# Article information:

HR practices and work relationships: A 20 year review of relational HRM research - Bannya - 2023 - Human Resource Management - Wiley Online Library  
<https://onlinelibrary.wiley.com/doi/full/10.1002/hrm.22151>

# Article summary:

1. The article discusses the emergence of relational Human Resource Management (HRM) literature, which focuses on the intersection of employment practices and interpersonal work relationships.

2. Relational HRM research explores the effects, mechanisms, and contingencies that shape the interdependencies between HRM and interpersonal relationships, moving beyond the traditional focus on human capital to social capital.

3. The article highlights the importance of studying both formal and informal patterns of interactions within organizations and how they are impacted by HRM practices and systems, providing contextualization for social network research.

# Article rating:

Appears strongly imbalanced: The article is written in a biased or one-sided way, and the information it provides is not trustworthy enough to be considered a reliable source. You should consult other sources to find reliable information on the presented issues.

# Article analysis:

The article titled "HR practices and work relationships: A 20-year review of relational HRM research" provides an overview of the literature on relational Human Resource Management (HRM) and its impact on interpersonal work relationships. While the article offers valuable insights into the topic, there are several areas where it exhibits potential biases and limitations.

One potential bias in the article is its focus on the benefits of high-quality relationships and the role of HRM in creating and sustaining them. While it is important to acknowledge the positive aspects of work relationships, this narrow focus may overlook potential negative effects or challenges associated with HR practices. For example, the article does not discuss how certain HR practices or policies can lead to conflicts or power imbalances within organizations.

Additionally, the article relies heavily on previous research and literature reviews without providing much original analysis or empirical evidence. While it is understandable that a review article would draw upon existing studies, it is important to critically evaluate the quality and validity of these sources. The article could benefit from a more balanced approach that includes both supportive and contradictory evidence.

Furthermore, there is a lack of discussion on potential counterarguments or alternative perspectives. The article presents a one-sided view of relational HRM as beneficial for both academics and practitioners without addressing any potential criticisms or limitations. This omission undermines the credibility of the article as it fails to acknowledge differing viewpoints or potential drawbacks.

Another limitation is that the article does not adequately address potential risks or challenges associated with implementing relational HRM practices. It primarily focuses on the benefits without considering possible negative consequences such as increased workload, role ambiguity, or favoritism within organizations. By neglecting these risks, the article presents an incomplete picture of relational HRM.

Moreover, there are instances where unsupported claims are made without providing sufficient evidence or references. For example, when discussing social capital, the article states that relationships transmit resources but does not provide specific examples or empirical support for this claim. This lack of evidence weakens the article's arguments and undermines its credibility.

In terms of reporting, the article tends to present a promotional tone towards relational HRM. It emphasizes the relevance and importance of this approach for practitioners without adequately addressing potential drawbacks or limitations. This biased reporting may lead readers to form an overly positive view of relational HRM without considering alternative perspectives.

Overall, while the article provides a comprehensive overview of relational HRM research, it exhibits potential biases and limitations. These include one-sided reporting, unsupported claims, lack of counterarguments, and a promotional tone. To improve the article's credibility and comprehensiveness, it would benefit from addressing these biases and providing a more balanced analysis of the topic.

# Topics for further research:

* Negative effects of HR practices on work relationships
* Conflicts and power imbalances in organizations due to HR practices
* Criticism of relational HRM practices
* Challenges and risks of implementing relational HRM
* Negative consequences of relational HRM practices
* Empirical evidence on the transmission of resources through relationships

# Report location:

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