

## ■ Index

- Accession 2 (A2) countries 202
- Accession 8 (A8) countries
  - inclusion in EU 195
  - and UK immigration policy 201–3
- achievement 133
- agency
  - and career development of highly skilled migrants 206
  - defining of social spaces 57
  - definition 57, 205
  - and individuals' migratory experiences 205–6
- Aglionby, case study 181, 189
- alignment 114
- Apple 168
- Asia–Pacific region
  - challenge of labour management 180
  - definition 180
  - factors influencing global talent flows 182–3
  - push/pull factors 183–6
  - repatriation 186–7
  - staffing 186
  - talent flows 181
- assertiveness 33
- assessment centres (ACs) 79, 80
- autonomy 132
  
- Bangalore, information technology cluster 173
- basic pay 110–11
- BBC 173
- benefits
  - definition 137
  - and employee retention 137–8
  - for overseas assignees 111–12
- bicultural engagement 52–3
- biculturals 52
- Boots, case study 141–2
- boundary spanning 49
- boundaryless career paradigm 227
- boundaryless careers 13–14, 171
- brain circulation 181
- brain drain 181, 200–1
- brain gain 181, 201
- Branson, Richard 169
- British Petroleum (BP) 168
- business case for diversity 29
  
- career development 138–9
- case studies
  - Aglionby expands in the Asia–Pacific 189
  - Boots 141–2
  - career journey in South Africa 228–9
  - career in textile design 102–3
  - Chengdu Construction Industry 189
  - death of Ahmet Yildiz 161
  - Digifor faces labour shortages 206, 207–8
  - expatriate adjustment in India 38–40
  - female SIEs and in-home care in US 225–6
  - international labour standards 161–2
  - Krewe Marketing 17
  - Marikana massacre 161–2
  - Mercator Group 85–6
  - mineral mining in a developing country 175
  - R & D Discovery China 59
  - reluctance to relocation 122–3
  - self-initiation in Africa 220–2
- celebrity CEOs 169
- celebrity firms 169
- Chengdu Construction Industry, case study 189
- Chile, technology talent 172
- Civil Society Organisations (CSOs) 155
- coercive comparisons 57, 58
- competitive advantage, and corporate reputation 168
- completion 132
- conformance 114
- contract expatriates 51
- corporate expatriation 215
- corporate mandates 49
- corporate reputation
  - as an intangible asset 167
  - and celebrity CEOs 169
  - celebrity firms 169
  - and competitive advantage 168
  - consequences of positive and negative reputations 168
  - consistency over time 169
  - context 166
  - definition and nature of 166
  - importance of 167–9
  - international assignees and skilled migrants 171–3
  - and labour market reputation 170–1
  - multilevel approach to 166–7
  - negative reputations 168
  - role among employees 170–1
  - role of employees 171
  - role of intermediaries 173
  - and status 169
- corporate strategy
  - adaptive orientation 116
  - alignment of reward system 114
  - exportive orientation 115
- cross-cultural adjustment 36  
*see also* cultural adjustment

- cross-cultural diversity management
  - cultural dimensions 30–4
  - macro-level dimensions 29
  - meso- and micro-level dimensions 34–6
  - multilevel approach 29
- cross-cultural management
  - business case 26–8
  - definition 24
  - overview 24–6
- cross-cultural models 29
- cross-cultural socialisation 96
- cross-cultural training, definition 94
- cross-cultural training and development 97–100
- cross-cultural training and development programs
  - differing needs of inpatriates and expatriates 95–6
  - during early arrival period 99–100
  - in latter stages of arrival phase 100
  - need for 94
  - in pre-departure period 98–9
- cultural adaptation, definition 77, 95
- cultural adjustment
  - capacity for 76–7
  - conformist stage 100
  - cross-cultural adjustment phase 100
  - culture shock phase 99–100
  - ethnocentric phase 98–9
  - expatriate adjustment in India 38–40
  - facilitation by HR practices and policies 71–4
  - individual factors 83
  - phases of 98
- cultural carriers 49–50
- cultural dimensions
  - country clusters 33
  - criticisms of Hofstede and GLOBE Project 32–4
  - cross-cultural diversity management 30–4
  - GLOBE Project 31–2
  - Hofstede's six cultural dimensions 30–1
  - Japan compared to US 31
  - ranking of national cultures 33
  - UK compared to Malaysia 32
- cultural distance 25
- cultural and linguistic diversity, and diversity management 35–6
- cultural values 11
- culture, defining 28–9
- culture shock
  - definition 95
  - management of 99–100
- demography, changes in workforce
  - demographics 11–12
- diversity, and international mobility 53–6
- diversity management
  - at workplace level 36
  - cultural and linguistic diversity 35–6
  - definition 27
- diversity management policy 27
- domestic migration 199
- Domino's Pizza 171
- dragon companies, definition 9
- dual-career perspective 77
- economic environment, trends in 8–9
- economic migration 199, 215
- emerging multinational companies (EMNCs)
  - definition 10
  - and FDI flow 9
- emic model 29
- emigration 199, 200
- employee proactivity 14–15
- employee retention
  - Boots case study 141–2
  - causal model for turnover 134
  - and cross-cultural adjustment 36
  - definition 25, 129
  - importance 130
  - and inpatriation 139
  - and job satisfaction 132–6
  - as major issue for organisations 129
  - management 130–1
  - and nationalisation 139
  - nature of 129–30
  - as a priority for organisations 129
  - recruiting and training valuable staff 131–2
  - and remuneration and benefits 137–8
  - and repatriation 139
  - strategies 136–40
  - and teamwork 130
  - training and development interventions 138–9
  - and working environment and conditions 136–7
- employee turnover
  - causal model 134
  - and job satisfaction 135–6
- employment agencies, and A8 labour in UK 206, 207–8
- employment contracts, changing nature 14–15
- ethnocentric companies 10
- ethnocentric organisations
  - definition 115
  - reward system 115
- ethnocentrism, definition 8, 48
- etic model 29
- European Union (EU)
  - Accession 2 (A2) countries 202

## INDEX

- European Union (EU) (cont.)  
 Accession 8 (A8) countries 195  
 ‘four freedoms’ 202  
 internal migration 196–7  
 labour standards 157  
 regulations covering A8 workers 202
- expatriates (‘expats’)  
 characterisation 48  
 contract expatriates 51  
 as cultural carriers 49–50  
 definition 49, 95  
 differences from inpatriates 95  
 from less developed countries 205  
 reward systems 118–20
- expatriation  
 alternatives to 50–3  
 corporate expatriation 215  
 definition 11, 180  
 female participation 53–5  
 increase in 10–11, 49  
 major purposes 50  
 strategic significance 50
- experience, as selection criterion 78
- exportive strategic orientation 115
- external equity, reward systems 113–14
- external recruitment  
 definition 75  
 of parent-country nationals 75–6
- extrinsic rewards 109, 137, 138
- family and couple adjustment 82
- family situation, as selection criterion 77
- financial benefits 138  
*see also* benefits
- financial environment, trends in 8–9
- flexipatriates  
 advantages and disadvantages of 70  
 definition 71  
 tasks 70
- floor of rights 112
- focal firms 8
- foreign direct investment (FDI)  
 definition 9, 10  
 and emerging multinational companies 9
- foreign postings 48
- franchising 9
- fringe benefits 111–12
- future orientation 33
- gender egalitarianism 33
- Generation X, definition 12
- Generation Y, definition 12
- geocentric organisations, reward systems 117
- geocentrism 8, 49
- Germany, recognition of qualifications of  
 skilled migrants 198
- global commodity changes (GCCs) 56
- global companies, definition 9
- global compensation strategy 117
- global financial crises 9
- global mindset 24
- global reward strategy 117
- Global Unions 154
- global value chains (GVCs) 56–7
- global virtual team members  
 advantages and disadvantages of 71  
 definition 71  
 tasks 71
- globalisation, definition 7
- GLOBE Project  
 country clusters 33  
 criticisms of 32–4  
 cultural dimensions 31–2
- glopatriates (‘glo-pats’) 187
- Goldman Sachs 171
- Google 169
- Hofstede’s six cultural dimensions 30–1  
 comparison of Japan and US 31  
 comparison of Malaysia and UK 32  
 criticisms of 32–4  
 ranking of national cultures 33
- home country 7
- host country 7
- host-country nationals (HCNs)  
 advantages and disadvantages 51–2, 69,  
 186  
 in Asia–Pacific region 186  
 definition 8  
 international recruitment 76  
 support for parent-country nationals  
 (PCNs) 82
- human agency *see* agency
- human capital theory 198
- human resource consultancies, cooperation  
 with 80
- human resource management (HRM)  
 definition 7  
 differences from IHRM 7
- human resource professionals, competencies  
 for international recruitment and  
 selection 71–4
- humane orientation 33
- idiosyncratic deals (i-deals) 15
- immigrants *see* migrants
- immigration 199, 200
- in-group collectivism 33
- India, case studies of expatriate adjustment  
 38–40
- individualism (IDV) 30
- indulgence orientation (IO) 31

- in-patriates ('in-pats')
  - as biculturals 52
  - definition 52, 95
  - differences from expatriates 95
  - socialisation process 97
- in-patriation, and employee retention 139
- institutional collectivism 33
- intermediaries, and corporate reputation 173
- internal equity, reward systems 113
- internal migration, in European Union 196–7
- internal recruitment
  - definition 75
  - of parent-country nationals 75–6
- international assignees
  - attraction to and influence on reputation 171–3
  - definition 172
  - and international labour standards 158–9
  - phases of cultural adjustment 98
  - reward systems for expatriates 118–20
  - training following arrival 99–100
  - training in pre-departure period 98–9
  - types 51
- international assignments
  - expatriates and in-patriates 95–6
  - socialisation process for 97
- international business travellers
  - advantages and disadvantages of 71
  - definition 71
  - tasks 71
- international careers, nature of 13–14
- international commuters 51
- international companies
  - nature of 7
  - staffing 10–11
- international division of labour 56–7
- international employees
  - alternative contemporary types 70–1
  - categories of 69–71
- international human resource management (IHMR)
  - definition 2
  - differences from HRM 7
  - interplay of levels 3
  - macro-level concerns 2
  - meso-level concerns 2
  - micro-level concerns 3
  - multilevel approach 2
  - nature of 7
  - study of 2
- international human resource management (IHMR) process
  - key aspects 7–8
  - use of technology 12–13
- international human resource managers, implications of international labour standards 159
- International Labour and Employment Relations Association (ILERA) 154
- International Labour Organization (ILO)
  - conventions on labour standards 113, 153
  - establishment, aims and functions 153
- international labour relations (ILR)
  - definition 149
  - historical context 149–50
  - macro-level stakeholders 153–4
  - micro-level stakeholders 155
  - multilevel model 152–6
  - multilevel model, stakeholders and focus 156
  - study of 149
- international labour standards (ILS)
  - case studies 161–2
  - compliance issues 151–2
  - definition and nature of 151
  - enforcement of compliance 156–7
  - implications for international assignees 158–9
  - implications for international HR managers 159
  - key actors in debates 151
  - meso-level stakeholders 154–5
  - principled approach 156–7
  - rational institutional approach 152
  - reasons for adoption 152, 156–8
  - sociological institutional approach 152
  - solidarity approach 157
  - voluntary approach 158
- International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) 155
- international migration 198, 199, 215
- international mobility
  - and diversity 53–6
  - self-initiated expatriation, migration and ethnicity 55–6
  - skill levels of individuals 56
  - women 53–5
- international organisations, key actors 49–50
- international recruitment and selection
  - advantages and disadvantages of using categories of employees 69
  - approaches 69–71
  - challenges 68
  - competence profile for recruitment and selection managers 73–4
  - and corporate reputation 170–1
  - costs of failure 83, 94
  - determining competencies of HR professionals 71–4
  - ethnocentric approach 69

## INDEX

- international recruitment and selection (cont.)
  - evaluation of process 81–3
  - four-stage process model 72
  - geocentric approach 69
  - indicators of success 82–3
  - planning 68
  - polycentric approach 69
  - process model 71–83
  - recruitment 74–6
  - regiocentric approach 69
  - selection 76–81
  - and stage of internationalisation 72–3
- international selection
  - final selection decision and job offer 81
  - issues in selection methods 80–1
  - selection criteria 76–9, 94
  - selection methods 79–80
  - self-selection tools 80–1
- International Trade Union Confederation (ITUC) 153–4
- international transferrees 51
- internationalised companies, growth of 9–10
- interviews 79
- intrinsic rewards 109, 138
- Japan, cultural dimensions compared to US 31
- Job Descriptive Index (JDI) 133–4
- job satisfaction
  - defining 133–4
  - definition 130
  - and employee retention 132–6
  - and employee turnover intention 135–6
  - measuring 133–4
  - and organisational commitment 134–5
  - and pay 133
  - and promotion 133
- job status and recognition 132
- jobs, changing nature 14
- joint ventures 9
- Krewe Marketing, case study 17
- labour market reputation 170–1
- labour market transformation, and migration 203–5
- labour relations
  - differences in laws and practices 13
  - see also* international labour relations
- labour shortages, Digifor case study 206, 207–8
- labour standards, international context 151
- Lee Hsien Loong 172
- legal environment, migration laws 201–2
- licensing 9
- linguistic ability, as selection criteria 77
- long-term orientation (LTO) 31
- low-skilled migrants 202
- McKinsey & Company 168
- macro-level migration theories 195
- Malaysia, cultural dimensions compared to UK 32
- mandates 49
- Marikana massacre 161–2
- masculine cultures 81
- masculinity (MAS), cultural dimension 30
- Mercator Group, case study 85–6
- meso-level migration theories 195
- micro-level migration theories 195
- micro-politics 57, 58
- migrant labour, and skills shortages 203–4
- migrants
  - agency in migratory experiences 205–6
  - definition 51, 55
  - nature of migratory experience 204–5
  - use of term 205
- migration
  - definitions 215–16
  - economic migration 199, 215
  - internal migration 196–7
  - and labour market transformation 203–5
  - macro-level causes 196–7
  - push/pull factors 172–3, 182–3
  - push/pull model 185
  - push/pull process 196–7
  - spatial dimensions 199
  - transnational migration 198–9
  - types and implications for IHRM 199–201
- migration law, national and international requirements 201–2
- migration theory
  - approaches 196
  - human capital theory 198
  - levels 195–6
  - macro-level 195–6, 197–8
  - meso-level 195, 196, 198
  - micro-level 195, 196
  - micro-level analysis of push/pull process 197, 198
  - and neoclassical economic theory 197, 198
  - overview 196–9
  - segmented labour market theory 197
  - social capital theory 198
  - world systems theory 197–8
- migratory experiences
  - and agency of migrants 205–6
  - understanding nature of 204–5
- mining, case study in developing country 175

- multinational companies (MNCs)
  - conceptual departures and notions of social spaces 56–7
  - governance systems 57
  - nature of 7, 48
- nationalisation, and employee retention 139
- neoclassical economic theory, and migration theory 197, 198
- net migration 199
- North American Free Trade Agreement (NAFTA) 158
- offshoring 11
- Olympus 171
- organisational career paradigm 227
- organisational commitment
  - definition 134
  - and job satisfaction 134–5
- organisational cultures
  - components 34–5
  - and nature of business arrangement 35
- overseas assignees *see* international assignees
- overseas assignments *see* international assignments
- parent-country nationals (PCNs)
  - advantages and disadvantages 69, 186
  - in Asia–Pacific region 186
  - definition 8
  - external recruitment 75–6
  - international recruitment 75–6
- performance orientation 33
- person–organisation fit 79
- personal growth 132
- personality traits, as selection criterion 78
- Poland, brain drain 200
- polycentric companies 10
- polycentrism 8, 49
- power distance 33
- power distance index (PDI) 30
- proactive employee efforts 15
- promotion, and job satisfaction 133
- psychometric tests 79
- push/pull factors
  - in Asia–Pacific region 183–6
  - operation of 172–3
- push/pull model, organisational perspective 185
- push/pull process, micro-level analysis of 197
- R & D Discovery China, case study 59
- Ravenstein, Ernest 196, 197
- recruitment
  - definition 68
  - see also* external recruitment, internal recruitment, international recruitment and selection
- recruitment practices 74–6
- recruitment and training 129
- regiocentric companies 10
- regiocentric organisations, reward systems 117
- regiocentrism 8
- relational job design 14
- relational rewards 109, 110
- relocation, case study of reluctance 122–3
- remuneration
  - definition 137
  - employee retention 137–8
- repatriation
  - in Asia–Pacific region 186–7
  - definition 14, 180
  - and employee retention 139
- reputation *see* corporate reputation
- retention *see* employee retention
- returnees 52
- reverse brain drain 52
- reward system design
  - alignment with corporate strategy 114
  - approaches reflecting alignment and conformance 115–18
  - balance-sheet approach to expatriate rewards 119–20
  - expatriate role and international assignments 118–20
  - external equity 113–14
  - federal approach 116–17
  - global reward strategy 117
  - going-rate approach to expatriate rewards 120
  - hybrid approaches 117–18
  - imperial approach 115–16
  - internal equity 113
  - legal compliance 112–13
  - macro-level implications and concerns 112–13
  - meso-level implications and concerns 113–18
  - micro-level implications and concerns 118–20
- reward systems
  - basic pay 110–11
  - benefits 111–12
  - classification of rewards 109
  - and employee retention 137–8
  - goals 109
  - key elements 110
  - ‘new pay’ approach 109
  - variable pay 109, 111

## INDEX

- salary and wages 130
  - basic pay 110–11
  - and employee retention 137–8
  - and job satisfaction 133
  - 'new pay' 109
  - variable pay 109, 111
- segmented labour market theory 197
- selection
  - definition 68
  - see also* international recruitment and selection, international selection
- self-initiated careers
  - boundaryless career paradigm 227
  - challenges of 226–9
  - complexity of 227–8
- self-initiated expatriates (SIEs)
  - advantages and disadvantages 69
  - careers 215, 226–9
  - definition 11, 26, 55, 68, 199
  - management of diversity 26
  - reasons for migration 215, 218–22
- self-initiated expatriation
  - in Africa 220–2
  - contextual influences 215, 222–6
  - definition 215–16
  - focus of studies 55–6
  - migration and ethnicity 55–6
  - multilevel framework 217
  - as multilevel phenomenon 216–18
  - policy and practice recommendations 230
- self-initiated migration, and care work in US 223–6
- Shea, Nicolás 172
- short-term assignees
  - advantages and disadvantages of 70
  - definition 11, 71
  - tasks 70
- Silicon Valley 173, 181
- Singapore, foreign workers 172
- skilled migrants (SMs)
  - advantages and disadvantages of recruiting 69
  - attraction to and influence on reputation 171–3
  - definition 26, 68, 172
  - management of diversity 26
  - push/pull factors 172–3
  - recognition of qualifications 198
- skills shortages, and migrant labour 203–4
- Smith, Greg 171
- Social Accountability International 158
- social capital theory 198
- social spaces 57
- soft skills 78
- South Africa, case study of career journey 228–9
- South Korea, Indian workers 172
- spatial dimensions of migration 199
- staffing
  - international organisations 10–11
  - strategies in Asia–Pacific region 186
- Start-Up Chile 172
- status 169
- strategic human resource management 7
- subcontracting 9
- talent flows
  - in Asia–Pacific region 181
  - definition 181
  - triangular talent flows 181
- teamwork, and employee retention 130
- technical competencies, as selection criterion 79
- technological improvements, impact of 12–13
- temporary migration 200
- tests, as selection method 79
- textile design career, case study 102–3
- third country, definition 7
- third-country nationals (TCNs)
  - advantages and disadvantages of recruiting 52, 69, 186
  - in Asia–Pacific region 186
  - definition 8
  - international recruitment 76
- Toyota 169
- trade sanctions 156–7
- trade unions 153–4
- trailing spouses 54
- training and development, and employee retention 138–9
- transactional rewards 109, 110
- transnational companies (TNCs) 9
- transnational migrants 198–9
- transnational migration 198–9
- transnationalism 198–9
- transpatriates 120
- uncertainty avoidance 33
- uncertainty avoidance index (UAI) 30
- United Kingdom
  - cultural dimensions compared to Malaysia 32
  - employment agencies and A8 labour 206, 207–8
  - inclusion of A8 labour in migration policy 195, 201–3
  - stereotyping of A8 workers 203
- United States
  - care work and self-initiated migration 223–6
  - categorisation of immigrants 223

- contextual influences on self-initiation 222–6
- cultural dimensions compared to Japan 31
- variable pay 109, 111
- virtual international employees 51
- Welch, Jack 169
- Woodford, Michael 171
- work design, changing nature 14
- Worker Registration Scheme (WRS) 202
- workforce diversity
  - definition 12
  - impact of 12
- working environment and conditions, and employee retention 136–7
- world systems theory 197–8
- World Trade Organization (WTO) 153
- Yildaz, Ahmet, death of 161
- Zhongguancun high-technology region (Beijing) 173