

次の英文は、David Lepak and Scott A. Snell の論文のうち、Introduction の部分です。
著者のプロフィールは、次の通りです。

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すべて、日本語に訳しなさい。(但し、Architecture は「アーキテクチャ」でよい。)

EMPLOYMENT SUBSYSTEMS AND THE 'HR ARCHITECTURE'

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11.1 INTRODUCTION

THERE is an interesting tension that exists within the HRM literature with regard to employment subsystems. On the one hand, a clear pattern is emerging in strategic HRM research that suggests that HR systems geared toward increased commitment and employee involvement can have a dramatic impact on organizational outcomes (Becker and Gerhart 1996). Terms such as commitment-oriented HR systems (Arthur 1992; Lepak and Snell 2002), high-performance work systems (Huselid 1995), high-involvement HRM (Guthrie 2001), and the like exude a connotation of extensive investment in, and reliance on, employees. In fact, many researchers have suggested that people (human capital), more so than other organizational resources, may be a strong potential source for achieving a sustainable competitive advantage (Pfeffer 1994).

At the same time, many firms are increasing their use of externalized employment (e.g. temporary employees, independent contractors) as well as implementing employment subsystems within their organizations. Proponents of externalization suggest that relying on different forms of external labor may enable firms to be responsive to changes in labor demands, lower labor costs, and increase access to skills their employees do not possess (Matusik and Hill 1998). And arguments for establishing subsystems within organizations are based on the logic that not all employees make equivalent strategic contributions to competitive success. As a result, the nature of the employment arrangement and associated HR system designs should differentiate core versus non-core employees (Delery and Shaw 2001) or between A players, B players, and C players (Huselid et al. 2005).

At first glance, the trend of increased outsourcing of human capital and employment subsystems, and their implied economic benefits, may be viewed as standing in direct contrast to a high-commitment approach towards managing people (cf. Boxall 1998; Rubery et al. 2004). If people are one of a company's key sources of competitive advantage, how can companies simultaneously be committed to employees and use contingent labor?

In some ways, this tension runs in parallel to—or is indicative of—the distinction between managing people and managing jobs. Organizations do both, and the crux of this issue depends upon where critical knowledge resides. In some cases, say extreme instances of Taylorism (Fordism), core knowledge is embedded in the design of tasks and standard operating procedures/routines. In these situations, discretion is neither required nor desired from employees, and the key managerial objective would likely be finding suitable labor that can (reliably) perform these tasks at the lowest possible cost. In other cases, where critical knowledge cannot be codified or standardized, creativity and innovation are perhaps required. As a consequence, the key knowledge asset shifts toward employee human capital (rather than the job). In these instances, effective performance requires discretionary and/or proactive behavior on the part of employees. Accordingly, the key managerial objective would likely be fully engaging employee involvement and commitment to organizational goals and performance.

Historically, HRM practices have been based on the management of jobs. As much as anything, this derives from the fact that the profession matured under an era of large-scale manufacturing. But the increasing reality is that the knowledge that companies rely on for competitive success not only resides in the minds of their employees but also in the minds of contractors, consultants, and other external workers with whom they collaborate. In many ways, the trend toward a differentiated workforce is a response to the increasing importance of knowledge management. Certain employees are hired to perform a relatively standardized job while others are sought for what they know and their potential.

In addition, the use of employment subsystems continues to evolve based on factors related to globalization, strategic considerations, and managing both the

stocks and flow of knowledge. First, companies are increasingly turning to employment options on a global level. The trends toward offshoring (Reich 2005) and 24/7 or 'follow the sun' employment strategies (Solomon 2001) exemplify the growing trend toward a global approach to managing human capital. While global employment subsystems may certainly be driven by cost considerations, on the one hand, they are also driven by knowledge-based motivations on the other. How does globalization influence the use of employment subsystems? Second, a typical argument is that companies (should) internalize their core employees and outsource peripheral work. While this general approach has received some support (Delery and Shaw 2001; Lepak and Snell 1999), the reality is that what is peripheral to one firm may be core to another (and vice versa). Companies vary in how they compete, and variations in strategic priorities are likely to influence choices among employment systems for different groups of employees. Finally, a central challenge for companies that compete based on knowledge is not only to have a clear sense of what knowledge its employees presently hold and need in order to achieve its business goals, it is equally important to promote exchange of knowledge, innovation, and learning to maintain competitive distinction. That is, it is not knowledge per se that make a competitive edge possible, but rather the extent to which the company can effectively manage knowledge to create value over time. This distinction reflects the difference between managing knowledge stocks and managing the flow of knowledge among employees within as well as across employment subsystems (cf. Boxall 1998; Dierickx and Cool 1989; Kang et al. in press).

The rest of this chapter is structured as follows. First, we review the 'HR architecture' to provide a backdrop for our discussion of employment subsystems and changing forms of employment. Second, we examine the implications of globalization, strategy, and managing knowledge flows for how companies structure their portfolio of employment subsystems. Throughout our discussion we offer suggestions for future research.

補足

文中の Solomon 2001 の 24/7 or 'follow the sun'は、そのままよい。