

# CONCEPTUALIZING HUMAN RESOURCE MANAGEMENT FROM A GOVERNANCE PERSPECTIVE

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## **Abstract**

*The aim of the article is to examine the influence of corporate governance on the formulation of human resource management practices in a firm. The study relies on two approaches. The first approach assumes that there is a direct relationship between particular HRM practices and firm performance and the second approach assumes that corporate governance plays an influential role in shaping the HRM practices and affecting the firm's performance. The framework of the study relies on the stakeholder theory as the underpinning theory for this study. The study proposes for the investigation to be conducted among public listed firms. The study also sheds light on the debate that a universal set of HRM practices can guarantee better firm performance, independent of the other characteristics of the firm and the environment.*

**Keywords:** Corporate governance, HRM, firm performance.