Preface

INTRODUCTION

The Advances in Human Resources Management and Organizational Development (AHRMOD) Book Series publishes the latest research on all aspects of human resources as well as the latest methodologies, tools, and theories regarding organizational development and sustainability. The AHRMOD Book Series intends to provide business professionals, managers, researchers, and students with the necessary resources to effectively develop and implement organizational strategies.

The Handbook of Research on Human Resources Strategies for the New Millennial Workforce is the latest addition to the list of books published in this Book Series. Human resource departments and professionals have strategic roles and responsibilities in managing human capital issues within firms and organizations. Due to impact of the economic and financial crisis on economies across the globe, HR professional need to re-think their traditional strategies and development new ones to meet the requirements of the new economic landscape. Universities are also facing daunting challenges to adapt their academic programs to the new needs of firms and organizations.

The subject area of the book focuses on human resource priorities and challenges and also analyzes the role of knowledge management and information technologies in the field of human resource management.

OBJECTIVE OF THE BOOK

The book offers a collection of chapters on crucial human resource priorities, challenges and strategies in the new global economic environment, such as cultural issues, developing leadership, expatriates' management, gender issues, human resource management in SME’s, information technologies for the management of human capital, innovation and learning, intellectual capital measurement, job satisfaction, management of diversity, organizational performance, unlearning processes, work life balance, just to name a few topics examines in the book.

The book aims to be an international platform to bring together academics, researchers, experts, decision makers, policy makers, and practitioners to share new theories, research findings and case studies, to enhance understanding and collaboration in issues of human resource management and know key HR priorities now and in the future. The book will pay special attention to HRM practices in countries like Indonesia, Italy, Sweden, Turkey and UK and USA and also covering the Middle East. This will be one of the unique features of this book.
TARGET AUDIENCE

Professors in academia, deans, heads of departments, director of masters, students (undergraduate and postgraduate level), politicians, policy makers, corporate heads of firms, senior general managers, managing directors, information technology directors and managers, libraries, etc.

STRUCTURE OF THE BOOK

The book presents a collection of 22 chapters written by leading experts on human resource management practices around the world.

Chapter 1, “Culture and Managers in a Globalised World” (by Charalampos Giousmpasoglou and Evangelia Marinakou), argues that the dynamic nature of the management function in global business today and the realisation that what works effectively in one country may not be as efficient in another has led management scholars and practising managers in continuous efforts to enhance their understanding of this environment and its effects to managers. This chapter explores management across cultures. The discussion starts with the origin and definition of cross cultural management; then it is focused on the study of the international human resources management (IHRM). The final part discusses the profile of the international managers and the competencies needed to cope with the multiple challenges they are faced with in overseas assignments.

Chapter 2, “Challenges Enhancing Social and Organizational Performance” (by Ana Martins, Isabel Martins, Zirve University, and Orlando Pereira), recognizes that a vital component in the new age organizational paradigm is evident in spiritual capital, albeit many occasions leadership overlooks its importance. Nevertheless, this spiritual dimension is gaining acceptance in contemporary organizations as sustainability is very much dependent on this capital. The aim of this chapter is to analyze the principles of spiritual capital, its applicability in the organizational context and to reflect on the importance of this construct in contributing to organizational sustainability. This study aims to gauge the perception of employees about their spiritual capital and its importance in the workplace. We distributed a questionnaire as a data collection method to a sample in higher education institutions in order to create a reference to identify the spiritual resources in the organization. This chapter also analyzes the relevance of the spiritual capital construct, with special focus on spiritual leadership in organizations which are an integral part of the higher education sector.

Chapter 3, “Change Management and Leadership: An Overview of the Healthcare Industry” (by Kallol Basu), observes that the increasing convergence of technology and health care is ushering in a new era of digital transformation in the way patients interact with healthcare professionals. The surging market is forcing healthcare organizations to continuously leverage technology to modernize medical care, reduce manual handoffs, and reduce costs. However, the success rates have not been very encouraging. This is significantly due to lack of proper attention to organization change management by leadership. By performing an in-depth analysis of affected leading hospital chains in India, this chapter deduces how leadership can help foster better change adoption throughout the lifecycle of technology implementation in healthcare organizations.

Chapter 4, “Determining the Needs for Employee Assistance Programs (EAPs) – A Comparative Study on Public and Private Sector Employees: Employee Assistance Programs (EAPs)” (by Filiz Yildirim, Bilge Abukan and Duygu Oztas), developed a study to compare the needs for assistance programs of
Preface

employees who work in private and public sector and to validate the Turkish version of the needs for employee assistance programs (EAPs) scale. It was conducted on 198 employees, who work in Ankara, Turkey. As data collecting tool, the needs for EAPs scale and personal information form were used. The results showed that the Turkish version of the scale was valid and reliable. The needs of individuals for the assistance programs on personal and working issues did not indicate significant variation by the sectors. It was found that gender and having children variables had effect on the variation of the needs for assistance programs of the employees. Although this study has filled a significant gap in the literature in Turkey in terms of employee assistance programs needs and the fact that the services in the scope of programs should be structured in accord with the problems of employees, more research is needed on the topic.

Chapter 5, “Distinctive Leadership: Moral Identity as Self Identity” (by Kasturi Rohit Naik and Srini R. Srinivasan), explore the role of social context, personality, intrinsic motivation and learning agility on leadership development taking into consideration both collective and relational leadership development along with individual leadership development with retention of moral identity as self identity. After the study on leadership development literature in details this chapter is an attempt to bridge certain gaps found in literature by means of qualitative empirical research to connect leader development with leadership development. By giving details with respect to formative years, career course, personality, leadership highlights etc. of Mr. Suryakant Sarjoshi owner of chain of restaurants located in India and winner of Foodie Hub Global Award held in London, 2015 this chapter focuses on how developmental experiences should be arranged over time and how these experiences can reinforce each other.

Chapter 6, “Does Employee Ownership Reduce the Intention to Leave?” (by Sara Elouadi and Tarek Ben Noamene), recognizes that employee ownership is an important element to develop employees’ sense of belonging to their company and to unite them around strategic objectives. This kind of involvement reflects the internal cohesion and pride that unite employees with their company. Aware of the development of employee ownership and in anticipation of the deep implications of this practice in France, this study proposes to examine the impact of employee ownership on work attitudes. We conducted a questionnaire-based survey among employees of the SBF 250. The collected responses were then analyzed by a structural equation method. The results indicated that direct employee ownership helps to significantly reduce intention to leave. Similarly, organizational commitment and job satisfaction correlate positively and significantly with the granting of shares to employees.

Chapter 7, “Embracing Innovation and Creativity through the Capacity of Unlearning” (by Ana Martins, Isabel Martins, and Orlando Pereira), proposes that the capacity for unlearning is important for organizations to embrace innovation and creativity, due to the urgent need give up obsolete knowledge. A critique of organizational learning models highlights the unlearning capacity in organizational learning processes. We anticipate new paths for organizational learning arising from a critique of the models. Research shows that a lack of the unlearning capacity in the organizational learning models can be regarded as a weakness. We propose the internalization phase be included, an intermediate step that absorbs, reflects upon and internalizes all the previous phases, accommodating this additional phase and integrating it into the organization increasing the value of the organization’s heritage. The level of internalization should be backed by a specific leadership and associated with humanizing organizational values. The self-efficacy construct placed at the center of this model indicates its umbrella capacity embracing a range of efforts needed to obtain the best possible results.

Chapter 8, “Examining the Roles of Job Satisfaction and Organizational Commitment in the Global Workplace” (by Kipokin Kasemsap), conceptualizes the terms job satisfaction and organizational com-
mitment; the relationship between job satisfaction and organizational commitment; the significance of job satisfaction in the global workplace; and the significance of organizational commitment in the global workplace. Job satisfaction is important from the perspective of maintaining appropriate employees within the organization. Organizational commitment plays an essential role in determining whether employees will stay with the organization and enthusiastically work toward organizational goals. Retention of employees is one of the most significant outcomes of organizational commitment. The chapter argues that encouraging job satisfaction and organizational commitment has the potential to increase organizational performance and gain sustainable competitive advantage in the global workplace.

Chapter 9, “Expatriation in the Age of Austerity: An Analysis of Capital Mobilization Strategies of Self-Initiated Expatriates” (by Tasawar Nawaz), proposes a relational perspective to examine capital mobilization strategies of skilled migrants from recession ravaged Western- and impoverished Eastern-European member states when navigating their way through structural constraints that affect their career choices. It is a multilevel approach that allows overcoming the individual (micro) emphasis in the self-initiated expatriation literature, organizational (meso) and contextual (macro) focus in the skilled migration studies. Based on qualitative research involving self-initiated expatriates from the European Union (EU) in Edinburgh the study extends our understanding beyond the narrow discourse of human capital and offers a more holistic picture of skilled migration in the age of austerity. The study also exposes that EU citizenship is not enough to undertake successful career mobility. Finally, it highlights the need of proactive and purposeful policies to retain the brain while not imposing any draconian on free movement of human capital.

Chapter 10, “Gendered Leadership as a Key to Business Success: Evidence from the Middle East” (by Evangelia Marinakou and Charalampos Giousmpasoglou), suggests that although there is clear evidence of the importance of women in leadership positions, research still shows that women are still underrepresented in management and leadership roles. The percentage of women directors in Fortune 500 companies has been between 16% and 17% since 2011. This lack of women in senior management positions demonstrates that organizations still fail to notice that leadership nowadays has new requirements. Today’s organizations are facing a turbulent constantly changing environment, in an open, social and interdependent economy, which requires specific skills and competencies for leading the change. Hence companies should value women’s talent. The purpose of this chapter is to present gender issues in leadership and management with a focus on the Arab context and the position of women in the Middle East. Finally, it discusses the most effective leadership style exhibited by male and female managers in the ME for inclusion in HR practices and strategies for the new millennia workforce. The main concerns are HR practices and examples in the Middle East.

Chapter 11, “i-Leadership: Leadership Learning in the Millennial Generation” (by Ivan Barron and Daniel Alexander Novak), states that the United States’ workforce is going through an enormous generational shift as Baby Boomers exit the workforce and Millennials launch their careers. The awareness of generational differences in learning styles and attitudes has been particularly acute in colleges and universities as Millennials make their way through higher education. In this regard, institutions of higher education are in a unique position to begin shaping the leadership values, identities, and experiences of the future leaders of our society. This chapter seeks to fill some of the gaps in the literature about the design of education programs to increase leadership expertise in Millennials through observation of a leadership program designed and taught by undergraduate students at a large university in the Pacific Northwest of the United States. Findings include insights into how Millennial students define and value
leadership, self-organized to create systems of peer learning and mentorship, and how these digital natives did (and did not) use technology.

Chapter 12, “Insights and Rumination of Human Resource Management Practices in SMEs: Case of a Family Run Tour Operator in London” (by Azizul Hassan and Roya Rahimi), focuses on some specific areas of human resource management (employee relations, psychological contract, recruitment and selection) in a small-scale family owned travel agency. The study conducted via qualitative approach and using interviews and observations. Results show that, in a situation, where a sort of typical family relation exists between the owners/management, external employees are less likely offered any form of preferences; even this person possessed two criteria as qualifications or experiences and innate abilities.

Chapter 13, “Intellectual Capital Report in the Healthcare Sector: An Analysis of a Case Study” (by Giovanni Bronzetti, Maria Assunta Baldini, and Graziella Sicoli), states that in the healthcare sector the growing interest in intellectual capital begins with the understanding that the ability to maintain and develop knowledge within it is one of a major reason for the success of the structure. Knowledge present in health care organizations are a valuable asset, essential to ensure a good quality of services, which has not only enhanced but also continuously developed. In this sense, analyzing the intellectual capital in healthcare means put at the centre of attention knowledge, the processes that make it possible and those that are generated from it. This exploratory study aims to investigate the importance of intellectual capital in the healthcare sector, thorough the examination and interpretation of Intellectual Capital Report in a specific reality: the hospital in Udine, which systematically by few years prepares this report. The analyzed model can help provide strategic direction regarding the potential health of the company, its distinctive and particular to identify the Company’s ability to produce health value.

Chapter 14, “Leadership Convergence and Divergence in the Era of Globalization” (by Shinhee Jeong, Doo Hun Lim, and Sunyoung Park), proposes that to sustain or enhance corporate competitiveness in the 21st century, it is important for organizations to comprehensively understand the influences of globalization on their businesses. The purpose of this study is to review and analyze existing literature about globalization trends and their impact on leadership, and to integrate major themes to present what constitutes effective leadership behaviors emerging as convergent and universal, or divergent and contingent. This chapter provides an overview of global convergence, divergence, and crossvergence in Human Resource practice and leadership. It also suggests a definition of global leadership and reviews global leadership competency models in the current literature. Utilizing content analysis, this chapter analyzes the existing literature and presents emerging themes for effective leadership behaviors that include universal and converging, and contingent and diverging. Finally, future research directions as well as practical implications are presented.

Chapter 15, “Organizational Learning and Change: Strategic Interventions to Deal with Resistance” (by Jieun You, Junghwan Kim, and Doo Hun Lim), examines organizational learning as a strategic approach for organizational change. In the face of turbulent and uncertain environments, continuous involvement in organizational change is necessary. However, most organizations encounter resistance to change, thus fail to accomplish organizational change despite change efforts. Previous literature explains that resistance to change results from cognitive and psychological processes, social and power relationships, and organizational structural inertia. Given the findings from the previous research, organizational learning theories can provide strategic interventions to effectively deal with resistance and to achieve organizational change goals. The learning organization embrace learning activities – unlearning, experimentation, exploration, double-loop learning, and action learning – to develop the adaptability to
environmental changes. This chapter suggests that HR/HRD should play a role in building the learning organization and facilitating organizational learning for change as a change agent.

Chapter 16, “Retention Factor: Work Life Balance and Policies – Effects over Different Category of Employees in Ceramic Manufacturing Industries” (by Umamaheswari Sivashanmugam and Jeyasree Krishnan), recognizes that globalization has increased the mobility of skilled employees in search of better opportunities. Also due to tough competition worldwide, well developed countries also face turnover problems. This necessitated the organizations to retain the talented and skilled employees for their survival. Among the various factors influencing employee’s retention, this article explores the effects of work life balance and policies over different category of employees in ceramic manufacturing industries in India. Statistical tools were used for analysis which concluded that there is significant difference between years of service of employees and departments they work with work life balance and policies. But age groups of employees were not having any significant difference. The study also revealed that higher level of significance is exerted by 10-15 years of experienced employees and working in production department and least significant by employees of 5-10 years of experience and working in finance department. Suggestions for the organizations were also incorporated.

Chapter 17, “Routines as a Perspective for HR-Professionals: Diversity as a Driver for Routines” (by Robert J. Blomme and Xander D. Lub), studies how organizational behaviour is rooted in routines and habits. Using insights from sociology and cognitive psychology, the authors develop a framework which addresses the influence of the broader environment on organizational behaviour, including societal and generational developments, over time is discussed. The chapter argues that these broader environmental developments exert a greater influence on organizational behaviour than many managers and HR-professionals realize. To assist these professionals, the authors present three insights offering them a further understanding of organizational behaviour and how this may be affected by HR policies.

Chapter 18, “A Case of Phased Retirement in Sweden” (by Kristina Palm), points out that gradual retirement has become more common, yet previous research has neglected to study managerial and organisational aspects of phased retirement. Based upon ten interviews, it was found that, when managed successfully, phased retirement is beneficial for both the individual and the organisation. The organisation can successfully transfer knowledge between employees, while the individuals enhance their well-being and obtain a better balance between work and leisure. However, in order for both the organisation and the individual to benefit from phased retirement, managerial action and planning is required.

Chapter 19, “The Measurement of Human Capital in Family Firms” (by Giovanni Bronzetti, Maria Assunta Baldini, and Graziella Sicoli), considers that intangibles are the key elements underpinning the competitiveness of enterprises. Among them a decisive role is certainly represented by the skills, knowledge, skills and experience possessed by members within organizations, as fundamental drivers thanks to which delineate identity and strategic objectives. Intangible assets became the determinants and foremost sources of company success. The literature on human capital proposed that firms require to recruit, nurture and retain talents so that the knowledge base can be extended, which has the capacity to improve an organization’s overall productivity. The management of human capital as an important component of intangible assets often creates and sustains an organization’s wealth and competitive advantage. The main aim of this chapter is to define a list of indicators that can be to measure human capital intangibles. Identified in family firms.

Chapter 20, “Using IT-Supported Knowledge Repositories for Succession Planning in SMEs: Or How to Deal with Knowledge Loss in the Capture Process” (by Susanne Durst and Lena Aggestam), analyses the contribution of IT-supported repositories to small and medium-sized enterprises (SME) succession
Preface

planning as a promising approach to better cope with the risk of knowledge loss. More precisely, the aim of this chapter is to analyze different types of knowledge loss in the capture process with SME succession planning to demonstrate the potentials and deficiencies with IT-supported knowledge repositories. The findings presented in this chapter will hopefully contribute to a better understanding of how to deal with knowledge loss in the capture process when using IT-supported knowledge repositories for SME succession planning.

Chapter 21, “Perspective of Managing Talent in Indonesia: Reality and Strategy” (by Ratri Wahyuningtyas and Grisna Anggadwita), postulates that a superior organization is usually supported by systematically managing talent. The effective talent management will increase employees’ commitment and satisfaction that lead to employees’ engagement. Some of the issues that led to the ineffectiveness of management talent are a lack of understanding of the concept in managing talent, low commitment from every department, and goings of the best talents of the organization. This study aims to identify effective talent management processes in an organization, especially in Indonesia. This study also focused on how to retain employees who belong to the Y generation. A qualitative approach is used to explore the conditions that occur in every process of managing talent in 12 major companies in Indonesia were obtained through interviews and surveys. This study proposes a conceptual framework that shows several steps as a solution to the problem associated with managing the talented employee. There are three major groups in the talent management process including attracting talent, developing talent, and retaining talent.

Finally, Chapter 22, “From Democratic Participation to Shared Value: A Win-Win Employee-Employer Interaction” (by Wenzhi Zheng, Yen-Chun Jim Wu, and Meizhi Xu), proposes that there is a low-level equilibrium between employer’s low investment and employee’s low loyalty in private enterprise. Because enterprises follow law of market, and wait the labor to change their relations situation. Based on theoretical analysis, the paper builds a process model to achieve employee-employer high-level equilibrium and win-win situation. Firstly, enterprises should follow social-exchange law and build management philosophy, and explore collective targets set also including their interaction path. Secondly, enterprises should be active and take the first step to change the labor relations situation by democratic participation management. Employee cognition will be changed due to changed situation. They therefore generate positive organizational behavior which comes to positive interaction and could realize mutual benefit and the win-win situation finally. Democratic participation management is a necessary and sufficient condition to win-win, which can effectively avoid disequilibrium of high investment and low loyalty in the shortage of china labor market as well.

In sum this collection of chapters will definitely help readers to understand current challenges and trends of the Human Resource Management around the globe. The book will be a valuable source of updated information and knowledge for students, academics, policy makers and general readers interested in getting a new insights and practices on Human Resource Management.

Patricia Ordóñez de Pablos
University of Oviedo, Spain

Robert D. Tennyson
University of Minnesota, USA