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introduction of teamwork at SEAT-Volkswagen; Introduction; Theoretical framework; Employee representation at SEAT; Discussion Conclusions Notes; References; Chapter 4. Managing human resources in South Africa: A multinational firm focus; Introduction; Contextual background; Theoretical perspectives: human resources and multinational companies in South Africa; MNC and local firm dimensions of human resource management; Employment relations and legislative developments; Employment equity legislation and human resource practices; Broad-based Black economic empowerment (BEE) and human resource management; Managing diversity and changing managerial styles; Conclusions and implications

Chapter 5. Human capital theory and practice in Russian enterprisesIntroduction; Theoretical framework; Method; Results; Discussion; References; Chapter 6. The adoption of HR strategies in a Confucian context; Confucianism and HR practices in Taiwan; HR systems in transformation; HR systems and firm performance; Methodology; Results; Notes; References; Chapter 7. Toward a model of gender diversity in the workplace in East Asia: Preliminary evidence from manufacturing industries in Taiwan; Literature review; Women in organizations in Taiwan; Research methods; Findings Discussion and implications Conclusion; References; Chapter 8. Cross-national differences in the determination of pay fairness judgments: Do cultural differences play a role quest; Introduction; Determinants of perceptions of pay fairness: The research record; Theoretical framework; Data and research method; Samples; Results; Discussion and conclusions; Notes; References; Appendix A. Instructions for pay fairness survey instrument; Appendix B. Coding scheme for pay fairness determinants; Appendix C. Items for horizontal and vertical individualism and collectivism

Chapter 9. Individualism and collectivism in Lebanon: Correlations with socioeconomic factors and effects on management and human resources practices

Sommario/riassunto

The competitive forces generated by globalization act to promote the cross-national diffusion of human resource management 'best practices'. In particular, high performance work practices have come to be viewed as the standard as companies in many parts of the world have endeavored to 'Americanize' their employment and management systems. Yet cultural, institutional, and ideological forces continue to offer resistance to the global convergence of HR practices. This volume contains papers from authors in Europe, Asia, Africa, and US who explore diffusion in a variety of national contexts. Different methodologies and perspectives provide a range of interpretations regarding diffusion and convergence.
