CALL FOR PAPERS

For a Special Issue of the International Journal of Human Resource Management

Multilevel approaches to human resource management research

Paper Submission deadline: 30 September 2014

Guest Editors:

Jie Shen, University of South Australia ([jie.shen@unisa.edu.au](mailto:jie.shen@unisa.edu.au))

Jake Messersmith, University of Nebraska Kearney ([messersmitjg@unk.edu](mailto:messersmitjg@unk.edu))

Kaifeng Jiang, University of Notre Dame ([kjiang@nd.edu](mailto:kjiang@nd.edu))

Background and rationale for this Special Issue

The mission of the International Journal of Human Resource Management is to advance our understanding of the role of strategic human resource management (HRM) policies and practices in international contexts. HRM policies and practices are mostly formulated and implemented at the organizational level, which encompasses individuals, teams and departments. In turn, these organizations are also embedded in regions, nations and larger economic or political clusters. In other words, HRM policies and practices are situated within hierarchal contexts that are likely to affect both the antecedents to adopting certain practices and the consequences rendered by HRM systems. Enterprises in the same region, nation or cluster tend to have much in common in their HRM systems, and employees in the same team, department and organization are likely to have shared experiences regarding the implementation of HRM practices. Further, employee attitudinal and behavioural consequences related to the implementation of HRM policies and practices are often similar in the same organization as a result of contextual effects (Bliese and Hanges 2004). These factors point to the necessity of taking into account the hierarchical nature of data in the study of HR systems both conceptually and empirically (Ostroff and

Bowen 2000). The past two or three decades have witnessed rapid growth in the literature concerning multilevel theories, concepts and methods. Hackman (2003) suggested meso-thinking by bracketing the influences emanating from higher and lower levels in order to more thoroughly understand organizational phenomena. Ostroff and Bowen (2000) proposed a meso-paradigm of HRM that integrates macro (organizational) and micro (individual) effects. Conventional data analytical techniques, such as ordinary least squares and structural equation modeling, designed for single-level data analysis, are not suitable for handling hierarchal data (Rowe and Hill 1998; Snijders and Bosker 2012). Statistically, multilevel modelling that separates within-unit and between-unit models so as to investigate both within-unit and between-unit relationships is more accurate in prediction (Osborne 2000). Such conceptualizations and analytical strategies have been growingly utilized in empirical studies in which data for HRM or high performance work system are aggregated at higher levels and/or measured at multiple levels (see, for example, Whitener 2001; Liao, Toya, Lepak and Hong 2009; Takeuchi, Chen and Lepak 2009; Messersmith, Patel, Lepak and Gould-Williams 2011; Aryee, Walumbwa, Seidu and Otaye 2012; Den Hartog, Boon, Verburg and Croon 2012; Jensen, Patel and Messersmith 2013; Shen, Benson and Huang, in press).

 The aim of this Special Issue

Although the number of HRM papers published in academic outlets adopting multilevel approaches is on the rise, the majority of HRM studies are still conducted at a single level of analysis. HRM research has lagged behind other fields such as industrial-organizational psychology, education, health and marketing research in this regard. Therefore, a great opportunity exists within HRM research for more multilevel studies to help provide a better understanding of the nested nature of HRM policies and practices. The aim of this Special Issue is to further develop multilevel theories and concepts and expand the application of multilevel modelling in HRM research.

Hence, we welcome both conceptual papers that elucidate theories, concepts and methods bridging micro- and macro-perspectives, and empirical papers that adopt multilevel approaches to explore the antecedents and consequences of HRM practices.

Research findings should have both theoretical and practical implications. While not exhaustive, the following list outlines potential themes that may be explored in this Special Issue:

. Provide theoretical and conceptual frameworks to further advance our understanding of the linkages between macro- and micro- perspectives in HRM research.

. Suggest a new approach or perspective to conducting multilevel HRM research in the future.

. Applying multilevel perspectives and methods to analyzse hierarchal data in HRM research.

. Investigate higher- level antecedents (e.g., strategic groups, regions, nations, and larger economic and political clusters) and their effect on the use of HRM practices.

. Understand how HRM practices are designed, implemented, and perceived at different levels of analysis.

. Explore how HRM practices (either HRM systems or single HRM practices) influence outcomes at different levels of analysis, as well as the boundary conditions of the cross-level relationships between HRM practices and outcomes.

. Examine the relationship between HRM practices and organizational outcomes through both top-down (i.e., the impact of HRM practices on lower- level outcomes) and bottom-up (i.e., emergent effects of lower- level outcomes on higher- level outcomes) processes.

. Differences and similarities in the implementation of HRM practices across the various levels of the organization and the effects of variance in implementation strategies

Submission guidelines

Contributions for this Special Issue must be original research not under consideration by any other journal or publishing outlet. All papers will be subject to a double-blind peer review in accordance with the journal guidelines. The guest editors will select and include as many papers as possible in the Special Issue according to the relevance, quality and length of the submissions, but manuscripts not included in this Special Issue may be considered for inclusion in regular issues to the journal. Manuscripts should be submitted online using the International Journal of Human Resource Management Scholar One Manuscripts site (<http://mc.manuscriptcentral.com/rijh>) and in accordance with the author guidelines on the journal’s home page. New users should first create an account. Once a user is logged on to the site, submissions should be made via the Author Centre. To submit your manuscript to the Special Issue on ‘Multilevel Approaches to Human Resource Management Research’, choose the title of the Special Issue from the Manuscript Type list. When you arrive at the ‘Details and Comments’ page, answer ‘yes’ to the question ‘Is this manuscript a candidate for a special issue’ and insert the title of the Special Issue in the text field provided. Authors of prospective papers are welcome to discuss their ideas with the guest editors in advance.

Important dates

 Paper submission deadline: 30 September 2014

Acceptance notification: 28 February 2015

Publication: 2015

 The editors of this Special Issue are happy to answer any questions or discuss initial ideas for papers, and can be contacted directly at the email addresses listed above.

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