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Call for Papers

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CALL FOR PAPERS

For a special issue of the

International Journal of Human Resource Management

HRM in the Middle East: toward a greater understanding

Paper submission deadline: 1 October 2012

Guest editors:

Huub Ruël, University of Twente, Enschede, The Netherlands

Fida Afiouni, American University of Beirut, Beirut, Lebanon

Randall Schuler, Rutgers University, Piscataway, NJ, USA

This special issue aims at contributing to the debate on whether human resource management (HRM) in the Middle East can be captured in a model or not. In their book, *HRM in the Middle East*, Budhwar and Mellahi (2006) stipulate that ‘*There is no such thing as Middle Eastern HRM model . . . given the marked differences between HRM in the different Middle Eastern countries*’ (p. 296).

The reality is that to date, and despite a significant scholarly interest in HRM in the Middle East, our understanding of HRM systems and practices in the region is still fragmented. In their introduction to the 2007 special issue on *HRM in the Middle East* in the *International Journal of Human Resource Management*, Budhwar and Mellahi observed that ‘in comparison to other parts of the world, the Middle East region has less available literature related to the field of HRM’ (p. 3). Most scholarly pursuits remain focused on a single country setting, which leave us with a scattered and an incomplete picture about HRM practices in the region.

This special issue on *HRM in the Middle East* will present the progress in the field over the past 5 years and aims to augment our understanding and is thus timely and much needed within the current macro-economic turmoil in the region.

We take the broad definition of the Middle East region as the geographical focus in this special issue, which means the area encompassing countries of Western Asia and Northern Africa.

HRM for foreign business as well as for ‘home grown’ business in the Middle East is a major challenge because of the diversity within countries (ethnic and religious diversity, demographic imbalances, high level of labor migrants compared to nationals and social inequality) and between countries (economic development level, institutional development, educational infrastructure, gender empowerment, legal, etc.). Recruitment, selection and retention of talent, work attitudes of nationals, nationalization policies, gender issues, labor migration, religion in the workplace, gender and ethnic discrimination in the workplace, leadership style, retaining talent in politically volatile regions and management of expatriates are issues that make HRM a real challenge in this region.

Furthermore, how have HRM ideas, systems and practices from the West found their way in the Middle East and ‘offered’ solutions to these challenges? Or haven’t they? These

questions can be looked at from different levels: at the level of public (economic and social) policies and practices (macro), the level of HRM architectures and systems (meso) and at the level of the individual (micro). It is even quite obvious to assume that these levels interact and that it is specifically this interaction that can help to increase our understanding of HRM in the Middle East over the past decades.

Therefore, this special issue invites papers on the theme *HRM in the Middle East: toward a greater understanding*. We invite papers that are theory driven, preferably empirical and that address the following topics, but not necessarily limited to these topics:

- Cross-cultural/national/regional comparisons of HRM systems in the region.
- Studies examining the impact of the Arab Spring on talent management.
- Studies examining the influence of government interventions on staffing strategies.
- Multilevel studies that investigate individual, organizational and national context as they relate to HRM.
- Gender issues in the Middle East.
- HR technology deployment within the Middle East.
- HR value creation in the Middle East.
- Religion in the workplace in the Middle East.
- Standardization versus localization of HRM policies and practices in the Middle East.
- Talent recruitment, selection and retention in politically volatile regions.
- HRM and performance in the Middle East.
- Diversity policies and practices in the Middle East.
- Training and development in the Middle East.
- Career development in the Middle East.
- Leadership in the Middle East.
- HR architecture in the Middle East.
- Sustainability and HRM in the Middle East.
- Commitment in the Middle East.

With regard to quantitative papers, we welcome multicountry studies. We also welcome in-depth qualitative studies that provide unique insights into conceptualizing HRM in the region.

Review process

This special issue follows the guidelines described by the International Journal of Human Resource Management. All papers will be subject to a double-blind peer review in accordance with the journal guidelines.

For IJHRM guidelines, see <http://www.tandf.co.uk/journals/titles/0958-5192.asp>

Submit electronic copy of the manuscript as an MS Word file with separate title page to the guest editors via mail: h.j.m.ruel@utwente.nl, fa16@aub.edu.lb, schuler@smlr.rutgers.edu.

Important dates

Paper submission deadline: 1 October 2012
 Acceptance notification: 21 December 2012 (tentative acceptance with reviewer comments)
 Final paper submission: 21 February 2013
 Publication: 2013