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Publication date
2013

[Link to publication](#)

Citation for published version (APA):

de Haas, M. J. O. M. (2013). *Up or out? Archetypes and person-organization fit in Dutch law firms*. [Thesis, externally prepared, Universiteit van Amsterdam].

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Maarten de Haas **Up or Out?**

Archetypes and person-organization fit in Dutch law firms

Maarten de Haas
Up or Out?



This study investigates the conditions and mechanisms of fit between lawyers' values and ambitions, on the one hand, and law firms' values and other characteristics on the other hand. The big law firms in The Netherlands are distinguished according to their configuration as a professional partnership or managed professional business. The relationship between these configurations and different HRM practices – especially career and reward systems - is analyzed.

Fit between lawyer and law firm is an important factor in promoting commitment, retention and wellbeing of the lawyers as well as the performance of the firm.

The author of this thesis has been a manager and management consultant for law firms since 1989. He started the research in 2008. The results may contribute to the quality of recruitment and staffing, training and career planning, reward and appraisal in law firms and other professional service firms.

