HUMAN RESOURCE MANAGEMENT JOURNAL

SPECIAL ISSUE

HRM IN THE ASIA-PACIFIC REGION

Guest Editors: Greg Bamber and Chris Leggett

CONTENTS

Asia-Pacific tiers of change Chris Leggett and Greg Bamber

7

The extent of divergence in human resource practice across three Chinese national cultures: Hong Kong, Taiwan and Singapore
Yongsun Paik, Charles Vance and Daniel Stage

20

Human resources in the People's Republic of China: the 'three systems' reforms

Malcolm Warner

32

Management strategy and labour flexibility in Japanese manufacturing enterprises

John Benson

44

Workplace practices of Japanese and Australian multinational corporations operating in Singapore, Malaysia and Indonesia

Katherine Hutchings

58

Front line work in the 'new model service firm': Australian and Japanese comparisons
Marek Korczynski, Karen Shire, Steve Frenkel and May Tam

72

Workforce reduction in Australia and New Zealand: a research note Terry Wagar and Clive Gilson

88



LIST OF REFEREES FOR SPECIAL ISSUE

Guest editors Greg Bamber and Chris Leggett would like to thank the scholars who double-blind refereed nearly 50 papers for this special issue. Their efforts to respond quickly and make constructive comments are much appreciated. The scholars were:

Name Institution

Paul Adler University of Southern California, USA

Kris Arjunan Chinese University of Hong Kong, Hong Kong

Marian Baird University of Sydney, Australia

Mary Barrett Queensland University of Technology, Australia

Rose Batt Comell University, USA

John Beck Nanyang Technological University, Singapore Chew SoonBeng Nanyang Technological University, Singapore

John Benson Hiroshima City University, Japan

Paul Blyton University of Wales, College of Cardiff, UK
Peter Boxall University of Auckland, New Zealand
Tom Bramble University of Queensland, Australia
Ann Brewer University of Sydney, Australia

Chris Brewster Cranfield University, UK

Alan Brown Edith Cowan University, Australia

Victor Callan University of Queensland, Australia

Robert Chia University of Stirling, UK
Richard Curtain Curtain Consulting, Australia

Paul Davidson Queensland University of Technology, Australia

Patrick Dawson University of Adelaide, Australia
Stephen Deery University of Melbourne, Australia

Carol Dickenson Queensland University of Technology, Australia

Peter Dowling University of Tasmania, Australia

Dexter Dunphy University of New South Wales, Australia

Ray Harbridge Victoria University of Wellington, New Zealand Sandra Harding Queensland University of Technology, Australia

Chris Hendry City University, UK

Tan Chwee Huat National University of Singapore, Singapore

Sukhan Jackson University of Queensland, Australia

Trevor Jordan Queensland University of Technology, Australia

Tim Keeley Queensland University of Technology, Australia

Robin Kramer Macquarie University, Australia

Yasuo Kuwahara Dokkyo University, Japan

Geoff De Lacey John Peebles & Associates, Australia
Rob Lambert University of Western Australia, Australia

Joseph Lee Chung-Hua Institution for Economic Research, Taiwan

David Levin University of Hong Kong, Hong Kong
Sol Levine University of Madison, Wisconsin, USA

Name

Laubie Li Sir-Boon Lim Tim Lindsey

Craig Littler

Hajime Matsuzaki Jim McDonald Johanna MacNeil

Greg O'Leary Nick Oliver

Margaret Patrickson
David Plowman
John Purcell

John Ritchie

Takashi Sago

Leisa Sargeant
Lawson Savery
Mark Shadur
Art Shulman
David Simmons

Ed Snape Greg Southey Paul Sparrow

Paul Sutcliffe Karl-Erik Sveiby

Nicholas Tam

Vic Taylor Stephen Teo Phyllis Thareneau Paul Thompson

Olivia Tse

Denice Welch Alan Williams

Mark Wooden Chris Wright Hing Ai Yun Institution

University of Adelaide, Australia University of Queensland, Australia University of Melbourne, Australia

University of Southern Queensland, Australia

University of New South Wales, Australia University of Southern Queensland, Australia

Deakin University, Australia

University of Adelaide, Australia University of Cambridge, UK

University of South Australia, Australia University of Western Australia, Australia

University of Bath, UK

University of Durham, UK

Kyushu Sangyo University, Japan

Queensland University of Technology, Australia Curtin University of Technology, Australia Queensland University of Technology, Australia

University of Queensland, Australia

Queensland University of Technology, Australia Hong Kong Polytechnic University, Hong Kong Queensland University of Technology, Australia

University of Manchester, UK

Queensland University of Technology, Australia Queensland University of Technology, Australia

City University of Hong Kong, Hong Kong University of New South Wales, Australia Queensland University of Technology, Australia

Monash University, Australia University of Edinburgh, UK

City University of Hong Kong, Hong Kong

Norwegian School of Management, Norway

Massey University, New Zealand Flinders University, Australia

University of New South Wales, Australia National University of Singapore, Singapore

NOTES FOR CONTRIBUTORS

The *Journal* welcomes articles and research notes in any area of human resource management. Authors should submit their contributions in triplicate for evaluation by referees. Articles should be between 4,000 and 8,000 words and research notes between 2,000 and 3,000 words, and should be typed or printed, double-spaced, on one side of a page, with an ample left margin (4 cms).

Articles and research notes should also be accompanied by an abstract of 100-150 words and a brief autobiographical note. The abstract and the note should be typed on separate pages.

Copy for the final version of the *Journal* will be prepared using Microsoft Word and so 3½ inch disks using this package would be especially time-saving. Articles processed using other software packages would also be very welcome. Disk copies should be sent only at the final acceptance stage.

Tables, figures and graphs should be typed or drawn on separate sheets from the text. Ideally, cameraready copies should be supplied for all figures, graphs and maps. Please mark the approximate place in the text where they should be inserted.

Mathematical notations should be provided in both symbols and words.

Dates should be prepared thus: 1 September 1994. Where appropriate, spell with -ise, -isation, etc.

Lengthy quotations should be indented, with no quotation marks.

If possible, footnotes should be avoided. If necessary, they should be numbered in the text and should be typed, double-spaced, at the end of the article or research note and before the list of references.

References in the text should give the name of the author(s) referred to, the year of publication and the page number(s). For example, 'as Edwards and Scullion (1983: 125) have argued...', or 'many studies of management development (see, for example, Mangham and Silver, 1986: 25;

Constable and McCormick, 1987: 55)...'.

If there is more than one reference to the same author and year, use letters (a, b, c) to distinguish the publications; for example, Flanders, 1980a.

References cited in the text should be listed alphabetically, by author, and for each author by year of publication, on a separate page which is headed REFERENCES. Please use the following format:

For books: Storey, J. and Sisson, K. 1993. Managing Human Resources and Industrial Relations,
Buckingham: Open University Press.
Sisson, K. (ed). 1994. Personnel Management. Oxford: Blackwell.

For chapters in books: Napier, B. 1986. 'The contract of employment' in Labour Law in Britain. R. Lewis, (ed). Oxford: Blackwell.

For articles in journals: Booth, A. L. 1989. 'The bargaining structure of British establishments'. *British Journal of Industrial Relations*, Vol. 27, no. 2, 225-34.

SUBMISSIONS

Three copies of papers for submission should be sent to: Professor John Storey, Editor, *HRMJ*, The Open University Business School, Walton Hall, Milton Keynes, MK7 6AA.

HUMAN RESOURCE MANAGEMENT JOURNAL

The aims of this journal are to promote the understanding of human resource management, provide an international forum for discussion and debate and to stress the critical importance of human resource management to a wide range of economic, political and social concerns. It covers such subjects as the relationship between business strategy and the management of human resources; the role of the personnel function; the design of organisations, work and jobs; human resource planning; recruitment and selection; motivation and reward; training and development; management development; discipline; performance management; health and safety; participation and involvement; and management-trade union relations. It endeavours to meet the need for more knowledge, on the part of researchers, trainers, teachers, policymakers and practitioners, in an area traditionally dominated by the prescriptive approach.