Contents

List of contributors viii
Acknowledgements xi

1 The meaning and value of comparative human resource management: an introduction 1
   Elaine Farndale, Wolfgang Mayrhofer, and Chris Brewster

PART I  THEORETICAL, CONCEPTUAL, AND EMPIRICAL ISSUES IN COMPARATIVE HRM

2 Comparative institutional analysis and comparative HRM 29
   Geoffrey Wood, Alexandros Psychogios, Leslie T. Szamosi, and David G. Collings

3 Cultural perspectives on comparative HRM 48
   B. Sebastian Reiche, Yih-teen Lee, and Javier Quintanilla

4 Critical approaches to comparative HRM 65
   Tuomo Peltonen and Eero Vaara

5 Methodological challenges for quantitative research in comparative HRM 83
   Ingo Weller and Barry Gerhart

6 The anthropological comparative method as a means of analysing and solving pressing issues in comparative HRM 108
   Fiona Moore and Mary Yoko Brannen

PART II  HRM TASKS AND THEMES

7 Recruitment and selection in context 127
   Elaine Farndale, Irene Nikandrou, and Leda Panayotopoulou

8 Comparative total rewards policies and practices 143
   Ihar Sahakiants, Marion Festing, Allen D. Engle Sr, and Peter J. Dowling

9 Comparing performance management across contexts 164
   Paul Boselie, Elaine Farndale, and Jaap Paauwe

10 Human resource development: national embeddedness 184
    Olga Tregaskis and Noreen Heraty

11 Comparative employment relations: definitional, disciplinary, and development issues 200
    Werner Nienhüser and Chris Warhurst
The psychological contract within the international and comparative HRM literature

Paul Sparrow

Positive and negative application of flexible working time arrangements: comparing the United States of America and the EU countries

Lonnie Golden, Stephen Sweet, and Heejung Chung

Comparative career studies: conceptual issues and empirical results

Mila Lazarova, Wolfgang Mayrhofer, Jon Briscoe, Michael Dickmann, Douglas T. (Tim) Hall, and Emma Parry

Financial participation: the nature and causes of national variation

Paul E.M. Ligthart, Andrew Pendleton, and Erik Poutsma

Comparative perspectives on diversity and equality: the challenges of gender, sexual orientation, race, ethnicity, and religion

Gwendolyn Combs, Rana Haq, Alain Klarsfeld, Lourdes Susaeta, and Esperanza Suarez

Organising HRM in a comparative perspective

Julia Brandl, Anna Bos-Nehles, and Ina Aust

The intersection between information technology and human resource management from a cross-national perspective: towards a research model

Huub J.M. Ruël and Tanya Bondarouk

Sustainable HRM: a comparative and international perspective

Ina Aust, Michael Muller-Camen, and Erik Poutsma

PART III REGIONAL PERSPECTIVES

HRM practice and scholarship in North America

Susan E. Jackson, Andrea Kim, and Randall S. Schuler

Revisiting the Latin American HRM model

Anabella Davila and Marta M. Elvira

HRM in Mexico, Central America, and the Caribbean

Sergio M. Madero-Gómez and Miguel R. Olivas-Luján

Comparative HRM research in South America: a call for comparative institutional approaches

Michel Hermans

HRM in Western Europe: differences without, differences within

Chris Brewster, Wolfgang Mayrhofer, and Paul Sparrow

HRM in the transition states of Central and Eastern Europe and the former Soviet Union

Michael J. Morley, Dana Minbaeva, and Snejina Michailova
26 HRM in the Middle East
_Pawan Budhwar and Kamel Mellahi_ 487

27 HRM in Northern Africa
_David B. Zoogah, Elham Kamal Metwally, and Tarek Tantoush_ 500

28 HRM in sub-Saharan Africa: comparative perspectives
_Christine Bischoff and Geoffrey Wood_ 518

29 HRM in the Indian subcontinent
_Pawan Budhwar, Arup Varma, and Manjusha Hirekhan_ 534

30 HRM and Asian socialist economies in transition: China, Vietnam, and North Korea
_Ngan Collins, Ying Zhu, and Malcolm Warner_ 554

31 Japan, South Korea, and Taiwan: issues and trends in HRM
_Philippe Debroux, Wes Harry, Shigeaki Hayashi, Heh Jason Huang, Keith Jackson, and Toru Kiyomiya_ 577

32 Comparative HRM research in Indonesia, Malaysia, and the Philippines
_Vivien T. Supangco and Jessica A. Los Baños_ 597

33 Styles of HRM in Australia and New Zealand
_Peter Boxall, Hugh Bainbridge, and Stephen Frenkel_ 614

PART IV CONCLUSIONS

34 Future avenues for comparative human resource management
_Wolfgang Mayrhofer, Chris Brewster, and Elaine Farndale_ 633

Index 651