

Dudo von Eckardstein, Stefan Konlechner*

Employer Behavior Human Resource Management Research and Teaching in Germany and Austria**

Employer behavior (“*Arbeitgeberverhalten*”) plays an essential role when it comes to understanding Human Resource Management (HRM). However, rather few studies actually seem to take the concrete behavior of organizations as employers into account. Instead, German textbooks and journals are replete with examples of “good practices” in HRM. We argue that, as a result, there is a growing discrepancy between HRM in research/teaching and practice, which unquestionably is a problematic development in an applied science like HRM. Based on our analysis of five leading German textbooks on HRM and five volumes of the German Journal of Research in Human Resource Management (2005-2009), we highlight current gaps in the academic discussion and we derive some theses concerning the current state of the discussion. Finally, we discuss our findings and highlight some avenues for further research in our field.

Key words: **HRM, employer behavior, textbook analysis, bad practice**
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* Em. Prof. Dudo von Eckardstein, Institute for Human Resource Management, WU Vienna, Althanstraße 51, 1090 Wien, Austria. E-mail: Dudo.Eckardstein@wu-wien.ac.at.

Dr. Stefan Konlechner, Institute of Human Resource & Change Management, Johannes Kepler University Linz, Altenbergerstraße 69, 4040 Linz, Austria.
E-mail: Stefan.Konlechner@jku.at.

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