



# **STRATEGIC HUMAN RESOURCE MANAGEMENT**

**by**

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# International Human Resource Management

International Human Resource Management (IHRM) can be defined as a set of activities targeting human resource management at the international level. It strives to meet organizational objectives and achieve competitive advantage over competitors at national and international level.

IHRM comprises of typical HRM functions such as recruitment, selection, training and development, performance appraisal and dismissal done at the international level and additional exercises such as global skills management, expatriate management and so on.

In short, IHRM is concerned with handling the human resources at Multinational Companies (MNCs) and it includes managing three types of employees

# International Human Resource Management

**Home country employees** – Employees residing in the home country of the company where the corporate head quarter is situated, for example, an Indian working in India for some company whose headquarters are in India itself.

**Host country employees** – Employees residing in the nation in which the subsidiary is located, for example, an Indian working as an NRI in some foreign country.

**Third country employees** – These are the employees who are not from home country or host country but are employed at the additional or corporate headquarters.

**For example**, an Indian MNC, which has its corporate office in America, may employ a French person as the CEO to the subsidiary. The Frenchman employed is a third country employee.

## IHRM vs. HRM

There are many similarities between HRM at the national as well as international level. However, let us have a look at the differences between them with the help of points given below –

- Domestic HRM takes place at the national level, that is, within a country and IHRM takes place at the international level, that is, in between two or more than two countries.
- Domestic HRM is bothered about managing employees belonging to one nation and IHRM is bothered about managing employees belonging the home country and host country as well as third country employees.

# International Human Resource Management

## IHRM vs. HRM

- Domestic HRM is concerned with managing limited number of HRM activities at the national level and IHRM is concerned with managing additional activities such as expatriate management.
- Domestic HRM is less complicated due to less imprint from the external environment. IHRM is comparatively more complicated, as it is deeply affected by the external factors such as cultural distance and institutional factors.

We can conclude that both IHRM and HRM share some grounds of similarities as well as dissimilarities, but both have their own importance. Further, they contribute to the development of a country in a combined manner.

# International Human Resource Management

## IHRM vs. HRM

International Human Resource Management includes the firm's work systems and its employment practices. It embraces both individual and collective aspects of people management. It is not restricted to any one style or ideology. It engages the energies of both line and specialist managers (where the latter exists) and typically entails a range of messages for a variety of workforce groups'. (Boxhall, P. and Purcell, J. 2008).

- HRM responsibilities include:
- Recruitment and selection
- Training and development
- Human resource planning
- Assessing performance of employees
- Payment and reward systems
- Initiatives to align employee developments to corporate strategies.

# International Human Resource Management

## **International Human Resource Management (IHRM)**

Boxall, P. (1992) defined International Human Resource Management (IHRM) as 'concerned with the human resource problems of multinational firms in foreign subsidiaries (such as expatriate management) or more broadly, with the unfolding HRM issues that are associated with the various stages of the internationalisation process. (Boxhall, P. 1992).

Mark Mendenhall (2000) sought to be more specific by outlining a number of criteria relevant to a definition of IHRM:

## International Human Resource Management (IHRM)

IHRM is concerned with HRM issues that cross national boundaries or are conducted in locations other than the home country headquarters.

IHRM is concerned with the relationships between the HRM activities of organisations and the foreign environments in which the organisations operate.

IHRM includes comparative HRM studies; e.g. differences in how companies in Japan, Thailand, Austria and Switzerland plan for upgrading of employee skills and so on.



## IHRM approaches

Ethnocentric: key positions filled by nationals of parent company

Polycentric: host country nationals recruited to manage subsidiary in their own country

Geocentric: best people recruited, whatever their nationality

Regio centric: best people recruited within region in which the subsidiary operates (e.g. EU, USA).

## **IHRM and training and development**

Training and development increases in complexity as MNEs move abroad.

Types of training and development depends on a number of factors:

- The degree to which management is centralised.
- The types of workers employed in subsidiaries or joint ventures.
- The importance of branding, and the extent to which employees are expected to reflect the brand.
- The cultural expectations of training.

## **IHRM and training and development**

In a global company, the training may well be centralised so that suppliers, employees and distributors are aware of the brand image that needs to be communicated.

E.g. in Ford training programmes are set up centrally, and then translated and delivered to all main suppliers, subsidiaries and distributors.

## IHRM and reward strategies

To design an appropriate reward strategy for employees taking up an international position, may require a number of factors to be considered, including:

- A knowledge of the laws, customs, environment, and employment practices of the foreign countries.
- Familiarity with currency relationships and the effect of inflation on compensation.
- An understanding of the allowances appropriate to particular countries, etc.

## Concept and context of SHRM

The concept of human resource management (HRM) has generated a lot of interest among academics and practitioners alike since its emergence in the mid-1980s. The overall purpose of HRM is to ensure that the organization is able to achieve success through people. Ulrich and Lake (1990) point out the importance of HR systems in an organisation when they say: 'HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities'.

## Concept and context of SHRM

Storey (1989) believes that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the meaningful version of HRM:

1. A particular constellation of beliefs and assumptions;
2. A strategic thrust informing decisions about people management;
3. The central involvement of line managers;
4. Reliance upon a set of 'levers' to shape the employment relationship.

## Concept and context of SHRM Model

According to this model, the typical human resource cycle is generally understood to consist four generic processes or functions that are performed in all organizations. These are:

1. Selection - matching available human resources to jobs or procuring such resources
2. Appraisal- (performance management).
3. Rewards - 'the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance'. It must reward short- as well as long-term achievements, bearing in mind that 'business must perform in the present to succeed in the future'.
4. Development - developing high-quality employees

## Concept and context of SHRM Model

Another of the many models of HRM proposed by the academia is the Harvard framework of Beer et al (1984). The Harvard model believes that HRM had two characteristic features:

1. line managers accept more responsibility for ensuring the alignment of competitive strategy and personnel policies;
2. personnel has the mission of setting policies that govern how personnel
3. activities are developed and implemented in ways that make them more mutually reinforcing



# International Human Resource Management

## **Concept of strategic human resource management**

SHRM as a concept is very difficult to pin down with a definition and as such there have been as many attempts at its definition as there are points of view about it. Some define it as: A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an array of cultural, structural and personnel techniques (Storey, 2001). While others have taken a more system oriented view like Boxall and Purcell (2003) do when they describe 'Human resource management (alternatively employee relations or labour management) includes the firm's work systems and its models of employment. It embraces both individual and collective aspects of people management. It is not restricted to any one style or ideology'. Some have simplified it with the opinion that Strategic HRM focuses on actions that differentiate the firm from its competitors (Purcell, 1999).

## The Harvard model of HRM

The analytical framework of the 'Harvard model' offered by Beer et al .consists six basic components:

- Situation factors
- Stakeholder interests
- HRM policy choices
- HR outcomes
- Long-term consequences
- Feedback loop through which the output flow directly into the organisation and to the stakeholders

## The HRM Models

There are a good number of models that have been postulated by various scholars to describe the HRM concept.

However, as shall be seen these various models either fall under the soft or the hard approach of HRM.

## The Harvard Model

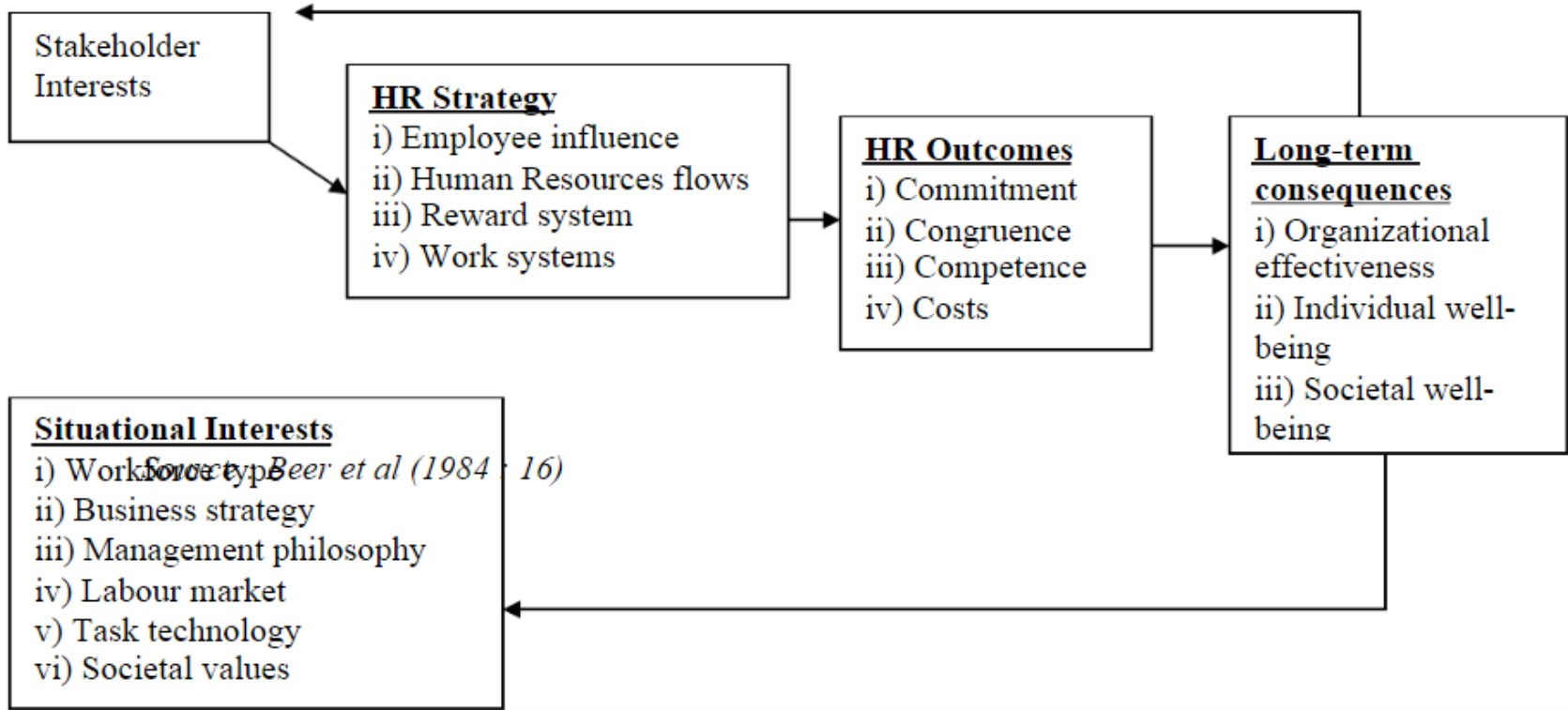
- The Harvard Model was postulated by Beer et al (1984) at Harvard University.
- The authors of the model also coined it the map of HRM territory.
- The Harvard model acknowledges the existence of multiple stakeholders within the organization.

## The Harvard Model

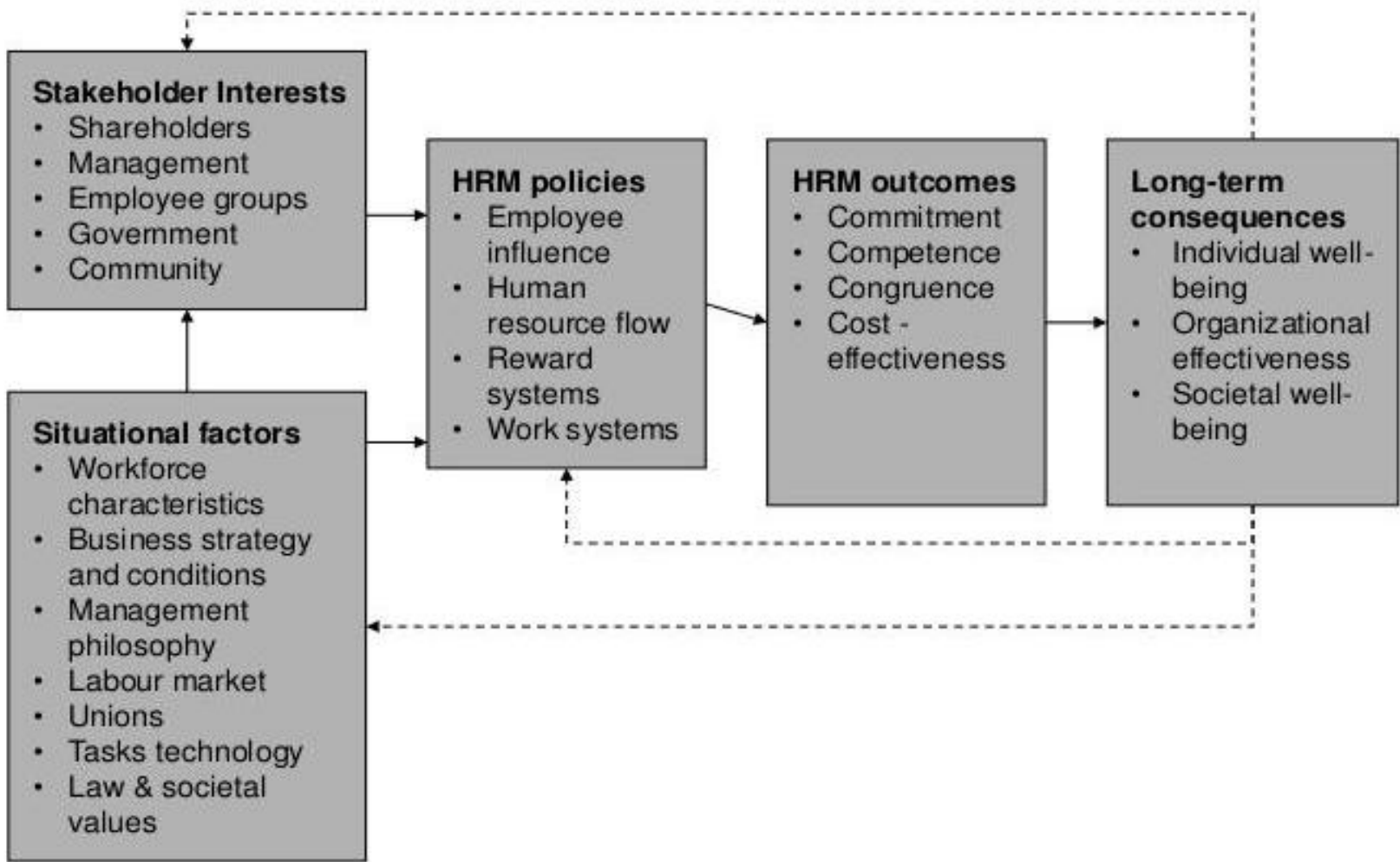
- These multiple stakeholders include shareholders various groups of employees, government and the community at large.
- The recognition of the legitimacy of these multiple stakeholders renders this model a neo - pluralist model.
- This model emphasizes more on the human/soft side of HRM.
- Basically this is because this model emphasizes more on the fact that employees like any other shareholder are equally important in influencing organizational outcomes.
- In fact the interest of the various groups must be fused and factored in the creation of HRM strategies and ultimately the creation of business strategies.

# International Human Resource Management

## The Harvard Model



## The Harvard Framework for HRM



## The Harvard Model

- A critical analysis of the model shows that it is deeply rooted in the human relations tradition. Employee influence is recognised through people motivation and the development of an organization culture based on mutual trust and team work.
- The factors above must be factored into the HR strategy which is premised on employee influences, HR flows, reward system etc.
- The outcomes from such a set up are soft in nature as they include high congruence, commitment, competencies etc.
- The achievement of the crucial HR outcomes has got an impact on long term consequences, increased productivity, organizational effectiveness which will in turn influence shareholder interests and situational factors hence making it a cycle.

## The Harvard Model

- It is thus important to note that the Harvard model is premised on the belief that it is the organization's human resources that give competitive advantage through treating them as assets and not costs.
- The Michigan/Matching Model<sup>2</sup> The Michigan model was propounded by Fombrun Tichy and Devanna (1984) at the Michigan Business School.
- They also named this model a matching model of HRM.<sup>2</sup> Precisely, the matching aspect of this model demonstrates that the model is inclined towards the harder side of HRM.

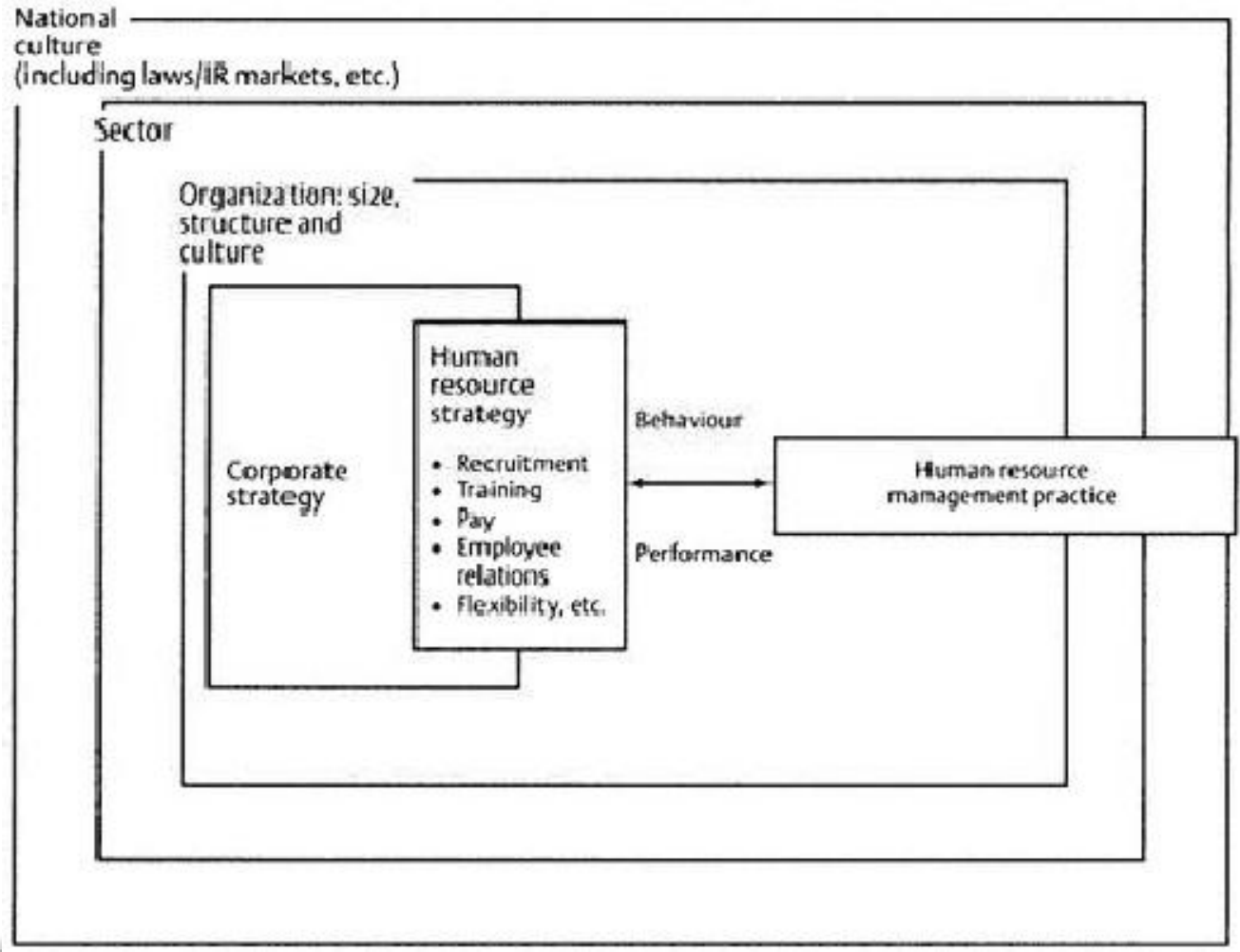


## **Brewster and Bournois Model**

### **DESCRIPTION**

THE EUROPEAN ENVIRONMENT OF HRM A model of HRM which is distinctly European. The model of the European environment of HRM, first produced in 1991 by Chris Brewster and Francois Bournois, emphasizes the cultural, legal, and market contexts of human resource strategy and practice. He also proposes that the model of the European environment of HRM is partly a response to dissatisfaction with American HRM. The anti-unionism of the American approach to HRM has been more consistent in US na

## Brewster and Bournois Model



## **Comparative Analysis of Policies for Youth Employment in Asia and the Pacific**

This course provides an overview of social and employment policies in wealthy democracies, including similarities and difference across countries. Students are exposed to a wide range of actions through which governments influence the economy and populations' social security. They also gain an appreciation of how different social groups seek to influence governments' stances. Class discussions empower students to use conceptual tools to better understand the resulting politics of policy reforms.

## **Comparative Analysis of Policies for Youth Employment in Asia and the Pacific**

The course is organized in three parts. Part I introduces basic concepts needed for the comparative analysis of public policies and their political determinants. Part II probes three common goals of policy-making that are widely shared, but on which views tend to differ greatly: Economic development, individual freedom and political equality. Class discussions contrast how libertarian and social democratic ideologies – and associated policies – strive to make these goals compatible in distinct ways. Finally, part III uses this framework of contrasting ideologies to probe the recent evolution of public initiatives aimed at increasing the welfare of workers and citizens.

## **Comparative Analysis of Policies for Youth Employment in Asia and the Pacific**

Twenty-first century enterprise is generating ever-changing methods of producing goods and services and is deploying them throughout the developed and developing world. These internationally portable systems can create social and economic problems, just as the innovative factory system did in the 19th century. The Program in Comparative Labor and Employment Law & Policy has four basic components: instruction; research; the stimulation and sharing of thought; and the dissemination of the fruits of outstanding scholarship.

## Marx and culture

Although Karl Marx did not have a fully developed theory of culture, it is possible to discover the basis of one in his understanding of history and politics. What this understanding points to is the insistence that if we are to critically comprehend a cultural text or practice, we have to locate it historically in relation to its conditions of production. What makes this methodology different from other 'historical' approaches to culture is Marx's conception of history, contained in the now famous (and often deliberately misunderstood) 'base/superstructure' model of historical development.

## Marx and culture

Marx argues that each significant period in history is constructed around a particular 'mode of production': that is, the way in which a society is organized (i.e. slave, feudal, capitalist, etc.) to produce the material necessities of life – food, shelter, etc. In general terms, each mode of production produces:

- (i) specific ways of obtaining the necessities of life;
- (ii) specific social relationships between workers and those who control the mode of production, and
- (iii) specific social institutions (including cultural ones). At the heart of this analysis is the claim that how a society produces its means of existence ultimately determines the political, social and cultural shape of that society and its possible future development.

## Power-Distance Index ( PDI)

### What Is the Power-Distance Index?

The power distance index (PDI), developed by Dutch social psychologist Geert Hofstede, is an index that measures the distribution of power and wealth between individuals in a business, culture, or nation. The PDI ultimately provides evidence of the extent to which regular citizens, or subordinates, will follow the whims of an authoritative figure. Hofstede's PDI is lower in countries and organizations where authority figures are working closely with subordinates; the PDI is higher in places where a stronger hierarchy of authority exists.



## **Understanding Power-Distance Index (PDI)**

Highly structured businesses, societies, and institutions often have high indices. A high index indicates that hierarchy is clearly defined, present, and unchallenged. A low index indicates a less rigid authoritarian system; members within a low index society or group challenge authority or readily interact with authority figures to make decisions.

## **The Cultural Dimensions Theory**

Power distance and the PDI are one portion of Hofstede's cultural dimensions theory, the earliest theory about the perceived differences between cultures to be quantified. This theory is applied extensively in a number of fields: cross-cultural psychology, cross-cultural communication, and international business. Driven by factor analysis, the cultural dimensions theory's original form was based on the results of Hofstede's global survey of IBM employee values. Testing and collection of results were conducted from 1967 to 1973.

# International Human Resource Management

## **Individualism, Masculinity, and the Sources of Organizational Commitment**

The theory of Hofstede's cultural dimensions constitutes a framework revolving around cross-cultural communication, which was devised by Geert Hofstede. The dimensions collectively portray the impact of the culture ingrained in society on the values of the members of that society. They also describe the relationship between these values and behavior, with the help of a structure based on factor analysis. In other words, this theory studies significant aspects of culture and provides them a rating on a comparison scale.

So far as international business is concerned, the dimensions of culture form an important facet. Knowledge of the manner in which different features of a business are viewed in different cultures, can help a manager in understanding and sailing successfully across the international business market.

## **Individualism, Masculinity, and the Sources of Organizational Commitment**

In this article, we discuss the topic of Hofstede cultural dimensions by exploring 1) an introduction; 2) the six cultural dimensions of Hofstede framework, and using those dimensions to better understand cultures and people based on 3) a case study of cultural differences; 4) the urgency of managing cultural difference as part of human resources management; and 5) conclusion.

**This is a brief overview of the six cultural dimensions:**

**Power Distance:** This dimension explains the extent to which members who are less powerful in a society accept and also expect that the distribution of power takes place unequally.

**Uncertainty Avoidance:** It is a dimension that describes the extent to which people in society are not at ease with ambiguity and uncertainty.

**Individualism vs. Collectivism:** The focus of this dimension is on the question regarding whether people have a preference for being left alone to look after themselves or want to remain in a closely knitted network.

# International Human Resource Management

**This is a brief overview of the six cultural dimensions:**

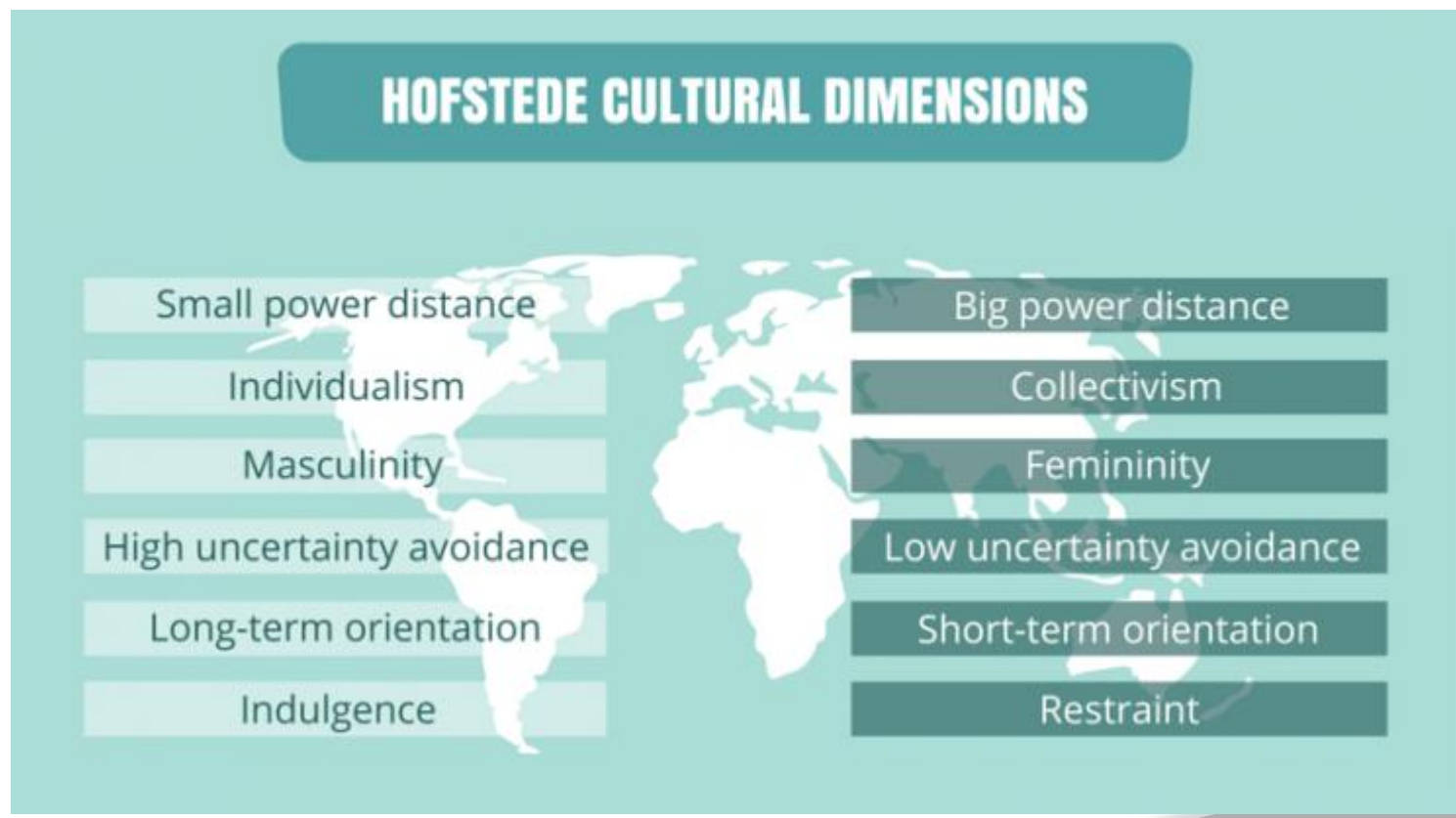
**Masculinity vs. Femininity:** Masculinity implies a society's preference for assertiveness, heroism, achievement and material reward for attaining success. On the contrary, femininity represents a preference for modesty, cooperation, quality of life and caring for the weak.

**Long-Term vs. Short-Term Orientation:** Long-term orientation describes the inclination of a society toward searching for virtue. Short-term orientation pertains to those societies that are strongly inclined toward the establishment of the absolute truth.

**Indulgence vs. Restraint:** This revolves around the degree to which societies can exercise control over their impulses and desires.

# International Human Resource Management

## Individualism, Masculinity, and the Sources of Organizational Commitment



## Power Distance

Power distance stands for inequality that is defined not from above, but from below. It is, in fact, the extent to which organizations and societies accept power differentials.

Societies with large power distance are characterized by the following features:

- Autocracy in leadership;
- Authority that is centralized;
- Paternalistic ways of management;
- A number of hierarchy levels;
- The acceptance of the privileges that come with power;
- A lot of supervisory staff;
- An expectation of power differences and inequality.



## Power Distance

Societies that have small power distance possess the following features:

- Participative or consultative style of management;
- Decision-making responsibility and authority decentralized;
- Flat structure of organizations;
- Supervisory staff small in proportion;
- Questioning the authority and lack of acceptance;
- An inclination toward egalitarianism;
- Consciousness of rights.

## **Uncertainty Avoidance**

Uncertainty avoidance is the extent to which the members belonging to a society are capable of coping with future uncertainty without going through stress.

Weak uncertainty avoidance comes with the following features:

- Undertaking risk;
- Flexibility;
- Tolerance toward differing opinions and behaviors.

## Uncertainty Avoidance

Strong uncertainty avoidance is represented by the following aspects:

Tendency to avoid risk;

Organizations that have a number of standardized procedures, written rules, and clearly delineated structures;

- Strong requirement for consensus;
- Respect for authority;
- Requirement for predictability highlighting the significance of planning;
- Minimal or no tolerance for deviants;
- Promotions depending upon age or seniority.

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## **Role of HR in Social & Environmental Responsibility**

### **What Role Does Human Resources Play?**

For a brief moment, reflect on what you think the role of human resources (HR) is in an organization. Did you think about talent management tasks such as recruiting, hiring, firing, or training? What about being a strategic business partner to the leaders of an organization in many facets of the business? Both are very important roles of HR. HR wears many hats and plays a role in many decisions an organization has to make.

HR can help an organization create a competitive advantage and achieve success by implementing talent management plans that help gain, develop, and retain talent. However, HR also can help an organization achieve goals by implementing corporate social responsibility (CSR) and sustainability into each of its strategies.

## **Role of HR in Social & Environmental Responsibility**

### **What Are CSR and Sustainability?**

Sustainability is creating and maintaining everything that affects the natural environment, which in turn provides for the well-being of humanity. Corporate social responsibility (CSR) is defined as an organization's obligation to include economic, ethical, legal, and philanthropic responsibilities into its business model. Social responsibility is a commitment that must be given as much energy, thought, and time by an organization's leaders as they devote to financial goals.

## **Role of HR in Social & Environmental Responsibility**

### **What Are CSR and Sustainability?**

An organization that is focused on CSR and sustainability is multinational giant Unilever. Unilever has used its beauty brand Dove to promote human development with self-esteem programs, and has partnered with groups such as the Girl Scouts of America to provide education on positive self-image. Employees of Unilever also are encouraged to participate in workshops to spread the word on self-esteem.

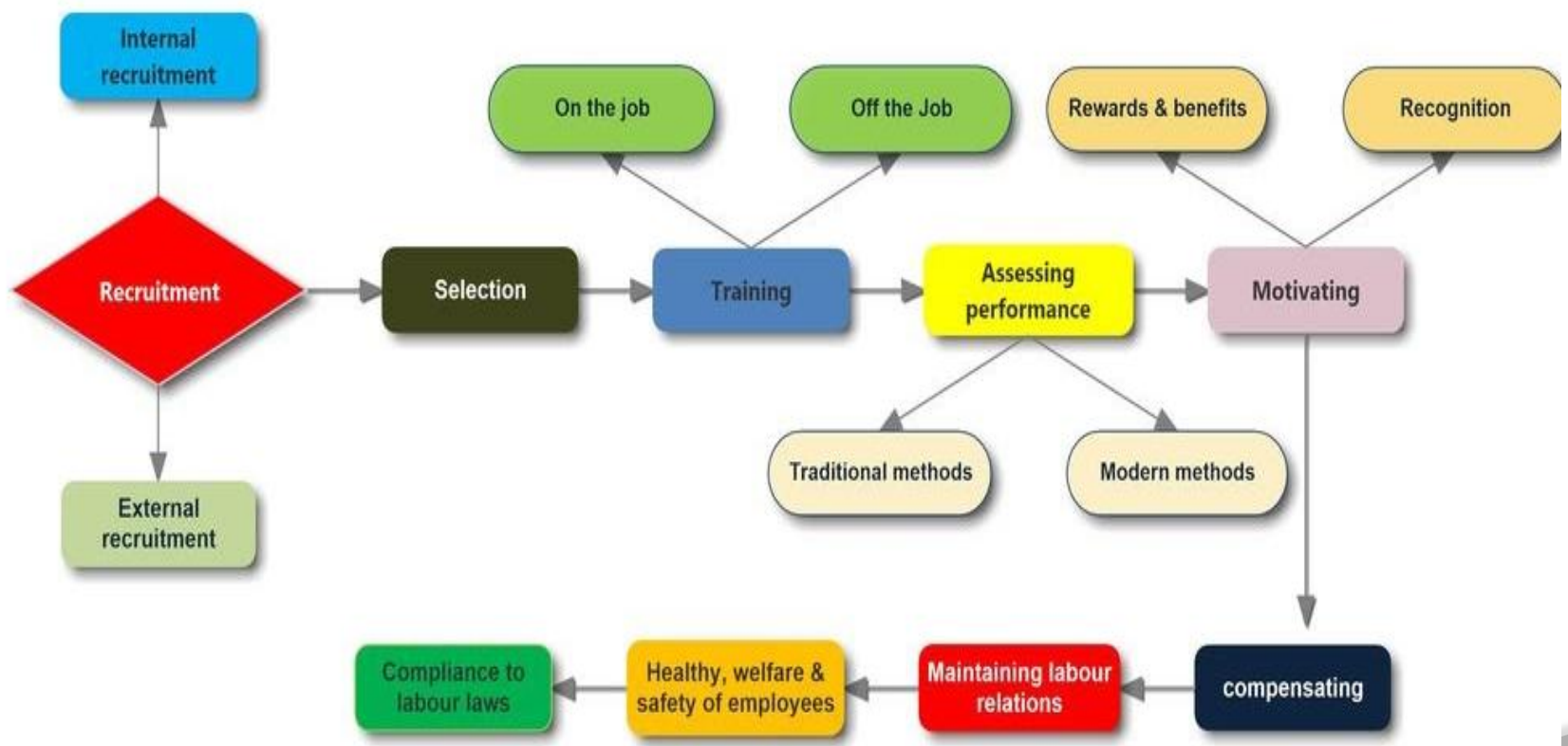
## Human Resource Management

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.



# SOCIAL ENVIRONMENT AND STAFFING

## Human Resource Management Process



# SOCIAL ENVIRONMENT AND STAFFING

## **Human Resource Management involves management functions like planning, organizing, directing and controlling**

- It involves procurement, development, maintenance of human resource
- It helps to achieve individual, organizational and social objectives
- Human Resource Management is a multidisciplinary subject. It includes the study of management, psychology, communication, economics and sociology.
- It involves team spirit and team work.
- It is a continuous process.-

## **Human Resource Management Definitions by Authors**

Many great scholars had defined human resource management in different ways and with different words, but the core meaning of the human resource management deals with how to manage people or employees in the organisation.

Edwin Flippo defines- Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration , maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

# SOCIAL ENVIRONMENT AND STAFFING

## Human Resource Management Definitions by Authors

The National Institute of Personal Management (NIPM) of India has defined human resources – personal management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well – being of the individuals and of working groups, to enable them to make their best contribution to its success”.



## **Evolution of Human resource management**

Human resource management is evolved form the Personnel management which was erstwhile management system which used to manage employees. To know evolution of personnel management one needs to see the history of centuries of research by great psychologists on human human behaviour and their response at particular situations. One among them was Elton Mayo who was a psychologists from the Australia, did many experiments on human behaviour at different situations in 1924. He strongly believed in work life balance for improving productivity of workers and did emphasis on human relations influence the productivity of workers and finally he has been regarded as father of Human resources management.

# SOCIAL ENVIRONMENT AND STAFFING

## Evolution of Human resource management

### 1920s The Human Relations Movement



**1927-32** The **HAWTHORNE STUDIES**  
Elton Mayo measured the relationship between productivity and the work environment.

**1929** The **GREAT DEPRESSION** drastically changed the rules of business. Old-age **PENSIONS**, **LABOR STANDARDS** and **MINIMUM WAGES** for some industries were instituted.

You have to do more than **HIRE** and **FIRE**, boss!



**ELTON MAYO**  
*The Father of Human Relations*

# SOCIAL ENVIRONMENT AND STAFFING

## **Why Is Human Resource Management Important to All Managers?**

Why are these concepts and techniques important to all managers? ' Perhaps it's easier to answer this by listing some of the personnel mistakes you don't want to make while man-aging. For example, you don't want to:

1. Hire the wrong person for the job.
2. Experience high turnover
3. Have your people not doing their best
4. Waste time with useless interviews
5. Have your company taken to court because of discriminatory actions
6. Have your company cited under federal occupational safety laws for unsafe practices
7. Have some employees think their salaries are unfair and inequitable relative to others in the organization
8. Allow a lack of training to undermine your department's effectiveness
9. Commit any unfair labor practices

## **Primary responsibilities of the Human resource manager:**

1. To develop a thorough knowledge of corporate culture, plans and policies.
2. To act as an internal change agent and consultant.
3. To initiate change and act as an expert and facilitator.
4. To actively involve himself in company's strategy formulation.
5. To keep communication lines open between the HRD function and individuals and groups both within and outside the organisation.
6. To identify and evolve HRD strategies in consonance with overall business strategy.



## **Primary responsibilities of the Human resource manager:**

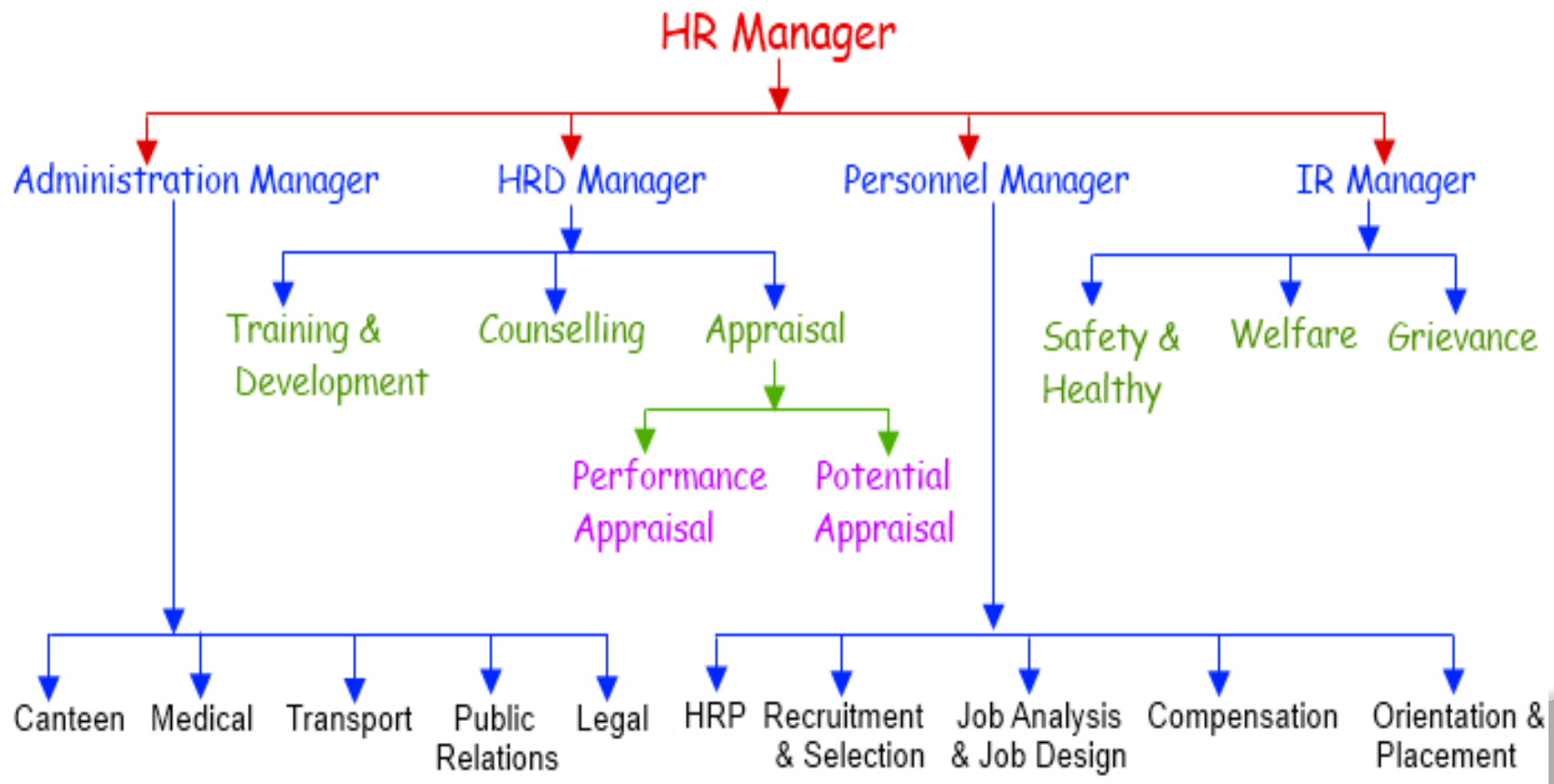
1. To facilitate the development of various organisational teams and their working relationship with other teams and individuals.
2. To try and relate people and work so that the organisation objectives are achieved effectively and efficiently.
3. To diagnose problems and to determine appropriate solution particularly in the human resources areas.
4. To provide co-ordination and support services for the delivery of HRD programmes and services.
5. To evaluate the impact of an HRD intervention or to conduct research so as to identify, develop or test how HRD in general has improved individual or organisational performance

## What is the role of a Human resource officer?

1. He/she is responsible for formulating and designing of Human Resource policies in compliance with labour laws and sees all Hr related activities starting from hiring to firing of an employees in an organisation.
2. The Human Resource Manager is responsible for overseeing human resources activities and policies according to executive level direction. They supervise human resources staff as well as see staffing, compensation , assessing and providing employee benefits, providing training & development, safety & welfare of staff, maintaining healthy labor relations, providing employee handbook and maintaining employment records as required by the employment laws.

# SOCIAL ENVIRONMENT AND STAFFING

## What is the role of a Human resource officer?



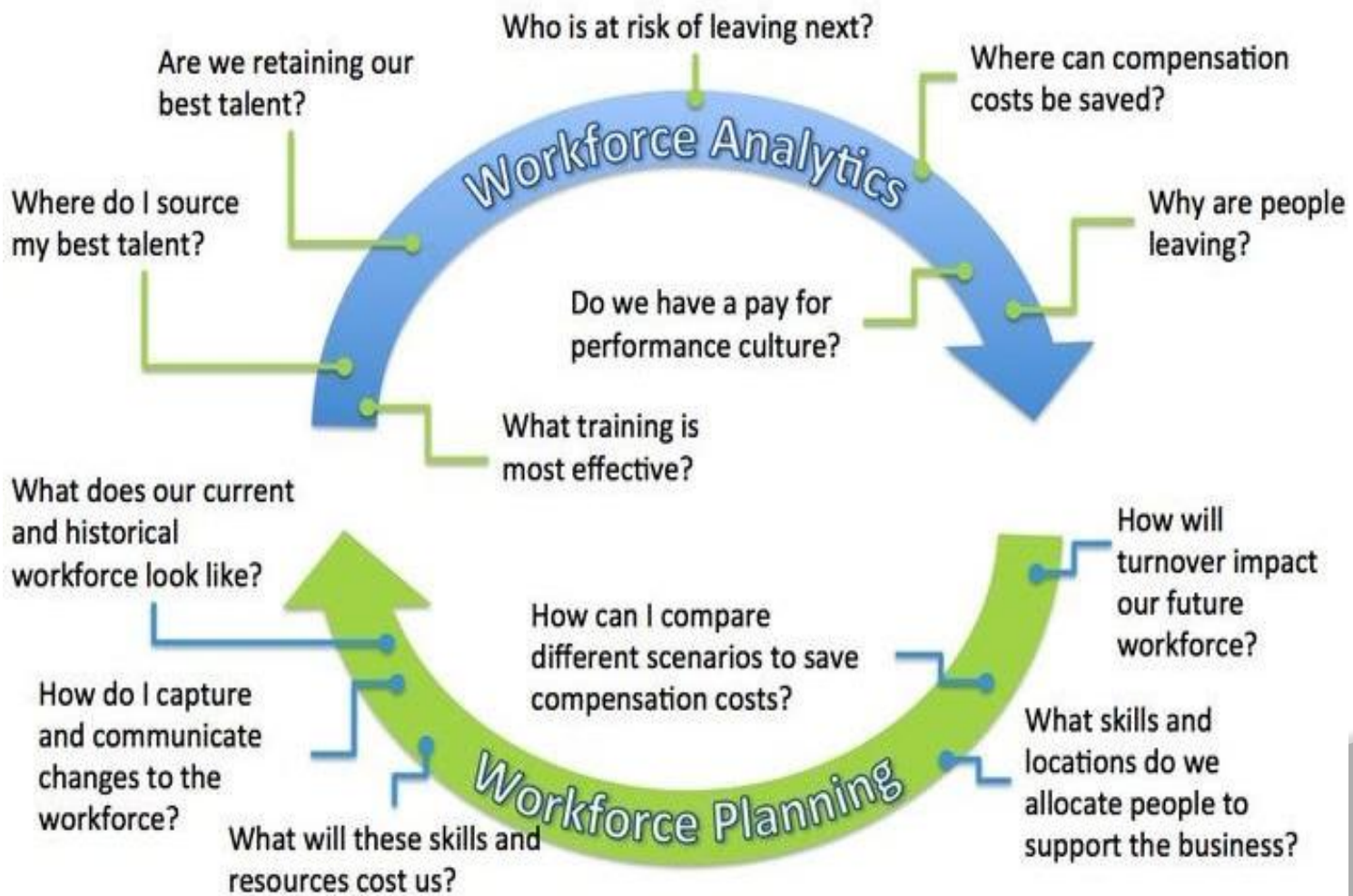
## **What is an employee handbook?**

- An employee handbook defines your company culture. Great employee handbooks motivate and engage employees.
- Conveys useful information about company policies and procedures.
- The US Supreme Court has made it clear that to protect the company, legal protections should be clearly spelled out to employees.
- Employee handbooks are often an essential document in agency investigations and employee claims.

## **What is an employee handbook?**

- tells the story of your company - Employee Handbooks are an excellent opportunity to educate employees about the organization, its history, and its origin.
- An employee handbook helps with employee orientation and getting new employees up to speed.
- Many companies offer multiple employee handbooks based on location, job classification, union membership, etc.
- Employee handbooks are required as a risk management essential by Employment Practices Liability insurance carriers.
- More than 1/2 of companies now distribute their employee handbooks online.

## Workforce Analytics and Planning



## **Rights of an employee**

### **Right against discrimination at workplace**

It is a right of every citizen of India to be indiscriminated. According to article 16 (2) of the Indian Constitution, no citizen can be discriminated against, or be ineligible for any employment or office under the state, on the grounds only of religion, race, caste, sex, descent, place of birth or residence or any of them. Adherence to the rule of equality in public employment is a being feature of Indian Constitution and the rule of law is its core, the court cannot disable itself from making an order inconsistent with article 14 and 16 of the Indian Constitution.

## Rights of an employee

### Right against discrimination at workplace





## **Role of Information System in Human Resource Management**

The use of information system in Human Resource Management is very helpful for superiors in maintaining records. In following ways Information system helps in records maintenance:

- a) For maintain records of attendance
- b) Records of positions held by employees and their respective pay grads
- c) Payroll information e.g.
  - a. Requested deductions;
  - b. Gross amount paid;
  - c. Amount deducted; and
  - d. Payment details such as direct bank deductions;
  - e. History and pay increment

## **Role of Information System in Human Resource Management**

- d) Training received in past and future requirements
- e) Record of Personal information of employees
- f) Management of 'Key employees' and their succession plans
- g) Identification of high potential employees
- h) Applicant tracking, interviewing and selection
- i) Companies may want to track things such as:
- j) The various employees who filled a position over time e.g. an employee may fill a sales representative position in one sales division, be transferred to another sales division, and be replaced by a second employee;

## **How an HRIS System Can Help Your Global Expansion**

Human Resources Information Systems (HRIS) provide a software solution to manage Human Resources services in a central location. These often cloud-based systems automate several HR functions, limiting the need for manual entry, and provide a single place for every user to find employment policies, handbooks, and forms.

If you're not already utilizing one, an HRIS can be an important tool to help your organization manage its human resources procedures. As your company expands internationally, it is crucial to find customizable systems that will continue to work with your mission and values, and can grow with you. Learn how an HRIS can benefit your business.

# SOCIAL ENVIRONMENT AND STAFFING

## 1. Simplify Compliance Management

When you move into a new market, you also move into a new regulatory environment. It is important to understand how to enroll your employees in tax reporting systems, social security programs, and benefits administration programs, just to name a few. There are different reporting requirements in many areas with just as much complexity as your home market.

A good HRIS will already have the forms you need. Even better, they will be located in a central hub, whether on a website or your computer, so you can always access them without digging through file folders or worrying about where you placed different documents.

# SOCIAL ENVIRONMENT AND STAFFING

## 1. Simplify Compliance Management

Once an employee has entered his or her information into the system, the HRIS will automate filling many of these forms and reports for you. In addition to promoting your HR staff with the correct forms, automated systems like this decrease the likelihood of human error, which can cause problems down the road.

# SOCIAL ENVIRONMENT AND STAFFING

Role of Information System in Human Resource Management

**The Human Resource Information Systems (HRIS) provide overall:**

- a) Management of all employee information.
- b) Reporting and analysis of employee information.
- c) Company-related documents such as employee hand book, emergency evacuation procedures, and safety guidelines.
- d) Benefits administration including enrollment, status changes, and personal information updating.
- e) Complete integration with payroll and other company financial software and accounting systems.
- f) Application tracking and resume management.

## 2. Streamline Scheduling and Reminders

Efficiency is one of the best benefits of an HRIS. With an automated system, you have a more efficient, time-friendly way to manage your HR duties in a nearly-paperless manner.

HRIS systems allow you to give your HR department reminders at set points. This can be especially helpful when you are working with multiple deadlines across countries. Since individual countries place their payroll, taxation, and other tasks on different schedules, an automated system can remind you about a task before it's due.

## 2. Streamline Scheduling and Reminders

These systems can also remind you when your new country has a public holiday for which your employees are entitled paid time off. Every country has its own set of public holidays, many of which are mandated as days of rest for most workers. For example, American managers may easily remember Independence Day, but they might not remember that Australia celebrates Australia Day in January.



## 3. Unify Your Reporting

When you are working with a global staff in multiple countries, your reported data will come in several formats. You have to manage different currencies, different payroll and tax information, and other variations for each particular country.

A good HRIS system will unify the different formats of data into one centralized report or set of reports. If your data comes in multiple formats, multiple currencies, and with different recorded information, you won't be able to use it effectively to analyze your business and plan for the future.

## 4. Accommodate Global Staff and Teams

One of the benefits of a cloud-based HRIS service is that employees can add and edit their own information through the system. While this saves time even for companies that are not international, it can be even better for companies with global staff.

In China, for example, every written employment contract needs to include identification numbers and a valid proof of identity. It could be a huge headache for a French HR manager to figure out what identification counts as proof of identity in China, and then ask the employee to send it. With a cloud-based system, the employee can be responsible to find the information that the HRIS system prompts him or her to enter.

## Benefits of Cooperative Learning

**How can cooperative learning benefit you and your group?**

**Cooperative Learning helps to:**

- Raise achievement of students.
- Build positive relationships among students - important for creating a learning community that values diversity.
- Provide experiences that develop both good learning skills and social skills.

## Benefits of Cooperative Learning

### Research shows cooperative learning helps to produce:

- Higher achievement.
- Increased retention.
- More positive relationships and a wider circle of friends.
- Greater intrinsic motivation.
- Higher self-esteem.
- Greater social support.
- More on-task behavior.
- Better attitudes toward teachers.
- Better attitudes toward school.

## **Additional Benefits of Cooperative Learning**

Here are some additional benefits of cooperative learning.

- When students are working toward a common goal, academic work becomes an activity valued by peers.
- Students are motivated to help one another learn.
- Students are able to translate the teacher's language into "student language" for one another.
- Students who explain to one another strengthen their own learning.

## **Additional Benefits of Cooperative Learning**

Here are some additional benefits of cooperative learning.

- When students need to organize their thoughts in order to explain them to teammates, they must engage in thinking that builds on other ideas (cognitive elaboration) which greatly enhances their own understanding.
- Teammates can provide individual attention and assistance to one another.
- Regular and constructive collaborative study groups can assist you with mastery of material, exam preparation, and better performance on tests.

## Corporate Culture

### What Is Corporate Culture?

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction, and every other aspect of operations.

## Corporate Culture

### KEY TAKEAWAYS

- Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact.
- Corporate culture is also influenced by national cultures and traditions, economic trends, international trade, company size, and products.
- Corporate cultures, whether shaped intentionally or grown organically, reach to the core of a company's ideology and practice, and affect every aspect of a business.



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## **Differences in Strategic Planning for Domestic & International Companies**

Strategic planning is the act of creating short- and long-term plans to take a company from where it is today to where its owners would like it to be. Strategic plans include growth strategies, human resource development strategies, marketing tactics and internal goal-setting. There are a number of differences in strategic planning for domestic and international companies, usually as a result of international businesses' larger scale and wider range of uncontrollable market variables. Understanding these differences can guide your strategic planning efforts as your small business grows to an international scale.

## **Growth Strategies**

Growth strategies in strategic plans are likely to look much different between domestic and international businesses. Domestic companies' growth plans are more likely focused on creating new markets or increasing market share in domestic markets. Small domestic companies can only grow their geographic reach to the edge of their home country's borders, then they must focus on finding new business in areas they already serve. International companies' growth strategies, on the other hand, are more likely focused on penetrating new markets in previously untapped countries and regions of the world.

## **Strategic HR Management**

International HR development strategies must consider foreign outsourcing, the organizational structure of management between countries, the ethnic makeup of regional management and creating international work teams. Domestic companies in certain regions, meanwhile, may find it challenging to recruit culturally diverse employees, for example, which can cause legal issues and put companies at a disadvantage.

## **Multinational Strategic Planning**

Domestic businesses can make do with a single, overarching strategic plan to guide their efforts. International businesses have to make a choice between developing a single, comprehensive strategic plan, different strategic plans for different markets or a combination of both. Cultural considerations can render a strategic plan that is highly effective in one country, but virtually useless in another. International companies consider all of the variables mentioned above -- their unique growth goals, the makeup of their regional management team and their situational analyses -- when determining how broad or narrow to make their strategic plans.

## STRATEGY IN THE GLOBAL ENVIRONMENT

Globalization was the buzzword of the 1990s, and in the twenty first century, there is no evidence that globalization will diminish. Essentially, globalization refers to growth of trade and investment, accompanied by the growth in international businesses, and the integration of economies around the world. According to Punnett (2004) the globalization concept is based on a number of relatively simple premises:

## STRATEGY IN THE GLOBAL ENVIRONMENT

- Technological developments have increased the ease and speed of international communication and travel.
- Increased communication and travel have made the world smaller.
- A smaller world means that people are more aware of events outside of their home country, and are more likely to travel to other countries.
- Increased awareness and travel result in a better understanding of foreign opportunities.
- A better understanding of opportunities leads to increases in international trade and investment, and the number of businesses operating across national borders.
- These increases mean that the economies around the world are more closely integrated.

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## International Marketing vs Global Marketing

Here are some of the key differences between the two terms that show that these are not similar:

### **Service or Product offering**

In global marketing, a company provides the exact product or service offerings to the customers in all countries that it operates. For example, banks, insurance companies and big retail chains such as Wal-Mart. In international marketing however, each of the individual market is served with specific tailored products especially suited to the customers in that market only. Let's talk about the Sharia finance products that are only offered to Muslim customers in Muslim countries or non-Muslim countries for that matter.

## International Marketing vs Global Marketing

### Marketing personnel

The marketing staffs of companies employing the global marketing strategy work at the company's head office and are generally quite different from each other in terms of ethnicity, age, gender and also nature of work. They have distinct skills from each other which when combined produce effective results for the company and its global view.

## International Marketing vs Global Marketing

### Marketing Budget

The marketing budget of a company adopting the global marketing policy is finalized and approved from the corporate headquarters. For example, Nike finalizes a said amount of budget at its headquarters which then drops down to local branch offices subsequently.



## International Marketing vs Global Marketing

### Promotion tactics

In global marketing, the company tries to make and air (on TV and radio) ads that are in sync with the worldwide audience and similarly does other marketing efforts. An appropriate example for this would be the ads that were aired on television during the 2014 FIFA World Cup. It was a mix of all: global event, passionate viewers and the game of football.

In international marketing, all the marketing efforts including television commercials are tailored for the local market.

## International Marketing vs Global Marketing

### Marketing Autonomy

In global marketing, every marketing strategy is devised and implemented from the corporate headquarters whereas in international marketing the marketing efforts are generated from within the domestic markets.

## International Marketing vs Global Marketing

### Use of Social Media

Just by reviewing their social media pages, one can contemplate as to what type of marketing policy the company has adopted. For example, brands like McDonald's have separate Facebook pages for numerous countries such as Malaysia, Brazil, Italy and Spain. Whereas, companies like Nike and Caterpillar have just a solitary Facebook page for their customers irrespective of any region or country.

## International Marketing vs Global Marketing

### Customers' engagement

Customers' engagement is more visible in International Marketing. A company can better connect with its customers by installing in place better communication channels. Global marketing is also as effective when it comes to customers' engagement only the international marketing strategies are little different. However, it is proved that international marketing seems to create greater amount of engagement than global marketing does.

## International Marketing vs Global Marketing

### Advertising

In the global marketing concept the advertisements are typically aired on worldwide mediums; however in international marketing companies tend to air the advertisements in local markets or markets with similar characteristics. There are some global marketing products which respond well to global advertising, however there are others that which cannot exist in certain countries due to legal restrictions.



## International Marketing vs Global Marketing

### R&D and marketing research

In real terms, marketing research and R&D are as thorough and widespread in global marketing as they are in international marketing. There are some instances when companies don't do their international marketing research properly and thus their products fail miserably in the global market. For example, the Ben-Gay Aspirin, McDonald's Arch Deluxe, and Redux Beverages' Cocaine Energy drink.

## International Marketing vs Global Marketing

### Marketing Environment of International Marketing

- The Political Environment: These kinds of government comprise the political & ethical base such as democracy, socialism, dictatorship, monarchy, or consumerism.
- The Legal Environment: The ruling of goods and services by the administration is very important to an international marketing organization. If the market is driven by the law, then it supports the price and circulation of products and services.
- Cultural Factor: The culture of any country is hugely significant in international marketing since it helps the organization to know the international marketing features that they must keep in purview. In the event of developing countries this is not the case, as foreign goods are highly liked as compared with locally made ones.

## **The history of the European Union**

### **EU Pioneers**

The following visionary leaders inspired the creation of the European Union we live in today. Without their energy and motivation, we would not be living in the sphere of peace and stability that we take for granted.

From resistance fighters to lawyers and parliamentarians, the EU pioneers were a diverse group of people who held the same ideals: a peaceful, united and prosperous Europe.

Beyond the pioneers described below, many others have worked tirelessly towards and inspired the European project. This section on the EU's pioneers is therefore a work in progress.

## The history of the European Union

### A peaceful Europe – the beginnings of cooperation

The European Union is set up with the aim of ending the frequent and bloody wars between neighbours, which culminated in the Second World War. As of 1950, the European Coal and Steel Community begins to unite European countries economically and politically in order to secure lasting peace. The six founding countries are Belgium, France, Germany, Italy, Luxembourg and the Netherlands. The 1950s are dominated by a cold war between east and west. Protests in Hungary against the Communist regime are put down by Soviet tanks in 1956. In 1957, the Treaty of Rome creates the European Economic Community (EEC), or 'Common Market'.

## The history of the European Union

### A period of economic growth

The 1960s is a good period for the economy, helped by the fact that EU countries stop charging custom duties when they trade with each other. They also agree joint control over food production, so that everybody now has enough to eat - and soon there is even surplus agricultural produce. May 1968 becomes famous for student riots in Paris, and many changes in society and behaviour become associated with the so-called '68 generation'.

## **The history of the European Union**

### **A growing Community – the first enlargement**

Denmark, Ireland and the United Kingdom join the European Union on 1 January 1973, raising the number of Member States to nine. The short, yet brutal, Arab-Israeli war of October 1973 results in an energy crisis and economic problems in Europe. The last right-wing dictatorships in Europe come to an end with the overthrow of the Salazar regime in Portugal in 1974 and the death of General Franco of Spain in 1975. The EU regional policy starts to transfer huge sums of money to create jobs and infrastructure in poorer areas. The European Parliament increases its influence in EU affairs and in 1979 all citizens can, for the first time, elect their members directly. The fight against pollution intensifies in the 1970s. The EU adopts laws to protect the environment, introducing the notion of ‘the polluter pays’ for the first time.

## **The history of the European Union**

### **A unique institutional set-up In the EU's unique institutional set-up:**

- the EU's broad priorities are set by the European Council, which brings together national and EU-level leaders
- directly elected MEPs represent European citizens in the European Parliament
- the interests of the EU as a whole are promoted by the European Commission, whose members are appointed by national governments
- governments defend their own country's national interests in the Council of the European Union.

## The history of the European Union

### Law-making : There are 3 main institutions involved in EU legislation:

- the European Parliament, which represents the EU's citizens and is directly elected by them;
- the Council of the European Union, which represents the governments of the individual member countries. The Presidency of the Council is shared by the member states on a rotating basis.
- the European Commission, which represents the interests of the Union as a whole.
- Together, these three institutions produce through the "Ordinary Legislative Procedure" (ex "co-decision") the policies and laws that apply throughout the EU. In principle, the Commission proposes new laws, and the Parliament and Council adopt them. The Commission and the member countries then implement them, and the Commission ensures that the laws are properly applied and implemented.



## HRM in Japan

### Historic and cultural heritage

Japan is a complex, dynamic society that has undergone enormous change in the past 125 years, converting itself from a feudal state into a modern industrialized nation and an economic superpower. In doing so, the Japanese have absorbed Western technology, science, education and politics, while still keeping their unique cultural identity. The Japanese have always been distinctly aware of the difference between foreign and native things, and very early they recognized the value of borrowing from others, while maintaining their Japaneseness (Gannon, 1994). For the most part, the only language spoken in Japan is Japanese. The country is an island culture of almost total ethnic homogeneity (Engholm, 1991). Asian common cultural traits such as group centredness, authoritarianism and protocol are salient ingredients of the Japanese society.

## HRM in Japan

### Current environment

Japan has a population of 126 million, of which the labor force constitutes 68 million (54 percent). The female share of the workforce is 41 percent. The education level is high with 43 percent of the age group in 1996 being tertiary students, of which almost half (44 percent) are female. The average growth rate of the population 1980-1997 is only 0.5 percent, the total fertility rate (births per woman) is merely 1.4 percent and the life expectancy is 80 years. This has contributed to a rapidly aging population pyramid. Japan has a total GDP of almost US\$42 billion but its average annual growth during 1990-1997 was only 1.5 percent, making this period a prolonged recession. It has a highly advanced economy where agriculture only amounts to 2 percent of GDP but services account for 60 percent and industry 38 percent. Its major industries are motor vehicles, electronic machinery and consumer electronic equipment. Electric machinery and non-electronic machinery are major exports (Far Eastern Economic Review, 1999).

## HRM in Japan

### Sources of change

The breakdown of the keiretsu (interfirm network) system of crossshareholding and preferential trading among member corporations of a business group (Gerlach, 1992) has badly hurt the safety net of supporting the long-term growth strategy of Japanese firms and their ability to protect employees from downside market risks (Lincoln et al., 1996). Deregulation is another force for change. It has made Japanese markets more accessible to competitors, foreign as well as domestic. In heretofore protected industries ± like financial services, distribution and agriculture ± few firms are prepared for the onslaught of competition and uncertainty (Lincoln and Nakata, 1997). The aging population also has clear implications for corporate human resource practice. With an aging workforce, the permanent employment and seniority system burdens firms with rising numbers of higher-paid and less productive workers. Previously, these systems were more suitable to employers, since the steep seniority escalator resulted in less payment for the relatively young workforce and the permanent employment norm reduced the uncertainties and costs of high staff turnover. Finally, the transition to a service economy combined with socio-cultural and socio-economic changes has had a profound effect on Japan's employment institutions. Although leading-edge manufacturers are still competitive, their

## HRM in Japan

### Lifetime employment

Traditionally, this type of employment refers to core employees, leaving out temporary workers, subcontractors, seasonal workers, part-timers and dispatched employees. It is mainly practiced by larger companies and it applies to the enterprise group or keiretsu, not excluding the possibility that the employee can be transferred to another company (shukko) (Ornatowsky, 1998). There is evidence of a continuing commitment to the lifetime employment principle. Results of a recent survey of directors, personnel managers, union officials in 308 major Japanese companies undertaken by the Japan Productivity Center for Socio-Economic Development reveal that almost 90 per cent of the respondents indicated that their companies planned to provide workers with continuous employment until retirement. Furthermore, 82 percent characterized lifetime employment as advantageous, while only 18 percent believed it to be disadvantageous (Lincoln and Nakata, 1997; Ornatowski, 1998).

## HRM in Japan

### Recruitment and careers

Cutting back new hiring is not such a simple and risk-free way of reducing labor costs as it may seem. Maintaining a stable yearly influx of new graduates reassures the labor market of the stability and trustworthiness of a Japanese firm and corporations fear that their competitiveness for new talent will be threatened by reduced hiring. However, the traditional system of hiring inexperienced graduates from elite universities is being called into question and a growing number of companies claim an interest in hiring white-collar and technical workers without college degrees. The firms are administering sophisticated tests and other screening devices to select high quality recruits, whatever their deficits in academic certification

## HRM in Japan

### Recruitment and careers

However, there are lingering doubts as to how fundamental this shift in hiring practice is. Merely a professed openness on the part of employers to recruit from non-conventional sources does not really signify a fundamental new trend (Lincoln and Nakata, 1997). Some companies, like Toyota, are considering a "new flat" (nuufratto) organization aiming at lower management density, shorter chains of command and, it is hoped, dampened employee expectations of upward career mobility. Although abolished by some large manufacturers, most companies still pursue a policy of rewarding what effectively is a "dummy" title, such as kacho (section head) to employees who have not made the actual grade.

## HRM in Japan

### Recruitment and careers

Although an employee of kacho rank in the ability or status (shokuno) hierarchy has no management role, but remains a staff member, his compensation and status ranking is equivalent to that of true section heads. Advancing in the status hierarchy does not mean becoming a manager; only those with a genuine talent for leading others become managers. Given the reduced availability of titles due to the de-layering, this practice of "dummy" titles is likely to survive, at least in the short run (Debroux, 1997; Lincoln and Nakata, 1997).

## HRM in Japan

### Payment systems

In the nenko system, employees who join the firm without any work experience are paid a low starting salary but can look forward to steady raises with increasing age and seniority until retirement (Lincoln and Kalleberg, 1990). Such a system depends on lifetime employment, because, without the guarantee that they will be around to collect their return on their early career investment, employees would find it unattractive. At the same time, under lifetime employment, the organization has an incentive to continually invest in training and it does not risk the loss of its investment or proprietary knowledge. The consequence is that both parties, the firm as well as the employees, have a long-term stake in the development and success of each other (Lincoln and Nakata, 1997).



## HRM in Japan Labor relations

The Japanese enterprise based unions (kigyo-nai kumiai) have had a conciliatory attitude in salary negotiations in favor of a strong stance on job security for their members. Unions would guarantee cooperative behavior by their members, in exchange for appropriate behavior by companies and the

integration into the firms' training, wage setting, and redundancy systems. Furthermore, firms could rely on the role of organized business as a last resort defender, if the union did not fulfil its side of the agreement.

## HRM in Japan Labor relations

This balance has now changed with the concurrent weakening of the traditional trade unions, business associations and keiretsu networks. Currently, both sides are less able than before to guarantee that the other side will be well behaved, even worrying that the other side would have an incentive to leave the relationship. Middle managers are the targets of the nuufratto delayering process and they feel a growing need to defend their interests. However, the Trade Union Law only recognizes unions as representing the interests of the employers. Short of official recognition, more groups may form inside the companies to defend the interest of the core white-collar employees and their implicit non-lay-off contract.

## HRM in Japan Labor relations

The system of company-based unions may be severely undermined if such groups extend outside companies to become horizontal regional or national white-collar unions. Also non-union employee representation may pose a threat to the traditional enterprise-based unions. Japanese firms have devoted great effort to develop participation in management by using non-union representation practices innovatively and effectively to structure and expand employee representation in decision making.

## Behavioral Management Theory

As management research continued in the 20th century, questions began to come up regarding the interactions and motivations of the individual within organizations. Management principles developed during the classical period were simply not useful in dealing with many management situations and could not explain the behavior of individual employees. In short, classical theory ignored employee motivation and behavior. As a result, the behavioral school was a natural outgrowth of this revolutionary management experiment.

## Behavioral Management Theory

**Elton Mayo's** contributions came as part of the Hawthorne studies, a series of experiments that rigorously applied classical management theory only to reveal its shortcomings. The Hawthorne experiments consisted of two studies conducted at the Hawthorne Works of the Western Electric Company in Chicago from 1924 to 1932. The first study was conducted by a group of engineers seeking to determine the relationship of lighting levels to worker productivity. Surprisingly enough, they discovered that worker productivity increased as the lighting levels decreased — that is, until the employees were unable to see what they were doing, after which performance naturally declined.

## Behavioral Management Theory

A few years later, a second group of experiments began. Harvard researchers Mayo and F. J. Roethlisberger supervised a group of five women in a bank wiring room. They gave the women special privileges, such as the right to leave their workstations without permission, take rest periods, enjoy free lunches, and have variations in pay levels and workdays. This experiment also resulted in significantly increased rates of productivity.

## Behavioral Management Theory

Abraham Maslow, a practicing psychologist, developed one of the most widely recognized need theories, a theory of motivation based upon a consideration of human needs . His theory of human needs had three assumptions:

- Human needs are never completely satisfied.
- Human behavior is purposeful and is motivated by the need for satisfaction.
- Needs can be classified according to a hierarchical structure of importance, from the lowest to highest.

## Behavioral Management Theory

- Physiological needs. Maslow grouped all physical needs necessary for maintaining basic human well-being, such as food and drink, into this category. After the need is satisfied, however, it is no longer is a motivator.
- Safety needs. These needs include the need for basic security, stability, protection, and freedom from fear. A normal state exists for an individual to have all these needs generally satisfied. Otherwise, they become primary motivators.



## Behavioral Management Theory

- Belonging and love needs. After the physical and safety needs are satisfied and are no longer motivators, the need for belonging and love emerges as a primary motivator. The individual strives to establish meaningful relationships with significant others.
- Esteem needs. An individual must develop self-confidence and wants to achieve status, reputation, fame, and glory.
- Self-actualization needs. Assuming that all the previous needs in the hierarchy are satisfied, an individual feels a need to find himself.

## Non-union employee representation, union avoidance and the managerial agenda

- Non-union employee representation is an area which has attracted much interest in the voice literature. Much of the literature has been shaped by a dialogue which considers NERs as a means of union avoidance. More recently however scholars have suggested that for NERs to work in such contexts, they may need to be imbued with a higher set of functionalities to remain viable entities. Using a critical case study of a union recognition drive and managerial response in the form of an NER, this article contributes to a more nuanced interpretation of the literature dialogue than hitherto exists. A core component of the findings directly challenge existing interpretations within the field; namely that NERs are shaped by a paradox of managerial action. It is argued that the NER failed to satisfy for employees because of a structural remit, rather than through any paradox in managerial intent.

# THE AMERICAN APPROACH TO HRM

## Beyond the union avoidance thesis

- However, a different line has recently emerged, suggesting that only partial insights are gleaned from those accounts which too readily dismiss NERs as bulwarks against trade unionism. This line has argued that while union avoidance may trigger such bodies, employers may come to later imbue them with other functionalities which, potentially at least, may serve positive functions for workers (Butler, 2009a, 2009b; Dundon and Gollan, 2007; Taras and Kaufman, 2006). In addition, managerial strategies towards NERs can often be about delivering an effective employee voice that affords employees the opportunity to develop their knowledge and skills and enabling them to contribute to decisions normally reserved for management (Gollan, 2006a; Haynes et al., 2005). In the US, Kaufman (2003) has outlined how the formalization of voice through NER structures can provide employers with an opportunity to fine-tune managerial messages, which adds a greater degree of legitimacy concerning the non-union arrangement

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*Thank you*