## Contents

*List of contributors*  
viii

*Acknowledgements*  
xi

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

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

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

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

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

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

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

### PART II  HRM TASKS AND THEMES

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

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

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

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

11. Comparative employment relations: definitional, disciplinary, and development issues  
    *Werner Nienhüser and Chris Warhurst*  
    200
The psychological contract within the international and comparative HRM literature
Paul Sparrow 223

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 237

Comparative career studies: conceptual issues and empirical results
Mila Lazarova, Wolfgang Mayrhofer, Jon Briscoe, Michael Dickmann, Douglas T. (Tim) Hall, and Emma Parry 257

Financial participation: the nature and causes of national variation
Paul E.M. Ligthart, Andrew Pendleton, and Erik Poutsma 283

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 303

Organising HRM in a comparative perspective
Julia Brandl, Anna Bos-Nehles, and Ina Aust 322

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 339

Sustainable HRM: a comparative and international perspective
Ina Aust, Michael Muller-Camen, and Erik Poutsma 358

PART III REGIONAL PERSPECTIVES

HRM practice and scholarship in North America
Susan E. Jackson, Andrea Kim, and Randall S. Schuler 373

Revisiting the Latin American HRM model
Anabella Davila and Marta M. Elvira 393

HRM in Mexico, Central America, and the Caribbean
Sergio M. Madero-Gómez and Miguel R. Olivas-Lujan 408

Comparative HRM research in South America: a call for comparative institutional approaches
Michel Hermans 427

HRM in Western Europe: differences without, differences within
Chris Brewster, Wolfgang Mayrhofer, and Paul Sparrow 445

HRM in the transition states of Central and Eastern Europe and the former Soviet Union
Michael J. Morley, Dana Minbaeva, and Snejina Michailova 469
Contents

26 HRM in the Middle East

Pawan Budhwar and Kamel Mellahi

27 HRM in Northern Africa

David B. Zoogah, Elham Kamal Metwally, and Tarek Tantoush

28 HRM in sub-Saharan Africa: comparative perspectives

Christine Bischoff and Geoffrey Wood

29 HRM in the Indian subcontinent

Pawan Budhwar, Arup Varma, and Manjusha Hirekhan

30 HRM and Asian socialist economies in transition: China, Vietnam, and North Korea

Ngan Collins, Ying Zhu, and Malcolm Warner

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

32 Comparative HRM research in Indonesia, Malaysia, and the Philippines

Vivien T. Supangco and Jessica A. Los Baños

33 Styles of HRM in Australia and New Zealand

Peter Boxall, Hugh Bainbridge, and Stephen Frenkel

PART IV CONCLUSIONS

34 Future avenues for comparative human resource management

Wolfgang Mayrhofer, Chris Brewster, and Elaine Farndale

Index