Index


SC survey 263–267

actors/agency 5, 7, 11–12, 234
convention theory 641
African countries see North African HRM; South Africa; Sub-Saharan African HRM
Algeria see North African HRM
anthropological comparative method 108–122
case study 112–119
contributions of 120–121
ethnography, culture, and nuance 117–118
fieldwork 114–115
generalisation and 121
identification of themes 116–117
reflexivity and comparison 118–119
research design 113–114
comparative method
generalisation and 108, 109, 111–112
in international HRM 110–112
utility and early exponents of 108–110
Argentina see South American CHRM
research
Asia-Pacific countries see Indonesia, Malaysia and Philippines
Asian socialist countries (China, Vietnam and North Korea comparisons) 554–573
background to transitional reforms 554
in China 558–560, 564
in North Korea 561–562, 568
in Vietnam 560–561, 562–563
economic reforms, country profiles 557–558
economic transition and management changes 555–558
Chinese foreign aid to Vietnam 556
compromise between state and business 570–572
new generation views and 558, 559, 564–565
employment and industrial relations, and HRM systems in transition 562–563
labour contract system, China 564
union practices 562–563
wage determination 569
enterprise level, HRM practices in transition 563–567
government/enterprise interaction 567, 568–570
locational influences 570
MNC 564
policy introduction process 571–572
Vietnamese organisation research 565–566, 570–571
state-owned enterprises 558, 562, 563–564
‘strategic HRM’ packages 564–565
values of harmony and collectivism 569
governmental perspectives 567–568
controlling dissent 556
see also China
Association of Southeast Asian Nations (ASEAN) 598
Australia see Australia and New Zealand
Australia and New Zealand 614–628
Australia–New Zealand Closer Economic Relations Trade Agreement 615
Australian HRM
financial participation 296–297
by various enterprise sizes 621–623
Australian Workplace Gender Equality Act 625
Australian Workplace Relations Study 621–623, 627
context of HRM 614–618
economies 615
educational and work transfer 616
employer–employee relations 617–618
European colonisation 614–615
income and work–life balance 617
labour market regulation 617–618
political and legal traditions 616
trade liberalisation 615–616
workforce immigration and emigration 615, 617
workforce recruitment 617
working hours 616
New Zealand HRM 618–621
employees and management practices 620–621
Managing non-managerial workforce 619
Skill shortages 619–620
Small firms 619
Trends in HRM 623–627
Employers’ treatment of employees 626–627
Liberal-market characteristics 627–628
Professionalism and transfer of responsibilities 623–624
Workforce diversity: gender and age 625–626

Bangladesh see Indian subcontinent HRM
Belgium 227–228
Belize 409–411, 412, 415–416
Bhutan see Indian subcontinent HRM
Bolivia see South American CHRM research
Brazil see South American CHRM research
Business systems theory 521–524
Canada 311
LGBT rights 308 see also North American HRM
Capitalism
European economic geographies 460–463
Heckscher–Ohlin–Samuelson theory 461
Globalisation and neoliberal capitalism 67–69
Hierarchical market economies 431–432
Foreign direct investment and 433
and importance of stakeholder approach 447–449
Lack of access to capital 528
Varieties of capitalism see Varieties of capitalism
Careers and organisational career management see Comparative career studies
Caribbean see Mexico, Central America, and Caribbean HRM
Central America see Mexico, Central America, and the Caribbean HRM
Central and Eastern European, and former Soviet Union
HRM 469–483
Countries 472–473
Bulgaria 470, 481
Croatia 477
Czech Republic 480
Kazakhstan 478, 480
Poland 474, 477, 481
Romania 470, 481
Russia 475, 478, 481
Serbia 472
Slovakia 474
Slovenia 473
Ukraine 474
HRM development/performance 471–472
Firm characteristics as context 475
Governance and HRM strategy bundles 474–475
MNC acquisitions as context 478–479
MNC focused research 473–474, 476–479
Outsourcing 472–473
Overview of typical research into 482–483
Personnel and talent management 474
Reactionary Western companies and 475–476
Use of US-based behavioural theories 475
Hybrid approach to emergent HRM 470, 480
‘Best practice’ and 473–474
Ideographic accounts of HRM 479–482
Changing patterns of employment 480–481
Cultural values 481
Learning through IJVs 481
Linking through stakeholder analysis 480
MNC acquisitions as context 482
Reflexivity 480
Nomothetic-led research on HRM 470–479
Attitudinal and architectural legacy of communism 472–475
Receptivity to new tools and techniques 475–476
Transition period, socio-economics 469–470, 471, 480
Chile see South American CHRM research
China 228–229, 365–366
Gender issues 304
MNC see Multinational corporations (MNC) see also Asian socialist countries and HRM
Colombia 228, 398
See also South American CHRM research
Comparative career studies 257–278
5C Survey 263–267
Context frames and aspects
Contextualist versus universalist approach 261
Future development of 275
Studies on context variables 262
Cross-Cultural Collaboration on Contemporary Careers 263–267
Individual careers 257–258
Entrepreneurship 265, 267
Financial security 264, 266
Institutional environment influences 262–263
Large scale survey 263–267
Learning and development 263–264
Work-life balance 263–264
Organisational career management 258–259
Career development tools 270, 272–274

Chris Brewster, Wolfgang Mayrhofer and Elaine Farndale - 9781784711139
Downloaded from Elgar Online at 05/14/2019 03:07:49AM
via free access
emerging subfields discourse 259–262
formal career plans 270, 271
HRM and clustering of countries 267–268
performance appraisal 268–270
programmes for women 275, 276
programmes for younger employees 275, 277
comparative employment relations 200–218
development of 201–204
and complexities 203–204
industrial relations and 201–202
as functional and as field of study 200
‘one best way’ 209–210
in China, Vietnam and North Korea
562–563
future development of
convergence/divergence debate 209–215
difference, superiority, transfer and
Japanisation 213–215
‘digital disruption’ and 216–217
‘incommensurability of concepts’ and 210
neo-institutionalism and 212–213
‘societal effects’ theory 212–213
key disciplines and core assumptions
204–209
labour process theory 206–207
political economy and ‘new
institutionalists’ 207
psychological contract 208–209, 227
transaction cost theory 204–205
longitudinal, international, multilevel
research 217
in South Korea 586
in Sub-Saharan African economies 512–514
see also comparative HRM
comparative HRM (CHRM)
context as core issue 1–2, 4–5, 132, 635–636
convergence and divergence see convergence/ divergence debate
critical approaches see critical approaches to
CHRM
cultural factors see cultural perspectives on
CHRM
datasets see datasets
development of study of 1, 3–4
advantages of comparative angle 636–637
fields studied 633–634
related comparative discourses 635
‘incommensurability of concepts’ 210
institutional analysis see institutional
analysis and CHRM
levels of analysis
actors, processes and structures 11–12
individual, organisational, national, and
supranational 12–14
research: future avenues 637–645
advances in methods 643–644
better use of existing datasets 642–643
clarifying object of research 638–639
fruitful research themes 639–640
identity and promotion 645–646
intensifying 637–638
managing international research teams
644–645
more and better theory 640–642
see also comparative employment relations
comparative institutional theory 329–331
comparative management research 143
comparative total rewards approach 143–159
compensation systems see compensation
practices
convergence, international level 155–156
institutional context 147–149, 152, 156–157, 159
national context as major determinant
145–148
employee expectations 145–146
environmental (institutional) factors
147–148
organisational features 146–147
national-based differences: empirical
evidence 148–155
executive pay/benefits 148, 151–152,
154–155, 157–158
share of short-term variable pay 152–154
total cash compensation 149–152
working hours and paid leave 149
understanding utility of 144–145
and future research 157–159
compensation practices 602–603
and cultural differences 54
Japan 581–582
MNC see multinational corporations
(MNC)
Russia/West comparisons 478–479
South Korea 585
Taiwan 590–591
construct validation studies 99–100, 227
contingency theory 327–328
and structuration theory 350
convergence/divergence debate 5–11
within comparative career studies 261–262
within comparative employment relations
209–215
‘crossvergence’ 348
cross-national e-HRM research and 353–354
development/history of 347–348
empirical perspectives 9–11
globalisation and 5–6, 11
studies in 347–348
methodological perspectives
final and directional convergence 8–9, 10
time studies and similarity 8
theoretical perspectives
voices favouring convergence 6–7
voices opposing convergence 7–8
see also localisation versus standardisation
corporate social responsibility (CSR) see sustainable HRM
corporate transparency 384–385
Costa Rica 409–412
demographic characteristics 409–411
professional associations and HRM
literature 412, 415–416, 418
Cranet research network 268
critical approaches to CHRM 65–79
critical management studies 69–71
global labour process theory 71–74
globalisation and neoliberal capitalism 67–69
IHRM and 65–66
CHRM as broader view 66–67
possibility of positive change 77–79
postcolonial analysis 72, 74–76
see also North African HRM; Sub-Saharan African HRM
transnational feminism 72, 76–77
Cuba 410–411, 413
HRM literature 415–416, 420
cultural perspectives on CHRM 48–60
comparative career studies and 262–267
country clustering theories 456–457
cross-cultural differences 83–84
national compensation design 147–148
South American research 427, 428–430, 439–440
Sub-Saharan research 519–520
cross-national comparative research 328–329, 419–420, 633–634, 641
‘comparative institutional advantages’ 439
cultural differences in HRM practices 53–56
compensation and benefits 54
performance appraisal 55, 268–270
recruitment and selection 53–54, 260
training and development 55–56
cultural frameworks in CHRM 49–51
cultural norms 51–52, 310
see also standardisation/localisation debate
cultural influences on HRM 51–53
cultural perspective, limitations of 57–59, 528
cultural values 48, 49–51
institutional factors and 58, 84, 147, 136–139
China and Vietnam 569–570
defining culture 49
postcolonial analysis and 74–76
psychological contracts as culturally embedded 226–227
micro-level processes 227–230
quantitative analysis 86–88
religion see religion
social cognition theory 52
‘societal effects’ 212
see also institutional analysis and CHRM;
Latin American stakeholder HRM;
Middle Eastern HRM; South American CHRM research
datasets 642–643
5C Survey 263–267
see also Cranet Survey
diversity and equality
age 625–626
ethnicity, race, migration 309–312, 315–316, 420–421
effects of discrimination 311
gender 304–307, 625
glass ceiling metaphor 304–305
North American organisations 380–384
public policy 305–306, 307
‘positiveness’ of legislation 315–316
quotas 307
‘sticky floor’ 306
in Indian subcontinent labour market 547–548
indigenous rights 396, 402–403, 614–615
legislation, country variation 312
‘positiveness’ of 315–316
labour and social policies, Latin America 398
management in Japan 582–583
management in South Korea 586–587
management in Taiwan 592
religious diversity 312–315, 316
sexual orientation (LGBT) 307–309, 315
South African labour market inequalities 529–530
see also human resource development
division of labour 324
Dominican Republic 397, 409–412
demographic characteristics 397, 409–411
professional associations and HRM literature 412, 415–416

e-HRM see electronic HRM

Eastern Europe see Central and Eastern European, and former Soviet Union HRM

economic democracy see financial participation, national variation
economics within employment relations 31–32, 204–209
freelance economy 378–380
socialist economies see Asian socialist countries and HRM

Ecuador see South American CHRM research

Egypt see North African HRM

El Salvador see HRM in Mexico, Central America, and the Caribbean
electronic HRM (e-HRM)
  convergence/divergence debate 347–348
  and standardisation/localisation 349
cross-national research model 350–353
  overview of constructivist basis 353–354
  structuration theory 350
self-disclosure 384
embeddedness see human resource development

employment relations see comparative employment relations

environmental (ecological) factors 385–387
environmental (social) factors see cultural perspectives on CHRM

equality see diversity and equality

Eritrea 528

Europe/European Union HRM 2, 10
  employee financial participation 284, 287–292, 299–300
  employee involvement initiatives 454, 455
  flexible working times, US comparison 246–250
  immigrant populations 310
  LGBT rights 308
  low pay work 200
  see also Central and Eastern Europe and former Soviet Union HRM; Western Europe HRM; and individual country names

financial participation 283–301
  analysis of national differences 299–301
  large scale survey 287–292
  company level, and collective bargaining 300–301

countries
  Australia 296–297
  France 292–293
  Germany 295–296
  United Kingdom 293–295
  USA 297–299
gain sharing 285
legislative and fiscal frameworks 299
  and ‘social partners’ 300
productive capital participation 295
profit-sharing 284–285, 292–293, 298
worldwide incidence of 289, 290
savings plans 285, 293
share ownership 285–286, 294, 296–298, 300
worldwide incidence of 287–289
stock option plans 54, 289, 291
tax compliance and concessions 284–286, 292–294, 295–297

European Commission on 299–300
flexible working time 237–253
definitions and distinctions 237
labour unions and 246
  collective bargaining 252
  main forms of 238
  negative flexibility 240
  positive flexibility 238–239
  public sector practices 246, 252
  USA practices 240–243, 245
European comparisons 246–250
variation in cross-national provision 251–252
variation in outcomes, sources of 245–246
work-life fit outcomes 244–245
career decisions and 263–264
work-family harmonisation 237, 543, 544
see also human resource development

France, financial participation 292–293
freelance economy 378–380

French Guiana see South American CHRM research

gender issues
  diversity and equality see diversity and equality
  feminist studies 76–77, 490
  North American organisations 380–384
  programmes for women 275, 276
Germany 145, 188–189, 209, 364–365
Deutsche Bank crisis (2016) 452
financial participation 295–296
Global Competitive Index 501, 502–503
global economic crisis (2008) 157–158, 175, 460, 527
Global Human Resource Research Alliance (GHRRA) 165, 170, 171–172, 177–178
  global labour process theory 71–74

Chris Brewster, Wolfgang Mayrhofer and Elaine Farndale - 9781784711139
Downloaded from Elgar Online at 05/14/2019 03:07:49AM via free access
global market place 67–69
Global Leadership and Organizational Behavior Effectiveness (GLOBE) 88, 263, 419, 457
Global Reporting Initiative 363, 399–400
globalisation 5–8, 44, 232, 477
and embeddedness of HRD 193–195
externalisation/outsourcing 358
feminism and 76–77
HRM’s role within legal, regulatory, and standards environment 600
policies 10–11
supply chain research 637–638
transfer by MNCs 57
see also individual country names
and neoliberal capitalism 67–69, 74
new institutional theory and 331
organisational convergence and 5–8, 347–348
Greece 228
Guatemala
demographics and colonial influences 409–411
professional associations and HRM literature 411–412, 415–416, 418, 420
Gulf region 232
Guyana see South American CHRM research
Haiti 409–412, 415–416
Heckscher‒Ohlin‒Samuelson theory 461
see also Western European HRM; capitalism
hierarchical market economies 431
Honduras 397, 410–411, 412, 415–416, 418, 420
human resource development 184–196
globalisation and national embeddedness 193–195
labour market dynamics 190–193
age and skills 192–193
migration and skills 190–192, 535–536
technological advances 190
national institutions and 186–190
divergence in competence creation 186–190
German innovation system 188–189
Middle Eastern countries 493
share of business R&D 189
psychological contract literature see psychological contract
skills and knowledge base and firm/organisational logic 184–185
national approach to 186–187
sub-national approach to 195
technical innovation 187–188
transferable and firm-specific 186
see also diversity and equality; flexible working time; human resource management (HRM)
human resource information systems see electronic HRM
human resource management (HRM) range of definitions 3, 83, 202
cross-national research on organisation of 334–335
clustering 267–268, 456–458
in comparative institutional tradition 330–331
in contingency tradition 327–328
in the cultural tradition 328–329
in new institutional theory tradition 331–332
in the open systems tradition 322
in the paradox tradition 332–333
development, empirical perspectives 9–11
effectiveness see quantitative research functions and practices see performance management; recruitment and selection measurement of concepts within 88–89
models by country see individual country and region names
organising work models 323–327
classic organisation 324–325
within comparative institutional tradition 329–331
modern organisation 326–327
neo-classic organisation 325–326
professionals as deliverers of competitive advantage 372
role of HRM department 603–604
shaping organisations as social institutions 401–403
sustainability see sustainable HRM 322–335
see also comparative HRM (CHRM); electronic HRM; human resource development; international human resource management (IHRM)
Hungary 310–311
India see Indian subcontinent
Indian subcontinent HRM 534–548
geographical and socio-economic context 534–536
expatriates 548
migration and emigration 535–536
HRM in India 537–539
history of personnel functions 537–538
modern systems 547–548
psychological contract 228, 232

Chris Brewster, Wolfgang Mayrhofer and Elaine Farndale - 9781784711139
Downloaded from Elgar Online at 05/14/2019 03:07:49AM
via free access
private sector work culture 538–539
public sector changes 538
HRM in Pakistan and Bangladesh 540–542
HRM in Sri Lanka, Nepal, and Bhutan 542–545
HRM-related scenario challenges for HRM and the way forward 546–548
Indonesia, Malaysia and Philippines 597–610
CHRM research 598–604
methodology of approach 598–600
qualitative studies 600–601
quantitative studies 601–604
country-specific studies 604–609
Indonesia 604–606
Malaysia 606
Philippines 606–608
religion 314
religious diversity 313–314
shared historical background 597–598
Western HRM transferability 604
industrial relations 3–4, 201–202, 251–252, 562–563, 633
information technology and organisation see electronic HRM
institutional analysis and CHRM 29–45, 36–38
comparative institutional theory 329–331
and new institutional theory 331–332
complementaries 34–39
contextual features 29
corporate transparency 384–385
country clustering theories 457–458
economics and finance approaches 31–32, 204–209
employee rights 31–34, 35
employer–employee interdependence 39–40, 325
flexible working time and 251
political science approaches 32–33
rational hierarchical approaches 33–34
regulation approaches 40–43
social actions, diversity and institutions 43–44
sociological accounts 29–31
stakeholder expectations and CSR 360–362
varieties of capitalism approach 36–38
‘relationship’ approaches 34–36
business systems theory 38–40
national business systems archetypes 41
see also cultural perspectives on CHRM;
South American CHRM research;
sustainable HRM
institutional theory 329–332
international human resource management (IHRM) 65–66, 77–79
comparative analysis method and studies 110–112
managing collaborative efforts 644–645
strategic international HRM (SIHRM) 4, 5
see also human resource management (HRM)
international joint ventures (IJVs) 481
International Labour Organization (ILO) 460–462, 563
International Monetary Fund (IMF) 451, 452
Ireland 458, 459
Japan
diversity management 582–583
employee relations 231, 580
HRM challenges since 1990s 579, 593
Dutch comparison 333
HRM practices 579–580, 589, 601–602
as new superpower (Japanisation) 213–215
recruitment and selection 579–580, 589, 601–602
reward and performance 581–582
sustainable HRM 365
training and development 580–581, 590
knowledge and skills see human resource development
Korea see Asian socialist countries and HRM
labour process theory 71–74, 206–207
labour unions see trade unions
Latin American stakeholder HRM 393–406
and cross-cultural research 429
identifying silent stakeholders 393, 399–401
income levels 397
‘Latin America management model’ 429
MNC see multinational corporations (MNC)
promoting horizontal organisation–stakeholder relationships 403–404
property rights 398
regional aspirational egalitarianism 393–394
social inclusion mechanisms 396, 401–403
economic and social inclusion policies 398
employee welfare and benefits 401
indigenous communities and infrastructure 402–403
natural disaster responses 401–402
see also South American CHRM research
law and regulation
- Australia and New Zealand 616
- globalisation and HRM role 600
- North America 374, 449
- Western Europe 449, 452–456
- LGBT issues 307–309, 315–316
- Libya see North African HRM
- Libya Post Company (LPC) 507, 511–513
- localisation see standardisation/localisation debate

Malaysia see Indonesia, Malaysia and Philippines managers
classic HRM organisation 324–325
hierarchical value systems
- East/West comparisons 481
- India, changes to 537–538, 548
- Middle Eastern 491
- Sub-Saharan 522, 526
- Japan and UK middle managers comparison 73–74
- managerial discretion constraint 438–439, 454
- modern HRM organisation 326–327
- neo-classical HRM organisation 325–326
- in New Zealand companies 618–619
- surveys, Australia and New Zealand 626–627

Mexico, Central America, and Caribbean HRM 408–421
countries in study/national descriptors 409–411
economy of Mexico 409
effectiveness of, for individuals crossing national borders 420
extant studies on, systematic review 408–409
classification of 413–414
cross-cultural and cross-national 419–420
describing HRM landscape 417–419
internationalisation, equity and justice, values 419
maquiladoras 418
North American Free Trade Agreement 417–418
professional HRM associations 411–413
Middle Eastern HRM 487–496
challenges for HRM 494–496
countries
- investing in human resources 493
- Kuwait 490, 491
- Saudi Arabia 490, 491
- and cultural values related literature 490–493
- cultural training and acculturation 492
- national policy variations 492–493
- USA companies and technology transfer 491
- literature related to HRM developments 489–493
- regional context
- localisation programmes 492–493, 495
- religion and oil economy 487–489
- washta (nepotism) 491, 495
- Western HRM and 495
see also cultural perspectives on CHRM
Morocco 500–504
multinational corporations (MNC) 147
China 527–528
compensation practices 156–157
cultural values 56–57
former Soviet bloc countries 473–474, 476–479, 482
as inter-cultural agents 56–57
in Latin America 394, 401–404, 431, 433
performance management 171–173, 180–181
as research source 4, 59, 328, 333, 637
role in global diffusion of HRM 9–10, 193–194, 469
recruitment and selection 138–139
Sub-Saharan businesses 527–528
subsidiaries and practice transfer 476–479
in South America 431, 434–435, 438
sustainable HRM and 362–364, 366
see also Asian socialist countries and HRM
neo-institutionalism 212–213
Nepal see Indian subcontinent HRM
New Zealand see Australia and New Zealand
Nicaragua
demographics and colonial influences 410–411
professional associations and HRM literature 411–412, 415–416, 418, 420
Nigeria 524, 525
Nordic/Scandinavian countries 305–306, 310, 453–454
North African HRM 500–516
case studies (Egypt, Algeria, Tunisia, Libya) 505–513
comparison of companies’ strengths and weaknesses 506–507
summary of findings 513–515
country histories 503–505
colonial systems and legacies 502, 503
religion 505
regional context/institutional factors 500–503, 513
capital market and labour force 502–503, 512
Index 659

ethnic and cultural diversity 502–503
Islamic culture and best fit HRM 515–516
liberalisation 503
socio-demographic statistics 501
North American HRM 373–388
breadth of activities
compensation, rewards, recognition 374, 387
greening company culture 387
leadership identification and development 386
legal and regulatory environment 374
performance metrics 386–387
recruitment and selection 374–375, 386
training 386
research literature on 378–387
absence of environmental sustainability topics 385–386
corporate transparency 384–385
freelance economy 378–380
gender parity 380–384
‘strategic’ HRM: business effectiveness 373–374
aspirational framework for 375
monetary/non-monetary assessments of ‘effectiveness’ 375–377
scholarship/research in practice ‘bundles’ 377–378

see also Canada; United States of America
North Korea see Asian socialist countries and HRM

Organisation for Economic Co-operation and Development (OECD) 184, 453
organisational level of analysis
horizontal organisation–stakeholder relationships 403–404
HRM in Australia, by enterprise size 621–623
HRM systems shaping organisations as social institutions 401–403
internal limitations within organisations: studies 528
more and better-elaborated theory 640–641
organisational career management see comparative career studies
organisational fit 134–135
stakeholder perspective 394–395

Pakistan see Indian subcontinent HRM
Panama 397
demographics and colonial influences 410–411
professional associations and HRM literature 411–412, 415–416, 418, 420

Paraguay see South American CHRM research
pay structures see comparative total rewards approach
performance management 164–182
contextual factors 169–170, 178–179
cultural differences 181–182
definition of, and studies on 165–167
as HRM system of practices 169–170
relevance and issues 164–165, 181
development of 167–169
future research 180–181
North American practice 386–387
study in international comparative setting
Cranet: country comparisons 173–175, 176
methods and national survey data 170–171
MNC practices 171–173, 180–181
standardisation 172, 178
Peru see South American CHRM research
PEW Religious Diversity Index 312–313
Philippines see Indonesia, Malaysia and Philippines
post-colonial discourse analysis 74–76
psychological contract 223–234
agency 234
in comparative/cross-national context 225–233
cultural embeddedness debate 226–227
extended research topics/understanding 225–226
macro-national level 230–234
micro-individual level 225, 227–230
within employment relations 208–209, 227, 547
notion of old and new 231–233
theoretical fundamentals 223–225
breach and violation of contract 224–225
contracting theory 224
relational contracts 224, 234

Puerto Rico
demographic characteristics 409–411
professional associations and HRM literature 412, 413, 415–416, 418, 420
quantitative research: HRM-performance links 83–103
measurement error and construct validity 99–100
multilevel data analysis 86–89
in CHRM research 86–89
hierarchical linear modelling 90–92
HRM practices 88–89
national culture 86–88
new institutionalist convergence theory 83
omitted variables bias 93–99
fixed-effects model 98
matching approach issues 95
natural and quasi-experiments 94–95
panel model issues 96–97
propensity score approach 95
sampling issues 96
simultaneity (reciprocal causality) 100–102
standardisation/localisation debate 83–85

research questions raised 438, 439
state and strength of institutions 434–436
varieties of capitalism framework 431
corporate actors/MNCs 431, 438
avoidance of institutional rules 434–435
foreign direct investment and 433
current limitations of
cross-cultural approaches 427, 428–430, 439–440
examining formal and informal sector practices 436–437
lack of attention to variation 432–434
development of region 428–429
Peruvian indigenous groups’ demands 396
domestic business groups (Grupos) 431, 433–434, 438
labour markets/informal workforce 436–437
wages, training, working conditions 433
political and business landscape 427
changes in government and economies 437–438
socio-economic landscape 430
see also Colombia; institutional analysis and CHRM; Latin American stakeholder HRM

South Asian Free Trade Area (SAFTA) 535
South Korea 577, 583–587
and likely future trends 587
diversity management 586–587
employment relations 586
recruitment and selection 584–585
reward and performance 585
t raining and development 585–586
South American CHRM research 427–440
comparative institutional approaches 430–432, 440
examining performance measures 438–439
hierarchical market economies 431–433
impact of institutional change 437–438

Scandinavian/Nordic countries see Nordic/Scandinavian countries
skills and knowledge see human resource development
Slovenia 324
social welfare in Western Europe 450
socialist economies in Asia see Asian socialist countries
South Africa
exceptionalism question 529–530
industrial psychology 518–519
LGBT rights 308
political and labour context 521, 525
South American CHRM research 427–440
comparative institutional approaches 430–432, 440
examining performance measures 438–439
hierarchical market economies 431–433
impact of institutional change 437–438

Sri Lanka see Indian subcontinent HRM
stakeholder perspective 394–395, 447–449
and Corporate Social Responsibility 360–362
in Latin America see Latin American stakeholder HRM model
standardisation/localisation debate 4, 5, 56–57, 83–85, 195, 261, 349
see also convergence/divergence

strategic HRM
aspirational framework for 375
from ‘best practice’ to practice ‘bundles’ 377–378
‘effectiveness’ 373, 374
monetary and non-monetary criteria 376–377
strategic international HRM (SIHRM) 4, 5
structuration theory 350
Sub-Saharan African HRM 518–531
Black Economic Empowerment Commission 529–530
Chinese MNC 527–528
contextual HRM studies 524–526
corruption 525–526
labour market and structural adjustment 524–525
HRM research 518–519
African as under-represented 530–531
cross-cultural 519–520
HRM in practice 526–529
international organisations and FDI 527–528
key inherent problems 304, 526–527
studies on way forward 528–529
institutional approaches 520–521
colonial period: poor legacy outcomes 520–521
(segmented) business system 521–524
law enforcement 521, 524, 525, 526
South African exceptionalism: labour market 259–230
Surinam see South American CHRM research
sustainable HRM
comparable conceptual framework 360–362, 367
corporate social responsibility 361–362
country level models
China 365–366
Continental Europe 364–365
emerging and developing countries 366
Japan 365
USA 364
environmental sustainability 359, 364, 366
human sustainability 359, 363, 364–365, 366
importance of 358–359
institutional environment 360–362
international differences: stakeholders and CSR 360–362
MNCs compliance and HRM transfer 362–364, 366
social sustainability 359, 364, 366
see also institutional analysis and CHRM
Sweden 310
Switzerland 231
Taiwan 577, 587–593
background to HRM issues 587–588
likely future trends 592–593
diversity management 592
employee relations 591–592
reward and performance 590–591
training and development 589–590
technology and organisation see electronic HRM
telecommunication companies 505–519
time/change see convergence/divergence debate: localisation versus standardisation
total rewards see comparative total rewards approach
training and development 55–56
Australia and New Zealand transfers 616
cultural perspectives in CHRM 55–56
expatriate knowledge transfer 492
Japan 580–581, 590
MNCs in Asian countries 602
North American HRM 386
South Korea 585–586
Taiwan 589–590
transaction cost theory 204–205
Tunisia see North African HRM
unions see trade unions
United Kingdom HRM 458, 459
financial participation 283, 293–295
HRM research patterns 217–218
LGBT rights 308
racial inequalities 311
United States of America 2
financial participation 297–299
flexible working time 240–243
European comparisons 246–250
General Social Survey (GSS) Quality of Work Life (QWL) module 241–242
HRM models 2, 209–210, 217–218, 364
transfer of 491, 495
HRM origins and emphasis 447–448
LGBT rights 308
racial prejudice 309–310, 311–312
religion 313
Work–Family Community Nexus Survey 243
see also North American HRM
Uruguay see South American CHRM research
varieties of capitalism 36–38, 186, 268, 361–362, 431
Venezuela see South American CHRM research
Vietnam see Asian socialist countries
Western European HRM 445–464
Council of Europe 446
country clusters 456–458
cultural categories 456–457
Handbook of research on comparative HRM, second edition

HRM practices 456
institutional elements 457–458
employee involvement and representation 452–455
trade unions and co-determination 453
German banking system 452
HRM and country distinctions 459–460
HRM within sector-driven economic geographies 460–463
Heckscher–Ohlin–Samuelson theory 461
and industry characteristics data 462–463
and theories of economic agglomeration 461–462
overview 463–464
regional features as context 445–446
business ownership, effects on HRM 450–452
and global perspective 448, 460, 462–463
political, social and economic landscape 446–447
regulatory role of the state 449, 452–453
social welfare 450
regional patterns (Ireland and England example) 459
Single European Market debate 460–463
stakeholder-centred approach 447–449
see also European Union