

BOOK REVIEW

Human Resources for the Non-HR Manager, Hardback, Softback and eBook. By Carol T. Kulik and Elissa L. Perry. (345 pp.) ISBN: 184872490X / 9781848724907. United Kingdom: Routledge (2023) (second edition).

Reviewed by Y. Fujimoto, Department of Management, Sunway Business School, Sunway University, Malaysia.

This book is written by Carol T. Kulik, Bradley Distinguished Professor at the University of South Australia's UniSA Business in Australia, and Elissa L. Perry, Professor at Teachers College, Columbia University in the USA. The book is timely and aimed at all non-human resource (HR) managers (e.g., finance, marketing, and IT) to manage their employees/teams in day-to-day routines. What makes this book refreshing and unique is its seamless integration of evidence-based HR (EBHR) principles derived from Human Resource Management (HRM) research, applicable to in-person or remote workplaces. It equips line managers with latest research-based knowledge on how to manage their employees effectively. Going beyond the conventional HRM textbooks, this book integrates latest scientific evidence to guide non-HR managers in executing thoughtful HR actions. By celebrating non-HR managers' *L-E-S-S is more* approach, i.e., integrating local context (L), expertise (E), stakeholders (S), and scientific evidence (S), this book equips non-HR managers and is ready to apply!

This book begins with a broad introduction to EBHR Management and the *L-E-S-S is more* approach. It then delves into the various stages of the employee life cycle, commencing with recruitment, hiring, and onboarding of new employees (Chapters 2–5). Following these chapters, it covers the development, evaluation, and rewarding of employee performance (Chapters 6–8) and the final stages of the employee relationship, encompassing disciplinary actions, terminations, and voluntary turnover (Chapters 9 and 10). The book concludes with a focus on creating an inclusive workplace. Recognizing that attracting and retaining competent, value-based employees is foundational to an organization's success, this book places particular emphasis on the early phases of the employee life cycle. Each chapter serves as a pocket-sized manual for non-HR managers to apply in their unique circumstances. By integrating cutting-edge HR practices and EBHR principles, each chapter is prepared to equip non-HR managers with actionable knowledge on how to effectively manage their employees, both relationally and technically.

What is noteworthy about this book is that non-HR managers can simply select one HR topic, such as training and development, grasp its key steps, and evaluate its impact on their workplaces. They can easily customize the HR function to their local context and receive feedback from stakeholders (e.g., employees) for further improvement. The online resources at <https://www.NonHRManager.com/> are well organized for teaching students with limited work experience as well as experienced individuals. These resources are accompanied by news headlines that enrich discussions in small groups. In the textbook, I believe that the inclusion of more visuals/graphics, pictures, subheadings, and a dedicated summary of EBHR tips in each chapter could enhance user-friendliness for readers.

A macro diagram to guide readers from one chapter to another might also help them connect the dots and see the big picture of managing employees. In addition, the *L-E-S-S is more* approach could be better articulated in each chapter. While many practical examples used in this textbook are based on large Western companies, they are still very useful for non-Western managers in small- and medium-sized enterprises. However, including more examples that integrate cultural, legal, regulatory, and organizational contexts in each chapter might strengthen the demonstration of the *L-E-S-S is more* approach.

I highly recommend this book for non-HR managers! This book is very easy to read and digest, like a tool that non-HR managers can use, going beyond an ordinary HRM textbook. Seamlessly integrated research findings and practical advice on each HR topic bring ready-to-use HR wisdom for action for non-HR line managers (e.g., dos and don'ts of recruitment; discipline steps and how to create an inclusive workplace). I highly recommend all non-HR managers to have this book nearby to grab and apply so that they can hire the right subordinates and build effective relationships where employees can flourish more under their leadership that benefit the subordinates, the manager, and the organization!

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