



Book Series

Research in Human Resource Management

Series Editors

Dianna L. Stone, *Universities of New Mexico, Albany, and Virginia Tech*; James H. Dulebohn, *Michigan State University*; Brian Murray, *University of Dallas*; Kimberly M. Lukaszewski, *Wright State University*

Series Mission Statement

Research in Human Resource Management is an annual series designed to advance theory, research, and practice in Human Resource Management (HRM), and the related fields of Organizational Behavior, Industrial and Organizational Psychology, and Research Methods. The overall goal of the series is to publish articles that (a) improve the effectiveness of HRM processes and practices, (b) improve HRM theory, (d) provide critical reviews of HRM theory and research, (e) enhance the methods used in HRM research, and (e) increase the degree to which individuals have satisfying and fulfilling careers in organizations. Each volume contains articles that are consistent with these goals.

Articles in the series may focus on such specific topics as: Recruitment, Selection, Training, Performance Management, HR Strategy, eHRM, Compensation, Job Attitudes, Job Design, Motivation, Leadership, Groups/Teams, Stress, Employee-Employer Relations, and will consider one major topic per issue. Publication decisions are made based on the evaluations of two subject matter experts and the Action Editor.

Call for Chapter Proposals

SPECIAL TOPIC: STRATEGIC BENEFITS:

It has been many decades since Human Resource Management was first looked at through a strategic lens (Schuler and Jackson, 1987). Since then Strategic Human Resource Management has received considerable attention from scholars and practitioners (see, for example, Wright and Snell, 1998; Greer, 2001; Lengnick-Hall, Lengnick-Hall, Andrade, and Drake, 2009; Jackson, Schuler, and Jiang, 2014). Around the same time as the strategic focus began on the functional area of human resource management, scholars started to look at sub-functions, such as compensation, strategically (Balkin and Gomez-Mejia, 1987; Gomez-Mejia and Welborne, 1988, Balkin and Gomez-Mejia, 1990). This new perspective on compensation also received considerable attention from scholars and practitioners (see, for example, Gomez-Mejia and Balkin, 1992; Gerhart and Rynes, 2003; Martocchio, 2020). Although benefits are approximately 30% of total labor costs, interestingly, there has been very little focus on the strategic aspects of benefits until very recently. We hope this volume of Research in Human Resource Management helps stimulate research and interest in this important area.

Theme of the Special Issue:

This volume of Research in Human Resource Management welcomes high-quality research that aids the understanding of the strategic implications of employee benefits. Articles may be theoretical or empirical, but all should enhance our understanding of employee benefits using a strategy lens. Although a number of recent articles have explored the topic of strategic benefits

(e.g., Balkin and Werner, 2023; Werner and Balkin, 2021; Murray and Dulebohn, 2021; Mitra and Shaw, 2021; Fulmer, Chen, and Li, 2021; Banks and Witt, 2021; Afonso, Franco-Santo, and Gomez-Mejia, 2021) many questions remain. We invite manuscripts that address, but are not restricted to, the following questions:

- How do employee benefits relate to organizational strategies and organizational outcomes?
- How do specific employee benefits relate to strategically important individual employee behaviors?
- Are there specific strategic benefit profiles, patterns, portfolios, or systems and how do they relate to internal and external environmental factors?
- Do different specific benefits attract different strategically important potential employees?
- How do specific benefit strategies fit within HR strategies and fit with other functional, business, and corporate strategies?
- What do benefits strategies signal to employees and what are the consequences of these signals?
- How does the composition of the workforce affect benefits strategies and their outcomes?
- How can the administrative decisions of benefits be incorporated into a strategic framework?
- What are the important aspects of the implementation of strategic benefits?
- What are the current trends in strategic benefits?
- How can benefits shape an organization's identity, culture, and reputation?
- Are there specific organizational case examples that show the potential strategic effect of benefits?

SUBMISSION AND REVIEW PROCESS:

Authors can submit proposals between now and October 31, 2023 to the Issue Editor, Steve Werner at swerner@uh.edu. Proposals should detail the content and contributions of the full article. Proposals should be double-spaced and include no more than five pages of text. References, tables, and appendices do not count against this page limit. Please do not send complete papers, although you may note in the proposal that you have a draft. If you have questions about a potential submission, please contact Steve Werner via swerner@uh.edu. Full papers will be double blind reviewed by at least 2 peer reviewers.

RELEVANT DATES:

Proposals Due: October 31, 2023

Final Decisions on Proposals communicated by: December 1, 2023

Full draft of paper due: August 31, 2024

Feedback to authors on full paper: November 14, 2024

Final paper submission due: February 1, 2025

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Peer Review Policy

This research series uses a double blind peer review process. All manuscripts are assessed by the editor to determine suitability for the research series. Manuscripts are then sent to two peer subject matter experts to assess their merits and scientific quality. The double blind review process means that the reviewers do not know the names of authors, and authors do not know the names of reviewers. review process. Publication decisions are based on evaluations by the subject matter experts and the Action Editor. The Editor is responsible for the final decision regarding acceptance or rejection of articles.

Books in this series:

- The Plight of Stigmatized Groups in Organizations
- Forgotten Minorities in Organizations
- Managing Team Centricity in Modern Organizations
- Leadership
- Research Methods in Human Resource Management
- Diversity and Inclusion in Organizations
- The Only Constant in HRM Today is Change
- The Brave New World of eHRM 2.0
- Human Resource Management Theory and Research on New Employment Relationships
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The Plight of Stigmatized Groups in Organizations

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; Kimberly M. Lukaszewski, Wright State University; Julio C. Canedo, University of Houston–Downtown; Brian Murray, University of Dallas; James H. Dulebohn, Michigan State University

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People are often stigmatized by virtue of their status on such dimensions as race, ethnicity, gender, age, weight, disability, or sexual orientation, and this book deals with the plight of those who are stigmatized in organizations. For example, they often experience prejudice, unfair discrimination, mistreatment, and exclusion from organizations and society as a whole. As a result, there has been an increased interest in developing ways to decrease the negative experiences of stigmatized groups, increase their inclusion in organizations, and ensure that they have the opportunity to enjoy a satisfying work life. Despite an increased interest in decreasing the negative experiences of stigmatized groups, most of the studies in human resource management (HR) and organizational behavior (OB) have focused on only a subset of these individuals including African-Americans, women, older workers, and people with physical disabilities (Dipboye & Colella, 2005). A number of other stigmatized groups have been practically neglected by organizational research including people with psychological disabilities (e.g., anxiety and depressive disorders), Asian Americans, immigrants, those with foreign accents, individuals with different sexual orientations, people who are single in organizations, women entering the corporate suite, and adolescents. Thus, the primary purposes of this issue of Research in HRM is to consider research on The plight of stigmatized groups in organizations, and foster research on those groups who have been neglected in organizational research.

In view of these arguments, this issue (a) presents a brief review of the research on the plight of several stigmatized groups in organizations (e.g., Asian Americans, those with psychological disabilities, people who are single, women entering the corporate suite, and individuals with different sexual orientations), (b) identify needed research on these stigmatized groups, (c) offer directions for future research, and (d) consider the implications for practice that can decrease the negative experiences of these group members, and facilitate their inclusion in organizational settings.

CONTENTS: Influence of Public Stigmas and Self-Stigmas on the Exclusion of People With Anxiety and Depressive Disorders in Organizations, *Dianna L. Stone, Brian Murray, Kimberly Lukaszewski, Julio Canedo, and James H. Dulebohn*. Career Antecedents and Consequences of Being Single at Mid-Career: A Narrative Literature Review and Guide for Future Research, *George F. Dreher, Thomas W. Dougherty, and Gaurav Jain*. Asian Americans in the Workplace: A Systematic Literature Review, *Bryan L. Rogers, Laura T. Madden, Enping (Shirley) Mai, and Mi Hwa Lee*. More Than Visas and Paperwork: Post-Hire HRM Considerations of Immigrant Employees, *Jo M. Alanis and Ann Marie Ryan*. Is Acknowledging One's Foreign Accent an Effective Strategy to Reduce Bias? *Megumi Hosoda, Kristi M. Sadler, Rachel Windsor, Sandra Trafalis, and Tasanee Thienpothong*. Power and Sex-Based Harassment Among LGBQs, *Tuyen K. Dinh and Margaret S. Stockdale*. Disaggregating the Experiences of Sexual Minority Workers: Making the Case for Examining Subgroup Differences, *Patricia Meglich, Nancy E. Day, and Tracy H. Porter*. Investor Reactions to Females Entering the Corporate Suite: The Roles of Industry and Business Sector, *Michelle M. Arthur*. Adolescents in the Workforce: Our Forgotten Future? *Satoris S. Howes, Maura J. Mills, Ann H. Huffman, and Jaime B. Henning*. Effects of Unfounded Stereotypes and Performance Expectancies on Employment Decisions About Individuals With Depression, *Kimberly M. Lukaszewski, Dianna L. Stone, and Dianna Contreras Krueger*. About the Authors.



Forgotten Minorities in Organizations

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; Brian Murray, University of Dallas; Kimberly M. Lukaszewski, Wright State University; James H. Dulebohn, Michigan State University

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People have long made invidious distinctions between individuals (e.g., the clean and the unclean, good and evil, black and white, sacred and profane, etc.) (Smith, 1996), and these distinctions affect the degree to which individuals experience prejudice, unfair discrimination, and oppression in organizations and society as a whole. As a result, there has been an increased interest in research on these distinctions and unfair discrimination in organizations. Despite this research, most of the studies have focused on only a subset of minorities including African Americans, women, older workers, and people

with physical disabilities (Dipboye & Colella, 2005). A number of other minorities have been forgotten or neglected by organizational researchers including people with neurological or psychological disabilities, veterans, Native Americans, people with a criminal history, and those who come from low socioeconomic or poor backgrounds. Thus, the primary purposes of this issue of *Research in HRM* is to foster research on “Forgotten Minorities” or those who are members of groups that have been excluded from organizations and neglected by organizational research. In view of these arguments, this issue (a) presents a brief review of the organizational research on the exclusion and repudiation of people who are forgotten minorities, (b) offers directions for future research on these outgroup members, and (c) considers key implications for practice that can facilitate the inclusion of forgotten minorities in organizations.

CONTENTS: Motives for Dominating and Excluding Forgotten Minorities in Organizations, *Dianna L. Stone, Kimberly M. Lukaszewski, Brian Murray, and James H. Dulebohn*. Autism Spectrum Disorder and Generation A: A Forgotten Minority in the Workplace, *Cristina M. Giannantonio, Amy E. Hurley-Hanson, and Amy Jane Griffiths*. Forgotten Minorities at Work: Marginalization of Jobseekers With Mild Autism, *Daniela Petrovski*. I’m Anxious but I Don’t Have Anxiety! How Stigma Exacerbates the Effect of Anxiety Disorders in the Workplace, *Eli Mendoza, Sara Mendiola, Lindsay Mathys, Shannon K. Cheng, and Eden B. King*. The Association of Disability and Health Self-Perception to Entering and Leaving Self-Employment, *Christoph A. Metzler and Petra M. Moog*. Adverse Impact and Disability Status: Working Toward Inclusive Selection Procedures for Individuals With Disabilities, *Nicole Strah and Deborah E. Rupp*. Does Conscious, Social, and Unconscious Bias Influence Employment Decisions About Military Veterans? *Cristina Rosario DiPietropolo, Robert C. Ford, and Henrique Correa*. Degrees of Incarceration: Navigating Barriers to Employment, *Catrina Palmer Johnson and Nicole C. Jones Young*. The Impact of Mentor Relationship and Supervisor Supportive Feedback on the Working Poor: The Moderating Role of Self-Efficacy, *Erika N. Williams and Michele L. Heath*. Calling for More Organizational Research on Socioeconomic Status, *Elisabeth R. Silver, Cassandra N. Phetmisy, Naomi Fa-Kaji, Abby Corrington, Linnea C. Ng, and Mikki Hebl*. Effects of Stereotypes, Intergroup Bias, and Cultural Racism on Unfair Discrimination Against Native Americans, *Dianna L. Stone, Kimberly M. Lukaszewski, Julio Canedo, and Dianna Contreras Krueger*. About the Authors.



Managing Team Centricity in Modern Organizations

Brian Murray, University of Dallas; James H. Dulebohn, Michigan State University; Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech

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Managers are increasingly employing teams as a primary work unit in organizations, but they are struggling with how to effectively lead the emerging team structures. Intensifying the challenges that they are facing, work restrictions due to the Covid-19 pandemic hastened the move to remote work, flexible work arrangements, and virtual teams. The current volume of *Research in Human Resource Management* presents literature reviews, conceptual development, and original research evidence to inform the management of teams and spotlight new directions and approaches for team research in this evolving, complex, and dynamic environment.

This ten article volume includes an outstanding roster of established and emerging team scholars who define the future of team management research. The volume is presented in four parts. PART ONE introduces perspectives on the science of team research. Joshua Strauss and James Grand present the systems thinking perspective as an alternative to more traditional IPO and multi-level covariation models. Patrick Rosopa introduces a machine learning approach to inductive team research for complex networks and dynamic variable relationships. PART TWO includes three articles that address team performance. Gabe Dickey and colleagues present a model of performance management, leadership, and engagement. Akvile Mockevic iu te and colleagues systematically review the feedback literature for teams and present a model of performance enhancement. John Austin provides a qualitative study that steers transactive memory research in a new direction for teams accessing external expertise. PART THREE offers two articles on individualized flexible work arrangements among team members and their effect on team outcomes. Miriam Baumga rtner and Martina Hartner-Tiefenthaler offer script development and a reflexivity process to address the negative impact of uncoordinated team member job crafting. Chenwei Liao presents empirical evidence about the team efficacy and performance outcomes from servant leadership in managing the i-deals process for team members. PART FOUR includes two articles that address the rising presence of virtual teams by looking at electronic communication and its implications for diverse team members. Julio Canedo and colleagues review literature regarding diversity and virtual teams to inform the development of a model that links measures of diversity and the intervening experience of diversity, types of electronic communication, virtual team processes, and team outcomes. Bill Bommer and James Schmidtke present an empirical study addressing the question of whether team member behavior is different in virtual meetings than face-to-face and whether there is a gender implication for the change to videoconferencing.

The volume is designed primarily for scholars in the fields of human resource management, organizational behavior, and industrial-organizational psychology. It also serves the needs of instructors and students in master's and doctoral courses in industrial-organizational psychology, human resource management, or organizational behavior. Each article is grounded in managerial context that will appeal to practitioners in the field.

CONTENTS: New Directions for Research on the Management of Teams, *Brian Murray, James H. Dulebohn, and Dianna L. Stone*. **PART I: THE SCIENCE OF TEAMS.** Applying Systems Science to Advance Research on Team Phenomena, *Joshua A. Strauss and James A. Grand*. Machine Learning and the Science of Teams, *Patrick J. Rosopa*. **PART II: ENHANCING TEAM PERFORMANCE.** Enhancing Team Engagement in Team-Centric Organizations: An Integrative Model and Application, *Gabriel Dickey, J. Lee Whittington, and Enoch Asare*. When Does Feedback Enhance Performance in Teams? A Systematic Literature Review and Future Research Agenda, *Akvilė Mockevičiūtė, Sabrina El Baroudi, Sergey Gorbатов, and Svetlana N. Khapova*. Situated Expertise: The Extra-Team Outcomes of a Team Transactive Memory Intervention, *John R. Austin*. **PART III: WORK FLEXIBILITY AND THE TEAM.** Tackling the Autonomy Paradox: A Team Perspective on the Individual Use of Time-Spatial Flexibility, *Miriam K. Baumgärtner and Martina Hartner-Tiefenthaler*. Servant Leadership and Idiosyncratic Deals: Influence on Individual and Team Performance, *Chenwei Liao*. **PART IV: VIRTUAL TEAM ELECTRONIC COMMUNICATION AND DIVERSITY.** The Moderating Effect of Electronic Communication Technology on the Relations Between Diversity and Virtual Team Processes, *Julio C. Canedo, Dianna L. Stone, and Kimberly M. Lukaszewski*. Virtual Meetings: Increasing Equity, Exacerbating the Inequities, or Just 'Meh? *William H. Bommer and James M. Schmidtke*. About the Contributors.



Leadership Leaders, Followers, and Context

James H. Dulebohn, Michigan State University; Brian Murray, University of Dallas; Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech

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As we enter the third decade of the twenty-first century, we are seeing a renaissance of context in influencing leadership, leader-follower relations, and leader effectiveness as well as a recognition of the tripartite nature of leadership. To fully understand and appreciate leadership, one must see the multiple parts of it as well as the connections among them. Leadership is multi-dimensional; leadership depends on leaders, followers, and context. Leadership research in the past three decades has been dominated by interest in neo-charismatic leadership styles and a focus on leader-member exchange in leader-follower relationships. Recently other approaches to leadership, such as ethical and authentic leaders, have garnered greater attention in response to the moral and ethical challenges in the workplace. Additionally, established approaches to leadership emergence and development have been challenged by their relevance to diverse work forces and issues of inclusion.

This twelve article volume includes an outstanding roster of established and emerging leadership authors who tackle questions of leadership at the intersections of leaders, followers, and context. The volume opens with two articles that set the stage for the current state of leadership research and paths for its future including a commentary by Edwin Locke and Gary Latham on current management research practices and an action-oriented review of leadership research from the start of the 21st century. The volume is organized around three themes: leadership and diversity, leader-follower relationships, and systems of leader, follower, and context. Articles in the volume advance diversity research with an integration of leadership and diversity theories that demonstrate the former's need for re-examination in light of the latter, a systematic development of inclusive leadership theory, and a close examination of immigrant ethnic identity. The authors of several articles expand our understanding of leader-follower relationships in the context of teams and alliances, the contextual boundaries of authentic leadership theory, and the authentic leader's potential impact on harassment in organizations. The volume culminates with three demonstrations of leadership as systems of leader-follower-context interaction, including a close examination of the toxic triangle's manifestation in university scandals, a micro-process model of power and leadership, and a configurational approach to studying leadership.

The volume is designed primarily for scholars in the fields of human resource management, organizational behavior, and leadership. It also well serves the needs of instructors and students in master's and doctoral courses in leadership or organizational behavior. Each article is grounded in managerial context that will appeal to practitioners in the field.

CONTENTS: Leadership Research at the Crossroads of Leaders, Followers, and Context, *Brian Murray, James H. Dulebohn, and Dianna L. Stone*. How Can We Do Management Research That Is Valid and Useful? *Edwin A. Locke and Gary P. Latham*. 21st Century Leadership Research in Elite General Management Journals: Where the First 20 Years Have

Taken Us and Where We May Be Going, *William H. Bommer, Emil Milevoj, and Jonathan Biggane*. It's Not Just About Representation: Integrating Diversity Into Leadership, *Shannon K. Cheng, Isabel Bilotta, Brook Lu, and Eden B. King*. Inclusive Leadership: The Roots of an Emerging Theory, *Trevor Cox*. Knowing Me, Knowing You: Immigrant Ethnic Identity and Leader-Member Relationships, *Monica M. Sharif and Terri A. Scandura*. Using LMXAlliance to Enhance Follower and Team Performance, *George B. Graen, Julio C. Canedo, Andrew F. Johnson, and Miriam Grace*. Barriers to Authentic Leader-Follower Relationships: Implications for Human Resource Management, *William L. Gardner, Daniel P. Gullifor, James D. Carlson, Claudia C. Cogliser, and Margaret L. Williams*. Enough Already! The Role of Authentic Leadership in Improving the Management of Workplace Harassment in Organizations, *James M. Schmidtke and Fred O. Walumbwa*. Destructive Leadership Episodes: Why Can't We Learn From Them? *Laura Gail Lunsford, Art Padilla, and Paul Mulvey*. Integrating Leadership and Power: A Micro Process Model, *Nicolas Bastardo and David V. Day*. A Unifying Framework for Systems and Configurational Models of Leadership and Substitutes, *J. Lee Whittington, Brian Murray, and R. Greg Bell*. About the Authors.



Research Methods in Human Resource Management Toward Valid Research-Based Inferences

Eugene F. Stone-Romero, University of New Mexico; Patrick J. Rosopa, Clemson University

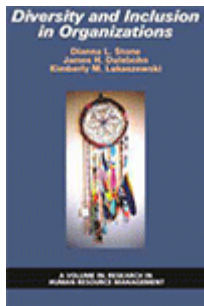
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Empirical research in HRM has focused on such issues as recruiting, testing, selection, training, motivation, compensation, and employee well-being. A review of the literature on these and other topics suggests that less than optimal methods have often been used in many HRM studies. Among the methods-related problems are using (a) measures or manipulations that have little or no construct validity, (b) samples of units (e.g., participants, organizations) that bear little or no correspondence to target populations, (c) research designs that have little or no potential for supporting valid causal inferences, (d) samples that are too small to provide for adequate statistical power, and (e) data analytic strategies that are inappropriate for the issues addressed by a study. As a result, our understanding of various HRM phenomena has suffered and improved methods may serve to enhance both the science and practice of HRM.

In view of the above, the purpose of this volume of Research in Human Resource Management is to provide basic and applied researchers with resources that will enable them to improve the internal validity, external validity, construct validity, and statistical conclusion validity of research in HRM and the related fields of industrial and organizational psychology, and organizational behavior. Sound research in these fields should serve to improve both science and practice. With respect to science, support for a theory hinges on the validity of research used to support it. In addition, the results of valid research are essential for the development and implementation of HRM policies and practices.

In the interest of promoting valid research-based inferences in HRM research, the chapters in this volume identify a wide range of methods-related problems and offer recommendations for dealing with them. Chapters in it address such HRM research-related topics as neglected research issues, causal inferences in research, heteroscedasticity in research, range restriction in research, interrater agreement indices, and construct validity issues in measures of such constructs as job performance, organizational politics, and safety climate.

CONTENTS: Perspectives on the Validity of Inferences from Research in Human Resource Management, *Eugene F. Stone-Romero and Patrick J. Rosopa*. Advances in Research Methods: What Have We Neglected? *Neal Schmitt*. Research Design and Causal Inferences in Human Resource Management Research, *Eugene F. Stone-Romero*. Heteroscedasticity in Organizational Research, *Amber N. Schroeder, Patrick J. Rosopa, Julia H. Whitaker, Ian N. Fairbanks, and Phoebe Xoxakos*. Kappa and Alpha and Pi, Oh My: Beyond Traditional Interrater Reliability Using Gwet's AC1 Statistic, *Julie I. Hancock, James M. Vardaman, and David G. Allen*. Evaluating Job Performance Measures: Criteria for Criteria, *Angelo S. DeNisi and Kevin R. Murphy*. Research Methods in Organizational Politics: Issues, Challenges, and Opportunities, *Liam P. Maher, Zachary A. Russell, Samantha L. Jordan, Gerald R. Ferris, and Wayne A. Hochwarter*. Range Restriction in Employment Interviews: An Influence Too Big to Ignore, *Allen I. Huffcutt*. We've Got (Safety) Issues: Current Methods and Potential Future Directions in Safety Climate Research, *Lois E. Tetrick, Robert R. Sinclair, Gargi Sawhney, and Tiancheng (Allen) Chen*. Biographies.



Diversity and Inclusion in Organizations

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; James H. Dulebohn, Michigan State University; Kimberly M. Lukaszewski, Wright State University

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It is evident that organizations are becoming increasingly diverse because of the growing numbers of ethnic minorities in the U. S. and the rise in immigration around the world (U. S. Bureau of Census, 2019). Some estimates indicate that by 2060 ethnic minorities in the U. S. will actually make up the majority of the population (U. S. Bureau of Census, 2019), and national minority group members will constitute over 14% of the 770 million people in the European Union (Worldwide Population Estimates, 2017). Thus, organizations around the world are faced with numerous challenges associated with attracting, motivating, and retaining employees who are culturally diverse, and we need a better understanding of how to increase the inclusion of diverse group members in organizations.

This edited book includes twelve cutting edge articles written by subject matter experts on an array of topics including: (a) the influence of multiculturalism on HR practices, (b) factors affecting the success of corporate women, (c) stereotypes of racial minorities, (d) effect sizes in diversity research, (e) true identities of stigmatized persons, (f) diversity training, (g) LGBTQ issues, (h) age, (i) strategies for creating inclusive climates, (j) the development of measure of reactions to perceived discrimination, (k) racial harassment, and (l) unfair discrimination against immigrants. This timely book provides a critical resource for undergraduate and graduate classes in diversity and inclusion in organizations, human resource management, organizational behavior, organizational sociology, and industrial and organizational psychology. Apart from theories and research on diversity and inclusion, the book also considers implications for designing HR policies and processes in organizations. Therefore, the book is especially relevant for practitioners and human resource professionals because it provides guidance on HR practices that can help organizations attract and retain these new organizational members.

CONTENTS: The Impact of Multiculturalism on Human Resource Policies and Practices, *Dianna L. Stone, James H. Dulebohn, and Kimberly M. Lukaszewski*. Women Reaching the Senior Executive Suite: A Framework of Life Partner Advocacy and Power, *George F. Dreher, Aarti Ramaswami, and Thomas W. Dougherty*. Stereotypes of Ethnic Groups in Terms of Attributes Relevant to Work Organizations: An Experimental Study, *Eugene F. Stone-Romero, Dianna L. Stone, Mark Hartman, and Megumi Hosoda*. Effect Sizes and the Translation from Diversity Research to Human Resource Management, *Abby Corrington, David Lane, Rachel Trump-Steele, and Mikki Hebl*. Authentically Different: Authenticity as a Diversity Management Issue, *Jennifer L. Wessel, Sara E. Barth, and Courtney M. Bryant*. Diversity Training Effectiveness: Affective Mechanisms, Motivational Drivers, Individual Difference Moderators, and Contextual Boundary Conditions, *Alex Lindsey, Eden King, and Brittney Amber*. In Pursuit of Inclusivity: A Review of Human Resource Management Research and Practices Involving LGBT Employees, *Patrick J. Rosopa, Jamie M. Fynes, Katherine N. Brown, and Phoebe Xoxakos*. An Ecological Systems Framework for Work and Aging, *Justin Marcus, Cort W. Rudolph, and Hannes Zacher*. Inclusion at Work: A Conceptual Model of Factors that Contribute to Climates for Inclusion, *Melinda Key-Roberts, Brigid Lynn, Nathaniel J. Ratcliff, and James M. Nye*. Identifying and Measuring Responses to Perceived Discrimination from Supervisors, *María Fernanda Wagstaff, María del Carmen Triana, Abby N. Peters, and Eric Mark Arredondo*. The Socialization-Stress Model of Workplace Racial Harassment: Antecedents, Consequences, and Implications, *Mary Inman, Phanikiran Radhakrishnan, and Kayla Liggett*. A Model of Factors Thought to Influence Unfair Discrimination Against Immigrants in Organizations, *Dianna L. Stone, Kimberly M. Lukaszewski, Dianna Contreras Krueger, and Julio C. Canedo*. Author Biographies.



The Only Constant in HRM Today is Change

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; James H. Dulebohn, Michigan State University

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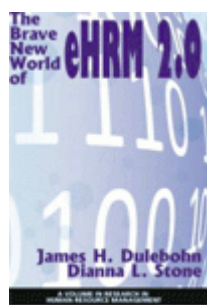
In this issue of Research Human Resource Management we consider some of the challenges facing organizations today including changes in the population, the increased competition for talent, and the rise in the use of technology. The issue

also includes a number of thought-provoking articles that describe strategies for developing sound theories in our field, discuss the consequences of growing diversity in organizations, consider the factors affecting the success of virtual teams, present methods for increasing emotion control for incumbents in emotionally laden jobs, and discuss leadership and performance management in virtual teams.

The first article in this issue compares prospect theory to goal setting theory, and highlights the critical elements needed for theory development in our field. A second article reviewed the literature published from 1976 to 2017 in the *Academy of Management Review*, the primary theoretical journal in management, and identified the factors associated with the most effective theories published over the last forty years. In view of the growing diversity in organizations, the next article provided a ranking of individual attributes that might be viewed as stigmatizing in organizations. The findings revealed that blemishes of character (e.g., criminality, drug addiction) were viewed as most stigmatizing followed by abominations of the body (e.g., paralysis, leg amputation), and the least stigmatizing attributes were tribal stigmas (e.g., ethnicity, religion). The fourth article focuses on a similar topic, and presents an interesting model of the factors thought to influence weight-based bias. Both of these articles have important implications for overcoming unfair discrimination and increasing the inclusion of all individuals in organizations.

The next article offers an input-throughput-output model of virtual teams, and reviews the literature on each of the variables thought to influence the success of these teams. Given that many customer service jobs in the new economy involve high levels of emotional labor, the sixth article reviews the strategies that can be used to train employees on emotion regulation in these challenging jobs. The final article suggests that leadership and performance management should be aligned with the new team-centric structure of organizations in order to enhance team and organizational performance. In particular, they maintained that organizations need to adopt positive and relational leadership, and redesign performance appraisals to support the new team processes. They also recommended that organizations discontinue the use of forced distribution performance ranking systems. We are confident that these articles will inspire new ideas among researchers in our field, and foster additional theory and research on these important topics.

CONTENTS: The Only Thing Constant in Human Resources Management Today is “Change”, *Dianna L. Stone and James H. Dulebohn*. Does Prospect Theory Add or Subtract from our Understanding of Goal Directed Motivation? *Edwin A. Locke and Gary P. Latham*. Theory-Building in the Field of Management: A Qualitative and Quantitative Review of Four Decades of Literature, *Sara Jansen Perry, Rodger W. Griffeth, Kathleen E. Hall, and Joshua D. Been*. Relative Degrees of Stigmatization in Organizations: An Experimental Study, *Eugene F. Stone-Romero, Dianna L. Stone, Julio C. Canedo, Indu Ramachandran, and Sol G. Montoya Torres*. Weight Discrimination in the Workplace: Current Knowledge and Future Research Needs, *Mark V. Roehlin and Mahl Geum Choi*. Managing Virtual Teams: A Review and Research Agenda, *Julia E. Hoch*. Training Methods for Emotion Regulation: An Appraisal Theory Perspective, *Haozhen Zhang and Daniel J. Beal*. Leadership, Performance Management and Team Centric Organizations: The Importance of Alignment, *James H. Dulebohn and Brian Murray*.



The Brave New World of eHRM 2.0

James H. Dulebohn, Michigan State University; Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech

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Information technology has had a profound effect on almost every aspect of our lives including the way we purchase products, communicate with others, receive health care services, and deliver education and training. It has also had a major impact on human resource management (HR) processes, and it has transformed the way that we recruit, select, motivate, and retain employees (Gueutal & Stone, 2005; Kavanagh, Thite, & Johnson, 2015). For example, some estimates indicated that 100 % of large organizations now use web-based recruiting (Sierra-Cedar, 2016-2017), and over half of the training conducted in America is delivered using technology-based methods (American Society for Training and Development, 2015). Results of a survey by the Society for Human Resource Management (SHRM) (2002) revealed that technology is one of the major drivers of change in today's HR departments.

In spite of the increased use of technology in the field of HR, relatively little research has examined the acceptance and effectiveness of electronic human resource management (eHRM) methods. As a consequence, practitioners are implementing these new systems without the benefit of research. Thus, the primary purpose of this issue is to review the results of research on a number of important eHRM practices including e-recruitment, e-selection, gamification, e-socialization, e-learning, and e-performance management. It also considers how technology can be used to manage task-

based contingent workers, and examines the problems associated with cyberdeviance in organizations. The chapters in this series should be extremely beneficial for HR researchers and practitioners who are employing these new systems.

CONTENTS: The Transformation of Human Resources Management through Technology and e-HRM, *James H. Dulebohn and Dianna L. Stone*. "Pounding the Pavement" in the 21st Century: A Review of the Literature Regarding Organizational Recruitment Websites, *Sara A. Murphy, Peter A. Fisher, Lisa M. Keeping, and Douglas J. Brown*. E-Selection: The History and Future of Technology in Employment Selection, *David N. Dickter and Victor Jockin*. Hiring for the Win: Game-Based Assessment in Employee Selection, *Sarena Bhatia and Ann Marie Ryan*. E-socialization: The Problems and the Promise of Socializing Newcomers in the Digital Age, *Jamie A. Gruman and Alan M. Saks*. A Review of Design Considerations in e-Learning, *Richard D. Johnson and Jason G. Randall*. Electronic Performance Management: Does Altering the Process Improve the Outcome? *Stephanie C. Payne, Anjelica M. Mendoza, and Margaret T. Horner*. Using eHRM to Manage Workers in the Platform Economy, *Elizabeth A. Cassidy, Sandra L. Fisher, and Shawnee Olsen*. Unpacking the "e" of e-HRM: A Review and Reflection on Assumptions about Technology in e-HRM Research, *Markus Ellmer and Astrid Reichel*. An Examination of Workplace Cyberdeviance, *Amber N. Schroeder and Julia H. Whitaker*.



Human Resource Management Theory and Research on New Employment Relationships

Dianna L. Stone, Universities of New Mexico, Albany, and Virginia Tech; James H. Dulebohn, Michigan State University

2016. Paperback 9781681236940 \$52.99. Hardcover 9781681236957 \$94.99. eBook 9781681236964 \$85.

This volume of the series Research in Human Resource Management (HRM) focuses on a number of important issues in HRM and OB including performance appraisal, political skill, gratitude, psychological contracts, the philosophical underpinnings of HRM, pay and compensation messages, and electronic human resource management.

For example, the first article by Cleveland and Murphy considers a very controversial issue (i.e., the reasons that organizations are abandoning the use of performance appraisal). The next article by Harris, Ferris, Summers, and Munyon is extremely interesting, and focuses on how composite political skills (e.g., social astuteness, interpersonal influence) helps individuals develop productive work relationships in organizations. The third article by Scandura and Sharif presents a very innovative model of gratitude in organizations, and the authors argue that gratitude is essential for maintaining positive social relations in organizations.

The fourth article by Suazo and Stone-Romero provides an extremely comprehensive review of the theory and research on psychological contracts in organizations from 1960-2015. The subsequent article by Bae, Kang and Kim presents a very unique perspective on HRM, and considers the philosophical underpinnings of the field. The sixth article by Murray, Dulebohn, Roehling, and Werling presents a very innovative model to explain the role that organizational messages about changes in pay or compensation systems have on anticipatory pay satisfaction. The final article in the series by Johnson, Thatcher, and Burlleson presents a thought-provoking framework for understanding the key role that information technology (IT) plays in the field of HRM.

The series should be useful to researchers and doctoral students in the fields of HRM, OB, and Industrial and Organizational Psychology. It should also be relevant for doctoral courses and scientist-practitioners in these fields.

CONTENTS: Organizational Challenges that May Prompt Changes in Human Resource Management: Theory and Research, *Dianna L. Stone and James H. Dulebohn*. Organizations Want to Abandon Performance Appraisal: Can They? Should They? *Jeanette N. Cleveland and Kevin R. Murphy*. The Role of Political Skill in Relationship Development, Work and Social Networks, and Work Effectiveness, *John N. Harris, Gerald R. Ferris, James K. Summers and Timothy P. Munyon*. Gratitude as a Broaden-and-Build Emotion at Work, *Terri A. Scandura and Monica M. Sharif*. A Review of Theory and Research on Psychological Contracts in Organizations, *Mark M. Suazo and Eugene F. Stone-Romero*. Human-to-Value Creation to Value-to-Human Creation: Toward a Philosophy of Human Resource Management, *Johngseok Bae, Cheul Kang, and Youngshin Kim*. Cognitive Response: Cognitive Structure Framework for Messaging's Effect on Pay Attitude Formation, *Brian Murray, James H. Dulebohn, Mark V. Roehling, and Stephen E. Werling*. A Framework and Research Agenda for studying eHRM: Automating and Informing Capabilities of HR Technology, *Richard D. Johnson, Jason B. Thatcher, and Jim Burlleson*.



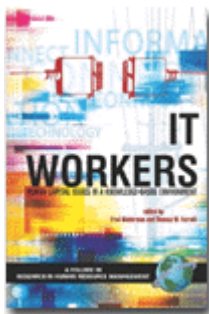
Human Resource Strategies for the High Growth Entrepreneurial Firm

Judith Tansky, The Ohio State University; Robert L. Heneman, The Ohio State University

2006. Paperback 1-930608-14-4 978-1-930608-14-6 \$52.99. Hardcover 1-930608-15-2 978-1-930608-15-3 \$94.99. eBook 9781607527404 \$85.

This volume not only illustrates the research that is being done in the area of human resources in entrepreneurial firms but it raises many issues that exemplify the complexity of the topic. It is not a case of small versus large firms. There are small established firms, small start-up firms and small high growth firms. As pointed out by Alvarez and Molloy these firms differ with established firms dealing with risk while high growth firms deal with uncertainty. These firms vary in ownership based on family ownership, ownership by founder, or some type of privately held stock ownership. These firms also vary based on how they handle people issues: structure versus lack of structure; the traditional HR functional approach versus the use of people management practices; person-job fit versus person- organization fit; ability and work experience versus integrity and conscientiousness; work processes and bureaucracy versus agility and adaptability; tasks versus roles; in-house professionals versus reliance on third-party vendors; traditional pay versus variable pay; short-term orientation of incentives versus long-term orientation of incentives; and many more.

CONTENTS: Acknowledgments. Introduction, *Judith W. Tansky and Robert Heneman*. Why Human Resource Management Differs in Entrepreneurial and Established Firms: Theoretical Foundations, *Sharon A. Alvarez and Janice C. Molloy*. Toward an Understanding of Strategic Human Resource Management in Entrepreneurial Firms: Opportunities for Research and Action, *Roshni M. Goswami, Gary C. McMahan, and Patrick M. Wright*. Human Capital Management Practices and Performance in Small and Medium Sized Enterprises: A Conceptual Framework, *James C. Hayton*. To Hire or Not to Hire? Implications of Alternative Staffing Models for Emerging Organizations, *Melissa S. Cardon and Paul Tolchinsky*. The Hiring Challenge: Recruitment in Small Firms, *Alison E. Barber*. Performance Management in Small and High Growth Companies, *Robert L. Cardy and Janice S. Miller*. Compensation Strategy in New Ventures, *David Balkin and Michele Swift*. HR and the High-Growth SME: The Role of Professional Employer Organizations, *Brian Klaas, John McClendon, Tom Gainey, and Hyeuksueng Yang*. Minority and Majority Truck-Owner Operators: Entrepreneur or Galvanized Employees, *Dale Belman and Ellen Ernst Kossek*. Human Resource Management in Small Firms: Evidence From Growing Small Firms in Australia, *Susan Mayson and Rowena Barrett*. Entrepreneurship and Human Resources: Directions for Future Research, *Brian S. Klaas and Malayka Klimchak*. About the Authors.



IT Workers Human Capital Issues in a Knowledge Based Environment

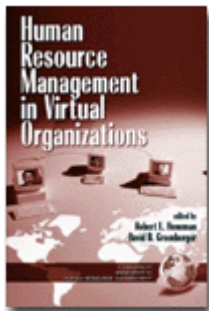
Tom Ferratt, University of Dayton; Fred Niederman, St. Louis University

2006. Paperback 1-59311-445-1 978-1-59311-445-9 \$72.99. Hardcover 1-59311-446-X 978-1-59311-446-6 \$104.99. eBook 9781607524892 \$85.

The goal of this book is to serve as a gathering of knowledge and ideas at the intersection of the human resource management (HRM) and management information systems (MIS)/information technology (IT) fields. In striving toward achieving this goal we have relied on authors who responded to our call for work within this intersection. As described more fully below, the chapters clustered into four topic areas: (1) effective management of IT workers, (2) IT workers and their careers, (3) diversity in IT, and (4) organizational issues. Thus, this book focuses on selected areas within the intersection of these fields rather than covering the entire intersection. Of course, the broad goal of this book could not be completely fulfilled – and even if it were, such knowledge would be continually overtaken by the ongoing evolution of people, technology, and their interactions. However, in the process of undertaking this project, we have had the opportunity to make some observations about the current state of knowledge regarding IT workers, the human capital that makes it possible for organizations in a knowledge-based economy to plan, create, integrate, operate, and maintain their various IT-based systems.

CONTENTS: Effective Management of IT Professionals. “Validation of Human Resource Strategies in Information Technology”, *Ritu Agarwal and Thomas W. Ferratt*. “Fire Fighting Gone Wrong: The Overuse Of Reactive Management In IT”, *Jo Ellen Moore, Lisa A Burke, and Susan E. Yager*, “Retaining IT Personnel: An Integrated Framework”, *Mohan Thite*.

"Agency Theory Implications for Information Systems Project Management", *Robert C. Mahaney and Albert L. Lederer*. "The Cognitive Environment Among IT Workers", *Michael A. Chilton*. **IT Professionals and Their Careers.** "Voluntary Turnover Decisions: Reflective Biographies of Information Systems Professionals", *M. Gordon Hunter and Felix B. Tan*. "An Examination of Skill Requirements of Information Technology Professionals During the Eighties and the Nineties: The Singapore Context," *Patrick Chang Boon Lee*. "We're Not in Kansas Anymore: Realities of IT Career Management," *Diane Bandow*. "Career Orientation of IT Personnel," *Mary Sumner, Susan E. Yager, and Denise Franke*. **Diversity in IT.** "Salary and Age Discrimination of Computer Programmers," *Stuart D. Galup, Ronald Dattero, and Jing 'Jim' Quan*. "Gender and Career Choice Determinants in Information Systems Professionals: A Comparison with Computer Science," *Manju Ahuja, Chris Ogan, Susan Herring, and Jean C. Robinson*. "Managing Diversity or Valuing Diversity?: Gender and the IT Labor Market," *Marie Griffiths, Claire Keogh, Karenza Moore, Angela Tattersall, and Helen Richardson*. "Investigating the Existence and Value of Diversity in the Global IT Workforce: An Analytical Framework," *Eileen M. Trauth, Haiyan Huang, Allison Morgan, Jeria L. Quesenberry, and Benjamin Jwee Kiat Yeo*. **Organizational Issues.** "Managing Training in a Technology Context," *Cynthia M. LeRouge and Harold W. Webb*. "Do you know where you belong?: Salient Identity Model (SIM) for boundary spanning VTs," *Lionel Robert and Manju Ahuja*. "Information Technology Enabled Employee Deviance," *Andrea Hoplight Tapia*. "Employment Sharing for IT Micro and Small Business," *Jenine Beekhuyzen, and Sonja Bernhardt*. "Establishing the Economic Value of an Information Technology Workforce." *Fred Niederman*.

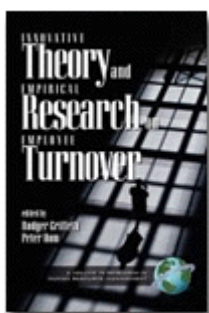


Human Resource Management in Virtual Organizations

David B. Greenberger, Ohio State University; Robert L. Heneman, The Ohio State University

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CONTENTS: PART I: INTRODUCTION. *Robert L. Heneman*. **PART II: STRATEGY.** Defining Virtual Organizations and Implications for Human Resource Management, *David B. Greenberger and Monica Wang*. HR Strategy in Virtual Organizations, *Marc Wallace and Fred Crandall*. Outsourcing Human Resources, *Brian Klaas*. Role of HR Professional in Virtual Organizations, *Dave Ulrich and Dick Beatty*. Virtual HR Departments, *Scott Snell*. **PART III: PROCESS.** Job Analysis and Competency Assessment, *Kathy DeCaprio, Bill Mobley and Jill Ellingson*. Training and Development, *Ray Noe*. Performance Management, *Jan Cleveland*. Compensation, *Robert L. Heneman and Judy Tansky*. Negotiations, *Roy Lewicki*. **PART IV: CASES.** AT&T/Bank One/IBM Virtual Organization, *David Greenberger and Glenn Swift*. Ericsson Cellular, *Zhong-Ming Wang*. SONY, *Mark Wallace and Fred Crandall*. **PART V: SUMMARY AND CONCLUSIONS.** *Robert L. Heneman*.



Innovative Theory and Empirical Research on Employee Turnover

Peter Hom, Arizona State University; Rodger Griffeth, Ohio University

2002. Paperback 1-59311-096-0 978-1-59311-096-3 \$52.99. Hardcover 1-59311-097-9 978-1-59311-097-0 \$94.99. eBook 9781607524953 \$85.

This book includes contributions from a variety of different perspectives on employee turnover. We categorize these myriad papers in terms of history, scope, theory development, and population generalization. Part I thus begins with an article by James Price, a pioneering thinker in the turnover field. Initiating the most systematic turnover research ever undertaken, Dr. Price describes his persistent quest to develop and refine a comprehensive theory of turnover. His 30-year intellectual journey offers valuable insight into theoretical and methodological challenges that continue to confront all turnover researchers.

CONTENTS: Foreword, *Rodger Griffeth and Peter Hom*. **PART I: THE EVOLUTION OF A PIONEERING TURNOVER THEORY.** The Development of a Causal Model of Voluntary Turnover, *James L. Price*. **PART II: IDENTIFYING CONSTRUCTS AND PROCESSES MISSING FROM PREVAILING TURNOVER FORMULATIONS.** Explaining the Link between Turnover Intentions and Turnover: The Roles of Risk, Personality and Intentions-behavior Linkages, *David G. Allen*. Revisiting the Cosmopolitan-Local Construct: An Event History Analysis of Employee Turnover, *Roderick D. Iverson*,

Charles W. Mueller and James L. Price. Job Markets and Turnover Decisions, Robert P. Steel. Stress Measures as Predictors of Intention to Leave and Turnover, Meni Koslowsky and Meyrav Merom. PART III: INNOVATIVE NEW WAYS OF THINKING ABOUT TURNOVER. Five Antecedents Neglected in Employee Turnover Models: Identifying Theoretical Linkages to Turnover for Personality, Culture, Organizational Performance, Occupational Attachment, and Location Attachment, Carl P. Maertz, Jr. Job Embeddedness: Current Research and Future Directions, Xin Yao, Thomas W. Lee, Terence R. Mitchell, James P. Burton and Chris J. Sablinski. Dynamic Systems in Human Resource Management: Chaos Theory and Employee Turnover, Reidar Hagtvedt, Gregory Todd Jones, Stefan Gaertner and Rodger Griffeth. PART IV: GENERALIZING TURNOVER THEORY AND RESEARCH TO NEGLECTED POPULATIONS. On the Relationship Between Race and Turnover, Loriann Roberson. Investigating Turnover in the International Context: A Turnover Model for the Mexican Culture, Mindy S. West.



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