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## The Discovery of HR from Strategy-as-Practice Perspective: A case study in durable consumer goods industry

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### Abstract

The aim of this study is to explore Human Resource Management (HRM) practices from Strategy-as-Practice (S-as-P) perspective in a company which has a reputable brand at an international level. The research also tries to discover the missing link between Strategy-as-Practice and HRM. In addition, the study tries to explain how S-as-P and HR interact and work together. This study was performed as a case study through using qualitative research methods. In the research, interview techniques which are semi-structured and open-ended questioning was used. The sample of the study is composed of HR directors, Strategic Planning directors and employees. This study is original in the nature as it tries to discuss Strategic HR from strategy as practice perspective.

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### 1. Introduction

In this study, we investigated the mystery behind the closed doors of a reputable company. Having operations in durable consumer goods industry with production, marketing and after-sales services, the company offers products and services around the world with its 25,000 employees, 14 different production facilities in five countries (Turkey, Romania, Russia, China and South Africa), its sales and marketing companies all over the world and its 10 brands. The company has been selected as the most

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reputable company of 2012 in a "Survey on Turkey's Most Reputable Sectors and Companies" made by GfK Turkey. What is the secret of this success? First, we have set out the philosophy of strategy-as-practice. This way is a humanistic way which examines the strategic process in a humanistic perspective by combining the technical part rather than a classical point. When we looked in the context of strategic planning and strategic human resources, theories certainly overlapped. Resource-based approach which forms the base of the strategic human resources, revealed that the most valuable part of the organizations were still human. People in the organizations were created value according to the resource-based view. At this point, we would come across a frame which is highly compatible with the strategy-as-practice philosophy. To use the qualitative research methods in the most accurate way, we left ourselves extremely free in the light of the theories which we developed. After creating the infrastructure, interior observations, interviews and inferences are remained. During our visits to the company, we just try to feel the air like living in the company. To be free and unprejudiced, did not seem so easy for a well-known brand. However, this study had revealed an observation as natural as possible and we should achieve it in the light of this purpose. On the other hand, this study should draw a line close to the concept of reflexivity. In the story, we are supposed to be on the stage. Our study would be enriched by the eyes and roles of us, the researchers. This study was performed as a case study through using qualitative research methods. In the research, interview techniques were used. The sample of the study is composed of HR directors, Strategic Planning directors and employees. Semi-structured and open-ended questioning techniques were used. A qualitative case study is an approach that enables exploration of the case within its context using several data sources (Baxter and Jack 2008). This method is recommended for exploratory research and is applicable in analyzing the fact within a contemporary context. Furthermore, several data sources, interviews, archival data, etc., can be harmonized in research methodology of case studies. The case study method is based on a constructive paradigm. The constructive paradigm claims that truth is relative and that it is dependent on one's perspective. Case study research has the potential to deal with simple to complex situations. It lets the researcher ask "how" and "why" questions, while taking into account how a phenomenon is influenced by the context within which it is situated (Dhanda, 2013).

### *1.1. Strategy-as-Practice*

Authors defined Strategy-as-practice (s-as-p) concept as a research topic which is related with the doing of strategy; who does it, what they do, how they do it, what they use and what implications this has for shaping strategy. They point out that while people do strategy there is a curious absence of human actors and their actions in most strategy theories, which is related with the internal dynamics of the firm, such as the resource-based view. On the other hand, s-as-p studies have taken this concern seriously, bringing human actors and their actions and interactions to the center part of strategy research. In addition strategy-as-practice research examines the social complexity and causal ambiguity in the resource-based view and explains the practice that constitutes the strategy process. Through s-as-p perspective, strategy has been defined as a situated, socially accomplished activity, while strategizing comprises those actions, interactions and negotiations of multiple actors and the situated practices that they draw upon in accomplishing that activity'. In s-as-p field there are parameters as, practitioners (those people who do the work of strategy); practices (the social, symbolic and material tools through which strategy work is done); and praxis (the flow of activity in which strategy is accomplished). The links between micro and macro phenomena and the importance of developing outcomes. Micro defines strategy praxis at levels of the individual or group's experience of a specific episode, such as a decision, meeting or workshop. Meso defines strategy praxis at the organizational or sub-organizational level, such as a change program, or a

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