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
12 The psychological contract within the international and comparative HRM literature
    Paul Sparrow

13 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

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

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

16 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

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

18 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

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

PART III REGIONAL PERSPECTIVES

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>HRM in the Middle East</td>
<td>487</td>
</tr>
<tr>
<td>Pawan Budhwar and Kamel Mellahi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>HRM in Northern Africa</td>
<td>500</td>
</tr>
<tr>
<td>David B. Zoogah, Elham Kamal Metwally, and Tarek Tantoush</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>HRM in sub-Saharan Africa: comparative perspectives</td>
<td>518</td>
</tr>
<tr>
<td>Christine Bischoff and Geoffrey Wood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>HRM in the Indian subcontinent</td>
<td>534</td>
</tr>
<tr>
<td>Pawan Budhwar, Arup Varma, and Manjusha Hirekhan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>HRM and Asian socialist economies in transition: China, Vietnam, and North Korea</td>
<td>554</td>
</tr>
<tr>
<td>Ngan Collins, Ying Zhu, and Malcolm Warner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Japan, South Korea, and Taiwan: issues and trends in HRM</td>
<td>577</td>
</tr>
<tr>
<td>Philippe Debroux, Wes Harry, Shigeaki Hayashi, Heh Jason Huang, Keith Jackson, and Toru Kiyomiya</td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Comparative HRM research in Indonesia, Malaysia, and the Philippines</td>
<td>597</td>
</tr>
<tr>
<td>Vivien T. Supangco and Jessica A. Los Baños</td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Styles of HRM in Australia and New Zealand</td>
<td>614</td>
</tr>
<tr>
<td>Peter Boxall, Hugh Bainbridge, and Stephen Frenkel</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part IV CONCLUSIONS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>Future avenues for comparative human resource management</td>
<td>633</td>
</tr>
<tr>
<td>Wolfgang Mayrhofer, Chris Brewster, and Elaine Farndale</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Index | 651 |

Chris Brewster, Wolfgang Mayrhofer and Elaine Farndale - 9781784711139
Downloaded from Elgar Online at 02/20/2019 03:00:35AM via free access