



PennState
College of the Liberal Arts



Center for International Human Resource Studies NEWSLETTER 2016

The Center for International Human Resource Studies is an initiative of the School of Labor and Employment Relations at the Pennsylvania State University (USA), which aims to encourage IHRM scholarly research, and to serve the International HR practitioner community. Through targeted events, our goal is to develop a strong community of academics and practitioners passionate about international HRM, enabling the sharing of ideas to advance knowledge and practice in the field. The activities of the CIHRS are led by a core team of academics in the School of Labor and Employment Relations – Dr Elaine Farndale (Center Director), Dr Sumita Raghuram, Dr Helen Liu, Dr Jean Phillips, and Dr Stan Gully – supported by researchers and a network of CIHRS Fellows who are leading experts in the IHRM field from across the globe. CIHRS Fellows currently include: Ingmar Björkman (Aalto University, Finland), Chris Brewster (Henley Business School, UK), Paula Caligiuri (Northeastern University, USA), Lisbeth Claus (Willamette University, USA), Tony Edwards (Kings College London, UK), and Randall Schuler (Rutgers University, USA).



Elaine Farndale, CIHRS Director

Save the date – 3rd CIHRS conference

The 3rd Global Conference on International Human Resource Management will be held on 18-20 May 2017 in New York City, USA. Prominent IHRM academics and practitioners will be speaking, as well as the program being open to academic submissions. Further details to be announced at: <http://ler.la.psu.edu/cihrs/events>.

Center for International Human Resource Studies
503 Keller Building, University Park, PA 16802, USA
Phone: +1-814-865-0751, Fax: +1-814-863-3578
Email: cihrs@psu.edu
Website: ler.la.psu.edu/cihrs

CIHRS Team

Elaine Farndale is the Director of CIHRS and Associate Professor in the School of Labor & Employment Relations (LER). She holds a Ph.D. in Human Resource Management from Cranfield School of Management (UK). Elaine’s specialist areas of interest and research include: international and comparative HRM; HRM and firm performance; and HRM and employee engagement.

Stan Gully is Professor of Human Resource Management in the LER School. Stan earned his Ph.D. in Industrial/Organizational Psychology from Michigan State University and is a Fellow of SIOP. He has served on the editorial boards of top journals and conducts research on strategic staffing, global recruitment, leadership, team effectiveness, motivation, and training.

Helen Liu is Associate Professor in the LER School. Dr. Liu received her Ph.D. and M.S. in Human Resource Studies from the School of Industrial and Labor Relations, Cornell University. Her research focuses on strategic human resource management, contingent work, and employment relations in Asian countries such as China and Vietnam.

Jean Phillips is Professor of Human Resource Management in the LER School. She earned her Ph.D. in Management from Michigan State University and is a Fellow of SIOP. Her research focuses on recruitment and staffing, leadership and team effectiveness, and linking organizational survey results to business outcomes.

Sumita Raghuram is Associate Professor in the LER School. She received her Ph.D. from the University of Minnesota. Her current research interests are in the areas of virtual/distributed organizations, identity, cross-cultural HRM and employee turnover. This research explores outcomes of virtual work such as organizational identification, knowledge sharing, use of communication media and employee stress.

Rikki Nouri is Post-doctoral scholar for CIHRS for the academic year of 2015/16. She completed her PhD (specialization in organizational psychology) at the Faculty of Industrial Engineering & Management, Technion, Israel. Rikki utilizes her interdisciplinary background to bridge in her research between creativity, culture and conflict.

Elizabeth Rockey assists with CIHRS research. Liz graduated from Penn State in 2014 with degrees in Psychology and LER.

Saahir Shafi worked as a Graduate Assistant with CIHRS during the 2015/16 academic year. She graduated in 2016 from Penn State with a concentration in Human Resources and Employment Relations.

Ting Wu is a CIHRS visiting scholar (2015/16) and a doctoral student in Human Resource Management at the School of Management, Nanjing University. During her visit at Penn State, she is working with Dr Liu examining the use of rewards and punishment in service organizations.

Congcong Tang is a CIHRS visiting scholar (2015/16) and a doctoral student in Labor Economics from the School of Labor and Human Resources, Renmin University of China. During his stay, he is working with Dr Liu to examine the job seeking behaviors of recent college graduates. Dr. Weiguo Yang, Dean of the School of Labor and Human Resources at Remin University and Congcong’s dissertation advisor, was a visiting scholar at the LER School during 2010-2011.

Lisa Pierson is Administrative Assistant to CIHRS. She joined Penn State in 2008 working for the School of Labor and Employment Relations. She provides assistance to both of the Centers of the LER School, and the School itself.



CIHRS Team

From left to right: Ting Wu , Elaine Farndale, Helen Liu, Jean Phillips , Saahir Shafi, Lisa Pierson, Stan Gully, Elizabeth Rockey, and Rikki Nouri.

CIHRS Research

CRANET Survey of HRM Policies and Practices

The CIHRS team, in partnership with the Society for Human Resource Management (SHRM), has been reaching out to HR managers in organizations across the U.S. to gather data for the latest round of the CRANET survey.

CRANET (the Cranfield Network) is a global network of academic institutions carrying out a regular survey of the state of HRM in organizations across more than forty countries, tracking how HR has evolved over time since 1989. Participation in the study benefits HR practitioners by benchmarking HRM practices and trends, as well as providing rigorous academic data for future publications and teaching materials. The 2014/15 survey results are now available in a report that provides an overall picture of HRM in a wide range of organizations across the U.S., and can be requested from cihrs@psu.edu. Highlights include:

- The HR function is increasing its strategic role
- Organizations are growing their workforce but are also reporting higher levels of employee turnover than in recent years
- Technology is increasingly prevalent in many HRM services, often leading to cost reductions, and particularly greater training opportunities
- Employee benefits appear to be declining in all areas except health care programs

Interested in being involved? Email us at: cihrs@psu.edu.

Cranet Survey 2014/15 Highlights

HUMAN RESOURCE MANAGEMENT POLICIES AND PRACTICES IN THE UNITED STATES

HRM Activity in the Organization

I. Strategic Role of HR
The HR function is increasing its strategic role as heads of HR are occupying roles in the top executive team of their organization. HRM strategies are also being formalized in writing with 66% of organizations reporting having a written HRM strategy.

Head of HR or Person Responsible for HR with a Place on the Board or Top Executive Team

Year	Percentage
2004	41%
2009	63%
2014/15	70%

II. Technology
In 2014/15, 83% of organizations report using HRIS or electronic HRM systems. 50% report using a manager self-service option, and 67% an employee self-service option.

III. Communication
Somewhat worryingly, communication by organizations through briefing management about business strategy, financial performance, and organization of work declined between 2009 and 2014/15.

Staffing Practices

I. Recruitment
In 2014/15, recruitment trends reveal 39-46% of responding organizations using social media as a means to streamline recruiting processes. Other recruitment processes used to a large extent include: company websites, internal transfers, commercial job websites, and word of mouth or employee referrals. Annual staff turnover rose from 12% to 19% between 2009 and 2014/15.

II. Working Arrangements
Trends show more frequent use of teleworking and less frequent use of part time working arrangements.

Proportion of Employees Using Teleworking vs. Part Time Arrangements

Year	Telework	Part Time
2004	~45%	~15%
2009	~40%	~10%
2014/15	~45%	~10%

III. Diversity and Inclusion
Organizations are implementing diversity and inclusion initiatives primarily at the recruitment stage. The groups most frequently targeted for

Diversity and Inclusion Programs for the Improvement of Workforce Participation

Group	Recruitment	Training	Career development
Women returning to the workforce	~10%	~10%	~10%
Low-skilled labor	~10%	~10%	~10%
Older workers (≥50 years)	~10%	~10%	~10%
Younger workers (<25 years)	~10%	~10%	~10%
People with disabilities	~10%	~10%	~10%
Women	~10%	~10%	~10%
Racial/ethnic minorities	~10%	~10%	~10%

Employee Development

I. Training and Development
Across organizations, the average number of training days is increasing and may be attributed to a greater use of e-learning systems and on-the-job training. The most popular practices for career management are low-cost in-house methods of on-the-job training, project team work, informal coaching, and computer-based packages.

II. Employee Appraisals

Average Annual Days of Training Received by Employees in each Staff Category

Year	Management	Professional
2004	6.2	6.2
2009	5.7	6.7
2014	7.8	7.8

The most frequent source of data for performance appraisals are the employee's immediate superior (75-93%, based on employee grade), followed by self-appraisal/evaluation as (59%-74%, based on employee grade). Appraisal data are almost equally likely to be used for determining career moves and identifying training and development needs as for pay determination.

Compensation and Benefits
The percentage of organizations offering benefits in excess of statutory requirements has declined since 2009. The exception is health care programs. The percentage of organizations offering health care programs above any statutory requirements jumped from 37% in 2009 to 65% in 2014/15.

The 2014/15 Cranet survey was carried out by researchers in the Center for International Human Resource Studies (CIHRS) at the Pennsylvania State University.

HRM Process Theory

CHIRS is partnering with colleagues from across the globe to explore the influence of individuals' cultural values on the effectiveness of HRM systems on stimulating desired individual attitudes and behaviors in the workplace, such as affective commitment, work engagement, and innovative behavior. These outcomes having previously been linked to important productivity and performance outcomes at the firm level. Gathering data as part of a multi-country study, the research will also uncover how cultural values affect the HRM process in organizations. Data are currently being collected and will be presented at the 2016 Academy of Management meeting.

Interested in being involved? Email us at: cihrs@psu.edu.

Workshops, Presentations & Publications

2nd CIHRS Paper Development Workshop

Following the success of the 1st Paper Development Workshop held at the University of Queensland (UQ) in March 2014, we held a second event on 26 February 2016. UQ Business School hosted the event, which attracted a range of scholars doing research in the field of HRM, who were seeking guidance on publishing their papers in top-level academic journals. Professor Kate Hutchings (Griffith University) presented a keynote address, focusing on publishing tips around her research on expatriation and emerging economies. Dr Yiqiong Li (UQ Business School) also joined to share her early career expertise with the group. Participants were invited to attend a related practitioner workshop, which focused on bridging academia and practice on the topic of 'HRM in Emerging Markets'. The event was organized by Dr Elaine Farndale from CIHRS, along with Professor Charmine Härtel (UQ Business School) and Dr Maria Beamond (UQ Business School). More information here: <http://ler.la.psu.edu/cihrs/events>.



CIHRS Speaker Series (<http://ler.la.psu.edu/cihrs/series>)

UQ Paper Development Workshop

Nouri, R. (September, 2015) "Creativity across the Universe: The Influence of culture & multiculturalism on creativity".
 Nouri, R. (May, 2016) "Qualtrics and Mechanical Turk workshop".

CIHRS Research Paper Series (<http://ler.la.psu.edu/cihrs/series/research-paper-series>)

CIHRS believes in making academic scholarship available to all those interested in the IHRM field. We have therefore taken the initiative to share research work that you would not normally be able to access publicly, but which has great potential value to both practitioners and scholars alike. To this end, a series of research papers have been made available to download free-of-charge, many of them authored by graduating students from the Penn State 'MS in Human Resources and Employment Relations.

IHRM Publications and Presentations by the CIHRS Team

Recent publications by CIHRS faculty can be found at: <http://ler.la.psu.edu/cihrs/research/publications>.

Beamond, M., Farndale, E. Hartel, C. (August, 2015). "Cognitive mapping of MNE's managerial groups: translating SHRM to emerging markets- Latin America," Annual Meeting, Academy of Management, Vancouver, BC.

Farndale, E. (November, 2015). "A cross-cultural study of supervisor support and employee engagement," Annual Meeting, WAOP, Amsterdam, The Netherlands.

Kwon, B., Farndale, E. Park, J. G. (August, 2015). "Socio-Cultural versus Best Practice Drivers of Employee Voice and Work Engagement," Annual Meeting, Academy of Management, Vancouver, BC.

Nouri, R. (November, 2015) "Lay beliefs of creativity in different cultures and in conflict resolution," Department of Psychology, University of Maryland.

International Journal of Human Resource Management Special Issue

CIHRS faculty (Elaine Farndale, Stan Gully, Helen Liu, Jean Phillips, Sumita Raghuram, Maja Vidovic) are currently editing a special issue of the *International Journal of Human Resource Management* to be published early 2017. The special issue is a collection of papers presented at the 2nd Global Conference on IHRM held at Penn State University (USA) in May 2015. The collection of papers provides insights into leading-edge international HRM topics, demonstrating rigorous theoretical argumentation and empirical methods. Combined with two editorials focusing on the future of IHRM research and publishing in the field, the special issue is expected to make a significant contribution to IHRM.

Undergraduate & Graduate Education

Study abroad course in Sweden (April/ May 2016)

LER497F Human Resource Management: The Swedish Experience. This 3-credit course for School of Labor and Employment Relations undergraduate and graduate students (being offered collaboratively with the Department of Health Policy and Administration) provides a global perspective on HRM. Sweden is particularly interesting country as its social welfare society stands in contrast to many of the approaches taken to HRM in the US. The course involved classroom preparation time followed by ten days in country. During the study abroad trip, students visited Jönköping University, Gothenburg University, IKEA, Husqvarna, Volvo and the Swedish Department of Agriculture. Read the student blogs from the study trip here: <https://sites.psu.edu/hpasweden/>.



Student research on tight-loose cultures and creativity

In this one-credit undergraduate seminar course, students assisted in research led by Rikki Nouri and Elaine Farndale in collaboration with Michele Gelfand (University of Maryland). The research compared the creative performance of tight or loose culture teams. Students were involved in research design and data collection as you can see here:



Dr. Rikki Nouri, Evann Specht, Olufemi Haynes, and Kory Faraneli



Seminar course meeting (from left to right): Catherine Powers, Jinsui Song, Guan Yunya, Evann Specht, Rikki Nouri, Bako Ekok, Panyu Wang, and Muzi Li.

Certificate in International Human Resources and Employment Relations

<http://www.worldcampus.psu.edu/degrees-and-certificates/penn-state-online-international-human-resources-and-employment-relations-certificate/overview>

CIHRS has been closely involved in establishing the new Penn State World Campus online Graduate Certificate in International Human Resources and Employment Relations (IHRER), which launched in January 2016. Today's increasing globalization of the economy and domestic organizations underscore the importance of a deep understanding of IHRM. As facilities continue to open in other countries, the need for HRER practitioners who are skilled in international human resources and employment relations continues to grow. Penn State's IHRER certificate equips students with the tools and knowledge they will need to compete in this growing market.

Awards & Recognition

Lisa Pierson receives Esprit Award

Lisa Pierson, who provides the administrative support (and so much more!) to CIHRS, received recognition of all her hard work and dedication to the LER School. In the 2016 awards presented by the College of the Liberal Arts at Penn State, Lisa received the Esprit Award, in recognition of her outstanding attitude and enthusiasm, promoting cooperation and a positive work climate, and her undeniable ability to make the best of any situation or circumstance. We thank Lisa for all of her hard work!



Saahir Shafi receives Student Award

Saahir Shafi was a 2016 proud recipient of the Chartwell Award in the School of Labor and Employment Relations. This award is given to outstanding graduate students who are enrolled in the M.S. in Human Resources and Employment Relations, who have achieved superior academic records or who manifest promise of outstanding academic success. Saahir demonstrated her outstanding academic ability as a Graduate Assistant working with CIHRS from 2014-2016. CIHRS would like to thank Saahir for her amazing contribution to the Center!



Saahir Shafi with LER director Prof. Paul Clark at the awards reception

Other Awards

Helen Liu

- **John T. Dunlop Outstanding Scholar Award:** Labor and Employment Relations Association, 2016: <http://www.leraweb.org/john-t-dunlop-scholar-awards>.
- **Career Development Award:** Dr Helen Liu is the proud recipient of the 2015 Center for Global Studies (CGS) Career Development Award for her project "More than a temporary challenge: The characteristics and outcomes of contingent work in China". Penn State's Center for Global Studies awards prizes of up to \$2,000 annually to support the professional development of Liberal Arts ABD doctoral students and early career faculty on a tenure track through international research and travel.

Congratulations Dr Liu!

CIHRS is the sponsor for the Academy of Management HR Division annual award for the best International HRM Scholarly Research Paper published in the previous year. We congratulate the 2015 winner: "A Meta-Analysis of Country Differences in the High-Performance Work Systems-Business Performance Relationship: The Roles of National Culture and Managerial Discretion." Journal of Applied Psychology, (2014), 99(6): 1011-1041. Authors: Tanja Rabl (Technische U. Kaiserslautern), Mevan Jayasinghe (Michigan State U.), Barry Gerhart (U. of Wisconsin), and Torsten Kuhlmann (Bayreuth U.) (<http://www.hrdiv.org/awards/international-hrm-scholarly-research-award/>).