



# **International research at the firm level: Using the HRM indicators of the Hay Management Group**

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## This Presentation

Collaboration between Dutch HRM scholars and Hay Management Group:

- ❖ Short overview of Hay Group
- ❖ Contents of the collaboration
- ❖ Limitations
- ❖ Challenges and opportunities
- ❖ Research examples





## Hay Group

- ❖ Hay Group is one of the five largest management consulting firms in the world primarily focused on human resources
- ❖ The aim of the Hay Group is to improve business performance by focusing on
  - People
  - Cultural, and
  - Organizational issuesthat either enhance or restrain success
- ❖ The philosophy of the Hay Group expresses itself in *“Good data with great science are at the heart of our solutions”*



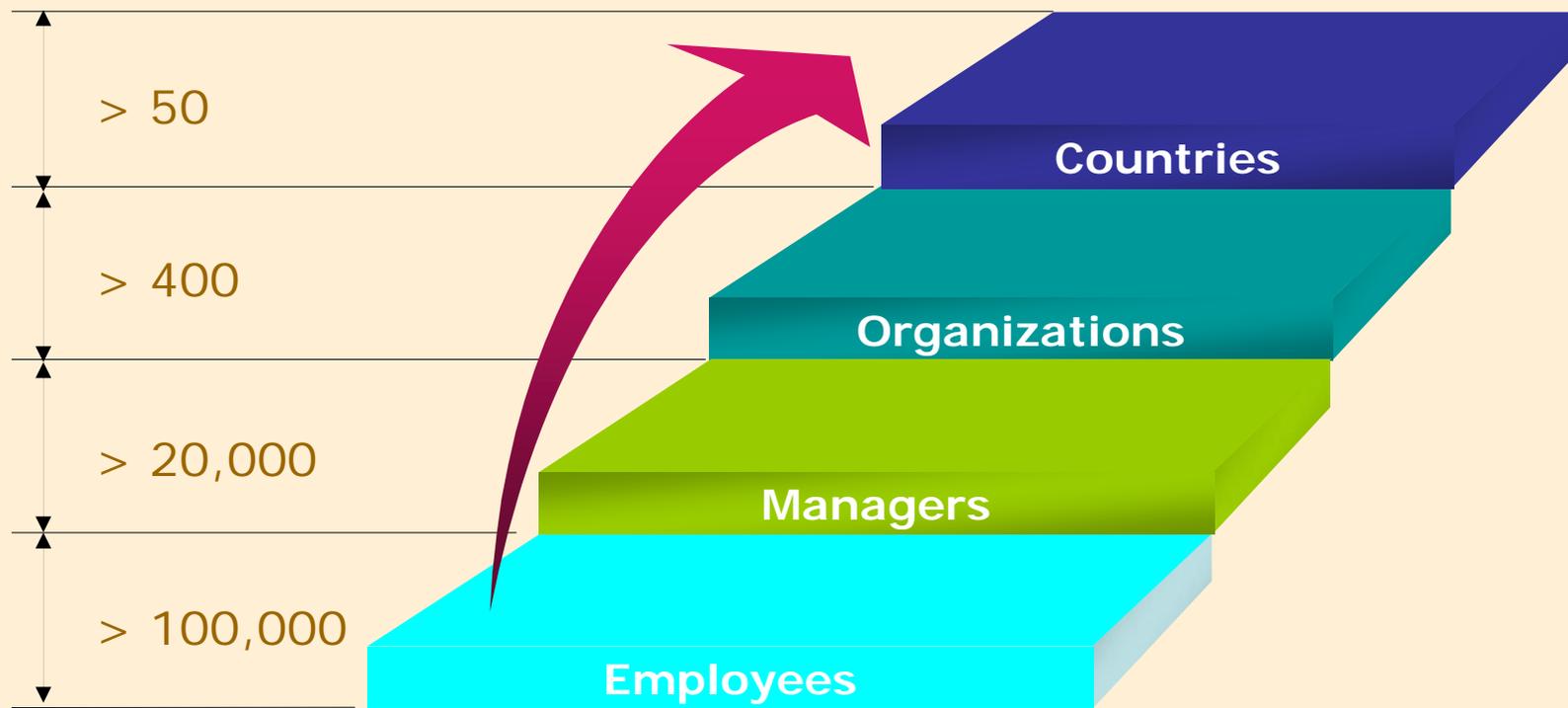


## The Hay Databases

- ❖ The Hay Group has built extensive databases with HRM indicators (e.g., organizational climate, values and leadership styles, collaboration, and even TAT) of more than 473 companies, covering more than 50 countries around the Globe
- ❖ Since data collection was part of the assessment of management training programs this guaranteed a response rate of approximately 100%.
- ❖ The databases contain multi-assessment data
  - Self-assessment data of managers
  - Managers rated by their employees



# Multilevel nature of the data





## Data limitations

- ❖ Data are collected for the assessment of management training programs
- ❖ Having such a large-scale database is a trade-off for the detailedness of the information (e.g., no information about type of tasks, team structure, etc.)
- ❖ The respondents tend to have a quite Western orientation and there is an over-representation of international firms
- ❖ This type of cross-national research is confronted with difficulties, such as:
  - Different social policies
  - Language differences
  - Cultural values and expectations
  - Sometimes specific needs of employees
  - Varying degrees of managerial sensitivity for HRM issues





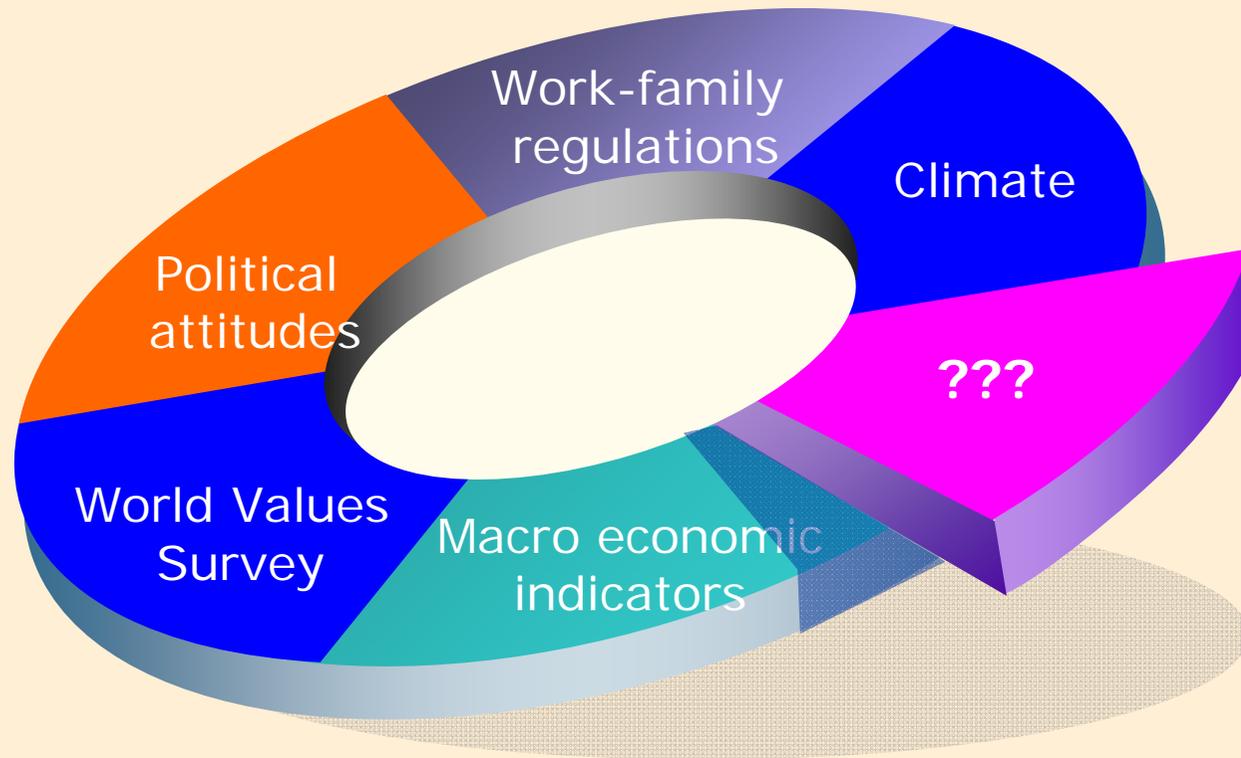
## Challenges and Opportunities

- ❖ The database has really unique features and it is in itself commendable that a global working consultancy firm is willing to put so much effort in collaboration with academic researchers
- ❖ The databases make it possible to test different hypotheses in a large sample representing different national, socio-cultural contexts
- ❖ Adding information. One of the ways to overcome a lack of detailed information is adding new information to the database. Up to now, we have been adding information about national culture from the Hofstede and the GLOBE studies



# Plenty more opportunities

- ❖ Adding information





## Research using the Hay data

- ❖ Leadership styles and group organizational citizenship behavior across cultures (Hofstede and Globe)
- ❖ Leadership and team cohesiveness across cultures (Hofstede)
- ❖ Leadership behaviors around the world: The relative importance of gender versus cultural background (Globe)
  - As expected, culture has a stronger impact on leadership behaviors than gender
  - In line with predictions, female managers around the world use more consideration
  - Surprisingly, women also use more initiating structure
  - Results suggest that gender differences in managerial behavior are predominantly found in Western societies
  - Results clearly contradict classic stereotypes on male and female managerial behaviors

