



University of  
South Australia

Centre for Human  
Resource Management

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## Our vision.

Improving organisational effectiveness through Human Resource Management practices, creating positive outcomes and enhancing organisational performance.



UniSA's Centre for Human Resource Management is a community of scholars with expertise and interest in Human Resource Management (HRM) motivated to address major HRM-related challenges in the South Australian, national and international contexts.

## Welcome to the Centre for Human Resource Management.

Changes in the global business environment - such as increased competition arising from globalisation - mean that organisations around the world must be able to attract, retain and develop productive employees. In an environment of falling birthrates, ageing populations and skill shortages, effective human resource management (HRM) is made even more challenging.

There is a need for basic and applied HRM research to extract the best from employer-employee relationships, to inform the practice of talent recruitment and retention, to ensure effective diversity management, and to deal with issues of international human resource management, employment relations and the implications of strategic change.

The Centre for Human Resource Management (CHRM) was established in 2008 and is housed in the School of Management on the University of South Australia's (UniSA's) City West campus. CHRM brings together researchers with expertise in human resource management (HRM). CHRM researchers address major HRM-related challenges in the South Australian and international contexts. Our primary objective is increasing the quality, quantity and impact of research in HRM and developing industry collaborations.

To learn more about CHRM and its activities, please visit our website at [www.unisa.edu.au/chrm](http://www.unisa.edu.au/chrm)

*Carol J. Kulik*

Professor Carol T. Kulik  
Director, Centre for Human Resource Management



## Our research strengths.

**CHRM's research strengths revolve around six core areas, aimed at improving organisational effectiveness through HRM practices, creating positive human resource outcomes and enhancing organisational performance.**

- International human resource management
- Employment relations
- Diversity management
- Psychological contracts in the employer-employee relationship
- Strategic HRM and change management
- Talent recruitment, retention and development

### **International Human Resource Management**

International Human Resource Management (IHRM) examines how HRM is practiced and implemented in different countries. IHRM includes the study of international employee relations issues such as host country union recognition and the management of labour disputes. Our researchers are interested in exploring both practical IHRM strategies for organisations operating overseas and theoretical approaches to IHRM. Topics include the effect of globalisation on HRM practices, the different ethical frameworks used by managers in different nations, the relevance of HRM practices (such as devolution of HR activities to line managers and labour relations practices) across national boundaries and the way multi-national organisations manage the global movement of talent.

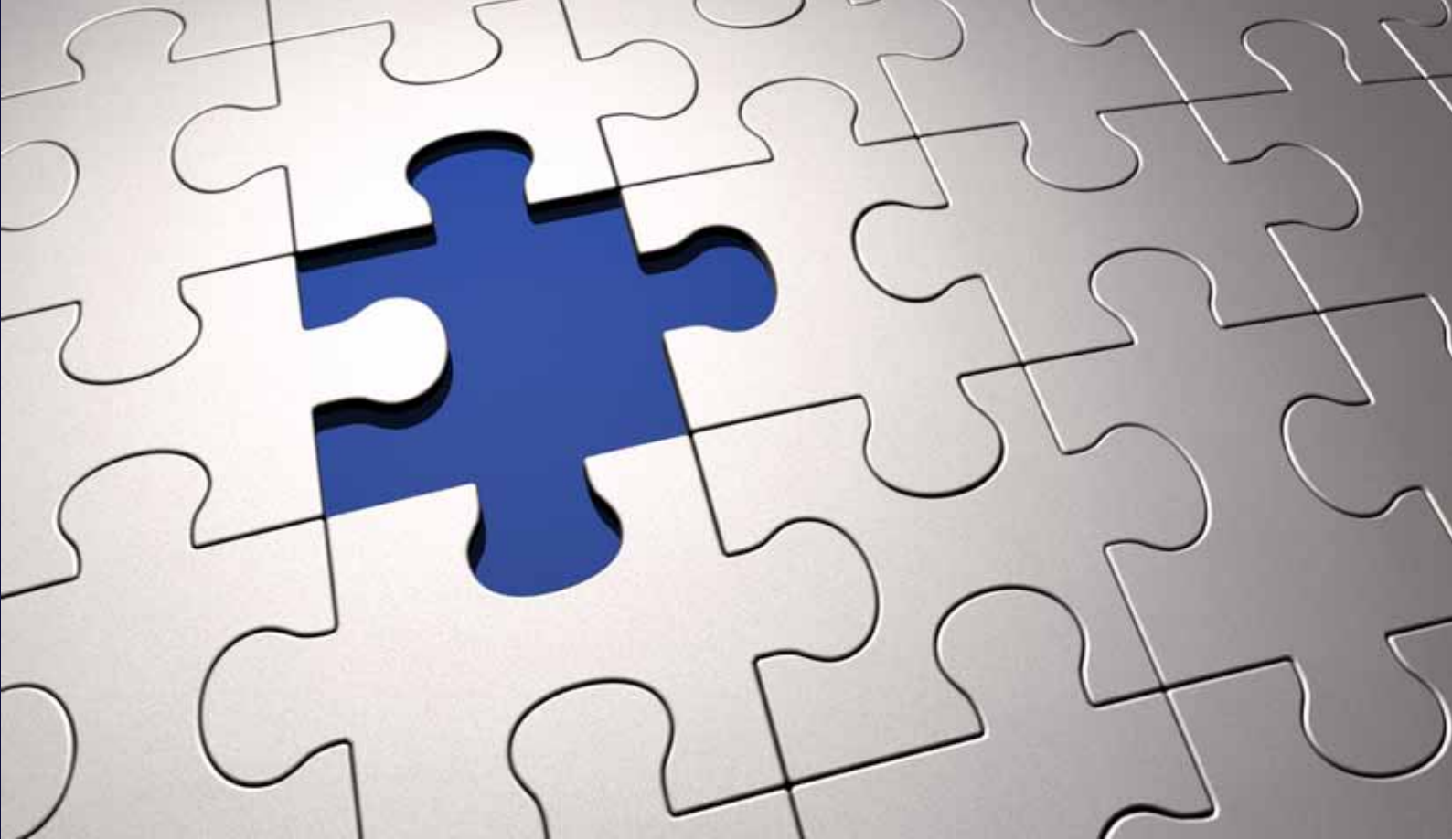
Much of the research conducted by CHRM members has an international orientation, with research data obtained from Japan, Vietnam, China, Philippines, Malaysia, Bangladesh, India, and the United States.

### **Employment Relations**

Over the past two decades, employers have been pursuing labour flexibility, demanding greater latitude in their ability to recruit, manage, and dismiss employees. In Australia, these employer demands led to a systematic erosion of a centralised employee relations system. Legislative changes provided employers with greater opportunity to establish individual contracts without the protection of awards and collective agreements and greater ability to dismiss employees. In this decentralised environment, employers increased their use of contractual and casual employees and required longer working hours in their pursuit of organisational productivity. Only recently has the trend reversed, with a return to a more centralised employee relations system. Our research examines the relationships between employee relations centralisation/decentralisation, labour flexibility and organisational productivity.

### **Diversity Management**

A demographically diverse workforce can increase creative decision-making, boost morale, assist with the problem of skill shortages and generally improve organisational effectiveness. Australia's labour force is diverse in terms of age, gender, language, religious, and cultural



backgrounds, making effective diversity management an important national issue. Our research investigates diversity management practices that are most effective in ensuring non-discriminatory hiring of skilled migrants, creating an inclusive environment for diverse employees and promoting the advancement of women into management positions.

#### **Psychological Contracts in the Employer-Employee Relationship**

Day-to-day management practices affect the 'psychological contract' - the set of beliefs about the terms of the employment relationship - between employer and employee. Our research examines the ways that different HRM practices facilitate the formation and duration of effective psychological contracts within employment relationships, how psychological contracts influence employee attraction and retention, and how managers can avoid or repair psychological contract breach.

#### **Strategic HRM and Change Management**

The need for HRM with a strategic focus is compounded by the fast pace and persistent nature of structural and business changes in organisations. Changes to organisational strategy typically affect HR functions such as staffing, training, and performance measurement and management. When managed ineffectively, change can be highly disruptive to organisational functioning and can have several negative human resource implications, such as lower employee morale, widening skill gaps and increased

staff turnover. Our research investigates how organisations can manage communication processes, maintain staff morale and psychological well-being, and manage career patterns (including separation) before, during, and after organisational change initiatives.

#### **Talent Recruitment, Retention and Development**

Transformations in the labour market, such as skill and talent shortages, the demise of full-time employment and internal labour markets, and growing employee expectations of work-life balance, have made talent recruitment difficult.

In response, the Centre for Human Resource Management investigates:

- The role of informal social networks in uniting job seekers and employers
- The relationship between organisational marketing strategies aimed at customers and employment branding strategies aimed at potential and current employees
- The job search strategies used by job seekers across occupations and job types
- The effectiveness of traditional paid employee recruitment strategies in attracting unpaid volunteers
- The causes of employee exit and the development and effectiveness of retention strategies

# The HRM Advisory Group.

The HRM Advisory Group was established in 2008 and comprises 13 senior human resource professionals from various industry sectors.

The Group's objective is to provide advice and support to the Centre for Human Resource Management and the HRM coursework programs.

The HRM Advisory Group helps CHRM to maintain close connections with various industry stakeholders. It also supports CHRM's research program by ensuring that our research remains relevant to industry needs and services the community. The HRM Advisory Group meets three times per year.

## CHRM activities.

### CHRM-ASHRR Forums

CHRM established a partnership with the Australian Senior Human Resources Roundtable (ASHRR) in 2008 and is ASHRR's research partner in South Australia. ASHRR's membership includes senior HR executives from a range of large, mostly publicly-listed, organisations. The CHRM-ASHRR partnership sponsors twice-yearly soirees to provide local senior HR practitioners an opportunity to network and a forum in which to debate and discuss emerging HR issues.

### CHRM Practitioner Seminars

CHRM Practitioner Seminars, coordinated by CHRM researcher Dr Gerry Treuren, are designed to showcase industry best practice exemplars to the HRM student body. The seminars attract students from undergraduate and postgraduate HRM programs, past students and interested practitioners.

### HR Forums

Monthly HR Forums provide an opportunity for CHRM researchers to discuss research-in-progress, provide constructive feedback to one another, and seek support for research problems and challenges.

### CHRM Newsletter and Website

CHRM's newsletter is designed to promote its activities within and across the UniSA boundary. CHRM distributes three issues each year, featuring articles about CHRM's published and in-process research.

CHRM research and activities are also promoted through its website ([www.unisa.edu.au/chrm](http://www.unisa.edu.au/chrm)) which provides ongoing information about CHRM to a wide audience.

### HRM Research Degrees

CHRM researchers supervise higher degree students (Honours, Masters and PhD) who are working on research projects on HRM topics aligned with CHRM's core research strengths.

## Key projects.

Centre members are engaged in research projects that have attracted competitive funding from the Australian Research Council and other external organisations:

- Working against type: Stereotype threat effects on mature age workers (Australian Research Council-Discovery Program)
- Competent but less likeable: Social stereotypes and strategic choices in negotiation (Australian Research Council-Discovery Program)
- Managing diversity: Diversity practice configurations and organisational effectiveness (Australian Research Council-Linkage Program, Australian Senior Human Resources Roundtable and Diversity@Work)
- Constructing a Chinese international human resource management system in regional Australia: The case of CHALCO (Australian Research Council-Linkage Program and Aluminium Corporation of China Limited)
- Heads of school leadership: Effective relationships as the cornerstone for teaching and learning improvement (Australian Learning and Teaching Council)
- Academic leadership development within the university sector by dissemination of a web-based 360° feedback process and related professional development workshop (Australian Learning and Teaching Council)
- The role of farmers' networks in trust development (Chinese Research Council)

# Our researchers.

The Centre for Human Resource Management brings together researchers with expertise in key HRM areas.

## Professors

**Professor John Benson**  
Head of School and Professor,  
School of Management

Key research interests: Japanese management and unions, the restructuring of Chinese industry, outsourcing and knowledge work

**Professor Gerry Griffin**  
Pro Vice Chancellor, Division of Business

Key research interests: Industrial relations at the workplace level, enterprise bargaining, trade unions and international labour standards

**Professor Carol Kulik**  
Research Professor of Human Resource Management, School of Management

Key research interests: Workforce diversity, organisational justice, human resource management and psychological contracts

**Professor Tricia Vilkinas**  
Professor, School of Management

Key research interests: Leadership, managerial effectiveness, competing values framework, 360 degree feedback, leading in different cultures, gender and leadership, job design, action research and management education

## Associate Professors

**Associate Professor Jie Shen**  
Associate Professor, School of Management

Key research interests: International HRM, human resource management in China, industrial relations in China and organisational behaviour

## Senior Lecturers

**Dr Gary Crilley**  
Senior Lecturer, School of Management

Key research interests: Organisational performance and customer service quality, specifically managerial qualities required for effective leisure facility managers and their relationship with organisational performance

**Dr Claudine Soosay**  
Senior Lecturer, School of Management

Key research interests: Organisational learning, knowledge management, labour mobility, turnover in supply chains, international HRM and national and regional skills shortages

**Dr Gerry Treuren**  
Program Director and Senior Lecturer, School of Management

Key research interests: The existence of distinct volunteering profiles, breaches of the psychological contract prompting employee resignation and the operation of informal informational networks in the recruitment and selection process

## Lecturers

**Dr Mary Bambacas**  
Lecturer, International Graduate School of Business

Key research interests: Human resource management practices and their influence on organisational commitment

**Dr Jane Burdett**  
Lecturer, School of Management

Key research interests: Workplace learning and development, academic and student experiences when designing and managing assessed group projects, aspects of diversity and their implications for group and team work

**Dr Luke Faulkner**  
Program Director and Lecturer,  
School of Management

Key research interests: Australian industrial relations, union membership satisfaction indicators, staff absenteeism reduction methods and employee turnover and its impact on productivity

**Dr Erich Fein**  
Lecturer, School of Management

Key research interests: Staffing, training, and performance management implications of individual differences in traits, values, and goal content dimensions, with particular interest in cross-cultural management contexts

**Dr Manjit Monga**  
Lecturer, School of Management

Key research interests: Diversity and human resource management practices, human resource management of volunteers, cross cultural management, management ethics, and small business management

**Dr Shruti Sardeshmukh**  
Lecturer, School of Management

Key research interests: Human resource related issues in SMES, human resource related issues in family businesses and people issues in entrepreneurship

**Dr Christina Scott-Young**  
Lecturer, School of Management

Key research interests: Linking human resource practices and business performance, models of human resource management in project organisations, human resource management in global virtual teams and human resource management implications of sustainable workplaces



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