

**10<sup>th</sup> INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT CONFERENCE  
SANTA FE, NEW MEXICO  
JUNE 21-24, 2009**

**Conference Program**

**Sunday, June 21**

**Registration: 1:30-7:00, 2<sup>nd</sup> floor Mezzanine**

**Special Session: 2:00-4:00  
Doctoral Student Consortium Stiha Room**

Presenters: **Jeanette Cleveland, Pennsylvania State University  
Steve Elias, New Mexico State University  
Philip G. Benson, New Mexico State University**

**Reception: 7:00, La Fonda Hotel, La Terraza**

**Monday, June 22**

**Registration: 8:00-5:00, 2<sup>nd</sup> floor Mezzanine**

**Coffee Break: 8:30-9:00, 2<sup>nd</sup> Floor Mezzanine**

**Welcome: 9:00-9:15, Ballroom  
Philip G. Benson, IHRM Conference Chair**

**Keynote Session: 9:15-10:30, Ballroom**

**Dr. Dennis Briscoe, University of San Diego, USA**  
*The New World of IHRM--Learning to Cope with Chaos!*

**Coffee Break: 10:30-11:00, 2<sup>nd</sup> Floor Mezzanine**

**Symposium: 11:00-12:30, Stiha Room**

Title: Global Performance Management

Co-Chairs: **Lisbeth Claus, Willamette University  
Dennis Briscoe, University of San Diego**

Presenters:

**Lisbeth Claus**, Williamette University

*Global Performance Management in MNCs: A Research Note*

**Cordula Barzantny, Marion Festing, Peter J. Dowling, and Allen D. Engle**

*Addressing the Lack of Empirical Data on Global Performance Management: Developing a Research Strategy and Assessing Initial Empirical Evidence: A Research Note*

**Koen Dewettinck and Jonathan Remue**

*Research on Employee Performance Management in MNC's: A Call for Expanding the Psychological Perspective: A Research Note*

## **Paper Session 1: 11:00-12:30, Session A    Ballroom A**

### **Expatriate and Family Adjustment**

Session Chair: Elaine Farndale

*Expatriate Accompanying Partners: The Males Speak*

**Nina Cole**

*Expatriation Success from the Expatriate Partner Perspective*

**Ulla Niemi-Ylänen**

*Modelling the Repatriation Experiences of International Assignees Using Sense Making Theory*

**Gráinne E. Kelly and Michael J. Morley**

*Globalization and Expatriation - Survey Data on Danish Engineers and Economists*

**Torben Andersen, Erling Rasmussen and Steen Scheuer**

## **Paper Session 1: 11:00-12:30, Session B    Ballroom B**

### **Diversity and Politics**

Session Chair: Charles Vance

*Age or Generational Effects? A New Level in Understanding Demographic Diversity in Organizations*

**Danut A. Casoinic**

*Issues about Integration, Identity Redefinition and Bargaining Power of Migrants in France: The Years to Come*

**Veronica Velo, Gonzalo Alvestegui**

*Chinese Multinational Enterprises and Employer Associations: A Future Research Agenda*

**Shuqin Zhu Chris Nyland and Cherrie Jiuhua Zhu**

*Does the Study of Multinationals Ask for a Political Approach? Evidence from a Literature Review*

**Luciano Marques de Araujo**

**Buffet Lunch: 12:30-1:30 La Terraza**

**Paper Session 2: 1:30-3:00, Session A      Ballroom A**

**Social and Ethical Issues**

Session Chair: Jane Menzies

*Ethical and Learning Values and Organizational Commitment: Lessons for P-O Fit in Higher Education Institutions*

**Ann Lawrence and Peter Lawrence**

*Workplace Generations: An Analysis of US and Latin American Generational Values*

**Neusa Maria Bastos F. Santos, Regina A. Greenwood, Edward F. Murphy, Jr., Silvia Ines Monserrat, Sergio Madero, Jaime A. Ruiz-Gutierrez, Miguel R. Olivas-Luján, Shaista E. Khilji, Dora M. Luk, Bahaudin Mujtaba, Terrell G. Manyak, Arnel Onesimo O. Uy, Mark D. Woodhull, Paraskevi T. Christoforou, Wiliam Teeple, Sankalp Chaturvedi**

*The Link Between Social Insurance Benefits and Human Capital of the Workforce in China: Evidence from One Recent Social Reform Program in Shanghai*

**Lingfeng Mao, Chris Nyland and Cherrie Jiuhua Zhu**

*The Influence of Job Burnout on Turnover: An Assessment in Two Cultures*

**Justin M. Weinhardt, Michael A. Warren, Rodger W. Griffeth and Nicole Gullekson**

**Paper Session 2: 1:30-3:00, Session B      Ballroom B**

**Institutional Perspectives**

Session Chair: Duncan Rinehart

*Change Management in Emerging Markets*

**Jeanette Thomsen and Elin Sundgaard**

*The Effects of Legal Institution on MNC Subsidiaries' HRM Practices in China*

**Wei Lu**

*Examining the Relationship Between HR Fit, Localization and Unionization in China*

**Hyeon Jeong Park, Sunghoon Kim, and Wongun Goo**

*Influence of Ethical Beliefs, National Culture and Institutions on Preferences for HRM in Oman*

**Pawan S. Budhwar, Abdul Basit Al-Hamadi and Anastasia A. Katou**

**Paper Session 2: 1:30-3:00, Session C      Stiha Room**

**Bullying and Discrimination**

Session Chair: Wolfgang Mayrhofer

*The "Business Case for Diversity" and the Pernicious Practice of Matching Employees to Customers*

**Marc Bendick, Mary Lou Egan, and Louis Lanier**

Age, Discrimination, and Achievement Motives – A Study of German Employees  
**Tanja Rabl and Torsten M. Kühlmann**

Workplace Bullying is Everybody's Business  
**Glennis M. Hanley**

The Dark Side of Expecting Deference in Exchange for Care: The Relationship Between Paternalistic Leadership and Bullying in Turkish Workplaces  
**Soydan Soylu**

**Coffee Break: 3:00-3:30 2<sup>nd</sup> Floor Mezzanine**

**Paper Session 3: 3:30-5:00, Session A Ballroom A**

**HRM Practices: Imposing Home or Adopting Host Culture**  
Session Chair: Eileen Kaplan

HRM: Conditional Convergence and Divergence  
**Eleni Apospori and Nancy Papalexandris**

The Vital Liaison Role of Host Country Nationals in MNC Knowledge Management  
**Charles M. Vance, Vlad Vaiman and Torben Andersen**

Organizational Cannibalism: Transferring Performance Appraisals to Brazil  
**David W. Stephen and Dennis R. Briscoe**

Getting the Right People in the Right Place Doing the Right Job? The Influence of Guanxi on HR Practices in the Chinese Public Sector  
**Weili Teng and Harry Barton**

**Paper Session 3: 3:30-5:00, Session B Ballroom B**

**HRM Development**  
Session Chair: Martina Maletzky

Similarities and Dissimilarities of Employee Development Processes in International Companies Operating in Poland  
**Adam Suchodolski**

Bringing the World a Little Closer Together: Designing Tasks for Effective Cross-Course Global Virtual Teams  
**Timothy Shea, Pamela Sherer, Rosemary Quilling and Craig Blewett**

Entrepreneurship in Specific Cultural Contexts: The Role of Training and Development for Entrepreneur-Culture Fit  
**Elizabeth J. Rozell, Wesley A. Scroggins, José Ernesto Amorós, Maria Elizabeth Arteaga and Marcos M. Schlemm**

**Paper Session 3: 3:30-5:00, Session C      Stiha Room**

**Recruitment and Staffing**

Session Chair: Torben Andersen

*Predicting the Performance of Cross-border Managers: A Model to Guide Selection Practices*

**Julie Cogin and Alan Fish**

*An Exploration of the Staffing Choices, Recruitment, Skills Shortages and Retention Issues of Australian Based Multinational Corporations in China*

**Jane L Menzies**

*Swimming Against the Tide: Outward Staffing Flows from Multinational Subsidiaries*

**David G. Collings, Anthony McDonnell, Patrick Gunnigle, and Jonathan Lavelle**

*Attracting Minority Skilled Workers: A Structural Equations Model*

**Egide Karuranga, Yao Amewokunu and Omar Belkhodja**

**Tuesday, June 23**

**Registration: 8:00-10:00, 2<sup>nd</sup> floor Mezzanine**

**Coffee Break: 8:30-9:15, 2<sup>nd</sup> Floor Mezzanine**

**Keynote Session: 9:15-10:30, Ballroom**

**Dr. Paul Sparrow:** Lancaster University School of Management, UK

*The impact of emerging markets on international mobility: A new force for diversity?*

**Coffee Break: 10:30-11:00, 2<sup>nd</sup> Floor Mezzanine**

**Paper Session 4: 11:00-12:30, Session A      Ballroom A**

**Talent Management**

Session Chair: Mary Watson

*The Role of the Corporate HR Function in Global Talent Management*

**Elaine Farndale, Hugh Scullion and Paul Sparrow**

*Talent on Demand? Talent Management in the German and Irish Subsidiaries of a US Multinational Corporation*

**Ralf Burbach and Tony Royle**

*Talent Management in Companies Functioning in the Polish Market*

**Aleksy Poczowski and Beata Buchelt**

*Foreign-Nurtured Talent in Indian Business Houses*

**Rajiv Kumar and Jagdeep S. Chhokar**

**Paper Session 4: 11:00-12:30, Session B    Ballroom B**

**Careers**

Session Chair: Maura Sheehan

*Expatriates – Career through Working Abroad?*

**Heiner Minssen**

*International Work Experience and Career Attainment: The Moderating Effects of Gender*

**George F. Dreher, Nancy M. Carter and Aarti Ramaswami**

*The Influence of Personality on Career Decisiveness of Business Students: An Empirical Comparison Between Chinese, German, and U.S. Students*

**Marjaana Gunkel, Christopher Schlaegel, Ian M. Langella and Joy V. Peluchette**

*Managing Careers in the Ambidextrous Organisation: An International Comparative Study*

**Gráinne Kelly, Kathy Monks, Edel Conway, Enda Hannon, Katie Truss and Michele Mastroeni**

**Paper Session 4: 11:00-12:30, Session C    Stiha Room**

**Compensation**

Session Chair: Stephen Perkins

*Does Higher Pay always Lead to Higher Performance? A Cross-cultural Comparison of the Pay for Performance Issue*

**Juliana D. Lilly, Aneika L. Simmons, and LaKami T. Baker**

*Compensation Practices in Central and Eastern European EU Member States – An Institutional Perspective*

**Marion Festing and Ihar Sahakiants**

*Compensation Systems in a Context of MNCs in Poland: Research Findings*

**Tomasz Kawka**

*Does Task Performance Lead to Pay Raise? Only if Your Boss Likes You*

**Aleksandra Luksyte and L. A. Witt**

**Buffet Lunch: 12:30-1:30 La Terraza**

**Paper Session 5: 1:30-3:00, Session A    Ballroom A**

**Papers Different in “The City Different” (1)**

Session Chair: Veronica Velo

*Retesting of Hofstede’s Cultural Dimensions on the European Sample: Some Implications for International Human Resources Management*

**Anneli Kaasa, Maaja Vadi and Urmas Varblane**

*Foreign Direct Investment, Human Resource Management & Corporate Performance in Central Europe: Work in Progress*

**Maura Sheehan**

Job Embeddedness: A Review of Conceptualization and Measurement Issues

**David Fried, Mian Zhang and Rodger Griffeth**

Qualitatively Different Research Designs: A Triangulated Look at HRM Methods and Subjects

**Mary R. Watson, Helene Mayerhofer, Angelika Schmidt, Babsie Mueller and Regine Bendl**

**Paper Session 5: 1:30-3:00, Session B      Ballroom B**

**IHRM in Its Social Political Context**

Session Chair: Glennis Hanley

Building Agility, Resilience & Performance in Turbulent Environments

**Joseph McCann, John Selsky, and James Lee**

The Challenges of the 2004 Indian Ocean Tsunami for Strategic International Human Resource Management in Multinational Nonprofit Enterprises

**Elizabeth S. Merlot and Helen De Cieri**

Actors Amidst Pressures: The Configuration of HR Systems Within a Multinational Context

**Neil Samuel Rupidara and Peter McGraw**

The Cross-cultural Generalizability of the Turnover Events and Shocks Scale: An Assessment with Mexican Nurses

**Brendan J. Morse, Justin M. Weinhardt, Rodger W. Griffeth, Peter W. Hom, David G. Allen and Diana J. Schwerha**

**Paper Session 5: 1:30-3:00, Session C      Stiha Room**

**Leadership**

Session Chair: Harry Barton

Developing Leaders in a Developing Country: Fieldnotes from Ifrane, Morocco

**M. Duncan Rinehart and Kawtar Chriyaa**

Developing Tomorrow's Leaders - Evidence of Global Talent Management in Multinational Companies

**Anthony McDonnell, Ryan Lamare, Patrick Gunnigle, and Jonathan Lavelle**

Measuring Bad Leadership in Organisations

**James B. Shaw and Anthony Erickson**

**Coffee Break: 3:00-3:30      2<sup>nd</sup> Floor Mezzanine**

**Paper Session 6: 3:30-5:00, Session A      Ballroom A**

**Strategic IHRM**

Session Chair: Ralf Burbach

Corporate Syzygy: Aligning Goals Across Cultural Divides

**David H. Tobey, B. Yasanthi C. Perera and Claudia Gomez**

An Ethical Conundrum for HRM: Managing Employees or Managing Strategy?  
**Harry J. Van Buren III and Michelle Greenwood**

Organizational Status of the HR Department – Effects of Gender Composition  
**Astrid Reichel, Julia Brandl and Wolfgang Mayrhofer**

**Paper Session 6: 3:30-5:00, Session B      Ballroom B**

**Knowledge in the International Context**  
Session Chair: Maaja Vadi

Cross-cultural Knowledge Transfer in IHRM  
**Paul Davidson and Tracy Stanley**

The Transfer of Human Resources Knowledge, Practices and Experiences in Global Companies: An Exploratory Study  
**Eileen Kaplan**

Enhancing an Organization's Knowledge: Human Resource's Role in the Successful Management of Human, Social, and Organizational Capital  
**Shari Carpenter, Gerry Ramey, and Steve Clements**

Impact of Applying HRM Practices on Equitized State-owned Enterprises' Financial Performance in Vietnam  
**Long Pham and Claudia Gomez**

**Paper Session 6: 3:30-5:00, Session C      Stiha Room**

**Papers Different in "The City Different" (2)**  
Session Chair: Hugh Scullion

Public Sector HRM Reform: A Multi-Nation Perspective  
**Marie-France Waxin and Robert Bateman**

International Seafaring and HRM  
**Stephen J. Perkins and Seyed Jafar Sadjadi Parsa**

The Future of UK Policing in the 21<sup>st</sup> Century  
**Harry Barton and Lisa C. Barton**

Human Resources Management Functions and Their Efficiency on the Web: A Case Study in Turkey  
**Ayşe Baş Collins**

**Pre-Dinner Reception 7:00-8:00 pm    La Terraza**

**Conference Dinner 8:00-10:00 pm    La Terraza**

## **Wednesday, June 24**

**Registration: 8:00-9:15, 2<sup>nd</sup> floor Mezzanine**

**Coffee Break: 8:30-9:15, 2<sup>nd</sup> Floor Mezzanine**

**Keynote Session: 9:15-10:30, Ballroom**

**Dr. Simcha Ronen:** Tel Aviv University, Israel  
*The new cultural geography: A meta analysis of country clusters*

**Coffee Break: 10:30-11:00, 2<sup>nd</sup> Floor Mezzanine**

**Paper Session 7: 11:00-12:30, Session A    Ballroom A**

### **Health and Wellness**

Session Chair: Marjaana Gunkel

*Flex-time as a Moderator of Job Stress: A Three Nation Investigation*  
**Chet E. Barney and Steven M. Elias**

*Human Resources for Health: Tackling the Human Resource Management Piece of the Puzzle*  
**Ummuro Adano, Jim McCaffery, Paul Ruwoldt and Barbara Stilwell**

*The Effects of Fixed and Rotating Work Shifts on Employee Well-being: An Exploratory Meta-analysis*  
**Mark Skowronski and Vishwanath V. Baba**

**Paper Session 7: 11:00-12:30, Session B    Ballroom B**

### **Expatriate Assignments**

Session Chair: Beata Buchelt

*Contact with Host Nationals and the Success of International Assignments*  
**Marian van Bakel, Marinel Gerritsen, and Jan Pieter van Oudenhoven**

*Employee Preferences for International Assignments*  
**Martin Schneider and Doris Warneke**

*Leadership Adjustment of Western Expatriates in Russia - A Structuralist Perspective*  
**Marion Festing and Martina Maletzky**

*Revisiting the Construct of Expatriate Adjustment: Implications for Theory and Measurement*  
**Thomas Hippler and Paula M. Caligiuri**

**Paper Session 7: 11:00-12:30, Session C    Stiha Room**

**Communication and Participation**

Session Chair: Anthony Mc Donnell

*Intercultural Communication: Conflicts and Misunderstandings Within Nationally-Diverse Managers – Selected Case Studies from MNCs in Poland*

**Marzena Stor**

*The Implementation of Employee Participation in Domestic and Foreign Owned Companies*

**Valentina Franca and Marko Pahor**

*The Institutions of Chinese Labour Tripartism: Genuine Tripartism or Tripartism with Chinese Characteristics?*

**Sijun Shao, Jie Shen, Chris Nyland and Cherrie Jiuhua Zhu**

**Conference Closing Remarks: 12:30-1:00 La Fonda Hotel Ballroom**

## Acknowledgement of Conference Paper Reviewers

The following individuals reviewed papers for the 10<sup>th</sup> International Human Resource Management Conference. We want to acknowledge them and express our appreciation for their service in the paper review process.

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