

Author(s) and year	Main HRM definition used in the study (page number to definition)	Main contribution to HRM literature as outlined in the paper	Main need for future research as outlined in the paper
<i>Hope Hailey (2001)</i>	"[F]rom studies of HR and professionals, it would seem likely that a noninterventionist yet strategic function would be encouraged (Storey, 1992). For understanding the role of HR in the case study, the four functional roles identified by Ulrich (1997) are used for mapping purposes." (1130.)	"Its contribution lies in considering strategies concerned with innovation in both product and sales and marketing; in tracking these change processes over time using in depth case studies; and in considering innovation as a strategic trigger for corporate renewal." (1126.)	--
<i>Laursen (2002)</i>	"'New HRM practices' is the overall label put on a host of contemporary changes in the organization of the employment relation, referring to team-based organization, continuous (often team-based) learning, decentralization of decision rights and incentives, emphasis on internal knowledge dissemination, etc. At the same time it should be noted that other types of practices, such as for instance, recruiting, training or career paths, are disregarded in the present analysis. While there may be strong financial performance effects, productivity effects and flexibility advantages of such new HRM practices (Huselid, 1995; Ichniowski <i>et al.</i> , 1997; Mendelson and Pillai, 1999), the main emphasis of this paper is on the impact on innovation performance, and in particular on product innovation." (141.)	The results show that HRM practices are more effective in influencing innovation performance when applied together, as compared with situations in which individual practices are applied alone." (139.)	--
<i>Laursen & Foss (2003)</i>	"[W]e survey, organize, and discuss the literature on the role of HRM practices in explaining innovation outcomes. We discuss how individual practices influence innovation, and how the clustering of specific practices matters for innovation outcomes (cf. Ennen and Richter, 2010). Relatedly, we discuss various possible mediators of the HRM/innovation link, such as knowledge sharing, social capital, and network effects." (505.)	"There is considerable room for expanding the understanding of how exactly individual HRM practices contribute to innovation performances by unpacking them and examining the contextual variables (i.e. moderators) that influence this contribution. A possible outcome of better understanding of this domain is an improved understanding of systems of HRM practices, because one practice may be a relevant contextual variable influencing the effectiveness of another practice." (513.)	"The emerging research stream in the intersection of HRM and innovation research represents a new, more fine-grained approach to the understanding of the organizational antecedents of innovation performance. However, as we have shown in this chapter, this is a rather recent undertaking and one that still contains several research gaps." (525.)
<i>Lau & Ngo (2004)</i>	"In this paper, therefore, the effect of HR on organizational outcomes is examined by considering the integration of complementary HR practices as an HR system, and the fit of HR practices with organizational culture." (686.)	"It is suggested that a developmental culture is the missing link in-between HR system and innovation outcomes. " (685.)	"The current study supports the 'fit as bundles' view, and future HR research may explore more closely the other interaction views of fit (Guest, 1997). (...)Future studies should develop a longitudinal framework to assess the impact of HR on firm innovation." (699.)
<i>Bondarouk & Looise (2005)</i>	HRM practices: "Human resource management (HRM) innovation concerns new HRM ideas and practices that strive to add value to HRM and organisational performance (de Leede and Looise, 2005)." (472.)	"The purpose of this paper is to present the concept of human resource management (HRM) frames, to identify frame domains, and to explore their role in implementing HRM innovation." "Four HRM frame domains are identified: strategic motivation, essence of HRM innovation, HRM innovation-in-practice and ownership. Where the HRM frames are significantly different, difficulties and conflicts in HRM innovation implementation are observed." (472)	---
<i>Dorenbosch et al. (2005)</i>	Commitment-oriented HRM: "[E]arlier work on Human Resource Management (HRM) by Walton (1985) and studies by Arthur (1994), MacDuffie (1995), Boselie, Hesselink, Paauwe, Van der Wiele (2001) , the 'commitment' configuration of HRM is explored in relation to IWB." (132.)	"This result contributes to the extensive body of knowledge concerning the relevance of job design in promoting employee outcomes like (innovative) performance or employee well being (e.g. Bunce & West, 1995; Unsworth & Parker, 2003; West & Farr, 1990)." (139.)	"To provide more insight in the effect of HRM practices on innovative outcomes, future research should also examine the separate effects of HRM practices in place." (140.)
<i>Jiménez-Jiménez & Sanz-Valle (2005)</i>	HRM systems: "The relationship between innovation and HRM has been generally studied in the literature from a contingent perspective. According to this approach, there are no best HR practices, because in order to be effective HR practices must be consistent with other aspects of the organisation, specifically its strategy (Miles and Snow, 1984; Peck, 1994; Purcell, 1999; Raghuram and Arvey, 1994; Schuler and Jackson, 1987; Wright et al., 1995). Following this approach, the most suitable HRM practices for firms trying to develop a competitive advantage based on innovation will be different to those practices suitable for firms seeking other kind of competitive advantage. " (365-366.)	"Thus, we can conclude, in accordance with the previous literature, that in order to affect employee behaviour – and consequently promote company objectives – firms must develop a bundle of internally consistent HRM practices. However, what is still unresolved is which HRM practices should be included in that system." (377.)	"Thus, future studies should include more HRM practices and other organisational attributes that are related to both HR practices and innovation, such as technology. Another limitation of this study is the use of a cross-sectional research design, which does not allow us to examine the causality of the relationships between innovation and human resource management in greater depth. Finally, it would be advisable to advance in the analysis of these relationships and to study the effect of the fit between innovation strategy and HRM practices on firms' results, following the line of some recent studies (Bennett et al., 1998; Bird and Beechler, 1995; Delery and Doty, 1996)." (377.)

<i>Shipton et al. (2005)</i>	HRM practices and organisational learning: "Not wishing to be drawn into considering whether learning happens primarily at individual or organizational level (Shipton, 2004), we argue that organizational learning represents a capacity to create, transfer and implement knowledge. We suggest that innovation will be promoted and sustained where HRM practices are in place to manage the three stages of the organizational learning cycle – the creation, transfer and implementation of knowledge." (119.)	"Organizational learning represents an important new perspective to be taken into account by researchers evaluating the relationship between HRM activity and innovation." (127.)	"Thus where HRM practices promote creativity, and are designed to facilitate the articulation and transfer of knowledge, shop-floor and other employees develop the confidence and skills to put forward novel proposals designed to improve work operation. (...) Future research could look into the question of whether these activities help to develop employees' personal initiative to initiate innovations (Fay & Frese, 2001)." (119.)
<i>Wang & Zang (2005)</i>	Strategic HRM: Strategic human resource management (SHRM) is seen as crucial for innovation and entrepreneurship in China. An empirical research was carried out to investigate main dimensions of the model of human resources management (HRM), practices and their effects on organisational performance in relation to innovation and entrepreneurship. (544.)	"This study demonstrated that the fit between strategic HRM practices, innovation strategy and entrepreneurship model was significantly contributed to entrepreneurial performance." (544.)	--
<i>Collins & Smith (2006)</i>	SHRM: "Strategic human resource scholars have argued that companies can effectively influence the interactions, behaviors, and motivation of employees through different human resource (HR) practices (Huselid, 1995; Wright, Dunford, & Snell, 2001). In this regard, two HR practice alternatives have emerged in the literature: transaction-based HR practices, which emphasize individual short-term exchange relationships, and commitment-based HR practices, which focus on mutual, long-term exchange relationships (Arthur, 1992; Tsui, Pearce, Porter, & Hite, 1995)." (544.)	"The purpose of this research was to elaborate and test a more detailed model of how commitment based HR practices affect knowledge creation and firm performance through organizational social climate." (548.)	"Our findings suggest that the leaders of high-technology firms should carefully choose the HR practices used to manage their knowledge workers, because these practices may shape the firms' social contexts, which, in turn, affect the firms' ability to create the new knowledge necessary for high performance and growth. As such, we are hopeful that the theory and findings presented in this paper can lead to more research on how firms can create knowledge-related advantages, especially in dynamic environments." (558.)
<i>Li et al. (2006)</i>	General definition, such as: "In HRM practice, the training of the employees, motivation and effective appraisal and control are the important issues (Huselid, 1995, Schuler and Jackson, 1999)." (681.)	"In this study, our contributions focus on the building of a conceptual framework that clarifies the relationship between HRM, technological innovation and firm performance, and we examine the effects of high-tech firm's HRM on technological innovation and firm performance in China." (692.)	"Because the strategy of high-tech firms is often different from that of traditional firms, the choice of different innovation types will produce different results. This should be a future research topic." (694.)
<i>Shipton et al. (2006)</i>	HR systems: "Given that a typical HR 'system' encompasses training, appraisal/performance management and sophisticated socialisation as well as practices designed to promote participation and involvement, such as team work and reward (Dyer and Reeves, 1995; Huselid, 1995; Macduffie, 1995; Bae and Lawler, 2000; Hutchinson et al.,2003), we focus upon these variables." (6.)	"In this article, we argue that HR practices also have the potential to promote organisational innovation." (3.)	"Finally, this is, to our knowledge, the first study to directly consider the relationship between HRM and organisational innovation, controlling for prior innovation. This study thus presents a potential new avenue for research." (24.)
<i>Liao et al. (2006)</i>	"Rather than examining particular HRM practices in isolation, this study combined them into control systems. These HRM practices can be combined into three s types of control systems: behavior, output, and input control" (349).	Results from this study suggest that managers can leverage their best innovation by matching this behavioral orientation to HRM with task analyzability context. (353)	Future research is suggested to investigate the mtzierating effects of a firm on process or radical along with incremental innovation. (354)
<i>Walsworth & Verma (2007)</i>	"[F]rom studies of HR and professionals, it would seem likely that a noninterventionist yet strategic function would be encouraged (Storey, 1992). For understanding the role of HR in the case study, the four functional roles identified by Ulrich (1997) are used for mapping purposes." (1130.)	"Its contribution lies in considering strategies concerned with innovation in both product and sales and marketing; in tracking these change processes over time using in depth case studies; and in considering innovation as a strategic trigger for corporate renewal." (1126.)	--
<i>Verburg et al. (2007)</i>	"The current study develops and tests a configurational model of HRM. First, we developed a typology consisting of four sets of aligned HRM practices (labelled bureaucratic, market, professional and flexibility) and operationalized the bundles in questionnaire items." (185.)	"The aim of this paper was to develop and test a configurational model of HRM.(...) Our results also indicate that besides firm performance, firm innovativeness is interesting as a potential outcome in research on the effectiveness of HRM bundles." (200-201)	"Delery (1998) notes that each currently used measure of HRM systems is problematic. This needs to be explored in future work." (201.)
<i>Beugelsdijk (2008)</i>	"The field of HR is generally perceived to consist of three broad approaches (Delery and Doty 1996): the contingency or best fit approach (e.g. Becker and Gerhart 1996; Jackson and Schuler 1995; Lengnick-Hall and Lengnick-Hall 1988; Miles and Snow 1984), the universalistic or best practice approach (e.g. Arthur 1994; Huselid 1995; Pfeffer 1994, 1998) and the configurational approach." (822.)	"My empirical tests in a sample of 988 Dutch firms indicate the importance of task autonomy, training and performance-based pay for generating incremental innovations. Regarding radical innovations, the results point to the importance of task autonomy and flexible working hours. The use of standby contracts is associated with	"Hence, we think it is important to push the research frontier on types of innovation, HR practices and creativity by more elaborate theorizing. In line with Shipton et al. (2006a) it may, for example, be interesting to conceptualize HR systems in terms of their orientation towards exploration or exploitation."

		significantly lower levels of innovativeness. We also find interaction effects between individual HR practices, between HR practices and firm size, and between HR practices and R&D intensity." (821.)	(840.)
<i>Chen & Huang (2009)</i>	HRM practices and SHRM: "Previous literatures have paid attentions to the link of HR practices and organizational outcomes such as productivity, flexibility, and financial performance (e.g. MacDuffie, 1995; Ichniowski et al., 1997; Youndt et al., 1996; Delery and Doty, 1996; Pfeffer, 1998; Mendelson and Pillai, 1999; Collins and Clark, 2003), but the understanding needs to be extended to encompass innovation performance (Laursen and Foss, 2003)."	"The results indicate that strategic human resource practices are positively related to knowledge management capacity which, in turn, has a positive effect on innovation performance. The findings provide evidence that knowledge management capacity plays a mediating role between strategic human resource practices and innovation performance." (104.)	"The last limitation is the use of a cross-sectional research design. Although the results are consistent with theoretical reasoning, the cross-sectional design may not rule out causality concerning the hypothesized relationships. Future research might address this issue by using longitudinal design in drawing causal inferences." (112.)
<i>Jiménez-Jiménez & Sanz-Valle (2008)</i>	HRM systems: "In order to define the HRM system we have conceptualized and measured the most important areas of HRM identified in the literature. (...) In this study, we measured the HRM system of the firms following the study of Delery and Doty (1996)." (1214.)	"Furthermore, there is a lack of empirical research on the relationship between HRM and innovation, mainly from a configurational perspective (Laursen and Foss 2003). However, an important R&D management paper is to find a balance between the creative drive that produces scientific knowledge and the economic imperatives of commercial markets (Turpin and Deville 1995). This study contributes to this through its empirical testing of that relationship and the effect of HRM both on innovation and performance using a configurational perspective." (1216.)	"Future research should overcome the limitations of this research, using a longitudinal design and including strategy as a control variable. We also consider it very important to extend the question examined in this study by applying a knowledge perspective (e.g. Grant 1996)." (1217.)
<i>Zanko et al. (2008)</i>	HRM practices: "This article analyses the role of HRM practices in the implementation of an innovative cross-functional approach to new product development (concurrent engineering, CE) in Eurotech Industries." (562.)	"[W]e contribute to the literature on HRM practice and innovation (e.g., Searle and Ball 2003; Jiménez-Jiménez and Sanz-Valle 2005) by introducing a political process perspective." (563.)	--
<i>Harney et al. (2009)</i>	"There is a consensus that HRM impacts upon organisational performance through schemes that promote and nourish employee autonomy, skills and discretionary behaviours e.g. team working, communication, skill enhancement (Edwards and Wright, 2001). Datta and colleagues, for example, define High Performance Work Systems as "systems of human resource practices designed to enhance employee's skills, commitment and productivity in such a way that employees become a source of competitive advantage" (Datta et al., 2005: 135). (4)	"[Advances understanding of] the mechanisms by which HRM is said to contribute to organisational performance and facilitate the change required to compete in dynamic environments" (5).	"Findings related to strategic direction for firms also provide scope for future research" (21).
<i>Lopez-Cabrales et al. (2009)</i>	HRM practices: "[I]t is argued that there must be coherence between an organization's human resources management (HRM) practices and the strategies that it adopts, and this requirement would also be applicable to an innovation strategy (Balkin, Markman, & Gomez-Mejia, 2000; Gupta & Singhal, 1993; Kang, Morris, & Snell, 2007; Laursen, 2002; Lopez-Cabrales, Valle, & Herrero, 2006; Schuler & Jackson, 1987). Therefore, the research question we address is to what extent the contribution of HRM practices to product innovation and performance is conditioned by the employees' knowledge." (485-486.)	The first contribution is related to the relationship, on the whole, among HRM practices, knowledge, and the innovative activity in R&D departments. (...) The second contribution, which enriches the HRM literature, concerns the consequences of HRM practices. (...) The third contribution is related to the lack of systematic empirical support received for the RBV (Newbert, 2007).	"[I]t could be interesting to investigate thoroughly each of the relationships that did not appear to be significant. It is also important to analyze why valuable knowledge has no influence on innovative capability, although such knowledge is considered relevant for sustaining human capital. Last, although we focused on two groups of HRM practices, it would be interesting to complete this analysis by including other groups of practices. It would also be interesting to open a new line of research based on the findings about the usefulness of investing in internal or external R&D expenditures, depending on the ultimate aim of the companies (innovation or performance)." (499.)
<i>Perdomo-Ortiz et al. (2009)</i>	HRMtmq: "TQM models emerged from theoretical reflection and empirical testing of a set of precepts for good practice in business management. Based on the analysis and criticism of the precepts by 'quality gurus' (e.g. Deming, Juran, Crosby), an agreement has been reached that considers TQM to be supported by three central principles: consumer orientation; continuous improvement; and work integration (people development and relationships) (Dean and Bowen 1994; Sitkin, Sutcliffe and Schroeder 1994; Kim and Chang 1995)." (1192.)	"This paper studies the relationship between the policies and practices of human resource management from the viewpoint of total quality management and performance in innovation. Specifically, it is argued that there is a direct relationship, as well as a possible moderating effect, of strategic orientation towards innovation." (1191.)	"The research questions that were tested in this study have been suggested with a view to broadening the validity of the study to other sectors of economic activity, and to intensifying research into the effect of contingent variables such as the quality of the firm environment, the type of competitive and innovation strategy, organizational culture or product life cycle." (1212.)
<i>Armstrong et al. (2010)</i>	"Much of the analysis of HPWS originates from the study of strategic human resource management (hereafter strategic HRM), where researchers have examined the impact of bundles of HR practices on firm outcomes such as productivity. The idea that a system of HR practices may be more than the sum of the parts has given rise to	"HPWS practices are associated with positive business performance" and "DEMS practices are positively associated with higher labor productivity and workforce	Implications on practice: "HR managers can use these findings to argue that legally complying with diversity management legislation has a positive economic impact

	debate concerning the specific configuration of practices that should constitute a high performance system." (p. 978.)	innovation and lower voluntary employee turnover."(977.)	on firm performance." (991.)
<i>Cooke & Saini (2010)</i>	Theoretical section consists mainly of SHRM and resource-based view (377-378.)	"In the light of the paucity of empirical studies on strategic HRM and innovation oriented business strategy across different ownership forms in emerging economies, and given the growing significance of India in the global economy and as a site for innovation, this paper investigates the extent to which strategic HRM techniques have been adopted by Indian firms in both the public and private sectors to gain competitive advantage." (382.)	"Future studies should adopt an in-depth case study approach to investigate more fully what seem to be the most effective HRM practices in supporting firms' innovation-oriented business strategy across firms of different sizes, ownership forms, and industrial sectors in the Indian context. In particular, the systematic use of multiple informants in each company studied will help increase the validity and reliability of the data. Cross-country comparative studies should also be conducted to identify similarities and differences in these orientations in different institutional and cultural environments to deepen our conceptual understanding and to inform management practices." (394.)
<i>De Saá-Pérez & Díaz-Díaz (2010)</i>	On that line, some researchers (e.g., Laursen and Foss 2003; Shipton, Fay, West, Patterson and Birdi 2006; Chen and Huang 2009) suggest that innovation can be achieved if it can be ensured that all the organisation members are receptive to change and have the necessary skills and support. A review of the literature reveals that there are few studies that consider the effect of HRM practices on innovation (Chen and Huang 2009). (1651-1652.)	"This study has attempted to answer the question raised by various authors (e.g., McAdam et al. 2004; Coronado et al. 2008) about how firms in an ultra-peripheral region innovate to compete in a global market when they often seem not to have the basic conditions to innovate identified in the literature (Doloreux and Dionne 2008)." (1660-1663.)	"Thus, there may be other indicators of innovation output that are not shown in this paper and that would be interesting for future studies to analyse. In that respect, the results have revealed that the influence of the HR policy differs according to the type of innovation. Moreover, it would be interesting for a future study to consider the effect of the HR policy on innovation taking the radical or incremental character of the innovation into account. Future research works could also adopt a longitudinal approach to analyse the evolution of the relationship between the HR policy and innovation over time. Finally, this study should be replicated in other ultra-peripheral regions in order to identify the necessary changes to the HR policy that improve firm competitiveness by means of innovation. (1663-1664.)
<i>De Winne & Sels (2010)</i>	General definition for HRM: "To date, however, existing research on the relationship between human capital, HRM and innovation is fragmented. First, studies on this topic appear in different research streams. More specifically in innovation (e.g., Michie and Sheehan 1999; Hayton 2005), entrepreneurship (e.g., Chrisman and McMullan 2000; Lynskey 2004) and general management literature (e.g., Laursen and Foss 2003; Lau and Ngo 2004; Smith et al. 2005; Subramaniam and Youndt 2005) and to a lesser extent in strategic HRM literature (e.g., Ngo, Turban, Lau and Lui 1998; Hayton 2003; Shipton, West, Dawson, Birdi and Patterson 2006)." (1865.)	"The results show that both human capital (of owners/managers and employees) and HRM are important determinants of innovation in start-ups." (1863.)	"Future research might want to concentrate on the role and impact of different kinds of advice in start-ups. Moreover, it is possible that the impact of advice differs in different stages of a firm's life cycle." (1879.)
<i>Ling & Nasuridin (2010)</i>	HRM practices: "Drawing upon the argument given by Shipton et al. (2005), we argued that HRM practices that encourage exploration rather than exploitation can give rise to three types of innovation: product, process, and administrative. Specifically, the higher the level of such practices, the higher would be the level of innovation in products, process, and administration." (107.)	"[T]raining as a HRM practice contributed significantly towards explaining the three types of innovation: product, process, and administrative innovation." (113.)	"The study has several limitations that create fruitful suggestions for future research. First, the data was cross-sectional, so no assumption about causality can be drawn. In particular, the effects of certain HRM practices such as career management may not have immediate effect. Hence, a more appropriate method would be to conduct a longitudinal study. Secondly, this study is limited to the manufacturing industry alone. Hence, our results may be specific to the context of this industry. Future research should be extended to the service industry in order to generalize the results reported here." (113.)
<i>Sanders et al. (2010)</i>	"In this study, we focus on employees' satisfaction with HR practices. Because satisfaction with HR practices can be seen as a facet of job satisfaction we examine the relationship between satisfaction with HR practices and job satisfaction as well." (59.)	"This study contributes to the filling of the knowledge gap related to innovative behaviour in three ways. First, instead of the (formal) HR practices as described by HR managers or direct supervisors, we focus on the satisfaction employees have regarding the HR practices. Second, since it can be assumed that both employees' satisfaction with HR	"Future research could be extended but also deepened by a qualitative part: collecting in-depth information on HR practices as perceived by top-managers, supervisors and different subordinates. Second a social desirability in the answers of the respondents should be taken into account as a possible limitation.

		practices and LMX influence innovative behaviour, we consider the relationship between satisfaction with HR practices and LMX on innovative behaviour. Third, in this study we relate a single-item measurement for general job satisfaction to satisfaction with HR practices." (60.)	Furthermore, research shows that the career commitment of knowledge workers moderates the relationship between company practices and organizational commitment as well as turnover intention. Therefore, further research should include commitment to work, career and commitment to the organization into account and should examine the relationships between commitment and innovative behaviour." (66.)
<i>Lin (2011)</i>	e-HRM: "Compared with HRM, electronic-HRM (e-HRM) with features of self-service and intranet based includes major areas of responsibility of HRM, and is gaining more attention (Lawler and Mohrman 2003). It is necessary to introduce e-HRM in the working organizations because this intranet-based system demonstrates crucial advantages, such as e-HRM can be accessed from virtually anywhere and can be used to more effectively develop the human capital of organizations (Heneman and Greenberger 2002; Bondarouk, Ruel and van der Heijden 2009)." (236.)	"The adoption of IT by HRM is important for growth as organizations face rapid changing environments. More specifically, the systems of IT adopted by HRM contain HR Information System, HRM System, e-HRM, and so on." (252.)	"First, we are still in the early stage of exploring e-HRM and VO structures. Research is also needed to paint clearer pictures of their impact on the management of organization and HR. Also, studies that develop mechanisms that improve creativity-innovation transformation processes and develop intervention techniques that improve employee's creativity in VOs should be worthy for future research. Furthermore, in addition to creativity and innovation, understanding how IT and VO affect flexibility and adaptability processes at workplace is crucial for e-HRM implementation." (253.)
<i>Wei et al. (2011)</i>	SHRM: "Following the contextual perspective of SHRM, this study examines an interactive model in which corporate culture and structure are proposed to moderate the SHRM-product innovation relationship." (19.)	"[O]ur study contributes to the SHRM literature by enhancing our understanding of how SHRM can be implemented and managed effectively. In addition, we provided empirical evidence showing the importance of the study of SHRM processes, enriching the 'social context' view of HRM (Ferris et al. 1999)." (29.)	"Future research is also needed to explore other factors that may work together with SHRM to influence the bottom lines of Chinese enterprises undergoing radical economic reform and social development. (...)Future studies should employ a carefully designed longitudinal methodology to capture the dynamic process of SHRM development and the evolution of corporate culture in various Chinese enterprise types together with the variables' corresponding impact on firm innovation." (31.)
<i>Chang et al. (2012)</i>	SHRM: "In this study, we focus on studying strategic human resource management (SHRM) systems as one of the organization-level antecedents of AC. The study of SHRM systems as antecedents of AC is appropriate because AC is deeply rooted in a firm's prior tacit and socially complex knowledge (W. M. Cohen & Levinthal, 1990); such knowledge often resides in important individual employees (Lord & Ranft, 2000; Ranft & Lord, 2000; Volberda et al., 2010)." (1925.)	"Our findings based on a sample of high-technology firms indicate that SHRM systems are positively associated with firm-level potential and realized AC and that potential AC, in turn, is positively associated with market responsiveness and firm innovativeness."(1924.)	---
<i>Jiang, Wang & Zhao (2012)</i>	HR practices: "Many researchers suggest that specific HR practices promote performance, such as human resource planning (Koch and McGrath 1996), profit sharing and result-oriented appraisals (Delery and Doty 1996) and selectivity in staffing, training as well as incentive compensation (Delaney and Huselid 1996). Others relate certain types of 'bundles', 'systems' or 'configurations' of HRM practices to different indicators of organizational performance (Guesta and Conway 2011). Some of these integrated systems of HRM practices have been labelled high involvement work systems or high-performance work systems (HPWSs)." (4025-4026.)	"These findings contribute substantially to our understanding of the relationship between HRM and performance; however, our knowledge about the extent to which HRM promotes employee creativity and organizational innovation is still relatively scarce. Of particular interest is that the relationship of HRM to employee creativity directly and to organizational innovation indirectly has been assumed and not tested." (4026.)	"Future research should employ a longitudinal design with creativity and innovation observed at least a year or longer after measuring a firm's HRM practices. (...) Although there is no widely accepted instrument of the organizational innovation (Armbruster, Bikfalvi, Kinkel and Lay 2008), future research needs to develop the measurement of the organizational innovation from practical perspective (e.g. new products, percentage of revenues based on new products and new services)." (4026.)
<i>Alfes et al. (2013)</i>	"bundles of HRM practices, commonly referred to as high-performance HRM practices, are built on the notion that individual experiences of clusters of HRM practices shape employees' beliefs about the nature of the exchange relationship they enter into with their organization (Rousseau & Greller, 1994). Hence, in order to assess the impact of HRM, the entire system of HRM practices rather than individual practices should be taken into account (Wright & Boswell, 2002). A consensus is emerging that high-performance HRM practices are broadly focused around three areas (Conway, 2004; Wright & Boswell, 2002): (1) employee skills, including selective recruitment; (2) motivation, including such practices as performance-based rewards; and (3) empowerment, including participation mechanisms (Snape & Redman, 2010)"	"Our study has contributed to debates around the HRM-individual performance link through the development and testing of a mediated model incorporating employee engagement as the key attitudinal variable, and analyzing the role of line managers in this causal chain".	"we encourage researchers to evaluate changes in the effect of line manager behavior and HRM practices over time".
<i>Zhou et al.</i>	"The goals of this article are threefold. First, in response to the call for understanding the effects of HRM on	"First, whereas traditional strategic HRM research	"In terms of future research, we offer three

(2013)	<p>influencing specific strategic capabilities (Becker & Huselid, 2006), we introduce innovative capabilities as the mediator in the HRM-performance relationship. Second, in contrast to prior research that often focused on the unitary high-performance work system, we synthesize theories of social relationships and employee creativity to examine a dual model of commitment-oriented and collaboration oriented HRM systems, emphasizing internal cohesiveness and external connectedness, respectively." (265.)</p>	<p>employed a generic approach (e.g., Arthur, 1994) to examine the effect of one HRM system on general firm performance, our study examined two distinct systems' effects on innovation in particular." (278.)</p>	<p>suggestions. First, we examined innovation as consisting of product/service, technology, and administration innovation. Second, building on our finding on the interaction effect of commitment- and collaboration oriented HRM systems, we also encourage more research to be done to examine the particular interactions among cost-oriented, quality-oriented, innovation oriented, service-oriented, and safety-oriented HRM systems and so on, to understand the trade-off between differential HRM configurations. Third, our study also stimulates additional research questions regarding the contexts of balancing the two HRM systems." (282.)</p>
Fu et al. (2015)	<p>"In this paper we describe systems of HRM as high performance work systems (HPWS; Guthrie, 2001)." (210.)</p>	<p>"These results contribute to a better understanding of how HPWS affect firm performance, especially in the accounting firm context." (223.)</p>	<p>"[F]uture research could undertake multi-level studies to capture a more comprehensive picture of the links between employees' behaviours, work systems, innovation and performance." (223.)</p>