

HUMAN RESOURCE MANAGEMENT POLICIES AND PRACTICES

CRANET UNITED STATES REPORT
2023

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CRANET

ABOUT THIS REPORT

About CRANET

CRANET was launched in 1989 to collect scholarly research data regarding human resource management (HRM) practices and policies worldwide. Today, academic partners in over forty countries across the globe collaborate to collect these data, making it the most extensive ongoing HRM study in the world. The research aim is to gain insight into best practices in the HRM field, to compare patterns of HRM policies and practices across countries, and to explore how HRM changes over time. The findings provide updated information about HRM practices that practitioners, academics, and policymakers can use to inform their research, practice, or policy. For more information about CRANET, visit cranet.org.



About CIHRS



PennState
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CIHRS Center for International
Human Resource Studies

The administrative hub of CRANET is located in the Center for International Human Resource Studies (CIHRS). CIHRS is an initiative of the School of Labor and Employment Relations at Penn State, which aims to encourage international HRM scholarly research and to serve the international human resources (HR) practitioner community. Through targeted events, CIHRS' goal is to develop a strong community of academics and practitioners passionate about international HRM, and to enable the sharing of ideas to advance knowledge and practice in the field. More details about CIHRS can be found on the website: ler.la.psu.edu/cihrs.

About the Data

The most recent data used in this report were collected in 2021 by CIHRS researchers at Penn State. The report also refers to prior data collected in 2014–15 by CIHRS, and in 2004 and 2009 by the School of Industrial and Labor Relations at Cornell University. Where possible, the 2021 data are compared with earlier data to show trends over time. Due to changes in the questionnaire, trend data are unavailable for all items presented in the report; in these cases, only the 2021 data are presented. For each year, the sample sizes vary:

Survey Year:	2021	2014-15	2009	2004
Responses:	320	693	1,052	260

Acknowledgments

The authorship team would like to thank all respondents for their generosity in completing the survey. We would also like to thank Maja Vidović and Miguel R. Olivas-Luján for their valuable assistance during the data collection process. We also thank Sherry Liao, Xinran Zhang, and Sara Aldossary for their help with data analysis and visualization.

EXECUTIVE SUMMARY

The 2021 CRANET survey data clearly reflect how organizations across the United States adapted to the COVID-19 pandemic context. HR practitioners were surveyed on how the nature of their job had changed during the pandemic, with most respondents indicating that workloads and work-related stress had increased. The pandemic also created a unique opportunity for HR to emerge to the forefront. Organizations identified difficulties coping with the rapidly changing pandemic-related regulations and the *Great Resignation*. Respondents also experienced communication disruptions and sharp declines in social interactions as work shifted to remote operations.

Where possible, this report compares the 2021 data to past CRANET survey data from 2014–15, 2009, and 2004. Some notable findings from various sections are summarized here:

- ❖ 91 percent of responding organizations indicated that gross revenue over the last three years was either “sufficient to make a small profit” or “well in excess of costs” compared to 82 percent in 2014–15 and 83 percent in 2009, indicating a positive uptick in firm performance.
- ❖ The percentage of organizations offering remote / telework rose from 66 percent pre-COVID-19 to 93 percent in the midst of COVID-19, before dropping slightly to 87 percent.
- ❖ HR is more likely to have a place on the board of directors than ever before; however, the involvement of HR in developing business strategy appears to be slightly declining (75 percent in 2021 vs. 80 percent in 2004).
- ❖ Annual staff turnover rose substantially from a mean of 16 percent in 2004 to 24 percent in 2021.
- ❖ Consideration of social media profiles for making selection decisions had almost doubled in use since the last survey round – jumping from 15 percent in 2014–15 to 27 percent in 2021.
- ❖ 65 percent of responding organizations spend less than 5 percent of annual payroll costs on training.
- ❖ The percentage of organizations that provided retirement plans in excess of statutory requirements had increased significantly from 46 percent in 2014–15 to 66 percent in 2021. In contrast, the number of organizations that offer parental leave (both maternity and paternity) *above and beyond statutory requirements* had declined since 2014–15 from 50 percent to 37 percent.
- ❖ 73 percent of respondents perceive that trade unions have no influence at all on their organizations, whereas only 7 percent of respondents indicate trade unions influence their organization to a very great extent.

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1. Introduction

The CRANET survey for 2021 was administered from June 8 to December 31, 2021 and included a similar percentage of private companies (65 percent) to previous survey years, but the organization size was smaller (452 employees in 2021 compared to 750 in 2014–15). More information on the demographics of responding organizations can be found in section 7, “Study Methodology.”

The 2021 CRANET data are an indicator of how organizations in the United States have been managing and recovering from the COVID-19 pandemic. Overall, organizations continue to report positive results, and optimism remains high, with 69 percent of respondents believing that markets are growing. This is comparable to 66 percent in 2014–15 and 61 percent in 2004. In contrast, at the height of the *Great Recession* in 2009, only 45 percent believed that the market was growing.

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percent

of responding firms indicate that **gross revenue over the last three years was either “sufficient to make a small profit” or “well in excess of costs”** compared to 82 percent in 2014–15 and 83 percent in 2009.

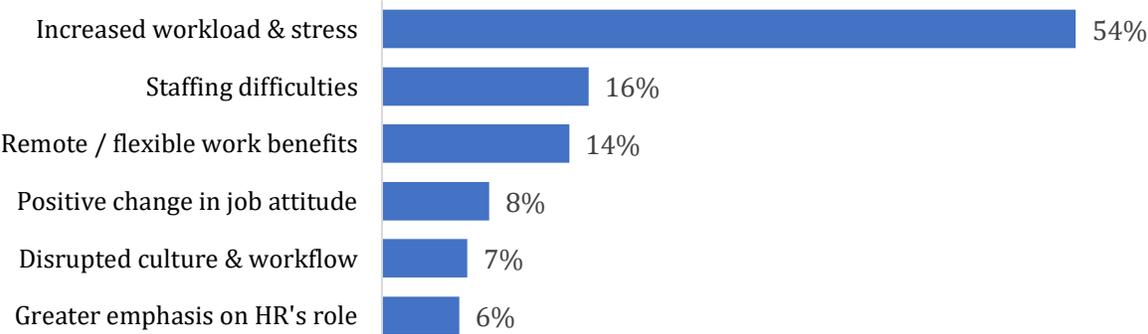
Such optimism is also reflected in how organizations see themselves in comparison to their competitors: in 2021, organizations consistently reported that they believe they are outperforming their competitors through either *better-than-average* or *superior* service quality (68 percent), productivity (60 percent), profitability (63 percent), rate of innovation (45 percent), stock market performance (83 percent), and environmental matters (55 percent).

The following sections detail current trends across HRM policies and practices, including the role of the HR department through recruitment, selection, training, compensation, and employee communication. (*Please note that the percentages presented in the figures may not total 100 percent due to rounding.*)

1. The COVID-19 Context

As part of the United States data collection for CRANET 2021, CIHRS researchers surveyed HR practitioners on how the nature of their job had changed as a result of the COVID-19 pandemic. Seven key themes emerged from the 469 open-ended responses received. These themes and their response frequencies are depicted in **Figure 1.1**.

Figure 1.1 How HR functions changed during the COVID-19 pandemic.



Note: Responses sum to more than 100 percent as a single response may contain multiple themes.

As expected, the most commonly reported theme was the increased workload and stress level. A third of the responses (90 out of 252) in this theme identified the difficulty of coping with rapidly changing COVID-19 regulations as the primary source of stress. The second most common theme concerned high rates of employee turnover and hiring difficulties. This finding is consistent with the *Great Resignation* occurring during the latter half of 2021. As the world shifted toward remote working, respondents also experienced disrupted communications and sharp declines in social interactions. A sample of quotes representing these themes are shown below:

“Between unemployment due to COVID and dealing with individual employee's health issues along with my own personal anxiety in a field of essential workers, I'm exhausted all the time and so far behind in my workload that I have no hope of ever catching up. There is no more downtime, working 10 to 12 hours per day, 5 days a week (or more) for almost 2 years now.”

“We have staff that were negatively affected by COVID; some died unexpectedly leaving a sense of loss, others are fearful of getting COVID and requesting to work remotely although we are under a mandate to wear masks indoors.”

“I am required to be in the office while other employees are permitted to work from home. Recruitment has been difficult, and turnover has been high. Executive leadership has been stressed and this is passed on to other employees. I've been relied upon to fill gaps in employment in areas outside my field/experience.”

“I work in long-term care, and we don't have an employee health nurse. Keeping up with the regulations, staff anxiety and burnout, endless quarantines, etc. on top of my normal job has been unrelenting and unsustainable.”

“Too much [work-from-home] overall, a lack of in-person connection overall; it takes too much time to get answers and get things done when communicating electronically or via phone; bonds and collegiality are becoming fragile.”

Not all changes are negative, however, as a considerable number of respondents discussed various benefits stemming from remote working along with a greater sense of fulfillment from their roles. Beyond this, the pandemic also created a unique opportunity for HR to emerge from the background and into the spotlight. Indeed, several comments mentioned that greater attention has been paid toward the wellbeing of employees and that leadership now recognizes and values HR for its role in helping organizations adapt to the crisis.

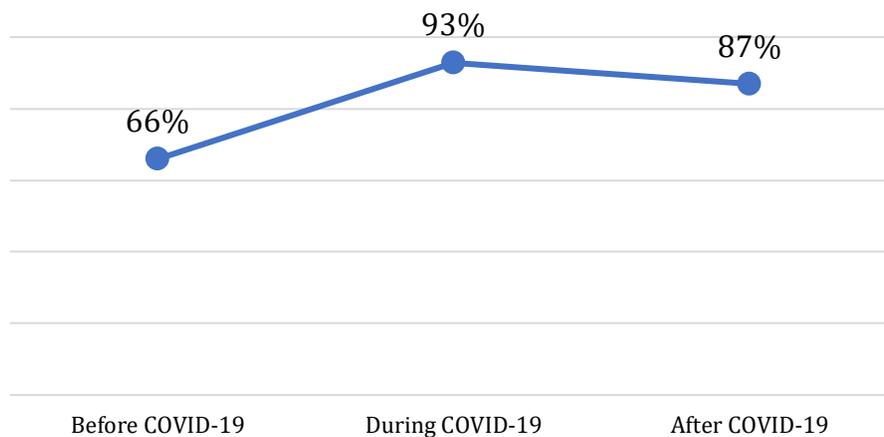
“Remote work and the flexibility that comes with it is a positive change, to me. Also, it has made us, and other parts of the industry, make technological advancements that would otherwise have taken much longer, out of necessity.”

“I am enjoying the new flexibility of being able to work from home part of the week. I am more productive in my work, and I have time for self-care, such as a daily walk each morning instead of a work commute.”

“We lost eight of our residents and two of our employees to the coronavirus. Yet we now offer remote work to non-patient facing employees, have a greater sense of appreciation and teamwork, and are tied much more intimately to our organization's mission as a nonprofit, humanitarian fund.”

“More efforts toward employee mental health and wellness; new innovations for flexible worker engagement and development, handling the lab and pilot remote working situation during quarantine.”

Figure 1.2. The percentage of organizations offering remote / telework surrounding the COVID-19 pandemic period.



2. HRM Strategy

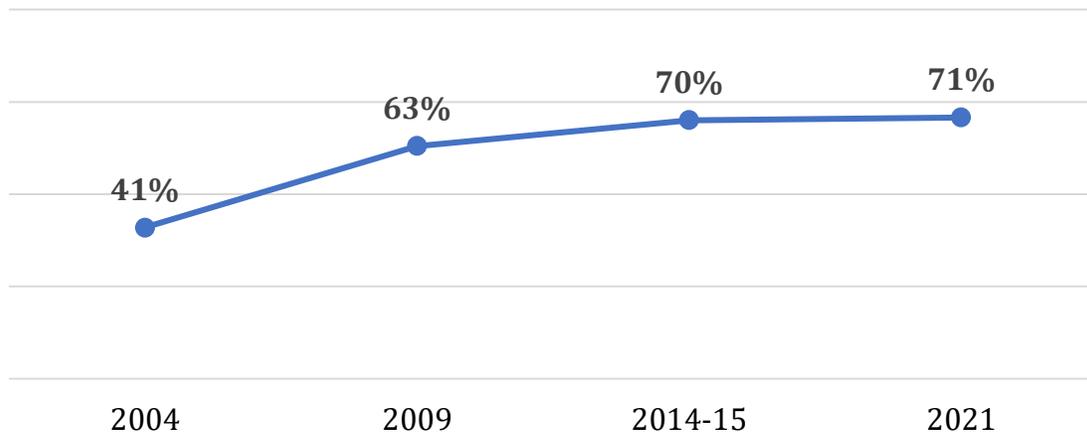
HR Department

In 2021, 100 percent of responding organizations report having an HR department; in 2014–15, this number was 97 percent. Median HR-staff-to-employee ratios (indicative of HR staff workloads) remain at 1:83 in 2021, the same as in the last survey conducted 2014–15.

On average, women constitute more than three-quarters of HR department members. This is the highest observed percentage over the past four rounds of data collection (72 percent in 2004, 63 percent in 2009, 61 percent in 2014–15, and 77 percent in 2021).

The percentage of organizations recruiting the head of HR from *within* their HR department has slightly declined from 2014–15, although this number remains higher than the previous decades (22 percent in 2004, 24 percent in 2009, 36 percent in 2014–15, and 32 percent in 2021). In contrast, the percentage of organizations recruiting the head of HR department from *outside* the organization has remained lower compared to the previous decade's (44 percent in 2021 vs. 52 percent in 2009). Lastly, 58 percent of responding organizations in the 2021 survey round reported having a written HRM strategy. HR is more likely to have a place on the board of directors than in previous years (see **Figure 2.1**).

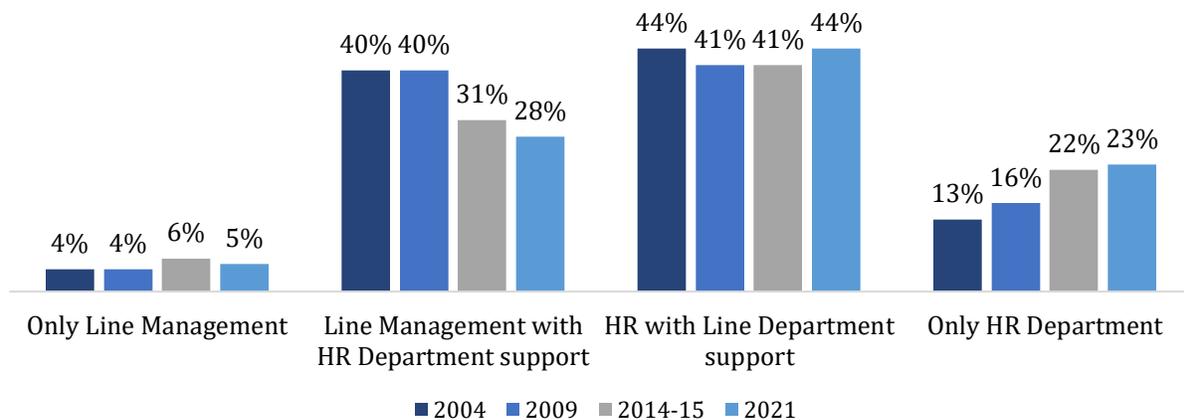
Figure 2.1. The percentage of organizations reporting that HR has a role on the board of directors.



Although HR departments remain involved in the development of business strategy either from the outset or through consultation, their overall involvement has been gradually declining (80 percent in 2004, 78 percent in 2009, 76 percent in 2014–15, and 75 percent in 2021). Specifically, in 2021, only 43 percent of HR departments report that they are consulted on organizational changes such as merger, acquisition, or relocation from the outset. This marks a decline from the 2014–15's figure of 54–61 percent depending on the type of changes. The percentage of responses indicating that HR departments were *not* consulted when the organization was going through a merger, acquisition, or relocation has slightly increased over time (8 percent in 2004, 4 percent in 2009, 9 percent in 2014–15, and 11 percent in 2021). These percentages reflect a small reduction in the role of HR during strategic changes.

HR departments also appear to be moving away from supporting line management in making major policy decisions across a whole range of HRM activities such as recruitment and selection (see **Figure 2.2**, “Line Management with HR Department”), pay and benefits, training and development, industrial relations, and workforce expansion/reduction. In most cases, there has been an increase in the HR department taking sole responsibility for these activities (see **Figure 2.2**, “Only HR Department”). Line management also takes sole responsibility but at a much lower absolute level. On average, line management is most active in industrial relations and least active in recruitment and selection.

Figure 2.2. The role of line management and the HR department in major recruitment and selection policy decisions

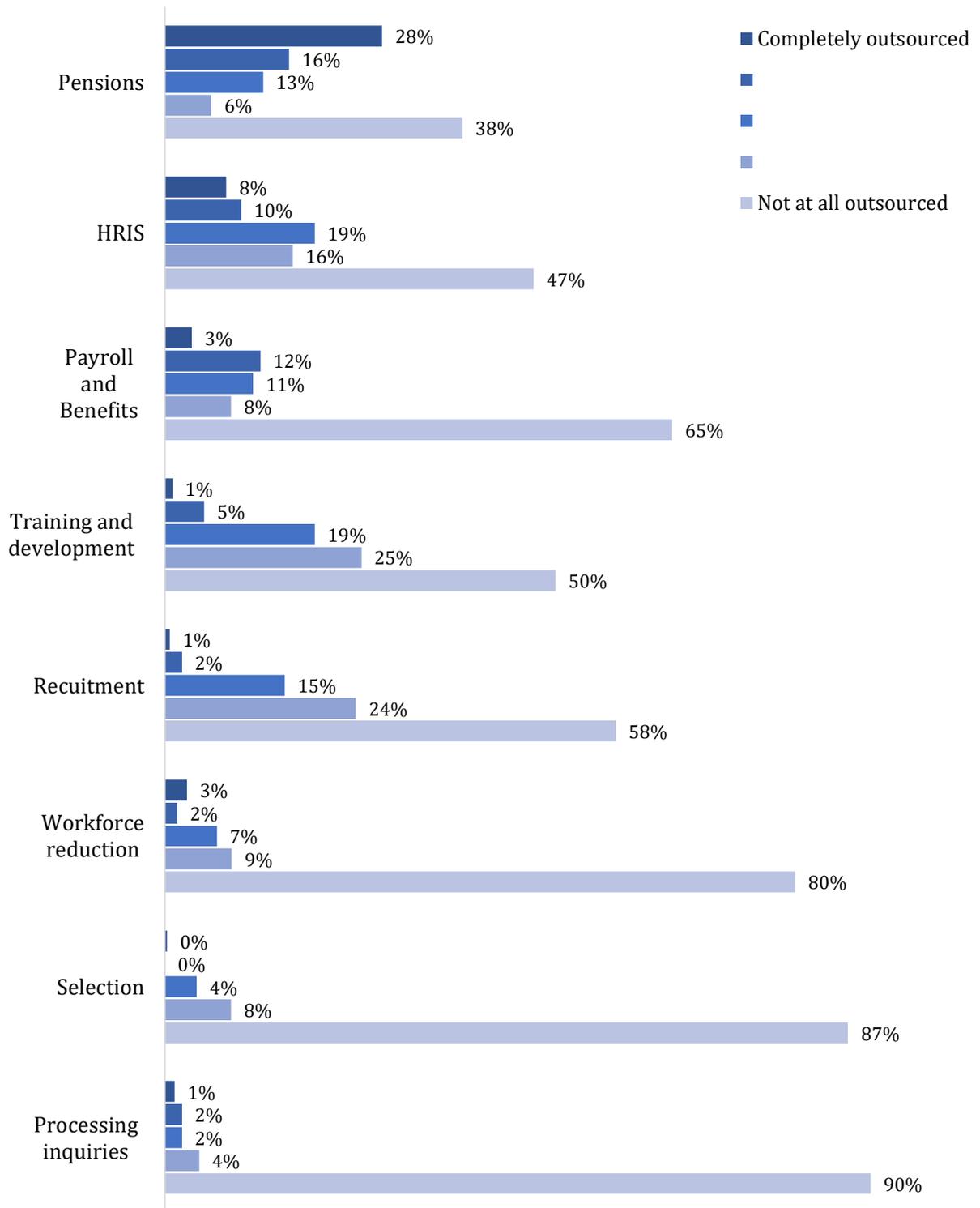


HR is taking over greater responsibility for recruitment and selection policy decisions from line management.

Technology and Outsourcing

The findings regarding clear delineation of responsibilities may also be related to the dominance of technology-based systems that allow more discrete allocation of roles. In 2021, most organizations report using employee self-service (89 percent), with 83 percent using a HR shared services option and 82 percent using an HR information systems (HRIS) / e-HRM option. Complete outsourcing is most frequently used for the accounting aspects of HRM, such as pensions (28 percent), and HRIS/technology (8 percent) (see **Figure 2.3**). Firms generally refrain from outsourcing workforce reductions (80 percent not at all outsourced), selection (87 percent not at all outsourced), and inquiries processing from managers/employees (90 percent).

Figure 2.3 The percentage of organizations reporting outsourcing of HRM activities.



3. Staffing Practices

Downsizing

The percentage of operating costs accounted for by labor costs remains steady with an average of 53 percent to 55 percent over the past 4 survey rounds. At the same time, annual employee turnover (calculated as the percentage of the total workforce that left the organization) rose quite substantially from a mean 12 percent in 2009 to 24 percent in 2021 (see **Figure 3.1**).

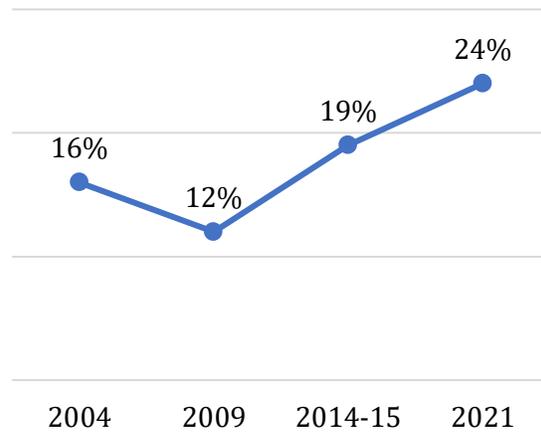
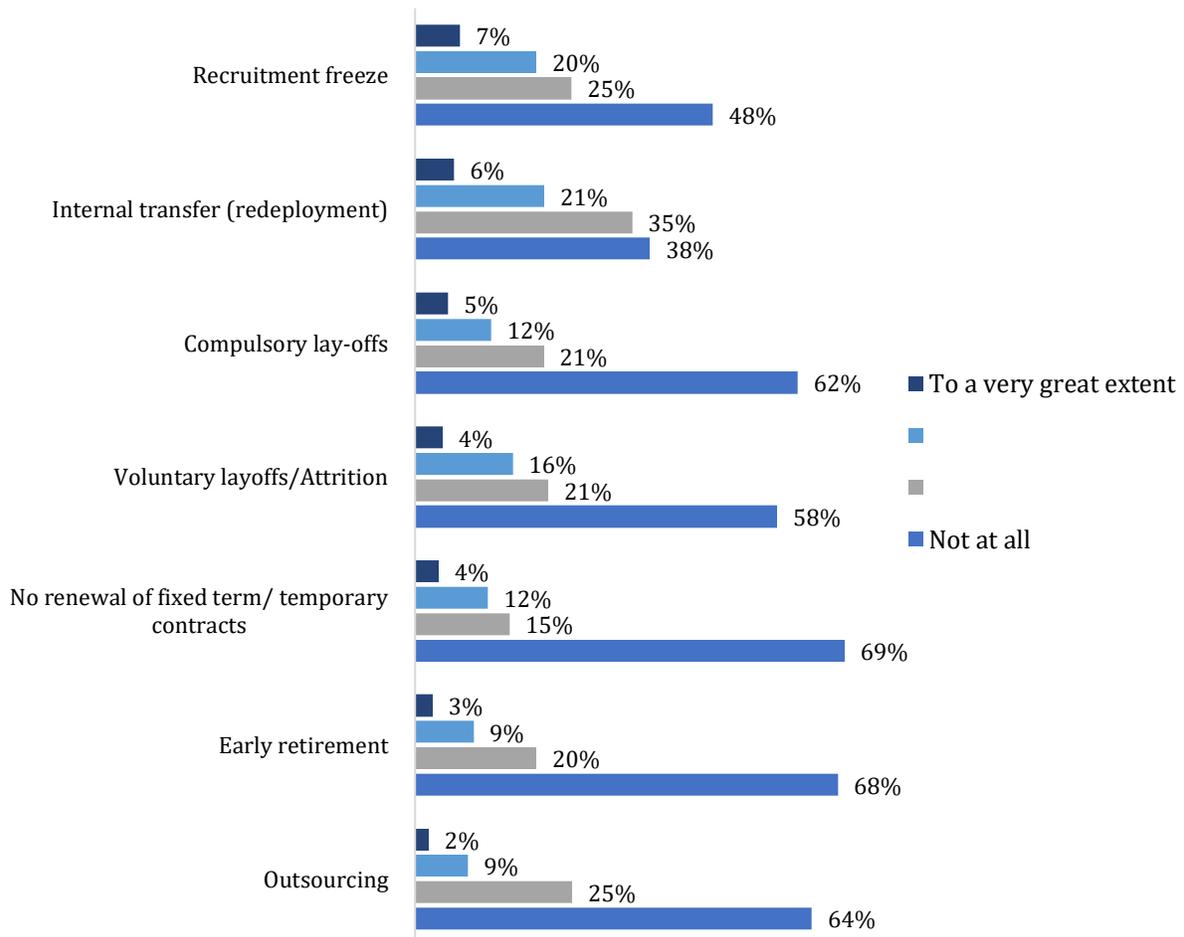


Figure 3.1. Average annual employee turnover (voluntary and involuntary combined)

The most prevalent downsizing methods were (1) recruitment freeze, (2) internal transfers, and (3) layoffs, all of which were implemented by responding organizations to a very great extent in the last three years (see **Figure 3.2**).

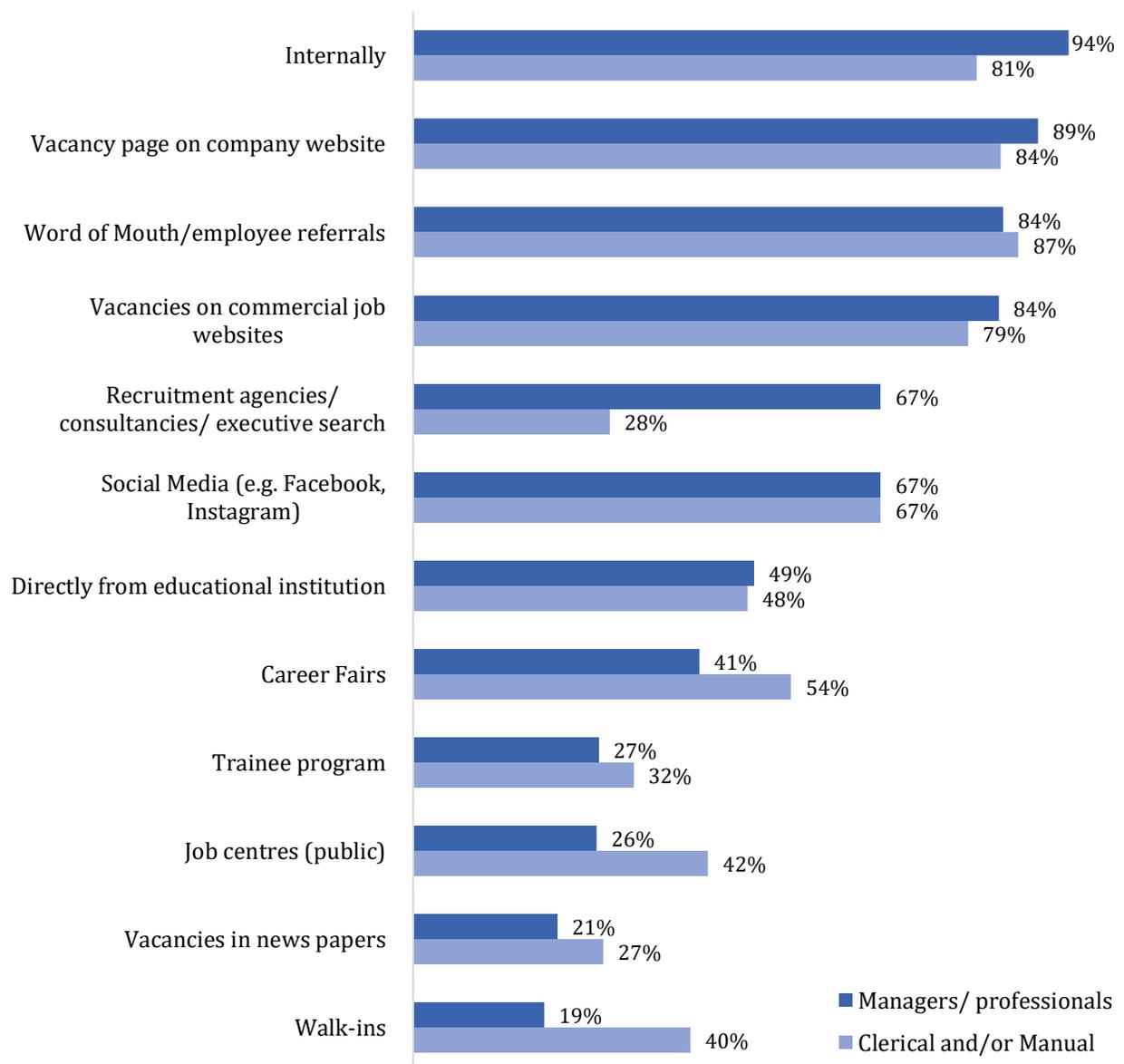
Figure 3.2 The extent to which different practices are used to manage workforce size and composition.



Recruitment and Selection

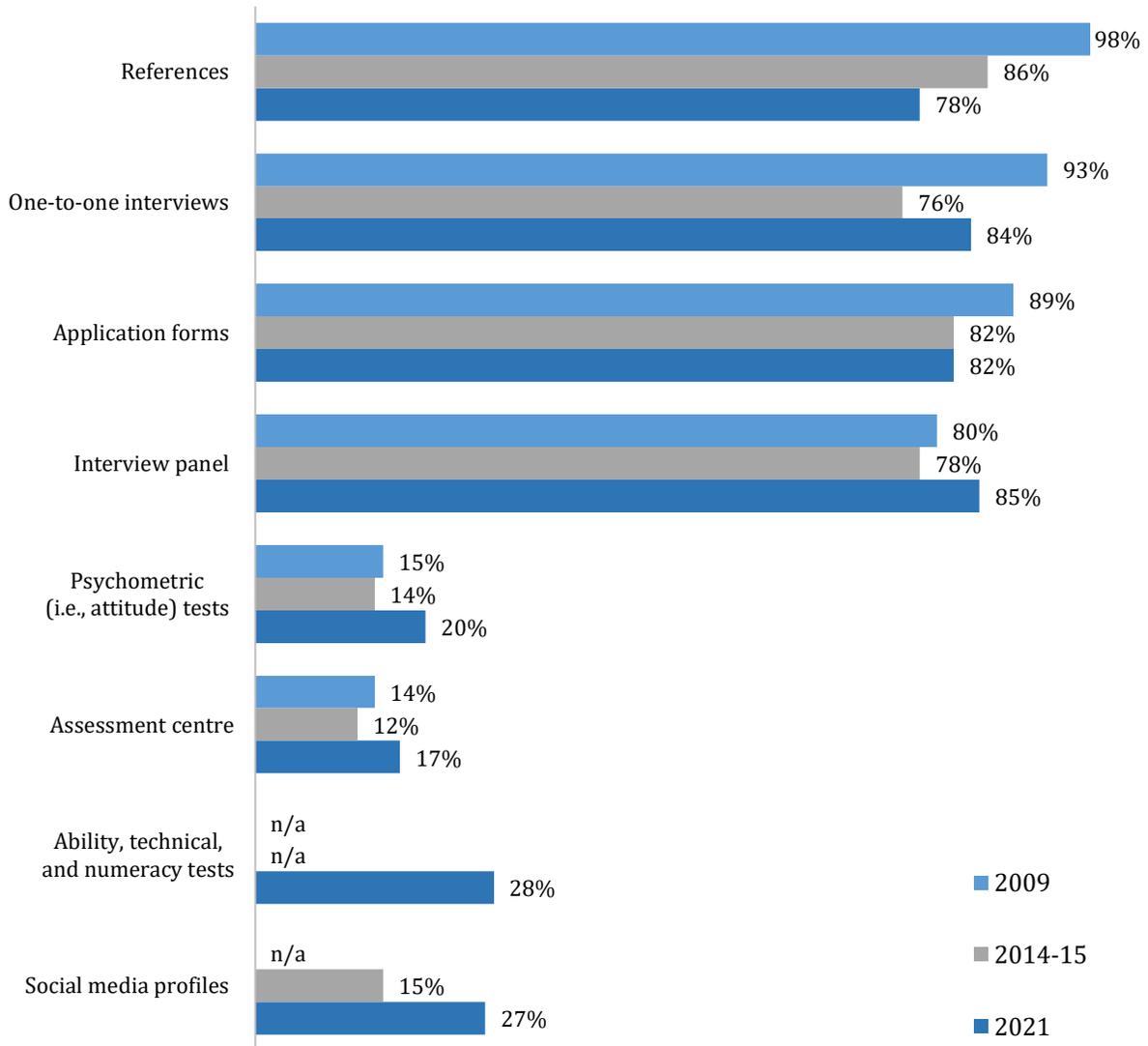
In 2021, for recruitment of all categories of employees, most organizations (more than 80 percent) used internal methods, a vacancy page on the company website, word of mouth/employee referrals, and vacancies on commercial job websites (see **Figure 3.3**). Social media was used by 67 percent of responding organizations (for both managers/professionals and clerical and/or manual employee groups). In contrast, the once popular recruitment method of posting vacancies in newspapers is now only used by 21-27 percent of responding organizations. The relatively high use of websites compared with “traditional” newspaper advertisements is notable and to be expected with technological developments

Figure 3.3: Which recruitment methods are used in your organization? (By employee category)



Regarding selection methods, as **Figure 3.4** shows, references are being used increasingly less frequently when hiring managers (78 percent in 2021 vs. 86 percent in 2014–15 and 98 percent in 2009), implying they play a less important role as job market signals. It could also be that employees, especially those in management positions, now have more ways to demonstrate their job qualifications. Consideration of social media profiles for making selection decisions has almost doubled – jumping from 15 percent in 2014–15 to 27 percent in 2021.

Figure 3.4. Selection methods used for managerial positions

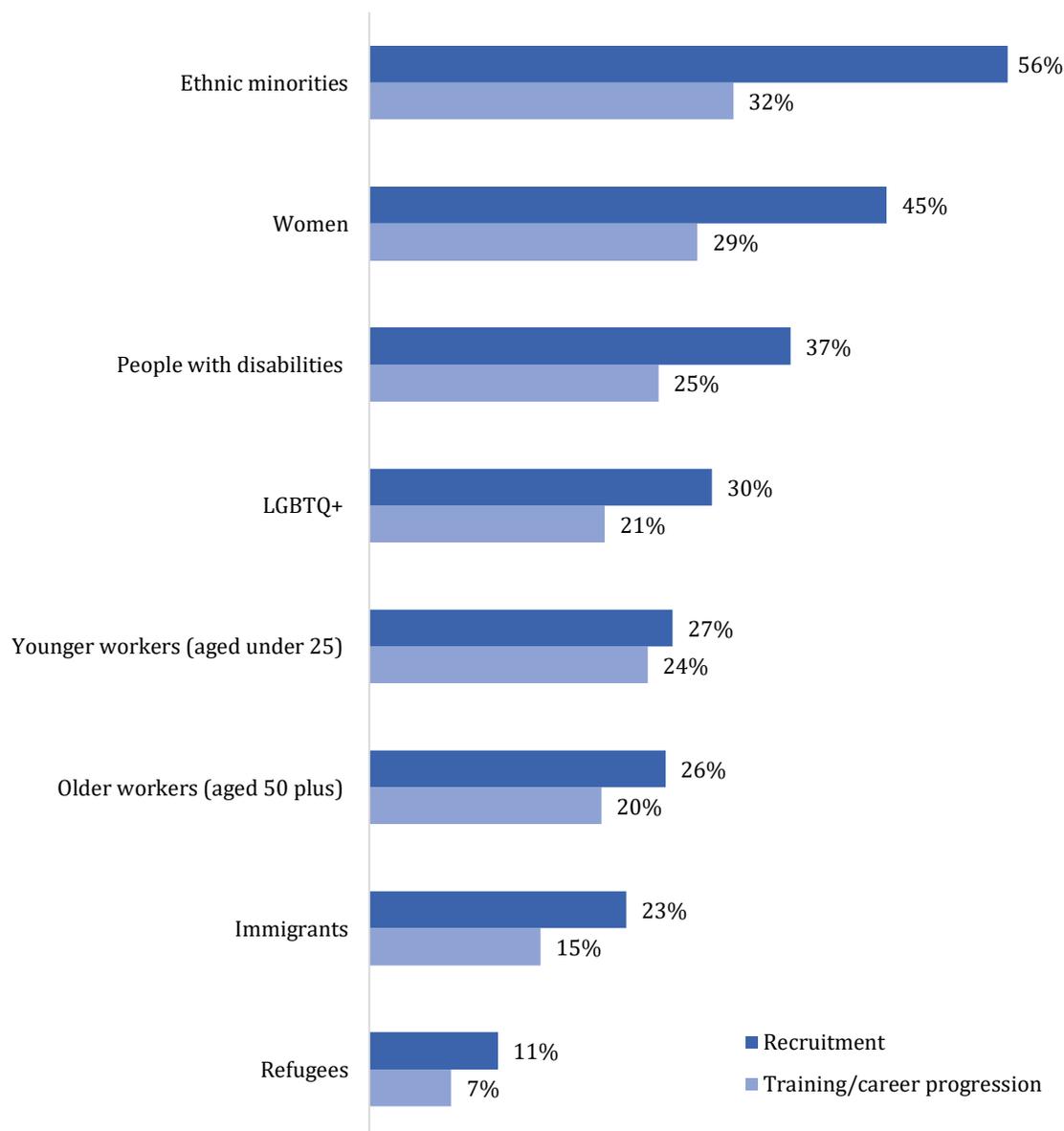


Note. Certain data are missing as these questions were not asked during the respective survey year.

Diversity and Inclusion Programs

According to 2021 data (see **Figure 3.5**), organizations are implementing diversity and inclusion initiatives primarily at the recruitment stage, with racial/ethnic minorities (56 percent), women (45 percent), and people with disabilities (37 percent) being the most frequently targeted groups. This could indicate the importance organizations place on increasing the diversity of their workforce. The low percentage of organizations using programs to assist refugees (training/career progression 7 percent; recruitment 11 percent) and immigrants (training/career progression 15 percent; recruitment 23 percent) in the workforce is noteworthy.

Figure 3.5: Percentage of organizations reporting programs for the following underrepresented groups to improve their participation in the workforce



Working Arrangements

Comparisons of the responses over time show that part-time works remain unpopular with roughly half of responding organizations reporting only 1-5 percent of employees under part time work arrangements (see **Figure 3.6**). Meanwhile, shift work shows substantially increased usage (see **Figure 3.7**): in 2004 and 2009, only 10 percent of responding organizations reported using this practice for more than half of the workforce, rising to 26 percent in 2021. This trend may have been partly influenced by the increased presence of healthcare organizations among respondents in the latest survey round. Lastly, there is a sharp increase in remote work usage during the midst of COVID-19, followed by a gradual decline afterwards (see **Figure 3.8**). It is worth noting that 40 percent of the sampled organizations reported having 20 percent or more of the workforce working remotely *after* COVID-19. This result underscores the importance of remote work as a tool for talent management.

Figure 3.6: Percentage of part-time employees.

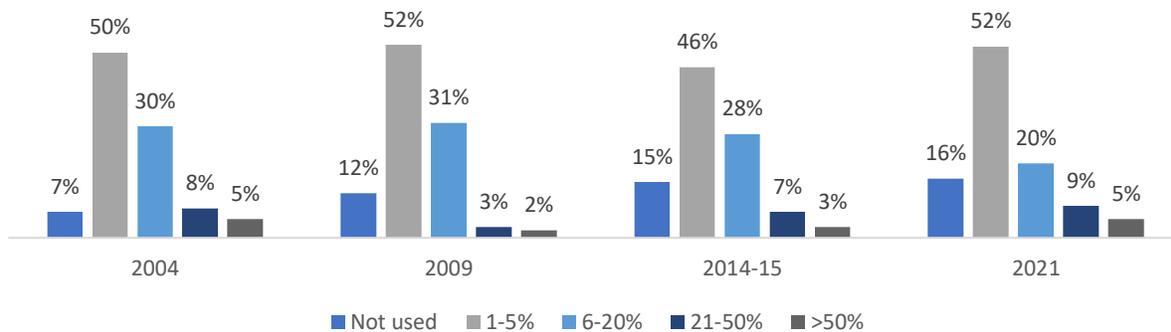


Figure 3.7. Percentage of employees doing shift work.

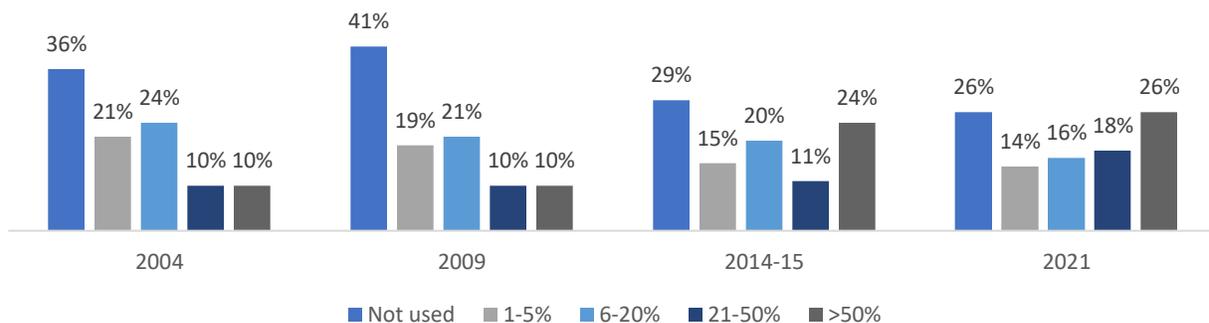
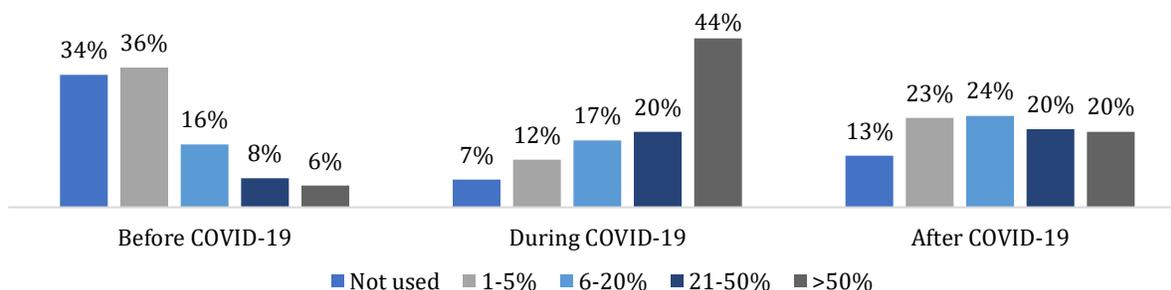


Figure 3.8: Percentage of employees under remote / telework.



4. Employee Development

Employee Appraisal

In 2021, 81 percent of responding organizations report having a formal appraisal system. As shown in **Figure 4.1**, these performance appraisal systems rely on the employee's immediate superior as the most frequent source of data, followed by self-appraisal and the supervisor's superior as the second and third most common sources respectively. In contrast, subordinate and peer inputs are seldom included in the appraisal system across all categories of workers.

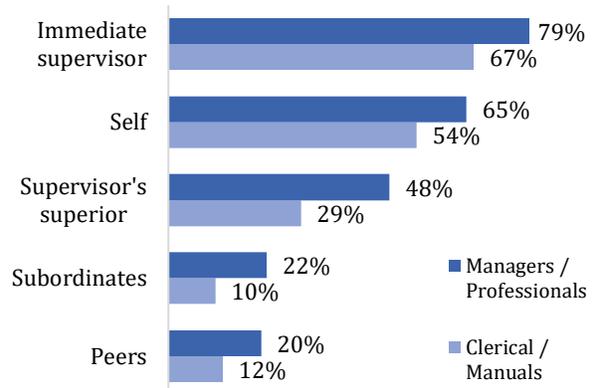


Figure 4.1. Sources of data for the appraisal process by employee group

Appraisal data are predominantly used for decisions regarding training and development (75 percent), career moves (74 percent), pay (72 percent), and workforce planning (69 percent). A common perception is that appraisals are predominantly used for compensation purposes. Although pay is indeed a significant outcome of the performance appraisal process, the findings also show that appraisal data are just as likely to be used for determining career moves and identifying training and development needs. One explanation could be an emerging trend facilitated by greater use of HRIS: standardized performance management systems include more explicit elements to be considered during appraisal, which may not have been discussed previously between employees and their supervisors. Such technological changes may also explain why employees themselves are playing a more significant role in the feedback process, as systems are designed to capture their opinions.

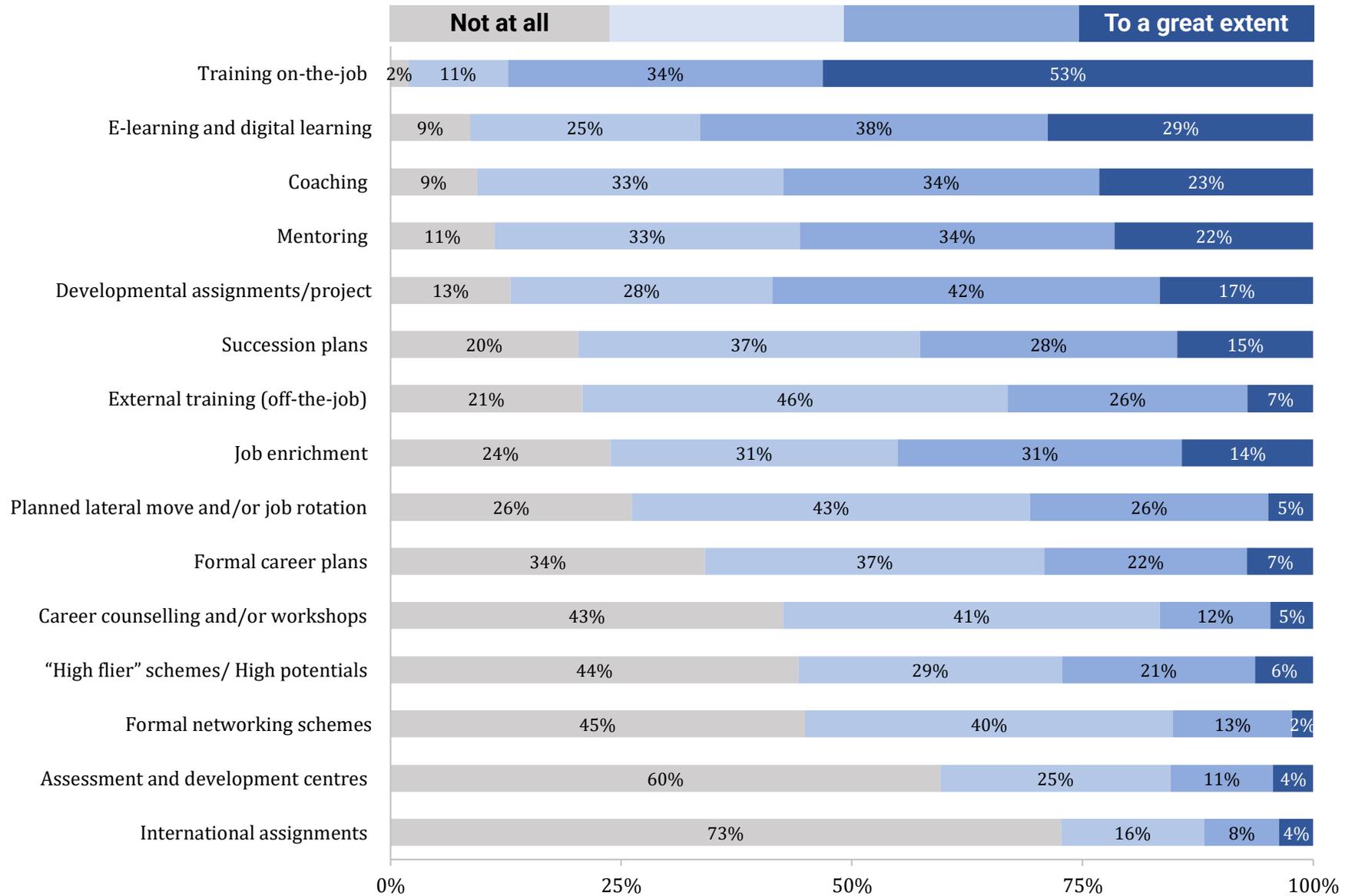
Training

Data from the 2021 survey show that 65 percent of responding organizations spend less than 5 percent of annual payroll costs on training. The average number of training days per year ranged from 8.8 days for clerical/manual employees to 10.7 for managers/professionals. These averages mark a small increase from the previous survey round (7.8 days on average for both clerical/manual and managers/professionals).

Figure 4.2 shows the use of career management practices ranging from most to least frequently implemented. The most popular options (*digital learning, coaching, and mentoring*) suggest that organizations are far more willing to implement low-cost, in-house training methods. Of note, however, is the fact that *planned lateral move/job rotation* and *high potential programs* are less frequently adopted despite their in-house nature.

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percent
of organizations spend less than 5 percent of their annual payroll costs on training

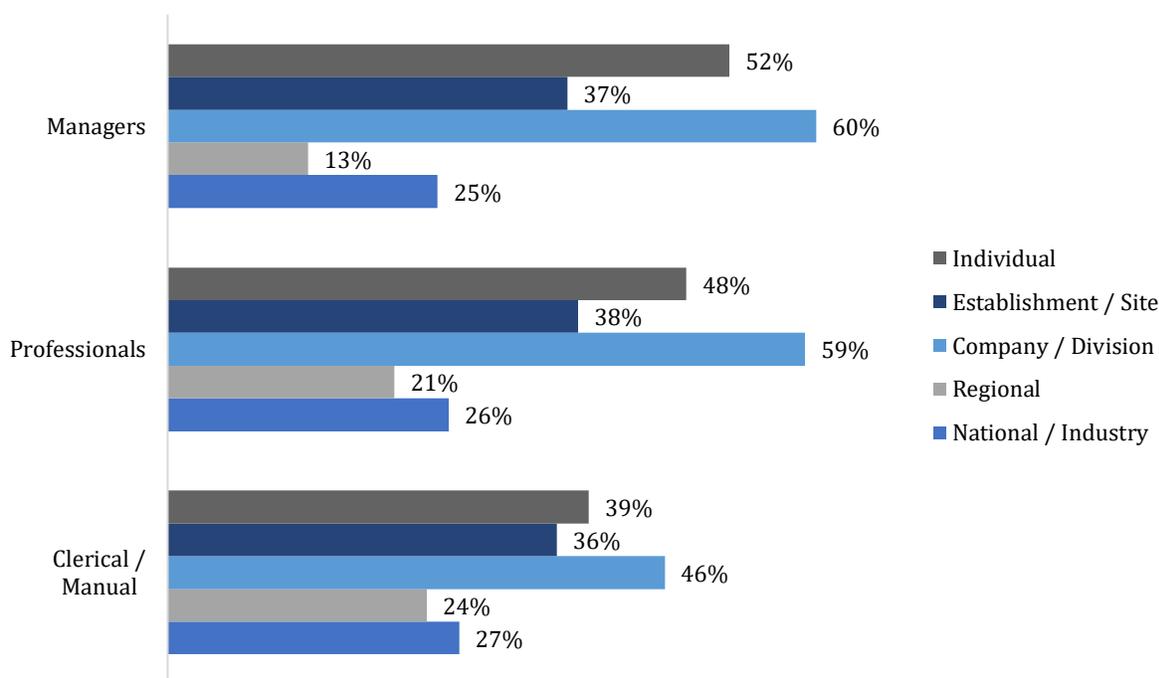
Figure 4.2: Percentage of organizations using a range of career management practices



5. Compensation and Benefits

As indicated in **Figure 5.1**, basic pay is primarily determined at the individual and the company/division level. This is especially the case among managerial (52 percent of organizations) and professional (48 percent of organizations) employees whose base pay plans are more individualized compared to clerical/manual employees (39 percent of organizations) with more standardized pay plans. On the flipside, there is an increase in regional pay setting as employee categories shift from managerial (13 percent) towards professional (21 percent) and clerical (24 percent). It is possible that such a shift is reflective of how regional labor supply wields a stronger influence on pay determination among the latter two categories of employees.

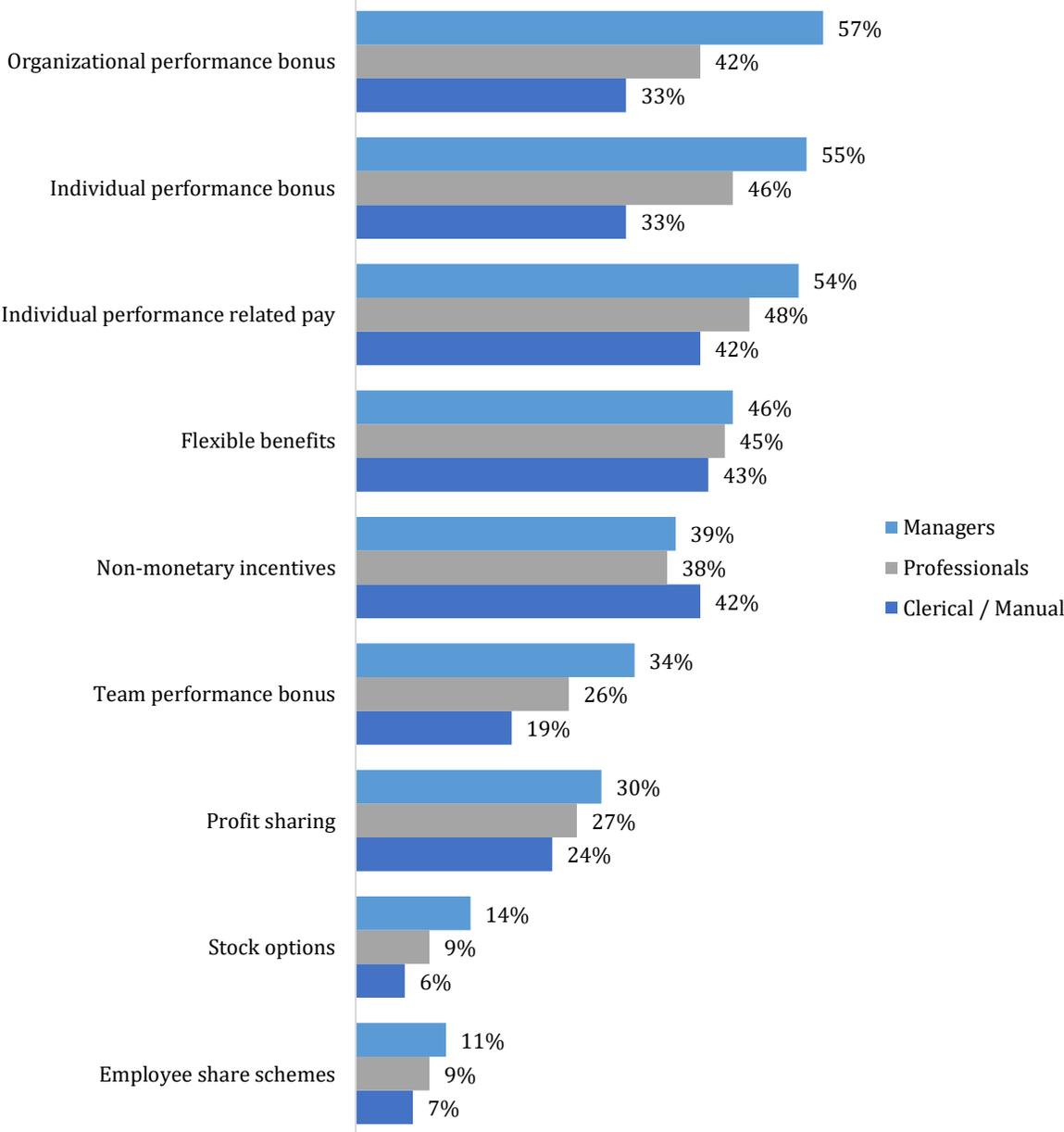
Figure 5.1. Levels at which basic pay is determined across employee categories



Note. The percentages add up to over 100 percent since multiple levels of pay determination may apply.

In terms of incentive schemes, organizations report using more individual and organizational performance-based pay primarily among the managerial and professional groups (see **Figure 5.2**). In contrast, stock options and employee shares are the two least commonly adopted incentive schemes. Even within the managerial category, these percentages have decreased from the previous survey round: 16 percent of responding organizations implement stock options for managers in 2014–15 versus 14 percent in 2021. Likewise, the percentage for employee share scheme was 18 percent in 2014–15 and 11 percent in 2021. It is difficult to conclude whether this change is a function of macroeconomic conditions or simply due to the nature of our sample given that the two largest industry subgroups in the current sample are healthcare and education.

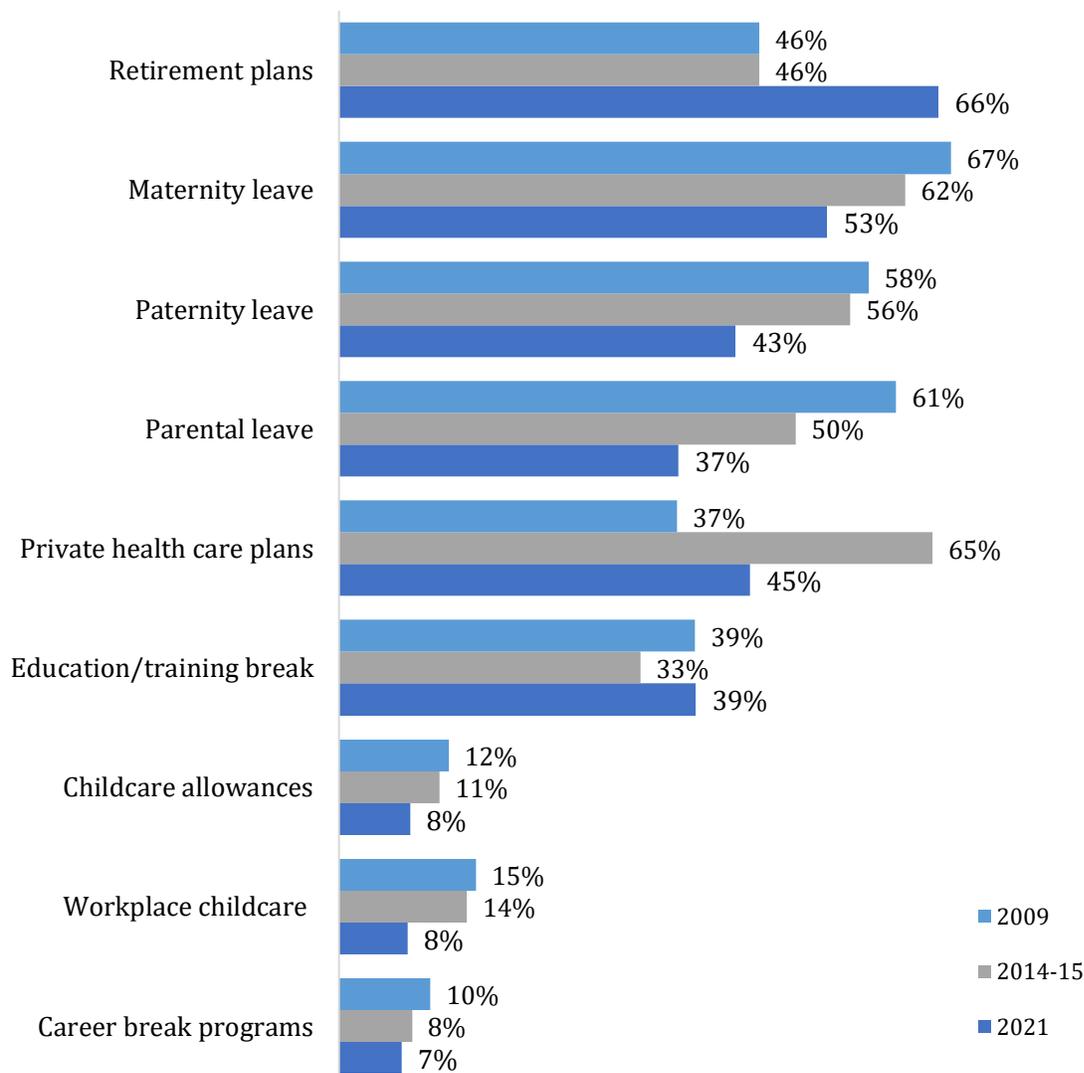
Figure 5.2. Percentage of organizations reporting use of compensation plans across different employee categories.



In discussing **Figure 5.3**, it bears emphasizing that these percentages reflect benefits *in excess of statutory requirements*. There is a generally a declining trend relative to previous survey rounds especially with the offerings of private health care plans, parental leave, and childcare. The sole exception to this trend lies in retirement plan provisions which have increased significantly from 46 percent in both 2009 and 2014–15 to 66 percent in 2021. Again, this could simply be due to the changes in our respondent sample—there are more respondents from the healthcare and education sectors.

Given that the Family and Medical Leave Act of 1993 (FMLA) has remained essentially unchanged, it is difficult to pinpoint exactly what the causes are of this trend. One possibility is that the greater prevalence of the work-from-home situation has eliminated the need for parental leave and childcare provision.

Figure 5.3. Changes in the percentage of organizations with benefit plans in excess of statutory requirements.



6. Employee Relations and Communication

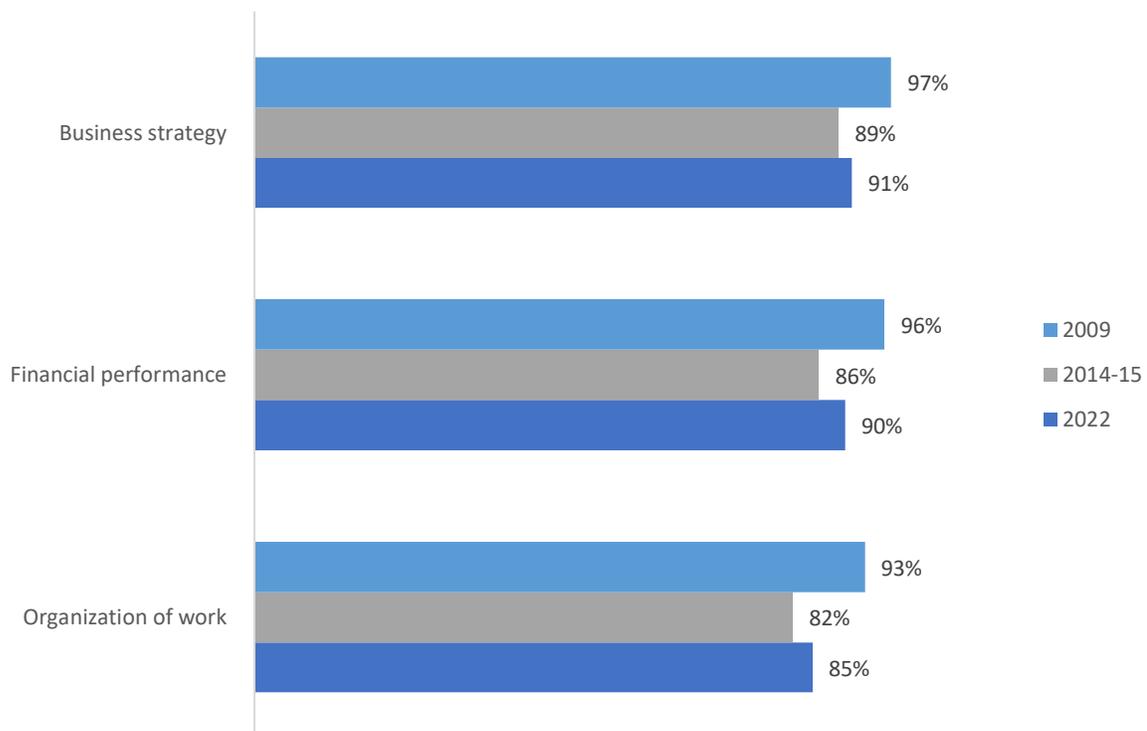
Trade Unions

Although public perception is shifting in favor of workers, most respondents are still mainly non-unionized organizations with 70 percent reporting no unionized employees. Only 5 percent of organizations report having 21–50 percent of their employees being union members, and 10 percent report having more than half of their workers unionized. The percentage of organizations that recognized trade unions for the purpose of collective bargaining dramatically declined from 64 percent in 2014–15 to 31 percent in 2021. Responding organizations most commonly perceive that trade unions have no influence at all (73 percent), and only 7 percent of respondents indicate trade unions influence their organization to a very great extent. These trends are consistent with the broader decline of trade unions both within the U.S. as well as across the globe.¹

Communication Methods

In terms of communication about key organizational issues, the percentage of organizations in which managers are briefed about business strategy, financial performance, or work organization have remained largely in line with previous survey rounds (see **Figure 6.1**).

Figure 6.1. Percentage of organizations where managers are consulted on key business decisions.



¹ Addison, J. T. (2020). The consequences of trade union power erosion. *IZA World of Labor*.

Figure 6.2. Percentage of organizations using different methods to a very great extent to communicate major issues to employees (top-down) (2021)

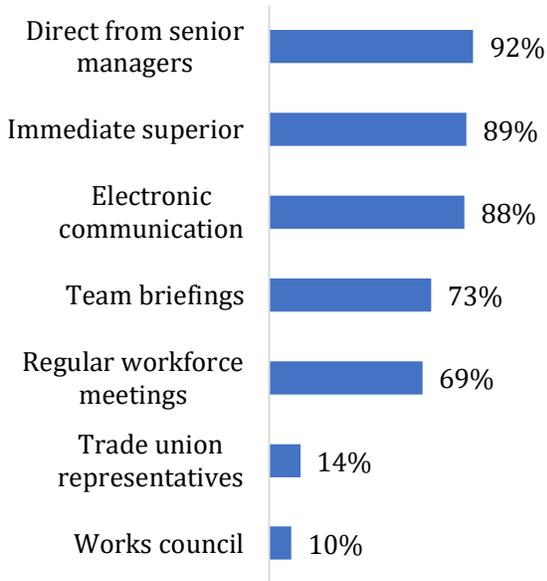
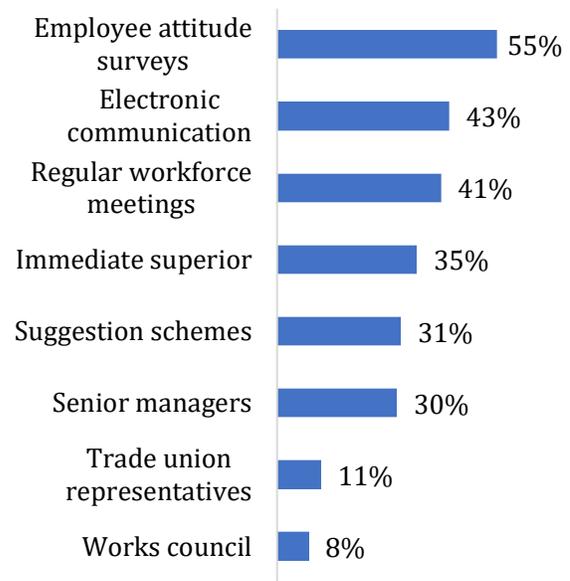


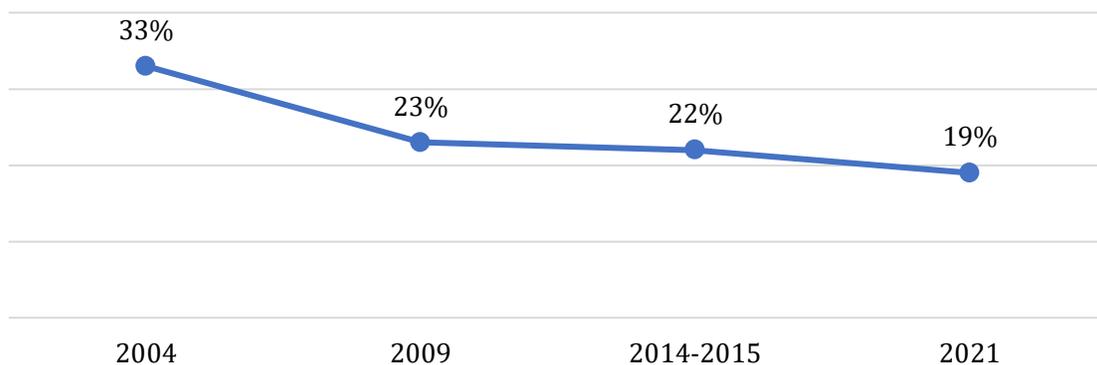
Figure 6.3. Percentage of organizations using different methods to a very great extent to communicate employee views to management (bottom-up) (2021)



When it comes to communicating major issues to employees (e.g., “top-down”) or relaying the employees’ views to the management (e.g., “bottom-up”), **Figure 6.2** shows that (1) senior managers, (2) immediate superiors, and (3) electronic communication are the most common sources of “top-down” communication of major organizational issues. Conversely, “bottom-up” communication tactics see greater use of employee/attitude surveys and electronic communication (see **Figure 6.3**).

Within both “top-down” or “bottom-up” communication approaches, both works councils and trade union representatives are the least commonly adopted methods. Altogether, these responses reflect a continued decline in the presence of collective representation (see **Figure 6.4**).

Figure 6.4. Percentage of organizations with a consultative committee or works council.



7. Study Methodology

This report draws on the results of the United States CRANET survey conducted in 2004, 2009, 2014–15, and 2021. In 2021, 48 percent of respondents were the most senior HR representative in their organization and 83 percent were based in an HR department. The overall response rate was 0.5 percent. This is substantially lower than previous survey rounds, though such a trend mirrors the same declining response rates in federal surveys² and public opinion polls.³

The 2021 data came from six sources listed on **Table 7.1**. For each source, the same participation criteria applied: respondents must be senior-level HR practitioners based in the United States and an organization with at least 100 employees. Only one response per organization site was requested. For all six data collections, to increase response rates, participants were given the incentive of receiving an HRM practices benchmarking report following the data collection and analysis. Invitation emails also included an Executive Summary of the 2014–15 CRANET Survey findings to give an overview of past survey results. To increase response rates in the 2021 survey round, participants were offered a chance to win a \$100 gift card.

The six sources of data included contact lists with emails and names of HR professionals. These sources together provided 289,368 unique email addresses. First-round e-mails with links to the CRANET Survey were sent to the following mailing lists: (1) **commercial provider**, (2) **The Society for HR Management**, (3) **2014–2015 CRANET respondents**, (4) Penn State’s **School of Labor and Employment Relations (LER) students**, and (5) **LER alumni** email databases between June 8 and June 15, 2021. Initial invitation emails were sent to a second (6) **commercial provider** mailing list on July 9, 2021.

Reminder e-mails were sent to respondents every ten days on different days of the week and at different times. Telephone call reminders were conducted between October 11 and November 19, 2021, prioritized by participants who had partially completed the survey. On July 22, 2021, all email databases were sent a reminder to complete the survey with an additional incentive to enter for a chance to win a \$100 gift card. Data collection was completed on December 31, 2021. 931 surveys were obtained and, after data cleaning, 320 valid responses were included in the final sample.

Table 7.1 Response rates of 2021 United States CRANET mailing lists.

Mailing List	Mailed	Responded	Response Rate
Commercial provider 1	12,623	149	1.2%
Society of HR Management	13,500	254	1.9%
2014–15 CRANET respondents	3,486	38	1.1%
LER Students	424	32	7.5%
LER Alumni	739	74	10.0%
Commercial provider 2	213,494	1,285	0.6%

² Czajka, J. L., and Beyler, A. (2016). Background paper declining response rates in federal surveys: Trends and implications. *Mathematica policy research*, 1, 1-86.

³ Kennedy, C., and Hartig, H. (2019). Response rates in telephone surveys have resumed their decline. <https://www.pewresearch.org/fact-tank/2019/02/27/response-rates-in-telephone-surveys-have-resumed-their-decline/>

Sample Demographics

Figure 7.1. Industry composition of the survey respondents.

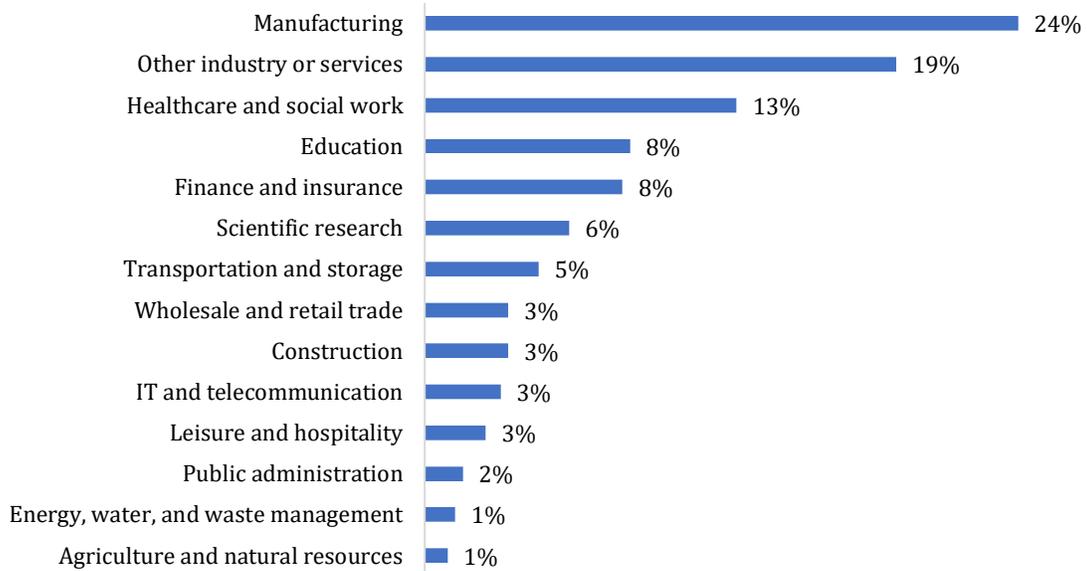


Figure 7.2. Percentage of private-sector organizations across survey rounds.

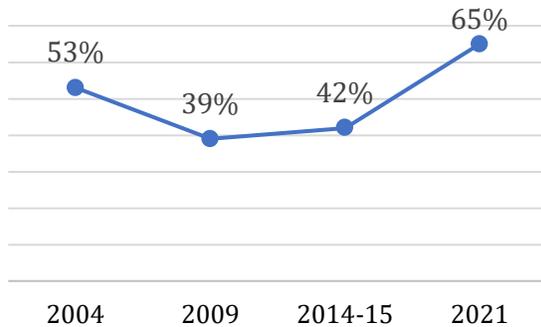


Figure 7.4. Median organization age (in years) across survey rounds.

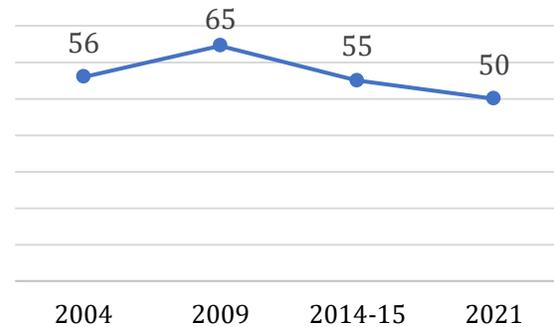
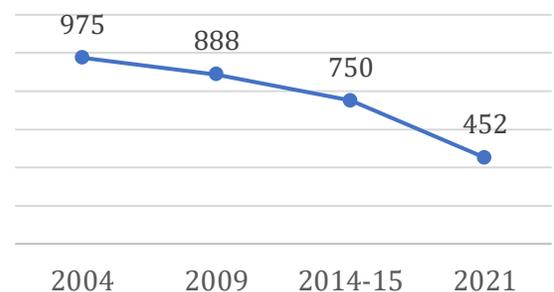


Table 7.3. Education and age of the employees.

- In 32 percent of respondents, at least half of the workforce is college-educated.
- Only 10 percent of respondents have a very young workforce (e.g., at least half of the workforce is under 25 years old).
- Only 9 percent of respondents have a very old workforce (e.g., at least half of the workforce is over 50 years old).

Figure 7.5. Median size (employee headcount) of responding organizations across survey rounds.



CIHRS Center for International Human Resource Studies

[The Center for International Human Resource Studies](#) is an initiative of the School of Labor and Employment Relations at Penn State, which encourages IHRM scholarly research and serves the international HR practitioner community. Through targeted events and activities, our goal is to be the central hub for the community of scholars dedicated to studying 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—Elaine Farndale (Center Director), Rakoon Piyanontalee (Assistant Research Professor), and Carolyn Adrien (Research and Data Coordinator) along with a Faculty Advisory Committee and supported by researchers and a network of CIHRS Fellows who are leading experts in the IHRM field from across the globe.

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