

How does Human Resource Management influence the implementation of Integrated Management Systems?

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Abstract

Purpose: The importance of human resources has often been emphasized in the area which has become known as Integration of Management Systems. Despite such consideration, little has been espoused regarding the mechanisms by which human resources and Integrated Management Systems (IMS) are related. The aim of this study is to investigate how and why human resource management has affected the implementation of an IMS within an organization.

Design/methodology/approach: Applying a case study approach, we ask for the observations of the employee's experience about human resource practices in the case study organization that have significance for the implementation of the IMS in the firm.

Findings: The results of the study report the respondents' stories about the experiences they have had during the IMS implementation process regarding several human resource practices. We then analyze the employee's responses to understand how the proposed theoretical dimensions related to human resources have impacted the integration of Management Systems (MSs) and find that there are several very related issues regarding the human resources participating in the integration process that will affect the success or failure of the implementation of an Integrated Management System.

Originality/value: This paper provides an original focus on the theoretical and empirical issues regarding the relationship of IMSs and Human Resource Management (HRM), an under researched topic which is vital for the survival of such systems, with the hope of stimulating more systematic research efforts.

Keywords: Integrated Management Systems, Human Resource Practices, Employees, Organizational Culture