

# **Strategic HRM practices: perspectives of Malaysian and Japanese owned companies in Malaysia**

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## **Abstract**

**Purpose** - This study examines the applications and processes of one of the key distinctive features of strategic HRM, i.e. integration of HRM functions with business/corporate strategy and two key HRM functions, recruitment and selection and training and development.

**Design/methodology/approach** – The research used mixed methodology approach via questionnaire survey and semi-structured random interviews. Of the 113 questionnaires returned, 86 usable questionnaires were analyzed, a response rate of 16.5 percent. Semi-structured interviews were conducted with 12 HR practitioners and 9 line managers from Malaysian and Japanese owned companies.

**Findings** – Analysis of the questionnaire responses on strategic integration, recruitment and selection, and training and development show little difference in practices between the Malaysian and Japanese owned companies. Both Malaysian and Japanese owned companies indicated a higher HR involvement in the business/corporate strategy formulation process, either from the outset or in implementation. However, some contradictions in actual practice of strategic integration of HR with business/corporate strategy were evidenced by the interview data. In relation to recruitment and selection and training and development practices, there were differences in the practices in terms of elaborateness, approach and process. On a positive note, HRM in Malaysia seems to be in a state of change though the process is slow.

**Practical Implications** - Provides some insights and practical implications to HRM practitioners and line managers about SHRM practices in Malaysia.

**Originality/Value** - This paper contributes to the existing literature and also to overcoming the dearth of empirical research on the importance of SHRM practices in Malaysia.

**Keywords** - Strategic integration, Recruitment and selection, Training and development

**Paper Type** - Research Paper

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