of dominance and inequality, insight in organization and management of employment can be gained.

6. CONCLUSIONS

This article sets out to discover how contemporary HRM knowledge is constructed by identifying the prevailing orientation in literature concerning employees' perception of HRM. Using Deetz (1996) framework as a tool to analyze 85 articles in 12 journals from 2008 onwards, the ratio between consensus and dissensus papers in literature was analysed. The majority of the consensus oriented articles were normative studies, referring to the use of quantitative studies and the prevalence of consensus research. Articles are considered to have a powerful influence in constructing HRM knowledge and the prevalence of consensus articles is likely to results in knowledge that reproduces existing research and lacks new and alternative perspectives. Because published articles are often translated into HRM policies and practices and are being taught at educational institutions, the prevalence of consensus articles might lead to the use of reproducing knowledge (with little new insight concerning employees' perception of HRM) in the workplace. In conclusion, identifying a prevalence of consensus articles might stimulate future research to adopt a critical (dissensus) orientation and consequently produce new and alternative insights in order to create a different kind of HRM knowledge.

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8. APPENDIX

Table A. Articles included in the analysis

Author(s)	Year	Journal
Alfes, Shantz & Truss	2012	HRM Journal
Aryee, Walumbwa & Otaye	2011	Journal of Applied Psychology
Bal, Kooij & de Jong	2013	Journal of Management Studies
Beltrán-Martín, Roca-Puig, Escrig-Tena & Bou-Llugar	2008	Journal of Management
Binyamin & Carmeli	2010	Human Resource Management
Bondarouk, Looise & Lempink	2009	Personnel Review
Boon, Den Hartog, Boselie & Paauwe	2011	International Journal of HRM
Boxall, Ang & Bartram	2011	Journal of Management Studies
Brown, Forde, Spencer & Charlwood	2008	HRM Journal
Brown, Hyatt & Benson	2010	Personnel Review
Buller & McEvoy	2012	Human Research Management Review
Chang & Chen	2011	International Journal of HRM
Chuang & Liao	2010	Personnel Psychology
Conway & Monks	2008	HRM Journal
De Vos & Mengank	2009	Personnel Review
Deery, Walsh & Guest	2011	Work, Employment & Society
Den Hartog, Boon, Verburg & Croon	2012	Journal of Management
Diamantidis & Chatzoglou	2011	International Journal of HRM
Doherty	2009	Work, Employment & Society
Dysvik & Kuvaas	2012	Human Resource Management
Edwards	2009	HRM Journal
Elorza, Aritzeta & Ayestarán	2011	International Journal of HRM
Farndale, Hope-Hailey & Kelliher	2010	Personnel Review
Fontinha, Chambel & De Cuyper	2012	Personnel Review
Gardner, Wright & Moynihan	2011	Personnel Psychology
Gellatly, Hunter, Currie & Irving	2009	International Journal of HRM
Gilbert, De Winne & Sels	2011	International Journal of HRM
Gong, Chang & Cheung	2010	HRM Journal
Gong, Law, Chang & Xin	2009	Journal of Applied Psychology
Grandey, Chi & Diamond	2013	Personnel Psychology
Guchait & Cho	2010	International Journal of HRM
Gurbuz & Mert	2011	International Journal of HRM
Harley, Sargent & Allen	2010	Work, Employment & Society
Harvey, Williams & Probert	2012	International Journal of HRM
Hashim	2010	Personnel Review
Herrbach, Mignonac, Vandenberghe & Negrini	2009	Human Resource Management
Höglund	2012	Personnel Review
Hyde, Harris, Boaden & Cortvriend	2009	Human Relations
Innocenti, Pilati & Peluso	2011	HRM Journal
Jensen, Patel & Messersmith	2011	Journal of Management
Jiang, Wang & Zhao	2012	International Journal of HRM
Kang, Snell & Swart	2012	Human Resource Management
Kaya, Koc & Topcu	2010	International Journal of HRM
Kehoe & Wright	2013	Journal of Management
Kossek, Pichler, Bodner & Hammer	2011	Personnel Psychology
Koster	2011	International Journal of HRM
Kuvaas	2008	Journal of Management Studies
Lengnick-Hall, Beck & Lengick-Hall	2011	Human Research Management Review
Li, Frenkel & Sanders	2011	International Journal of HRM
Liao, Toya, Lepak & Hong	2009	Journal of Applied Psychology
Liu & Liu	2011	International Journal of HRM

López-Cabrales, Real & Valle	2011	Personnel Review
Luna-Arocas & Camps	2008	Personnel Review
Maravelias	2009	Personnel Review
Marescaux, De Winne & Sels	2013	Personnel Review
Melnik, Petrella & Richez-Battesti	2013	International Journal of HRM
Mendelson, Turner & Barling	2011	Personnel Review
Messersmith, Lepak & Patel	2011	Journal of Applied Psychology
Monks, Kelly, Conway & Flood	2012	HRM Journal
Mossholder, Richardson & Settoon	2011	Academy of Management Review
Nishii, Lepak & Schneider	2008	Personnel Psychology
Paauwe	2009	Journal of Management Studies
Prieto & Santana	2012	Human Resource Management
Qiao, Khilji & Wang	2009	International Journal of HRM
Sanders, Dorenbosch & de Reuver	2008	Personnel Review
Searle, Den Hartog, Weibel, Gillespie, Six, Hatzakis & Skinner	2011	International Journal of HRM
Shen & Zhu	2011	International Journal of HRM
Si & Li	2011	International Journal of HRM
Snape & Redman	2010	Journal of Management Studies
Sonnenberg, Koene & Paauwe	2011	Personnel Review
Takeuchi & Takeuchi	2013	International Journal of HRM
Takeuchi, Chen & Lepak	2009	Personnel Psychology
Taylor, Levy, Boyacigiller & Beechler	2008	International Journal of HRM
Tremblay, Cloutier, Simard, Chênevert & Vandenberghe	2010	International Journal of HRM
Veld, Paauwe & Boselie	2010	HRM Journal
Wang, Yi, Lawler & Zhang	2011	International Journal of HRM
Wei & Lau	2010	Human Relations
Wei, Han & Hsu	2010	International Journal of HRM
White & Bryson	2013	Human Relations
Wood, van Veldhoven, Croon & de Menezes	2012	Human Relations
Wright & McMahan	2011	HRM Journal
Wu & Chaturvedi	2009	Journal of Management
Zatzich & Iverson	2011	International Journal of HRM
Zhang & Jia	2010	Human Resource Management
Cox, Marchington & Stuter	2009	International Journal of HRM

Table B. “Approach to HRM” as antecedent

Antecedent	Presence	%
Employees' learning capability	2	4%
Employees' autonomy	4	7%
Employees' entrepreneurship	1	2%
Employees' organisational climate	8	14%
Employees' trust	3	5%
Managers' approach to HRM	31	54%
Accommodative HRM	1 3%	2%
Developmental HRM	1 3%	2%
High Involvement Work Systems	2 6%	4%
Management-HPWS	19 61%	33%
HRM at ward level	1 3%	2%
Islamic HRM approach	1 3%	2%
Macro HRM	1 3%	2%
Option-based HRM	1 3%	2%
Socially Responsible HRM	1 3%	2%
Soft-HRM	1 3%	2%
Strategic HRM	2 6%	4%
Organizational citizenship behaviour	4	7%
Staff retention by managers	4	7%
Total	57	100%

Options-based HRM: “a bundle of internally consistent practices to support a career mobility strategy in which the hiring of associates is viewed as an investment of resources made to acquire options on associates' future partnership potential” (Kang, Snell, & Swart, 2012, p. 3)

SR-HRM: “SR-HRM is built on the concepts of CSR, HRM ethics and a range of employee-oriented HRM practices” (Shen & Jihua Zhu, 2011, p. 12)

Table C. Specification: Outcomes of HR perception

Outcome of perception					
<i>Attitude</i>	<i>97</i>	<i>Behaviour</i>	<i>30</i>	<i>Competence</i>	<i>17</i>
Commitment	41	Absenteeism	2	Adaptive capability	1
Desire to be recognised	1	Employee anxiety	1	Ambidextrous learning	1
Employee motivation	1	Employee helping behaviour	2	Capacity for resilience	1
HR flexibility	1	Intention to quit	5	Human Capital	11
Individual well-being	1	Motivation	1	Person-Environment fit	1
Job security	1	Opportunity to perform	1	Innovative capacity	2
Loyalty	1	Organisational citizenship behaviour	2		
Motivation	1	Organisational culture	1		
Organisational identification	1	Perceived psychological contract violation	1		

Organisational support	6	Perceived investment in employee development	1
Procedural Justice	2	Perceived supervisor support	1
Propensity to trust	1	Psychological Empowerment	3
Psychological Empowerment	5	Role overload	1
Satisfaction	29	Service performance	1
Self-Esteem	1	Social Capital	1
Social Capital	1	Task performance	1
Supervisor support	1	Turnover intentions	1
Trust	1	Unit performance	1
Vigor	1	Voluntary early retirement	1
		Willingness to share	1
		Work effort	1

Table D. Type of HRM perception and outcomes of perception

<i>Type of HRM perception</i>	Attitude	Attitude + Behaviour	Attitude + Behaviour + Competence	Attitude + Competence	Behaviour	Behaviour + Competence	Competence	Total
Attributions of HRM	3							3
Intensity of HRM practices	44	11	1	3	5	2	8	74
Strength of HRM system	1	3			1		1	6
Value of HRM	1	1						2
Total	49	15	1	3	6	2	9	85
%	58%	18%	1%	4%	7%	2%	11%	100%