

Taking a Relational Stance: How Social Network Analysis Can Advance SHRM

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ABSTRACT

Social network studies have gained traction in the field of human resources management as a means of revealing otherwise hidden relational patterns and dynamics among employees, managers, and organizations. We provide a systematic review of the literature examining social networks in the field of strategic human resources management (SHRM). This allows us to consider how social networks contribute to competitive advantages through: 1) knowledge management and innovation, 2) adaptation and implementation of organizational change, 3) engagement in international operations, and how social networks allow strategic leveraging of organizations' human capital to achieve organizational goals through a focus on 4) diverse workforce, and 5) top management teams. We propose a research agenda at the intersection between social network studies and SHRM which focuses on action research, the costs and benefits of networking, and how perception of networks can inform SHRM activities.

Keywords:

Strategic human resource management, social networks, literature review