Implications for HR Practice - examples from prior proposals:

Example 1:

The research proposed will be of direct value to HR practitioners in several ways. First, it will provide support for the importance of adopting a “work life” rather than just a “work family” focus to HR efforts, policies and programs. Second, it will allow for the identification of domains of high employee commitment and high interference so that policies, practices, supervisory training, and employee programs can be tailored to the most common areas needing to be addressed, as well as to provide a more comprehensive picture of what these policies and programs should cover. Third, providing evidence of the effects of interference between work and other domains on individual well-being and health can serve as a justification for resource investment in programs to address a broader array of work-life interference issues. Finally, the research can assist in enhancing the effectiveness of the organization through demonstrating that greater retention of individuals may be obtained through reductions in work-life interference.

We plan to disseminate our findings widely to outlets of interest to HR practitioners, including *HRMagazine*, major business columnists in leading newspapers and trade journals, and through PR efforts with more general audience outlets.
Implications for HR Practice- Example 2: Effectiveness of Formal Mentoring Programs

The proposed research also holds significant value to practitioners, particularly those responsible for developing and managing formal mentoring programs. The benefits of this research are articulated below.

As noted above, the mentoring literature is largely comprised of prescriptive articles (written for practitioners) without much empirical support. The research study provides the opportunity to test many prescriptions in a large scale setting and a variety of organizational (sub-) cultures. We anticipate that the research findings would be publishable in a top tier research journal such as the Academy of Management Journal or Journal of Applied Psychology, and also more applied journals such as Human Resource Development Quarterly and practice-oriented publications like HRMagazine.

This project should provide some answers as to the best ways to design components of formal mentoring programs in order to enhance the mentoring process. Unlike much of the prior research on mentoring, we will be able to investigate impact not only on participant satisfaction, but also on mentee learning and growth as measured by a 360-degree feedback system. Our research will identify which program components contribute the most to mentoring outcomes thus providing guidance to HR practitioners as to the best place to invest their resources when designing mentoring programs.

The research will also identify steps organizations can take to support formal mentoring programs, including establishing climates high in perceived organizational support or support for learning, as well as providing feedback to program participants as a strategy for maintaining or improving mentoring relationships. The longitudinal design will provide information on how formal mentoring relationships take shape over time and will allow HR practitioners to determine the most effective timing of relationships, guidelines for time spent engaged in communication, and when interventions may be most effective.
Implications for HR Practice- Example 3:
Our research study will provide comprehensive and unique data that will lead to insight for HR practitioners on a number of issues including:

- Information on expatriate changes in adjustment over time. At the most microscopic level, our study allows insight into adjustments to living conditions, housing, food, shopping, cost of living, job responsibilities, language skill development, the culture in general, feelings of safety, and interacting with host country nationals. We will learn about the characteristics of individuals who display higher adjustment, perceived learning, and psychological health over the duration of roughly their first full year. This has important implications for cross-cultural training and transition strategies.

- Coping strategies that lead to higher levels of expatriate learning, career growth perceptions, and overall adjustment over the course of the (initial part of the) assignment.

- Expatriate level of familiarity over time with host country organizational issues including job responsibilities, organizational history, politics, norms, and so on. We will learn about the characteristics of individuals who display faster learning curves and onboarding results. HR practitioners will see how role clarity, realistic job preview, organizational support, and onboarding practices can influence expatriate adjustment.

- Characteristics of expatriates who develop strong within-organization social networks over time in the new assignment.

- Personality, experience, training, and family-based predictors of higher levels of adjustment, faster learning, and perceptions of the instrumentality of the assignment for one’s career. This could have assignee selection and assignment acceptance rate implications.

- Specific events and experiences that take place over the first year of the assignment that result in a positive or negative effect on their feelings about the assignment.

While there are many available studies on expatriation, none have been so comprehensive or time sensitive. This study truly will “unpack” the expatriate experience and allow HR academics and professionals alike an unprecedented look at what happens over this critical process for international operations. Such information can ultimately help
Companies provide better services and training to expatriates and will also have implications for selecting the right expatriates for an international assignment. Currently, selection information is based on studies that only look at early adjustment or overall adjustment rather than the expatriate journey of adaptation over time. We are confident that HR practitioners will gain valuable information about specific experiences that could lead to expatriate turnover or premature assignment returns, a major concern for organizations investing in expatriate assignments and the long-term career development of top international talent. Indeed, two major companies have already agreed to allow us to invite their expatriates to be in our study as they feel they will benefit from the resulting information.

**Implications for HR Practice - Example 4:**

The proposed empirical studies will provide an original, dense database and timely findings that can be used to develop strategies and programs for: (1) better employment forecasting in this growing segment of the workforce, and (2) planning for, modifying, and managing older worker job/work disengagement to facilitate organizational objectives, such as inter-generational knowledge transfer. The practical value of different anticipated outcomes of the proposed research are outlined in more detail below.

**More accurate employee workforce projections.** Projections of older employee job disengagement intentions are frequently grounded in untested assumptions about how employees will respond to economic and job-related rewards. The proposed research will provide new knowledge about the relationship between individual differences in
motivational orientation and the perceived satisfactoriness of jobs along key age-sensitive
dimensions, the characteristics of persons who engage in more or less retirement
planning, and the relatively predictive validities of job/work attitudes and planning
intensity for an array of time-linked job/work disengagement intentions.

**Information for the development of evidence-based programs to facilitate**

**job/work retention of capable older workers.** The effectiveness of job redesign, bridge
retirement programs and more recent contract-rehire programs for older workers is
predicated on assumptions about the meaning of work and the value of retirement for
older workers. Previous studies have tended to examine these influences in studies of
older workers in professional occupational sectors. Less is known about older employees
engaged in work that demands minimal professional training. Findings from these studies
will address the relative importance and role of economic and psychological job rewards
and can be used to tailor job/work disengagement programs specific to this large
occupational sector. The findings will also provide knowledge about the relationship
between job embeddedness (in terms of satisfactory PJ fits) and retirement planning
intensity, and may be used to develop more integrative job/work disengagement
programs that facilitate effective retirement planning.

**Identifying employee motivation for inter-generational knowledge transfer.**

Although organizations are increasingly concerned about knowledge transfer, few studies
have examined the importance of knowledge transmission as a determinant of an older
worker’s decision to stay on the job. The proposed research will examine the strength of
this motive in predicting PJ fit and job/work attitudes.
**Development of more effective older worker management practices.** Although age and job satisfaction are generally positively correlated across the entire work life-span, several studies suggest that job attitudes and behavior are not simply a function of age, per se, but rather the reasons that older individuals work. The proposed research examines the pathway by which different reasons for work influence job/work disengagement decisions. The findings are expected to identify important unintended consequences of older worker retention programs that target economic versus psychological/social job rewards.

**Better prediction of contract-rehire program effectiveness.** Studies of turnover and retirement planning among older workers provide predictive information on employee job/work intentions, but do not often provide information about the reasons that retirees might return to work. Such information is critical for identifying the pool of potentially available retired workers and for the development of contract-rehire programs that are attractive to members of this group of individuals. The study of retired workers also permits initial evaluation of pre-post retirement differences in job fit perceptions and work attitudes.