



PennState
College of the Liberal Arts



Center for International Human Resource Studies



Nittany Lion Shrine
University Park

CIHRS NEWSLETTER 2017

CIHRS is a World-Renowned Research Center dedicated to expanding our Knowledge of International HRM

As an initiative of the School of Labor and Employment Relations at The Pennsylvania State University (USA), the Center for International Human Resource Studies (CIHRS) encourages IHRM scholarly research and serves the International HR practitioner community. Through targeted activities, we are developing a strong network of academics and practitioners passionate about international HRM, enabling the sharing of ideas to advance knowledge and practice in the field. CIHRS is led by a core team of academics in the School of Labor and Employment Relations – Dr. Elaine Farndale (Center Director), Dr. Sumita Raghuram, 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. For more information visit <http://lser.la.psu.edu/cihrs>.



Old Main, University Park

SAVE THE DATE: 3rd Global Conference of International HRM, May 18-20, 2017

CIHRS together with St. John's University (NYC) proudly invite scholars and industry executives to attend two important community-building events. Executives and scholars will come together on May 18 for a seminar dedicated to addressing multinational firms' challenges of talent management in emerging economies (<http://lser.la.psu.edu/cihrs/IHRMconference/industry-event>). This event is followed by the scholarly 3rd Global Conference on IHRM on May 19-20 (<http://lser.la.psu.edu/cihrs/IHRMconference>). Both events promise a lively debate and networking opportunities among participants, with leading scholars and executives speaking on IHRM topics.

CIHRS Research

Designing Effective Global Talent Management for IT Workforces

There are significant domestic skill shortages in the IT services workforce in Western countries. This project is examining how firms make decisions on IT talent sourcing, how the mix of using local talent, an immigrant workforce, and offshoring services affect the employees involved, and how national government policies facilitate or constrain developing a global pool of IT talent. The research will shape on-going discussions at firm and national level to develop best practice in global IT talent management.

Benchmarking HRM Policies and Practices Globally

CIHRS is the U.S. partner for Cranet (the Cranfield Network), a global network of scholars that carries out a regular survey of the state of HRM in organizations across more than forty countries, tracking how HR has evolved since 1989. The data are available for analysis by CIHRS to include in both scholarly and practitioner focused publications. The 2014/15 report that provides an overall picture of HRM in a wide range of organizations across the U.S. can be downloaded from the CIHRS webpage.

HRM Process Theory

CIHRS 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. Gathering data as part of a multi-country study, the research is uncovering how cultural values affect this HRM process. Data are currently being collected and initial findings were presented at the 2016 Academy of Management meeting.



Effective Work Design across Cultures

This study is being conducted by the Ambassadors of the HR Division of the Academy of Management, for which Dr. Farndale is the US Ambassador. Work can be a joy or a chore - a source of meaning, purpose, and satisfaction, or a source of frustration, dissatisfaction, and alienation. Addressing the challenge of what constitutes 'good work design', we base this study on the validated Work Design Questionnaire (WDQ): a measure of 21 work characteristics. Furthermore, we explore cultural values to identify how these affect the relationship between elements of work design and employee outcomes of job satisfaction, organizational citizenship behavior, turnover intentions, and burnout.

For further details on any of these projects, please contact the research team: cihrs@psu.edu.

CIHRS Speaker Series



May 3, 2017: Dr. Mohan Thite (Griffith University, Australia) will be speaking on "Global Search for Talent: Lessons from Indian IT Services Multinationals in China"

Dr. Thite will be sharing his vast experience of research and practice in the IT industry, focusing on the latest talent management challenges on a global scale. The IT services business is primarily driven by the quantity and quality of talent available locally and globally. Accordingly, global talent management (GTM) strategy is fundamental to the internationalization strategy of any firm. Through qualitative data, Dr. Thite will examine GTM strategies in China.

This event is open to the public and free to attend.

CIHRS Practitioner Engagement

Enhancing relationships with industry, integrating practitioners and academics

One of CIHRS' objectives is to enhance its relationship with the field of practice. In line with this, CIHRS members have attended various industry events to develop collaborative research projects with industry partners and to promote the work of the Center.

Addressing Multinational Challenges of Talent Management in Emerging Economies: Associate Professor Elaine Farndale presented at this industry seminar in February 2016 in Brisbane, Australia. This event was co-hosted by the University of Queensland Business School. Renowned executive practitioners and academic experts in the field of global talent management shared their insights and experiences on the topic.



Industry seminar, Brisbane, 2016

The 4th Industry Conference (HRM in Mining): Dr. Maria Beamond presented at this seminar event in November 2016 in Santiago, Chile, where she developed important relationships with potential industry and university research partners. CIHRS is continuing to explore how these relationships might be developed.

Addressing Multinational's Challenges of Talent Management in Emerging Economies

CIHRS is hosting its own practitioner/ academia event on May 18, 2017 in conjunction with St. John's University. This complementary seminar is dedicated to addressing multinational's challenges of talent management in emerging economies. Key industry speakers will include Kevin Owens (Senior Vice President of Human Resources for Siemens PLM Software), Gregory M. Garger (Executive Director, Labor & Employee Relations, Textron), and Rafael Colorado (Global Product Director Cloud Client Computing, Dell), along with academics Professor Mary Yoko Brannen (University of Victoria, Canada) and Professor David Collings (Dublin City University, Ireland). For more information, please visit: <http://ler.la.psu.edu/cihrs/IHRMconference/industry-event>.

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 Penn State's MS in Human Resources and Employment Relations.

Certificate in International Human Resources and Employment Relations



CIHRS was involved in establishing the Penn State World Campus online Graduate Certificate in IHRER, which launched in 2016. As facilities continue to open in other countries, the need for HRER practitioners who are skilled in international HR and employment relations continues to grow. Penn State's IHRER certificate equips students with the tools and knowledge they need to compete in this growing market: <http://www.worldcampus.psu.edu/degrees-and-certificates/penn-state-online-international-human-resources-and-employment-relations-certificate/overview>.

CIHRS Presentations & Publications

2016-17 Conference workshops and presentations by CIHRS faculty related to IHRM themes:

Farndale, E. (August 9, 2016). "How HR Challenges are met in Diverse Cultural, Institutional, and Organizational Contexts," Annual Meeting, *Academy of Management*, Anaheim, CA.

Farndale, E. (August 6, 2016). "Work Design Across Cultures: Exploring the Meaning of Good Work around the World," Annual Meeting, *Academy of Management*, Anaheim, CA.

2016-17 Publications by CIHRS faculty related to IHRM themes:

Beaumont, M., Farndale, E., & Hartel, C. (2016). MNE translation of corporate talent management strategies to subsidiaries in emerging economies. *Journal of World Business*, 51(4), 499–510.

Farndale, E., & Sanders, K. (2017). Conceptualizing HRM System Strength through a Cross-Cultural Lens. *International Journal of Human Resource Management*, 28(1): 132-148.

Kwon, B., Farndale, E., & Park, J. G. (2016). Employee Voice and Work Engagement: Macro, Meso and Micro-level Drivers of Convergence? *Human Resource Management Review*, 26(4), 327–337.

Vidović, M., & Farndale, E. (2016). HR departments in multinational corporations. *International Human Resource Management: Practices, Trends and Future Directions* (pp. 21-45). New York, NY: Nova Science Publishers.



A list of earlier publications by CIHRS faculty can be found at: ler.la.psu.edu/cihrs/research/publications.

Featured Publications

MNE translation of corporate talent management strategies to subsidiaries in emerging economies

Maria Beaumont, Elaine Farndale, & Charmine Hartel (2016). *Journal of World Business*, 51(4), 499–510.

The rise of emerging economies in recent years has motivated calls for research into how multinational enterprises translate their corporate strategies to subsidiaries in these countries. This study addresses this issue and presents a heuristic framework derived from the resource-based view and neo-institutional theory. We propose that the translation of corporate talent management strategies to emerging economies is affected by metropolitan and provincial institutional and cultural differences. We develop propositions pertaining to corporate-local level decision-making, community relations, skills shortages, and diversity, to inform future research and practice.

International Journal of Human Resource Management Special Issue

CIHRS current and former members (Elaine Farndale, Stan Gully, Helen Liu, Jean Phillips, Sumita Raghuram, Maja Vidovic) edited a special issue of the *International Journal of Human Resource Management* (available online March 2017). The special issue is a collection of papers presented at the 2nd *Global Conference on IHRM* held at Penn State in 2015. The papers provide insights into leading-edge IHRM 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.



Meet the 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, and strategic HRM and performance.

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. His research is primarily on strategic staffing, global recruitment, leadership, team effectiveness, motivation, and training.

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.

Maria Beamond is a Post Doctoral Scholar with CIHRS. She holds a PhD from the University of Queensland, Australia, and has broad practitioner experience. Her research interests focus on IHRM, global talent management, emerging economies, strategic IHRM, and leadership.

Bora Kwon is a Ph.D. candidate in Workforce Education and Development at Penn State. She holds an M.S. in Human Resource and Employee Relations from Penn State. Her research interests include IHRM, HRM and organizational culture/climates, and employee voice.

Amarachi Nlemigbo is currently pursuing the M.S. in Human Resources and Employment Relations at Penn State. She is a Graduate Research Assistant with CIHRS, assisting with research and event planning.

Rikki Nouri was a Post Doctoral Scholar with CIHRS in 2015/16 and is now an Adjunct Research Assistant, utilizing her interdisciplinary background to explore research between creativity, culture and conflict.

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.



CIHRS Team from left to right (back row): Jean Phillips, Elaine Farndale, Amarachi Nlemigbo, Shiyong Xu; (front row) Bora Kwon, Stan Gully, Lisa Pierson, and Maria Beamond. **We span some six countries and five continents in our group alone!**

CIHRS Visiting Scholar

Dr. Shiyong Xu is a CIHRS Visiting Scholar from the School of Labour Relations and Human Resources at Renmin University in China. His research interests relate to talent management, career development, organizational behavior, counter-productive work behavior, voice behavior, organizational justice, ethical leadership, and emotion in the workplace. Shiyong studied Mathematics, and has a Masters and Ph.D. in Psychology. During Dr. Xu's visit, he is conducting research funded by a scholarship from the China Scholarship Council (CSC), which will explore the career development and management of middle-level managers in China. CIHRS' areas of research are relevant to Dr. Xu and to China due to the many changes that the country is currently experiencing in relation to human resources.



Students Study Abroad in Sweden



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 involves classroom preparation time followed by ten days in country. During the study abroad trip, students visit Jönköping University, Gothenburg University, and organizations such as IKEA, Husqvarna, Volvo and the Swedish Department of Agriculture. Read the student blogs from the 2016 study trip here: <https://sites.psu.edu/hpasweden/category/arrival/>.

CIHRS Sponsored Award

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 2016 winner: Jiang, Y., Colakoglu, S., Lepak, D. P., Blasi, J. R., & Kruse, D. L. (2015). Involvement work systems and operational effectiveness: Exploring the moderating effect of national power distance. *Journal of International Business Studies*, 46(3), 332-354 (<http://www.hrdiv.org/awards/international-hrm-scholarly-research-award/>). Two of the award winners (Jiang and Lepak) are pictured here with CIHRS' Elaine Farndale who presented the award .



If you are interested in discussing ways in which you, your university or your organization might engage with CIHRS activities, please contact us at cihrs@psu.edu.