Index

ability-motivation-opportunity (AMO) model 26–7, 95, 96, 109
absenteeism rates 114
Albrecht, S.L. 101
Alfes, K. 99–100, 103
Allen, J.A. 99
Alpaslan, C.M. 138
ambiguity 58
AMO model see ability-motivation-opportunity (AMO) model
analytical argumentation 146
analytical general science of order 156
Anderson, D. 117
Antonakis, J. 50
authentic leadership 132–3, 138
authentic performance 160
Baer, J.C. 158
Baer, M. 187
Bakker, A. 104
Bakker, A.B. 50, 99
Bal, P.M. 97, 100
Bank of England 165, 167
Banker, R.D. 30
Banks, G.C. 138
Barrick, M.R. 98–100, 104
Becker, G.S. 32
Beckhard, R. 141
Bedi, A. 138
behaviours 46
Bernstein, E.S. 194
Beugelsdijk, S. 188, 189
Beugre, C.D. 99
Bidwell, M. 81
“big data” correlation coefficients 148
Björkman, I. 42, 213
Bond, F.W. 119
Boon, C. 100
bottom-up emergence 194, 195
Boudreau, J.W. 57
Breevaart, K. 99
Brown, A. 192, 193
Call, M.L. 89
Cappelli, P. 41, 60–62, 87
career dimensions, risk-optimisation framework 66
Carter, D.R. 135, 136
Cascio, W.F. 57
causality 145
cautions 148
Chadwick, C. 189
Chen, G. 26
Chiao, Y.C. 29
Christian, M.S. 99
CHRM see comparative HRM (CHRM)
Chuang, C.H. 28, 29
Church, A.H. 64, 65, 68
Colbert, A.E. 132
collective engagement in leadership 135–6
collective human capital resources 89
collective-level HRM 193–5
collective turnover 82–4
college-educated skilled workers, global shortage of 46
Collings, D.G. 41
comparative capitalisms 204
comparative HRM (CHRM) 20, 201, 204–206
comparative institutionalism 203
compendium of productivity indicators, OECD 166
complexity 58
compliance risks 56
componential theory of creativity 190
context-emergent turnover (CET) theory 83–4
contingent employment, talent management in 46–8
Conway, E. 99
Cooke, F.L. 100
Cooper, C.L. 163
Costa, P.L. 104
cost–benefit type analysis 82
Courtright, S.H. 132
Crawford, E.R. 97, 103
creativity 19, 190–93
componential theory of 190 and innovation 187
critical performativity 154
Crook, T.R. 33
Croppanzano, R. 103
cross-fertilisation 213
cross-unit talent optimisation 70–71
Crowe, J. 99
Cullinane, S-J. 50

De Jong, S.B. 97
De Menezes, L.M. 116
de Treville, S. 50
De Lange, A.H. 100
Demerouti, E. 50, 99
Derks, D. 99
Dinh, J.E. 131, 137
discretionary creativity 192
Disraeli, B. 146
diversity, leadership models and 136–7
desktop–Frank Wall Street Reform and Consumer Protection Act of 2010 58
Edwards, K. 147
Edwards, M. 147
Ellis, A.M. 97
embeddedness 83, 84
emergence 26
empirical evidence 133, 135
employee engagement 13, 95, 108
human resource management and 96
employee–organisation relationship 27
employees 102–103
cost–benefit type analysis 82
KSAO characteristics 32
role of 25
engagement levels of 102, 104
research 106
entrepreneurial HRM 189, 195
Ernst 57
ethical leadership theories 132–3
European Working Condition Survey 212
experience-based learning 193
exploratory learning 188
Fairclough, N. 155
fast food organisations 169, 170
Feldman, D.C. 84
”Figures often beguile me” (Twain) 146
financial performance 158
financial risk 56
financial ürtext 146
Fletcher, L. 97
flexible working arrangements (FWAs) 116–17
follower-centric leadership theories 134
followership, role-based view of 134
Foucault, M. 155–6
fundamental responsibility, for health 121
FWAs see flexible working arrangements (FWAs)
Gable, S. 115
Gallup World Poll 123
Gardner, W.L. 131, 137
Garza, A.S. 99
Gatenby, M. 99, 103
General Science of Order (Foucault) 145
gig economy 47
Gilson, R.L. 97, 99, 103
global economy 78
global financial crisis 165
globalisation 20, 47, 84–5, 201–204
comparative HRM 204–206
international HRM 209–12
multinational enterprises (MNEs) 206–209
synergies between CHRM and HRM in MNEs 212–14
"globalisation thesis" 202
Global Leadership and Organisational Behavioural Effectiveness (GLOBE) study 136
Great Depression 60
Great Recession 81, 87
Green, S. 138
group-based HR systems 28–9
group-level HRM 27–9
growth dimensions, risk-optimisation framework 66
Gruman, J.A. 97, 98
Guest, D.E. 159

Haidt, J. 115
Hale, D. 30
Harter, L.M. 97, 99, 103
health
  fundamental responsibility for 121
  promotion 118
  and workplace well-being, 115–17
Heckman, R.J. 40
Hernandez, M. 131
Hexter, E.S. 58
high performance work practices 151
high-performance work systems (HPWS) 100
high-quality LMX relationships 134
Hird, M. 163
HPWS see high-performance work systems (HPWS)
HR systems–performance relationship 29, 150
HRM analytics
  field 150
  practitioner consumers of 157
  research community 150
HRM dimensions
  vs. levels of engagement 106–107
  vs. process variables 105–106
HRM-P community 153–5
HRM–performance research 152
HRM–productivity, 164
challenge 169–73
  relationship between 173–80
  research agenda 168–9
HRM research community 146
HRM systems 100–101
  group level of analysis 29
  stability/flexibility in 31
  work groups, variance in 28
Hu, J. 158
human capital 32, 123
  strategic HRM research 31–3
  in turnover 83
human capital resources 78–9, 88–90
  globalisation 84–5
  retention 81–4
  selection 80–81
  technology 86–7
  VUCA world, strategy in 87–8
human capital risk
  in organisational strategic success 57–9
  talent risk optimisation 56
human capital theory 32
human resource practices, internal alignment of 24
Huselid, M.A. 149
hybrid model of HRM 194
idealised influence 132
IHRM see international HRM (IHRM)
"income–expenditure gap" 172
individualised consideration 132
individual-level HRM
discretionary, creativity/innovation 192–3
  overtly required, creativity/innovation 190–91
informal learning 191
innovation 19, 184
  creativity and 187
human resource management and 188–90
innovative behaviours 185–7, 192
inspirational motivation 132
"institutional logics" of team/organisation 193
integrative model 95
integrative process model 101–104
intellectual stimulation 132
internal vs. external hiring, benefits and costs associated 81
international HRM (IHRM) 206, 209–12
literature 201
involuntary turnover (termination) 82

Jackson, S.E. 28
JD-R model see job demands-resources (JD-R) model
Jiang, K. 28, 29, 101, 158, 189
Jiang, Y. 28
job demands-resources (JD-R) model 95, 96, 108
job-related learning 191
Johansen, B. 58
Jung, H.S. 98

Kahn, W.A. 102
Kalshoven, K. 100
Keller, J.R. 41
Kelliher, C. 116, 117
Kernis, M.H. 132
key HR processes 6–12
key performance
enablers 12–17
outcomes 17–22
Kim, Y. 81, 87
Klein, K. 194, 196
knowledge-based employees 25
knowledge-intensive teamwork 28
knowledge, skills, abilities, and other characteristics (KSAOs) 12, 32, 84–5
knowledge, skills and abilities (KSAs) 190
Kooij, D.T.A.M. 97
Kotter, J. 141
Kozlowski, S. 194, 196
KSAO model 96

labour productivity 165
LaMontagne, A.D. 122
leader-member exchange (LMX) 134
leadership 15–16, 130–31, 142
authentic 132–3
collaboration and role of 140–42
collective engagement in 135–6

and diversity 136–7
ethical/moral leadership theories 132–3, 138–9
follower-centric theories 134
to HR practice 139–40
key research needs 137–9
moral 132–3
neo-charismatic theory 132
positive behaviours 121
relational theories 134–6
research 137
social exchange/relational leadership theories 134–6
social network approach to 136, 139
succession, traditional approach to 60–62
transformational 132, 141

lean management 48–50 see also talent management (TM)
lean manufacturing techniques 180
lean methods 49
lean tools 49
Lei, D. 59
Lencioni, P. 141
Lepak, D.P. 25, 26, 28, 29, 31, 32, 158
LePine, J.A. 97, 103
levels of engagement 102, 104
HRM dimensions vs. 106–107
Lewis, R.E. 40
Liao, H. 26
Lickert Scale 151
linear talent-gap analysis 61
LMX see leader-member exchange (LMX)
Loivette, S. 119
Luthans, F. 119

Macey, W.H. 103
MacKenzie, W.I. 81
Maertz, C. 187
March, J.G. 81–2
Martinez-Tur, V. 103
mathesis of taxinomia 157
May, D.R. 97, 99, 103
McDuffie, J. 50
McFarland, L.A. 87
Mellahi, K. 41
meta-analysis 119
INDEX 223

meta-analytic path modeling 99
millennial workforce 46
MNEs see multinational enterprises (MNEs)
mobility 46–7
Moliner, C. 103
Moliterno, T.P. 32
Mone, E. 98
Montag, T. 187
Monte Carlo methods 159
moral leadership theories 132–3
Morgan, J. 46
motivation-enhancing HRM practices 96, 98–9, 105
multifactor productivity 168
multi-level strategic HRM research 25–6
multinational enterprises (MNEs) 20–21, 201, 206–209
synergies between CHRM and HRM in 212–14
National Health Service (NHS) 171
national level economic productivity 165
national taxation models 177
nature of work, trends in 46–7
needs assessment/analysis stage of process 122
neo-charismatic theory 132
neo-institutional thinking 213, 214
Ng, T.W.H. 84
NHS see National Health Service (NHS)
NICE guidelines 120
Nishii, L.H. 26
Noblet, A. 122
Nyberg, A. 32
Nyberg, A.J. 83

Oh, I. 132
on-demand business services 177
one hand HRM practices 116
operational disruption argument, in turnover 83
operational risks 56
opportunity-enhancing HRM practices 96, 105, 106
organisational embeddedness 84
organisational innovation 185–7
organisational outcomes, HRM practices and 110
organisational performance 150–52
Organisational Wellness Programmes (OWP) 118
organisation level productivity 164
organisation theory 205
OWP see Organisational Wellness Programmes (OWP)
Paauwe, J. 159
Parks, K.M. 118
partial factor productivity 168
participation 99
"pass the trash" 70
Passes, A.M. 104
Peavey, M. 157
PepsiCo 72–3
Period, J.M. 103
performance management (PM) 44–6, 98–9
performance rating 45
person-job fit perceptions 104
Piaget creativity 186
Ployhart, R.E. 30, 32, 33, 81, 83, 86–7
political, economic, socio-cultural, technical, legal, and environmental (PESTLE) 59
positive leadership behaviours 121
positive organisational behaviour (POS) 119
"positive psychology" movement 119
potential 10
Powelski, J.O. 119
power of imagination 156
predictive HR analytics 147
process variables, mediating effects of 107–108
productivity developments 18–19
and HRM see HRM-productivity level of 166
management of 179
problems 165
trade-offs 177
pro-organisational motivation 192
pro-social motivation 192
psychological availability 103
psychological capital 133
psychological conditions 102
psychological contract 98
psychological meaningfulness 103
psychological safety 103

QIPP initiative see Quality, Innovation, Productivity and Prevention (QIPP) initiative

qualitative explanatory variables 145
qualitative mathesis 156
Quality, Innovation, Productivity and Prevention (QIPP) initiative 172
quantified materialisation 145
quantitative methods 137

Ramos, J. 103
Rees, C. 99, 103
Reilly, G. 89
relational leadership theories 134–6
retention 81–4
selection and 11–12
see also selection
return on capital employed (ROCE) 173
Rich, B.L. 97, 103
risk-management language 57–8
risk-optimisation framework 65–6
talent 56–7, 68–74
Robertson, I.T. 121
ROCE see return on capital employed (ROCE)
Rogelberg, S.G. 99
Ryan, A.M. 85
Saks, A.M. 97–9, 103
Sarbanes–Oxley Act of 2002 58
Sarti, D. 97, 98
Schmitt, N. 86
Schneider, B. 26, 103
sector-level productivity data 175
Segliman, M.E.P. 119
selection 80–81
and retention 11–12
Shalley, C.E. 191
Shaw, J.D. 27
Shipton, H. 188
Silzer, R. 65
Simon, H.A. 81–2
Sitkin, S.B. 138
skill development systems 177
skill-enhancing HRM practices 96–8, 105
Slaughter, J.E. 99
Slocum, J.W. 59
Snell, S.A. 25, 28, 32
social exchange theories 134–6
socialisation 97
Sparrow, P.R. 163
Stelman, A.A. 118
strategic-business unit (SBU) level financial performance 81
strategic HRM research 33–4
architectural perspective 24–5
attribute of 24
evolution of 23–7
group-level HRM 27–9
human capital 31–3
multi-level 25–6
thinking at unit level 23–4
time issues in 29–31
strategic risks 56
strategic talent management 41
subjective well-being (SWB) 115
subjectivity 158
succession planning 55–6, 60–62, 64
SWB see subjective well-being (SWB)
Takeuchi, R. 25, 26, 29
talent 78
overview of 42–4
ownership 68–74
talent management (TM) 6–10, 39–40, 50–51, 55–6
in contingent employment 46–8
current vs. future needs in 62, 63
in lean management 48–50
local, regional, or global talent 73
old vs. new arenas 75
overview of 40–42
in performance management 44–6
and talent risk optimisation 56–7
talent risk-optimisation 68–74
Tansley, C. 42
taxinomia 155, 156
technology 46, 86–7
Tims, M. 99
Tippins, N.T. 86
Torrente, P. 104
total productivity 168
traditional diplomatic agencies 202
traditional productivity policy 172
traditional quick service business model 169
transformational leadership 132, 141
turnover 11–12, 81–2, 86
cost argument in 83
and performance, relationships in 83
Twain, Mark 146
uncertainty 58–60
unit-level HR practice 23–4
Van Iddekinge, C.H. 81
Van Knippenberg, D. 138
volatility 58
voluntary turnover 82
VUCA world 12, 58
strategy in 87–8
Waclawski, J. 64
Walumbwa, F.O. 132
Wang, G. 132
Welch, D. 213
Welch, J. 41
Werner, S. 207
“Western” cultural patterns 206
Whitley, R. 203
WHP see Worksite Health Promotion (WHP)
work teams 30–31
workforce planning 56
workplace well-being 14–15, 114–15
health and 115–17
improvement of 117–21
responsibilities and process issues 121–3
work-role 104
Worksite Health Promotion (WHP) 118
World Health Organization (WHO) 115, 118
Wright, P. 159
Yammarino, F.J. 137
Yoerger, M. 99
Yoon, H.H. 98
Young, M.B. 57, 58
Youssef, C.M. 119
Zhao, Z.J. 189