

Guidelines for Conference Papers

As a guide, papers must be between 3,000 and 3,500 words in length. A title of not more than fifteen words should be provided. All papers must include an Abstract and conform to the following generic format: introduction, literature review, methodology, findings/discussion, conclusion/implications and references.

Please use the checklist provided below to ensure that your paper meets the requirements prior to publication. In case of noncompliance to these guidelines, your paper will be excluded from being published. Please send us your paper in word format, not PDF files.

Title of the paper is no more than 15 words, centred and in 16pt font.	<input type="checkbox"/>
Author(s) name(s) appear below paper title in 14pt font and centred	<input type="checkbox"/>
Leave two empty lines before and after the name(s) of the author(s)	<input type="checkbox"/>
All text in Arial provided	<input type="checkbox"/>
Section/sub-titles are in numbered sequentially, in bold and 14pt font	<input type="checkbox"/>
Leave one empty line before and after each section/sub-title	<input type="checkbox"/>
Line spacing throughout paper is single-spaced (no double spacing please)	<input type="checkbox"/>
Abstract is in italics and justified both with 2.5 inch margin on both sides	<input type="checkbox"/>
Field of Research is indicated after Abstract. Leave two empty lines after Field.	<input type="checkbox"/>
All text is in 12pt font except sub-titles	<input type="checkbox"/>
Author(s) affiliation, address and email is provided at the bottom of the first page in 10pt font	<input type="checkbox"/>
Figures, tables and charts are included within the body of the paper	<input type="checkbox"/>
Figures, text or tables are not coloured or shaded	<input type="checkbox"/>
Tables or figures do not break across two pages	<input type="checkbox"/>
All text is justified	<input type="checkbox"/>
No space left at the beginning of the sentence of the new paragraph	<input type="checkbox"/>
Heading of the table or figure is provided on the top of the table or figure	<input type="checkbox"/>
End-notes are included – if applicable (Please do not use footnotes)	<input type="checkbox"/>
Paper has been checked for grammar and spelling	<input type="checkbox"/>
References provided at the end in alphabetical order and 1cm hanging indent. Please delete all brackets before and after year of publication	<input type="checkbox"/>

References should be complete and in Harvard style. They should contain full bibliographical details and journal titles should not be abbreviated. For multiple citations in the same year use a, b, c immediately following the year of publication. References should be shown within the text by giving the author's last name followed by a comma and year of publication all in round brackets, e.g. (Fox, 1994). At the end of the article should be a reference list in alphabetical order as follows :

(a) For article:

Bhatt, V.V. 1993. "Development banks as catalysts for industrial development', *International Journal of Development Banking*", vol. 11, no. 1, pp. 47-61.

(b) for books

Gerschenkron A.1966, *Economic Backwardness in Historical Perspective: A Book of Essays*, Belknap, Massachusetts.

(c) for chapter in edited book

surname, initials and year, "title", editor's surname, initials, title, publisher, place, pages, e.g.

Bessley, M. and Wilson, P. 1984, "Public policy and small firms in Britain", in Levicki, C. (Ed.), *Small Business Theory and Policy*, Croom Helm, London, pp.111-26. Please note that the chapter title must be underlined.

Paper should be electronically submitted to :

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SAMPLE PAPER

HRM Transition in Indonesian Companies: Linear and Non-Linear Approaches

Nurianna Thoha, Maureen Bickley and Alma Whiteley

The paper reports on a study of human resource management practices in seven large Indonesian Companies. Current practices reported by company staff were considered against a conceptual framework representing the stages of Personnel Administration, Human Resource Management, and Strategic Human Resource Management. Results provide clear evidence of practices in each stage occurring simultaneously. The data in one company, reported here, challenges the more usual notion of an integrated and linear HRM system and is replaced by a combination of linear and non-linear elements. There was with clear evidence of transition and adaptation.

Field of Research: Human Resource Management, Developing economies

1. Introduction

In achieving and maintaining a competitive edge in a rapidly changing world, organizations have to face some many challenges. These include managing growth and change in an increasingly global marketplace (Lajara, Lillo & Sabater, 2002; Lawler III & Mohrman, 2003; Gubman, 2004). Simultaneously, pressures from competitors, shareholders and customers require companies to create services and processes ahead of the competition (Brockbank, 1999). This paper will focus on the challenges Indonesian organizations face in dealing with their people as human resources, particularly in relation to the implementation of strategic human resource management in organisations. Following the 1997 Asian financial crisis, Indonesian companies faced particular challenges as they sought to respond to global markets and sustain their companies' viability. This paper seeks to identify how some large Indonesian companies are responding to this challenge from a human resource perspective. It seeks to identify the barriers and enablers influencing the transition from personnel administration to strategic human resources management in these large Indonesian companies.

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2. Literature Review

The challenges faced by Indonesian companies following the financial crisis of 1997 focussed companies' attention on urgent survival strategies. In the 1990's literature in human resource management (HRM), the better use of human resources to achieve strategic competitive advantage was a central theme (Beer, 1997; Ehrlich, 1997; Mohrman & Lawler, 1997; Ulrich, 1997).

3. Methodology and Research Design

The research aimed to investigate the activities related to the personnel administration/ human resource management/ strategic human resource management as reported in individual company settings. The study was conducted in seven large Indonesian Companies, focussing on the development of theory through a case study approach (Eisenhardt, 1989; Yin, 1994).

4. Discussion of Findings

Three clear super categories of practice were identified following content analysis processes: PA (Personnel Administration), HRM (Human Resource Management), and SHRM (Strategic Human Resource Management) practices which resonated with the HR literature. PA was defined as the basic administrative activities such as record keeping (attendance, leave records) company training, salary computation and other short term task oriented activities (Whiteley, Cheung and Zhang, 2000). across the whole organisation.

5. Conclusion

Investigating how large Indonesian companies are performing and reforming human resource practices was made more critical by the Asian financial crisis of 1997. This study gathered qualitative interview data from 88 practitioners within seven large companies to better understand the practices and approaches being used from a practitioner perspective.

References

- Altheide, D., L 1996, Qualitative Media Analysis, Sage Publications, Thousand Oaks, Ca.
- Bennington, L. & Habir, A. D. 2003, 'Human resource management in Indonesia', *Human Resource Management Review*, vol. 13, no. 3, pp. 373-392. Retrieved: 27 April 2005, from Science Direct database.