

## Call for Papers The Context of Human Resource Management

*Editors:*

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Human resource management always takes place in a given context that is perceived as all internal and external factors determining employment, remuneration, development, and management policies and practices encompassing people in an organization (Farnham, 2017). The internal context of HRM embraces the organization's strategy, structure, culture, size, and stage of growth as well as technology, management system, values, and management style. The external context of HRM involves economic, technological, legal, political, social, demographic, cultural, and ethical issues. These elements may make it extremely difficult to interpret the interactions between diverse HR practices implemented in varied ways across diverse legal, cultural, ideological, and competitive backgrounds in specific countries and companies with different strategies (Markoulli et al., 2017). However, the above factors still fail to make a complete and exclusive list. These elements may be variously arranged depending on local, national, and international specificity as well as based on particular economic sectors and industries.

It should be emphasized at this point that the HRM context is interpreted differently when taking into account the perspective from which the policies and practices are approached. Thus, in the situational approach, what is known as the high-context perspective, it is of major significance, while in the universalistic approach, the low-context perspective, its significance is low (Child, Faulkner, and Pitkethley, 2001; Beer, Boselie, and Brewster, 2015). This poses a dilemma between "best practice" and "best fit" (Veld, 2017) as well as convergence vs. divergence in HRM (Goderham, Morley, Brewster, and Mayrhofer, 2004; Brewster and Mayrhofer, 2012). Despite the emergence of the crossvergence thesis, it is still difficult to state whether matters have been ultimately solved (Ralston, 2008; Stor, 2011).

The issue of human resource management context continues to be valid. In fact, it may even be stated that it is becoming increasingly important, both in theory and practice. From the theoretical point of view, the increased significance of HRM context is the result of a need to define it as a dynamic element, both in research and academic publications. There, context has been perceived as something relatively stable and universal (Cooke, 2018). In HRM practice, on the other hand, the increased significance of contextual factors stems from changes in the organization's environment, often referred to as VUCA (volatility, uncertainty, complexity, and ambiguity). When doing research in the field of HR it also is becoming increasingly important to include the expectations of a wider group of stakeholders, including employees, their representative bodies (union and nonunion), social agents,

employer associations, NGOs, CSOs, and labor market institutions (Dundon and Rafferty, 2018). Taking into account HRM context is also crucial for academic research quality. Bearing in mind the variety and number of existing articles and monographs, it is vital to define research samples in a way such that making comparisons and producing adequate findings (for a given context) is possible. Current studies include data derived from diverse sources. The data are then analyzed using multiple and varied methods. This complexity may create difficulties when trying to make generalizations and provide insight on best practice (Madden et al., 2017). Thus, analysis of internal and external contextual factors is becoming a central research subject in the field of human resource management.

There is a need to consider the current state of the debate concerning the role and place of context in human resource management. This provides the premise for a special issue devoted to this subject matter.

You are welcome to submit conceptual and empirical articles, research communiqués, and case studies concerned with the following topics:

- The notion, significance, and dynamics of the HRM context,
- Internal factors in the HRM context,
- External factors in the HRM context,
- The mechanism of HRM and context interaction in global, regional, national, industry-specific, and organizational research,
- Context as an integrating or differentiating factor in HRM policy and practice, and
- The methodological aspects of investigating the influence of contextual factors on HRM.

All papers should be submitted by July 13, 2019 to the HRM Editorial Offices ([redakcja.zzl@ipiss.com.pl](mailto:redakcja.zzl@ipiss.com.pl)). Enquires related to this call for papers should be directed to Aleksy Poczowski ([aleksy.poczowski@uek.krakow.pl](mailto:aleksy.poczowski@uek.krakow.pl)) or Urban Pauli ([urban.pauli@uek.krakow.pl](mailto:urban.pauli@uek.krakow.pl)).

Authors should refer to the *Zarządzanie Zasobami Ludzkimi* [Human Resource Management] website for instructions on submitting a paper and for more information about the journal (<http://zzl.ipiss.com.pl>).

The Issue will be published in December of 2019.

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