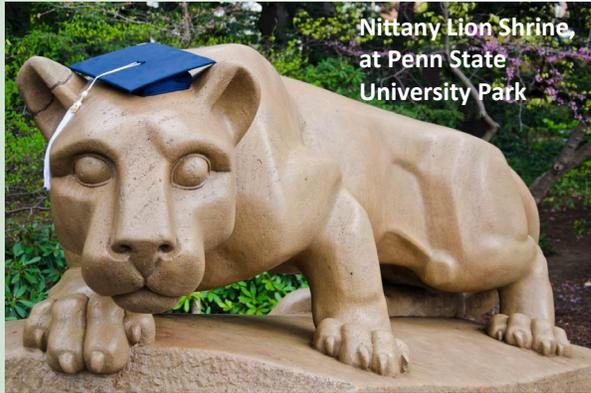




PennState
College of the Liberal Arts



Nittany Lion Shrine,
at Penn State
University Park

CIHRS

**Center for International
Human Resource Studies**

NEWSLETTER 2019

CIHRS is a world-renowned research center dedicated to expanding our understanding of International HRM

Established in 2013 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 have developed a strong network of academics and practitioners passionate about international HRM, enabling the sharing of ideas to advance knowledge and practice in the field. For more information visit <http://ler.la.psu.edu/cihrs>.



Old Main, University Park

SAVE THE DATE: 4th Global Conference of International HRM, May 9-11, 2019



The 4th Global Conference on International Human Resource Management will be held on May 9-11, 2019 at Penn State University Park. Executives and scholars will come together on May 9th for a practitioner/academic discussion on **'Reverse globalization? Critical times for talent management'**, involving a panel of IHRM practitioner and academic experts. There will also be a publishing workshop held on the first day to help authors craft their scholarly submissions. May 10-11th will see multiple scholarly paper presentations as well as keynote addresses by Professors **Riki Takeuchi** (University of Texas at Dallas) and **Jaime Bonache** (Carlos III University of Madrid) (pictured here). These events promise a lively debate and networking opportunities. Further details can be found at: <http://ler.la.psu.edu/cihrs/IHRMconference>.





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 employee engagement and reducing burnout. 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 and others, please contact the research team: cihrs@psu.edu or visit <http://ler.la.psu.edu/cihrs/research-projects-and-publications>.

CIHRS Speaker Series



Dr. Jaap Paauwe will be visiting CIHRS in the spring of 2019. Dr. Paauwe is Professor of Organization and Human Resource Management at Tilburg University (The Netherlands); Honorary Professor at the Departamento de Organización de Empresas y Marketing, Universidad Pablo de Olavide (Spain); and Extraordinary Professor in the School of Human Resources Sciences at the Potchefstroom Campus of North-West University (South Africa). Since completing his Ph.D. at Erasmus University Rotterdam in 1989, Jaap has contributed some thirty years to the HRM academic profession. Throughout this time, he has published more than 200 papers/chapters in international refereed journals and books and edited/written seventeen books. In 2012, Jaap was ranked fifteenth in the shortlist of the top 20 most influential thinkers in HR.

Dr. Paauwe will be sharing his research during his stay and this speaker event will be open to the public and free to attend.



Application of Research to Industry

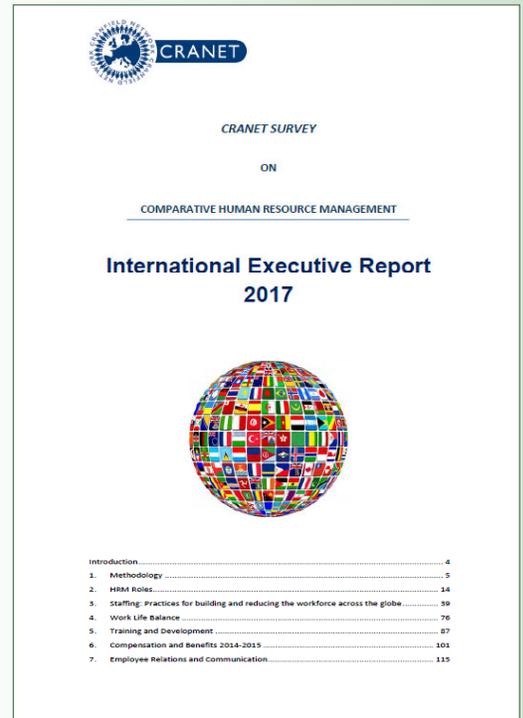
CRANET Survey of HRM Policies and Practices

CRANET (the Cranfield Network), a collaboration between over 40 universities and business schools, is the acknowledged leader in all aspects of international human resource management, both theoretical and practical, with a distinguished reputation worldwide. It offers academics, practitioners, government bodies and international institutions expert and informed research as well as guidance on international and comparative HRM practices.

CRANET is now the largest HRM network in the world and the only one that has been collecting comparative data on HRM in different countries for more than three decades. Articles based on the CRANET data have been published in some of the world’s best journals and presented at some of the most prestigious academic conferences. CRANET is also proud to have presented its data at practitioner conferences around the world and to have had it published in local journals, newspapers, and through the broadcast media.

CIHRS is currently the US partner for CRANET and an Advisory Group member.

For more information, please visit at: www.cranet.org.



CIHRS 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, authored by graduating students from Penn State’s MS in Human Resources and Employment Relations.

2018 Papers:

Sarah Greeley “Mentoring Expatriates: The Mediating Effect of Affective Commitment on Project Success”

Matthew Jentis “Labor and Employment Relations in Spain and the Dominican Republic: A Comparative Analysis on the Development of Global Workplaces”

Mikayla Koenck “A Study of HR Formality and Employee Development: Is Culture A Factor?”

A list of earlier papers and the link to full paper can be found at:

<http://ler.la.psu.edu/cihrs/speaker-and-paper-series/research-paper-series>.

Certificate in International Human Resources and Employment Relations



In 2016, Penn State World Campus launched the online Graduate Certificate in IHRER. As firms expand globally, 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 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 Faculty Publications

2018-19 Publications by CIHRS faculty related to IHRM themes:

Farndale, E., Horak, S., Phillips, J., & Beamond, M. (in press). Facing complexity, crisis, and risk: Opportunities and challenges in international human resource management. *Thunderbird International Business Review*. DOI#: 10.1002/tie.22037

Kwon, B., & Farndale, E. (in press). Employee voice viewed through a cross-cultural lens. *Human Resource Management Review*. DOI#: 10.1016/j.hrmmr.2018.06.002

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

Farndale, E. & Paauwe, J. (2018). SHRM & Context: Why firms want to be as different as legitimately possible. *Journal of Organizational Effectiveness: People and Performance*, 5(3), 202-210.

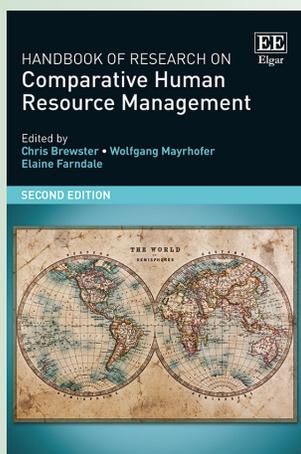
Zhu, J., Xu, S., Herst, D., & Farndale, E. (2018). Ethical leadership and employee pro-social rule-breaking behavior in China. *Asian Business & Management*, 17(1), 59–81.



Conference presentations

2018 Academy of Management HR Division award for the best International HRM Scholarly Research:

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.



Handbook of Research in Comparative Human Resource Management (2nd ed., 2018)

Edited by: Brewster, C., Mayrhofer, W., & Farndale, E.

Published by: Edward Elgar Publishing

In this edited handbook, leading IHRM experts challenge the assumption that there are consistent solutions for managing human resources across nations. Valuing the importance of context, particularly at a national and regional level, the chapter authors question the ‘best practice’ solutions by discussing theoretical, issue-based and regional-based distinctions in HRM. Read about “The meaning and value of comparative human resource management” and “Future avenues for comparative human resource management” that open and conclude the volume.

A list of earlier publications by CIHRS faculty can be found at:

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

Featured Article

Employee voice viewed through a cross-cultural lens

Bora Kwon & Elaine Farndale (In Press). *Human Resource Management Review*.

<https://doi.org/10.1016/j.hrmmr.2018.06.002>

The presence (or not) of voice practices is insufficient alone to indicate to employees whether voice is appropriate and valued. The organizational norms created through past evidence of how management has reacted to voice creates signals for employees as to whether it is safe and/or effective to speak out. Understanding how organizational norms are affected by national culture values can help organizations operating across multiple national boundaries to understand why a corporate voice channel might be effective in some cultures but not in others.





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.

Bora Kwon is an Assistant Teaching Professor with CIHRS. She holds her Ph.D. in Workforce Education and Development as well as 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.

Ricci Wang 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 CIHRS, as well as the School of Labor and Employment Relations.

Dorothea Roumpi is an Assistant Professor in the School of LER. She received her Ph.D. in Management from the University of Arkansas, Sam M. Walton College of Business. Her research bridges the micro-macro divide by focusing on the critical role human capital and HRM deployments play in creating and maintaining organizational competitive advantage.

Sumita Raghuram is an Associate Professor in the LER School. She received her Ph.D. from the University of Minnesota. Her 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. Dr. Park’s research interests pertain to the role that the social environment plays in explaining the performance and well-being of organizational members.

Kameron Carter is an Assistant Professor in the School of LER. She holds a Ph.D. in Management and Organizations from the University of Iowa Tippie College of Business. Her research interests focuses on differential roles and relationships within groups and teams, interpersonal interactions focusing on delegation and negative relationships, and work design’s impact with an emphasis on contextual characteristics.

Jean Phillips is a 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.



CIHRS Team from left to right (back row): Jia Wang (visiting), Sumita Raghuram, Andri Georgiadou (visiting), Kameron Carter, Alfred Presbitero (visiting); (front row) Heeman Park, Dorothea Roumpi, Bora Kwon, and Elaine Farndale. **We span eight countries and four continents in our group alone!**



CIHRS Visiting Scholars

Dr. **Andri Georgiadou** is an Adjunct Professor at the Cyprus University of Technology. She obtained her DBA focusing on diversity management from the London Metropolitan University in the UK (2014) and worked as an Assistant Professor in Human Resource Management and Program Director for the MSc in Global Business at the University of Hertfordshire in the UK for three years before returning to Cyprus. Andri’s research focuses on equality, diversity and inclusion at work from comparative, relational and interdisciplinary perspectives. She is a recipient of the 2014 Graduate Scholar Award for Diversity in Organizations, Communities & Nations, and was awarded a Fulbright Scholarship to conduct research at Penn State in Fall 2018. Andri has served as chair/member of many scientific committees at international conferences. In 2018, she established the Equality, Inclusion and Diversity Center (EQUIDY).



Jia Wang, Ph.D. candidate, is visiting CIHRS from the fall of 2018 to the summer of 2019. Jia Wang is a doctoral student at the School of Labor and Human Resources, Renmin University of China. She completed her Master’s in Educational Studies at the University of Glasgow, UK. Her research focuses on HRM practices, leadership and job characteristics. She is particularly interested in the relationship between HRM practices and employee well-being from the perspective of job demands and job resources. She is also interested in understanding the impact of paradoxical leadership on employee outcomes. She is currently conducting research at CIHRS under the supervision of Dr. Elaine Farn-dale.



Meet CIHRS’ Graduate Assistant



Ricci Wang is a second-year Master’s student from the Human Resources and Employment Relations program in the School of LER at Penn State, and serves as a Graduate Assistant for CIHRS (2018/19). Originally from China, Ricci obtained her Bachelor’s degree from Penn State in Hospitality Management, and decided to further her education with a focus of on HRM. As a Graduate Assistant, Ricci provides research support through literature searches and data analyses for ongoing projects. To date, Ricci has been actively involved in CIHRS’ HRM Process study, which explores how HRM system strength and attributions affect employee engagement and burnout, and how national cultural values affect these relationships. Ricci is also part of the team helping to organize the 4th Global Conference on International Human Resource Management on May 9-11, 2019.

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.