SAGE journal articles

# Chapter 5: International HRM and the national and international context

Hofstede’s model of national cultural differences and their consequences: A triumph of faith – a failure of analysis

This article critiques Hofstede’s national culture research and challenges some of the crucial assumptions that underlie his claim to have ‘uncovered the secrets of entire national cultures’.

[https://journals.sagepub.com/stoken/rbtfl/2rzUOk%2FejZpOQ/pdf/10.1177/0018726702551004](https://journals.sagepub.com/stoken/rbtfl/2rzUOk/ejZpOQ/pdf/10.1177/0018726702551004)

Talent Management and Development: Perspectives from Emerging Market Economies

This article introduces a special edition of the journal ‘Advances in Developing Human Resources’ which contains several articles exploring talent management and development in a range of economies, including Vietnam, Russia and China. These articles provide useful insights into how culture and institutions shape how talent in particular contexts is developed.

<https://journals.sagepub.com/stoken/rbtfl/IO2PJDRJH7WW8JEXMXJZ/pdf/10.1177/1523422318803362>

Strategic Recruitment Across Borders: An Investigation of Multinational Enterprises

This article explores the recruitment signals sent by MNEs in both their domestic and international operations and the extent to which these diverge and are customized to each domain.

<https://journals.sagepub.com/stoken/rbtfl/QTSE33RR743LTS8EUGCWD/pdf/10.1177/0149206318764295>

Cultural values matter: Attractiveness of Japanese companies in Malaysia

This paper explores the challenges faced by MNCs in recruiting talent in the context of divergent cultural values. The authors suggest that employer attractiveness to potential recruits is related to the individual’s cultural fit with the cultural values of the foreign company’s country of origin.

<http://journals.sagepub.com/stoken/rbtfl/Zw8XyVQPyQsJIjxmUcys/pdf/10.1177/1470595818759570>

Global ends, local means: Cross-national homogeneity in professional service firms

This cross-country comparative study explores the processes for staff promotion in four professional services firms in four countries: the UK, Canada, Spain and France. In particular, it explores how national differences impact this process and the extent to which global approaches to promotion have developed that transcend borders.

<https://journals.sagepub.com/stoken/rbtfl/XPXSEJCT5PF5FFIPX4RB/pdf/10.1177/0018726714541489>