



**PennState**  
College of the Liberal Arts



## Center for International Human Resource Studies



### CIHRS NEWSLETTER 2018

#### CIHRS is a World-Renowned Research Center dedicated to expanding 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. Hee Man Park – 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://ler.la.psu.edu/cihrs>.

### Featured Research

#### 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 over the last three decades. Data are available for analysis by CIHRS to include as benchmark information and cover all aspects of HRM policy and practice. 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: <http://ler.la.psu.edu/cihrs/documents/USExecutiveSummary201415final.pdf>.

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## CIHRS Research

### Designing Effective Global Talent Management for High-Tech Workforces

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

### Managing Local Talent in Emerging Economies: Insights for practice and research

This study explores multinational enterprises' (MNE) strategies for developing local talent in emerging economies and the effectiveness of these strategies to achieve innovation and competitive advantage. With a huge consumer-base, high demand, and new business opportunities, emerging economies offer countless opportunities for MNEs. Nevertheless, they face multifaceted challenges when operating in these economies, especially how to transfer HRM practices for local talent.



### Employee Perceptions of HRM in Workplaces Worldwide

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 commitment, engagement, and innovation. Gathering data as part of a multi-country study, the research is uncovering how cultural values affect this HRM process, and in turn how we might create workplaces in which employees are more willing and able to contribute.

For further details on any of these projects, please contact the research team: [cihrs@psu.edu](mailto:cihrs@psu.edu) or visit

<http://ler.la.psu.edu/cihrs/research/research-projects>.

## CIHRS Speaker Series



**April 11: The Center for International Human Resource Studies will host Dr. Shuang Ren (Deakin University, Australia/Ohio State) who will give a seminar on "Green Human Resource Management: Does it Matter...and How?"**

Dr. Ren is a senior lecturer at Deakin Business School at Deakin University in Australia. She obtained her Ph.D. in human resource management at the University of Melbourne and worked as a post-doctoral research fellow at the Center for Ethical Leadership at the University of Melbourne prior to joining Deakin. Shuang's research areas include strategic human resource management and business leadership in China.

*This event is open to the public and free to attend. April 11 at 3 p.m. in 120 Moore Building on the Penn State University Park campus.*

## 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.

*The 5<sup>th</sup> Industry Conference (HRM in Mining)*: Dr. Maria Beamond will be presenting at this seminar event in April 2018 in Santiago, Chile. CIHRS is continuing to explore how these relationships with potential industry and university research partners might be developed.



Practitioner engagement

## IHRM Case Competition

Rocco van der Mark, Aniruddah Ramichandra, Jaeyoon Lee and Michael Newman (pictured left to right, front row), all students in the HRER graduate program at Penn State, competed at the 2017 Carlson International Human Resources Case Competition which took place on Nov 9-11, 2017 in Minnesota. Maria Beamond, Elaine Farndale and Jean Phillips (pictured left to right, back row) coached the team. The team was selected as one of only six to participate in the final of the competition after successfully competing in a preliminary round.

The case competition allows participants to become familiar with current organizational challenges, as well as networking with company executives.



### 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

### 2017-18 Conference workshops and presentations by CIHRS faculty related to IHRM themes:

**Kwon, B., & Farndale, E.** (2017, August). *Employee voices process viewed through a cross-cultural lens.* Academy of Management, Atlanta, Georgia.

**Kwon, B.** (2017, May). *Participative climate, employee voice perceptions, and the moderating role of cultural values: A multilevel examination.* 3rd Global Conference on International Human Resource Management, New York City, New York.

**Beamond, M.** (2017). Addressing multinational's challenges of talent management in emerging economies. 3<sup>rd</sup> Global Conference on International HRM, New York.

**Beamond, M.** (2018). Unleashing the bridge between IHRM and CSR strategies: The shared-value principle. ANZIBA, University of Queensland, Brisbane, Australia.

**Farndale, E., Beamond, M., Corbett-Etchevers, I., & Xu, S.** (2018). Global talent management in emerging economies: local talent challenges. ANZIBA, University of Queensland, Brisbane, Australia.



Conference presentations

### 2017-18 Publications by CIHRS faculty related to IHRM themes:

**Brewster, C., Mayrhofer, W., & Farndale, E.** (2018). Handbook of Research in Comparative Human Resource Management, 2nd edition. Cheltenham: Edward Elgar Publishing.

**Zhu, J., Xu, S., Herst, D., & Farndale, E.** (2018). Ethical leadership and employee pro-social rule-breaking behavior in China. Asian Business & Management. DOI #: 10.1057/s41291-018-0031-0

**Farndale, E., Lighthart, P., Poutsma, E., & Brewster, C. J.** (2017). The effects of market economy type and foreign MNE subsidiaries on the convergence and divergence of HRM. Journal of International Business Studies, 48(9), 1065–1086.

**Farndale, E., Raghuram, S., Gully, S., Liu, H., Phillips, J., & Vidovic, M.** (2017). A Vision of International Human Resource Management Research. International Journal of Human Resource Management, 28(12), 1625-1639.

**Raghuram, S., Brewster, C., Chen, X.-P., Farndale, E. (10%), Gully, S., & Morley, M. J.** (2017). On Theory, Technique and Text: Guidelines and Suggestions on Publishing International Human Resource Management Research. International Journal of Human Resource Management, 28(12), 1640-1660.

**Horak, S., Farndale, E., Brannen, M. Y., & Collings, D.** (2017). International Human Resource Management in an Era of Political Nationalism. Thunderbird International Business Review. DOI #: 10.1002/tie.21959

**Castro-Christiansen, L., Farndale, E., Biron, M., & Kuvaas, B.** (2017). The Global Human Resource Management Casebook, 2nd edition. UK: Routledge.

**Farndale, E.** (2017). Global talent management. The Business & Management Collection, Henry Stewart Talks Ltd, London.

**Farndale, E.** (2017) Two-Country Study of Engagement, Supervisors and Performance Appraisal. Journal of Asia Business Studies, 11(3), 342-362.

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

**Phillips, J. M., & Gully, S. M.** (2017). Global recruiting. In H. Goldstein, E. Pulakos, J. Passmore, and C. Semedo (Eds.), The Wiley Blackwell Handbook of the Psychology of Recruitment, Selection, and Retention. Hoboken, NJ: Wiley.

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

## Featured Publication

### The effects of market economy type and foreign MNE subsidiaries on the convergence and divergence of HRM

Elaine Farndale, Chris Brewster, Paul Lighthart, & Erik Poutsma (2017). *Journal of International Business Studies*, 48, 1065-1086.



This study explores patterns of HRM practices across market economies, and between indigenous firms and foreign MNE subsidiary operations. Applying institutional theorizing to improve our understanding of convergence/ divergence as a process and an outcome, data collected from nine countries at three points in time over a decade confirm that convergence and divergence occur to different extents in a non-linear fashion, and vary depending on the area of HRM practice observed.

The study contributes a more graded conceptualization of convergence/ divergence, allowing us to tease out the subtle manifestations of the process that can incorporate the complex dynamic reality of international business.

## 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.

**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.

**Hee Man Park** is an Assistant Professor in the School of LER. He holds a Ph.D. in Management and HR from the Ohio State University, Fisher College of Business and a master’s degree in Industrial and Labor Relations from Cornell. Dr. Park’s research

interests pertain to the role that the social environment plays in explaining the performance and well-being of organizational members.

**Maria Beamond** is an Assistant Teaching Professor 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 an Assistant Teaching Professor with CIHRS. She holds her Ph.D. in Workforce Education and Development as well as 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 graduating from the M.S. in Human Resources and Employment Relations program at Penn State. She is a Graduate Research Assistant with CIHRS, assisting with research and event planning.

**Mark Ivicic** is Administrative Assistant to the Center for International Human Resource Studies. He provides assistance to both the Center for International Human Resource Studies, as well as the School of Labor and Employment Relations.

## A Tribute to Professor Stan Gully

Stan Gully (PhD Michigan State University, 1997), Professor of Human Resource Management and a member of CIHRS, passed away unexpectedly on October 9th, 2017. Professor Gully made a significant contribution in the three years he was a member of our faculty, as well as to the fields of HRM and OB. Stan was a remarkably gifted and generous man who focused his substantial academic talents in many areas, but nothing was more important to him than the development of his students as thinkers and leaders. Our School of Labor and Employment Relations is honoring Stan’s memory by creating the *Stan Gully Student Development Program*. Further information can be found here: <http://ler.la.psu.edu/cihrs/news/stan-gully-student-development-program>.



**CIHRS Team** from left to right:

Elaine Farndale, Amarachi Nlemigbo, Sumita Raghuram, Erika Basabe, Maria Beamond, Jean Phillips, Bora Kwon, Stan Gully, Shiyong Xu.

## CIHRS Visiting Scholar

**Dr. Alfred Presbitero** will be visiting CIHRS in the summer of 2018. Presbitero is an Assistant Professor at Deakin Business School, Deakin University, Melbourne, Australia. His research focuses on international human resource management, cross-cultural management and international careers. He is primarily interested in expanding the nomological network of cultural intelligence (CQ) as a critical capability for international human resources and the establishment of international careers. He is also interested in understanding the role of societal culture in the formation of HRM system strength and HRM practices such as merit pay. He is currently involved in the IMPACT Project (Investigating Merit Pay Across Countries and Territories) working closely with Professor Jason Shaw.

He completed his PhD in Business at Macquarie University, Sydney, Australia. He also completed a Post-Doctoral Fellowship and continues to be a Senior Research Scientist at the Center for Leadership and Cultural Intelligence in Nanyang Business School, Nanyang Technological University, Singapore.



## 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 previous trips here: <https://sites.psu.edu/hpasweden/>

2018 blogs will be posted after this year's trip, May 9-19, 2018.

## 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 2017 winner: Zhu, J. C.R., Harrison, D.A. & Diehn, E.W. (2016). Ups and downs of the expatriate experience? Understanding work adjustment trajectories and career outcomes. *Journal of Applied Psychology*, 101 (4), 549.

Two of the award winners (Jing Zhu and Erika Diehn) are pictured here after CIHRS' Elaine Farndale presented them with 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](mailto:cihrs@psu.edu).**