



CHALLENGES OF FUTURE HUMAN RESOURCE MANAGEMENT PRACTICE AS A SYSTEM

Getaneh Zelalem¹ and Getnet Tilahun²

1. University of Gondar, College of business and economics
Department of Marketing Management
2. Debre Tabor University, Faculty of Business and Economics
MBA /PhD Candidate

Abstract: *Human resource is the valuable asset of every organization, but the task of handling employee is more challenging in today's changing environment. More specifically, the prediction of future HRM events at best is uncertain. Several research was taken to predict the challenge of future HRM by different researchers and scholars, though the challenge of future HRM is recognized by different researcher and scholar remain at micro level. It is not optimal to reach the general conclusion about the overall challenge of future HRM using such micro studies, so that to predicting future HRM challenge needs the evaluation and examination of the entire HRM environments practices as a system. That is why the author is most aspired to examine future HRM challenges.*

Key words: Future HRM practice, challenge, system

Part I. Introduction

Human resources (HRs) are an organization's greatest assets because without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media, and dealing with customers could not be completed. HRs and the potential they possess are key drivers for an organization's success. With globalization and technological advances, today's organizations are continuously changing. Thus, organizational change impacts not only the business but also its employees (Seyal, 1990:p.1).

Koch and McGrath (1996:p.1) noted that the way in which a firm manages its human resource (HR) is increasingly recognized as centrally important to execution of its strategy. The authors argues that a highly productive workforce is likely to have attributes that make it a particularly valuable strategic asset. Superior work- force productivity can be difficult to imitate; can't be replicated

quickly; may draw upon idiosyncratic routines and know-how; may be uniquely valuable in a given firm setting.

Nasiri and Zanjani, (2012:p.6) explained that the authorities should pay special attention to education, communication and decision making skills and be able to provide a clear picture of their company. They should have a clear picture of relationship between cognitive function and operational management needs.

The practice of human resource management (HRM) works to ensure that employees are able to meet the organization's goals by predicting the future HRM events. But the prediction of future HRM events at best is uncertain. HRM researchers and theorists have different views about what will happen to HR (Nasiri and Zanjani, 2012:p.2). They need to review existing practices toward ensuring that options and solutions improve the design and development on human resource practice for ever changing environment that needs further

investigation to predict future HRM events at a strategic level as a system. Therefore, the author is aspired to examine the future HRM challenges using the entire HRM environments and its practices as a system.

Part II. Literature Review about HRM

The history of HRM is said to have started in England in the early 1800s during the craftsmen and apprenticeship era and further developed with the arrival of the industrial revolution in the late 1800s. In the 19th century, Frederick W. Taylor suggested that a combination of scientific management and industrial psychology of workers should be introduced. In this case, it was proposed that workers should be managed not only from the job and its efficiencies but the psychology and maximum wellbeing of the workers. Moreover, with the drastic changes in technology, the growth of organizations, the rise of unions and government concern and interventions resulted in the development of personnel departments in the 1920s (Haslinda, 2009:p.2).

Many definitions for HRM have been proposed by scholars from a short and simple definition to a lengthy and comprehensive description. In short, HRM is best understood as the “process of managing human talents to achieve organization’s objective”. Furthermore, HRM definition concerned with human resources planning, recruiting, selection, training and development, designing compensation and benefit system, designing performance appraisal systems, and discharging low performing and/or problem employees (Haslinda, 2009:p.2).

The process of managing human talents includes the process of recruitment and selection, compensation and benefits, labor and industrial relations, training and development, performance

appraisal, transfer and promotion, human resource planning, change management, and also the management of employees’ safety and health in organizations. HRM helps to manage human talents to achieve organization’s objective. (Haslinda, 2009:p.1).

The objective of HRM strategy could be articulated as establishing policies which, by directing how human resources are acquired and developed, result in the creation of firm-specific, inimitable assets in the form of knowledge, skills and abilities embedded in the human capital of the organization and useful only to that firm. HRM policies can represent a significant source of competitive advantage because they allow a firm to locate and develop employees who are more effective than those of competitors (Koch and McGrath, 1996:p.1).

Haslinda (2009:p.3) advocated human capital management (HCM) for today’s dynamic HRM as a win-win approach for employers and employees. HCM is the process of acquiring, developing, deploying and the retention of the collective knowledge, skills and abilities of an organization’s employees by implementing processes and systems that match employee talent to the organization’s overall business goals. Whilst, human capital development is the process of developing and retaining the existing knowledge, skills, abilities and competencies of employees. As Koch and McGrath (1996:p.1) suggested that a central objective of the HMR function of a firm is to enhance the firm’s competitive position by creating superior ‘human capital’ resources.

Moreover, two key principles are promoted that are central to the human capital idea. First, people are assets whose value can be enhanced through investment. As with any investment, the goal is to

maximize value while managing risk. As the value of people increases, so does the performance capacity of the organization, and therefore its value to clients and other stakeholders. Second, an organization's human capital policies must be aligned to support the organization's shared vision that is the mission, vision for the future, core values, goals and objectives, and strategies by which the organization has defined its direction and its expectations for itself and its people. All human capital policies and practices should be designed, implemented, and assessed by the standard of how well they help the organization pursue its shared vision (Haslinda, 2009:p.3).

At most government agencies, the largest share of operating costs is devoted to managing and developing its workforce. For this reason, employees traditionally have been viewed through the budgetary lens and therefore they have often been seen as costs to be cut rather than as assets to be valued. However, high performance organizations in both the private and public sectors recognize that an organization's people largely determine its capacity to perform. These organizations understand that the value of the organization is dependent on the value of its people.

The more it recognizes that employees vary in their talents and motivations, and that a variety of incentive strategies and working arrangements can be created to enhance each employee's contributions to organizational performance, the more likely the organization will be to appreciate the variety of employee needs and circumstances and to act in ways that will make sense in both business and human terms (Haslinda, 2009:p.3). In this regard HRM aimed to bring about learning and change in an organizational context.

The culture, aims, strategy, and structure of the organization delimit HRM. For all practical purposes, there is no standard set of competencies, curricula, or even missions for HRM that crosses organizational boundaries or stands alone separate from the organization (Karen, 2015: p.1). HRM practitioners must have a thorough understanding of organizational behavior, systems theory, and intervention theory. New employee orientation is an opportunity to invite organizational members to see the vision, mission, and values of the organization and to learn their part in it (Karen, 2015: p.2).

Successful companies will be those that have the ability to attract and retain highly skilled employees. So, these organizations must be able to compare between what employees want and what employers are willing to give. This participatory approach to human resources and the perception of a common understanding among human resources managers and executives offer benefits through flexible and innovative care of their employees (Karen, 2015: p.2).

HRM function hosted by an organization or larger system. The host can be a for-profit, nonprofit, or governmental entity. It can be a large multinational alliance, a nation, or a multinational corporation. It also can be a small entity with only a dozen or so employees. Practically speaking, the host is more likely to be a company, a fairly autonomous company division, a local or national government/military agency, or a complex nonprofit organization (Clayton, Mary and Richard, 2008:p.7).

Managing diverse groups of people and the multinational context hosts a variety of organizational designs and cultural variables, along with various organizational perspectives and

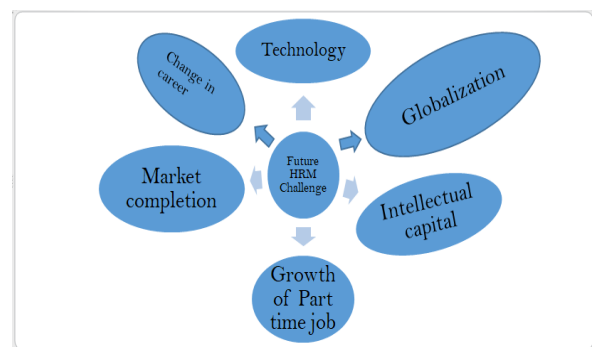
strategic intentions driving the efforts to manage people around the world in a complex situation. Stakeholders such as investors, local communities, families of employees, and governments, rounding out the interdependent populations involved with multinational organizations. These groups function within different structures of multinational organizations having different operational foci and practices for sourcing talent, knowledge management, and reward systems. Trends toward increased emphasis on performance pay are destabilizing the traditional rewards and welfare afforded to workers based on the job, as well as concentrating power in the hands of management at the expense of labor. A primary focus on the economic contract without attention to the social contract can exacerbate the inherent tension of managing relations with people across borders (Wiley Inter Science, 2007:p.3)

Positive and significant effects on labor productivity are found for organizations that utilize more sophisticated human resource planning, recruitment, and selection strategies. These effects are particularly pronounced in the case of capital-intensive organizations (Koch and McGrath, 1996:p.1). HR information technology are being extensively used now in the public sector. Correctly implemented, these solutions remain key levers to enhance overall HR service levels and reduce costs. These means can help redefining the HR role and assist HR in becoming a real strategic partner (Koch and McGrath, 1996:p.3). Focusing on adopting a more strategic approach to HR suggests a developing consensus that human resources are the key source to competitive advantage because it is the skills, behaviors and values of staff that are principal in an organization's success. Furthermore, better accessibility to information (i.e.: HR technology, tools for improving information accessibility) and HR reforms (i.e.:

reform of the remuneration system, reform of the main HR processes) confirm that HR is taking into account these important strategic issues.

Part III. Detailed presentation on the Future Challenge of HRM

The prediction of future events on HRM is absolutely uncertain. Several researches were taken by different researchers and scholars to see the challenge of future HRM, but the analysis was based on micro factors, which is difficult to see the entire HRM challenge and likelihood in the future. Researchers seen the challenge future HRM generally from micro level. For example Nasiri and Zanjani (2012:p.2) explained the stressful environment of today's businesses, organizations and managers challenges for HRM is like technological change and innovation. More specifically Nasiri and Zanjani seen the challenges of future HRM from the following dimension as follows:



3.1 The challenge of Future HRM Nasiri and Zanjani (2012:p.2)

The first one is technology. Any change is difficult and the HR department should consider itself as a change agent. The technology is necessary, particularly measures should reduce employee resistance to new technology and processes and ensure that steps are taken to provide support and education of the staff to cope with the underlying changes. Similarly, Holland and Bardoel

(2015:p.4) noted that advances in technology can provide an unprecedented level of electronic monitoring and surveillance of work and employees both inside and outside the workplace. Particularly when combined with HR practices designed to develop trust and high commitment relationships. This can have a significant negative impact on work and employees what we call the 'dark-side' of technology.

The second important issues raised by Nasiri and Zanjani was intellectual capital. The most successful organizations will be those with the ability to attract, develop and maintain employees who think and act globally. HR department will be responsible for finding talented employees, and attract, develop and retain them. The third one is associated to globalization. Organizations need to compete in their activities in order to improve their global competitiveness and prepare the staff for the world and international levels and the organizations need to maintain a talented and capable staff. Other challenges of globalization can be related to racial differences, age differences, the balance between work and family, organization reorganization, workforce development and employee expectations change.

The fourth one is tied to change in career. In recent years, career development and transition has been made from manufacturing to professional services. The main reason for the change has been phenomena such as: Internet, computer and information systems. This transformation is due to the higher level of automation in factories and workshops and has created a challenge in the field of HRM. The fifth one is market competition which is increasing global competition necessity of using more skilled workforce.

The growth of part-time job is another challenged determined by Nasiri and Zanjani. In the past temporary and part-time workers were hired for activities for critical states like a sudden growth in production, etc., but the part-time forces (such as temporary workers, independent contractors, and Part-time employees) have a higher share in HRM.

Researchers, theorists and scientists all agree that global competition will witness a sharp increase in the coming decades. More competition has caused many organizations to partner with foreign companies. Consequently, all these actions will be challenging situations for human resource managers (Nasiri and Zanjani (2012:p.2).

HR managers are faced with an environment that is changing rapidly. Accordingly, maintaining a competitive position in the market requires that their plans are constantly being revised and updated. Effective HR managers should work with changes made in the legal field and in the national and international levels. Most importantly, HRM skills, knowledge, and abilities need to be regularly evaluated and reviewed (Nasiri and Zanjani (2012:p.2). Predicting and planning needs are considered of the important issues in HRM. Hiring process can require considerable time and taking hasty decisions will bring disastrous results (Karen, 2015: p.2).

A scenario about the future is written with simple or complex techniques. Some complex techniques use often highly sophisticated quantitative methods based on the trends that often leads to a unique scenario (Nasiri and Zanjani, 2012:p.4). Over the years, Delphi method has been used to predict the organization future using a collective technique in which an expert group predict possible future conditions.

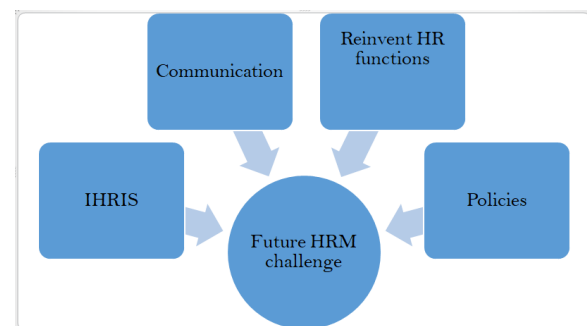
Today, the strategic challenges in the field of HR are not limited only to administrative matters, but at the same time attention should be given to the four criteria: 1) human resources development infrastructure should be maintained, 2) employees' commitment should be engineered, 3) human resource professionals are strategic partners of the organizations and, 4) HR professionals as internal consultants handle their change management (Nasiri and Zanjani, 2012:p.6).

Too many organizational change efforts are directed at changing either one organizational segment (improve HR, manufacturing, or contracting), one approach (improve hiring, tooling, supplier selection), one method (introduce 360 degree appraisal, management training, numerically controlled tools). In today's dynamic world, most organizations have legions of such improvement initiatives underway. Yet very few have any clue what the overall impacts are because they have no overall game plan for these changes (Laurie, 1999: p.2).

Without the benefit of systems thinking, most manager do not realize they need a game plan; they are taking a "random walk" approach toward organizational improvement. Unless managers see all their interventions as a system of change being imposed on a system of interrelated functions and processes (Laurie, 1999: p.2).

The tension between universalism and localism increases as global trends in finance, competition, and power place pressures on local labor and community institutions to adapt to the international way of doing business. At the same time, formidable resistance from micro level loyalties and competition obstructs this macro level move toward globalization (Wiley Inter Science, 2007:p.3).

Laurie (1999: p1) used system to see the challenge of future HRM. System theory is a meta-type theory describing the properties of systems and how they function. A change in one part will affect the other parts, intentionally or not. The implication is that a single organizational intervention in one location, in one function, or as one initiative, is unlikely to have the desired effect because it does not take into account the other parts of the system. In fact, just as in a biological system such as the human body, an intervention in one place can produce unanticipated and negative side effects elsewhere. More specifically Laurie (1999: p.4) seen the complexity of future HRM as a system in four perspectives.



3.2 Challenges for future HRM Laurie (1999: p4)

The first one is reinvent HR functions hence HR function itself needed major changes. Changes like from predominance of administrative activities and more toward the roles of strategic partner, change agent, and employee advocate. The second one is the view of using integrated human resource information system (IHRIS) like a single information system using PeopleSoft software, which brings together functions from a wide variety of legacy information systems. Having such contemporary approach to personnel data management is clearly needed as part of creating an overall HRM system.

The third item is communication with employees. But this is one of the most often recognized needs in a major cultural change though often done inadequately. Communication must be simple and highly repetitive. The partnership assured that Communications staff would be aware of all changes well in advance so they could ensure that employees were well informed in a timely manner. The last tied to policies of the people though there is disconnect between the HRM policies & the typical HRM practices, a situation common to many organizations. It is challenging to get people to adopt approaches that don't fit their mental models, especially when the mental models are mostly subconscious.

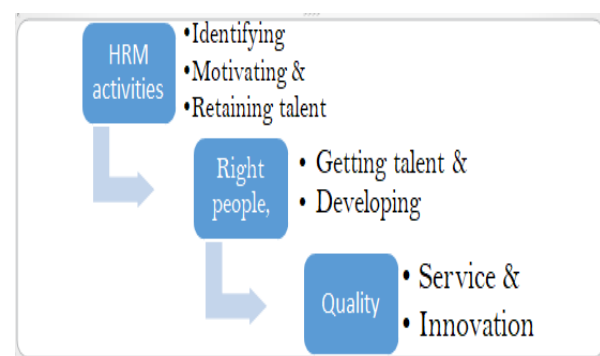
Due to the changing business environment, HRM also does undeniably need to change to respond to changes. The future is unpredictable and difficult to determine. As a result, the flexibility and business knowledge towards responding to this uncertainty is important. While human resource managers maintain their relationship with their technological development, it is essential that the issues associated with the roles of their staff are combined with public and economic issues. Efficient employees in organizations are known to be more important. Hence, the HR department should look to the future to deal with big problems (Nasiri and Zanjani, 2012: p.2).

Clayton, Mary and Richard (2008:p.3) predicted the challenge of future HRM by using team level, organizational level and the work process factors. The emergence of work teams over individual performers has altered workplace demands. Underlying factors such as production technology, information technology, globalization, and customer focus have fueled the creation of work teams and new social relationships.

It is important for HR to support organizational changes and to act as a strategic partner, yet it has to find an equilibrium between being a "strategic partner" and the operational, day-to-day reality, which forms the core of the profession (Survey for the 44th meeting of the Directors general responsible for Public Administration of the EU member states, 2005:p.15).

Key external factors are driving radical changes to the way organizations work and shape the strategic context for managing people at present and in the coming years. These factors are for instance social and economic changes, technological evolution, and operational environment. In this context of major people challenges, the role of the HR function is more than ever at the center of the action (Survey for the 44th meeting of the Directors general responsible for Public Administration of the EU member states, 2005:p.15).

To reach a certain level of quality of services and innovation, the right people should be found and developed, but identifying, motivating and retaining talent is challenging in HR. Unfortunately today fewer people have the combination of right skills that institutions need. In general, specific expertise in various domains is difficult to recruit (Survey for the 44th meeting of the Directors general responsible for Public Administration of the EU member states, 2005:p.23).



3.3 Challenges of HRM Practice by (Survey for the 44th meeting of the Directors general responsible for Public Administration of the EU member states, 2005:p.23)

Coming across people from every strata of life, lacking will to change or inclination to learn. They display a tendency to shirk work. They are epitomes of polarized thinking and lacking fair play systems and integrity of professionalism. There are no available facts about the future (Seyal, 1990:p.3).

The place of the individuals in the organization will be determined by their knowledge, skills and values. Their contribution, and self-realization will be judged by their competence to achieve desired results in their assignments. Future organizations will be dependent upon the values and motivations that young leadership has acquired during their educational and work experience (Seyal, 1990:p.4).

The birth of new young in the university and college will more challenge future HRM practices. For example Seyal (1990:p.7) pointed that 21 century survival depend upon the existence of “clean-up” generation, which will be willing to fix the damages and clean up the physical and emotional life by the socioeconomic revolution. The young generation now in universities and colleges will provide the leadership as the clean-up generation. The motivation of this new and young generation seems to be “a quest for their rights as individuals, a rebellion against regimentation and authoritarianism, and search for identity”. The future belongs to the new group and the human resources and organizations will be influenced by their motivation.

The employee, their employers, and the country’s responsibility that technical and business management institution must be designed that will

enable them to upgrade themselves, attain higher skills, perceptions and concepts. But the available facilities of management development in the country are not sufficient to fulfil the demand. It is noted that the serious shortage of professional management trainers, consultants and other professional staff exist in the H.R.D. field. In the most underdeveloped countries, the field of management is itself new which is an added problem in this context (Seyal, 1990:p.7).

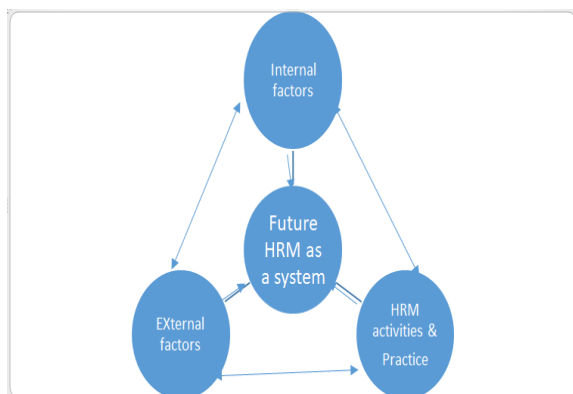
Bader, Schuster & Dickmann (2015:p.3) explained the challenge of HRM when the company is operated its business in multinational companies (MNCs). Everywhere there are Multinational Companies (MNCs) involved, doing business in a hostile environments. Obviously, the environment and context these firms are embedded in cause severe challenges for international HRM, such as ensuring well-being and safety of the employees in these countries.

As Wiley & Sons (2002:p.3) explained the absence of unifying political leadership, incongruent values produced uncertainty and employee demotivation. A timely warning perhaps, in an environment where time for reflection following change is rare.

Okhuysen, Lepak, Ashcraft, Labianca, Smith, and Steensma (2013:p.2) considered the challenge is in studying work is that both work and the work place are ever-changing. Changes are due to social and political upheavals, such as civil rights movements, which have enabled some women and men of color to enter arenas of professional and managerial work that were once forbidden. The entry of women into skilled manual jobs previously reserved for men has also dramatically changed the world of work. Sharp gender and racial divisions of labor persist, and many low-skill and low-pay jobs continue to be occupied by those who are socially marginalized.

The Global Financial Crisis has, ironically, led to both pressures for a further paring back of governmental capabilities for regulation and enforcement, and a renewed interest in the possibilities for meaningful institutional redesign. Global trends in HRM practices and the varying extent to which they are mediated or partially mediated by spatially confined institutional frameworks. (Wilkinson, & Wood, 2015:p.2).

In sum, even though, micro forces are imposing challenge on future HRM practices, it is not sufficient to reach the general conclusion of predicting the future HRM challenges using a micro forces. Therefore, taking the entire forces using meta-analysis is more advisable shown below.



3.4 HRM functions and environments as a system

Future HRM challenge is the cumulative effect of the environments it internal and external level. Similarly the practice of HRM functions are also imposing considerable effect on future HRM. Overall, the future HRM practice needs the effort that align with internal and external forces and also HRM functions. Furthermore, the prediction of future HRM challenge needs a comprehensive view of meta- analysis as a system to give sufficient information for the prediction challenges for future HRM practices.

Part IV. An Evaluation & Usefulness of the Future Challenge of HRM

The topic of HRM is not new in developed nations, but unfortunately it is the most neglected field in the developing nations. HRM has become increasingly vital to the success of a modern organization. Rapidly changing technology requires that employees possess the knowledge and skills necessary to cope with new processes and production techniques. The growth of organization into large, complex operations whose structures are continually changing makes it necessary for managers and employees to be prepared for new and more demanding assignments (Seyal, 1990:p.3).

It should be observed that the methods to assess future HR availabilities and needs, pay no attention to the functional interdependence of the personnel in the different components of an organization (Correa and Craft, 1999:p.4). HRM is absolutely critical for any type of organizational functioning. Organizations are coming to realize that performance of any firm is dependent upon the effectiveness of their human resources. Because the next century will bring more rapid changes in every walk of life and those organizations will be the winners that have invested in human capital (Seyal, 1990:p.3).

Sufficient attention has to be given to HRM issues. It is a long way and an ongoing evolution in developing effective HR strategies and implementing them at all levels (central and local). To be successful, the HR function must develop both an operational and a strategic HR capacity. It is important for HR to support organizational changes and to act as a strategic partner, yet it has to find an equilibrium between being a “strategic partner” and the operational, day-to-day reality,

which forms the core of the profession (Survey for the 44th meeting of the Directors general responsible for Public Administration of the EU member states, 2005:p.16).

HRM and human resource development subspecialists encouraged the view that employees were the firms' most valuable asset to such an extent that old fashioned trade unions were no longer needed. 'Management' recognized the need to protect and nurture their workforces. This is set out in the publications of organizations like the UK Chartered Institute of Personnel and Development (CIPD) which, in its own words, is 'the professional body for those involved in the management and development of people'. With its 135,000 members, the organization's mission statement claims that it seeks 'to lead in the development and promotion of good practice in the field of the management and development of people, for application both by professional members and by their organizational colleagues; to serve the professional interests of members; to uphold the highest ideals in the management and development of people (Haynes, 2010:p.11).

In the 20th century, the developed nations of the world have recognized the importance of investing in human capital. Thus, they have invested a lot and have created a knowledge industry and it learned that an investment in human capital could yield higher rate of return as compared with investment in capital goods or land and also added benefit of improved level of economic growth and social progress (Seyal, 1990:p.6). Therefore, thinking about the future HRM is the most decisive task what every organizations must look on it.

Part V. Conclusion

Several research has been conducted to predict the challenge of future HRM and to adapt the ever

changing environment. Unfortunately, most of the research conducted on future challenge of HRM was narrow. For instance, Geringer, Frayne and Milliman (2002:p.1) explained that the vast bulk of existing research on HRM practices remains micro, focused within countries and without pretense to being generalizable like assessing HRM practices, particularly in conjunction with cross-cultural and international HRM variables. Similarly, Bader, Schuster & Dickmann (2015:p.4) noted that still a substantial need for new research on such an increasingly important topic on the theme of managing people in a hostile environments. More specifically, the authors pointed that further research is demanding on the area like the responsibility and role of the HR department in hostile environments, gender issues under the prevalence of violent threats.

The research taken on the effect of cultural issue for future HRM challenge is also not sufficient. Bader, Schuster & Dickmann (2015:p.3) assured that there is little research on the impact of culture and different ways of dealing with violent conflict and risk depending on the companies' and the employees' origin. This is especially important, since most research focuses on expatriates from US American or European MNCs. However, while expatriates have the possibility to leave the country, if it is getting too dangerous, it is still unclear how local employees of foreign MNCs should be managed in such a case. Localization is severely underexplored especially considering the wider phenomena going beyond the level of locals' skills acquisition and including issues such as trust or corruption.

From a legal point of view, organizations are also struggling with ensuring they are in compliance with employment laws for workers who are short timers, as well as for workers who work for many

organizations simultaneously. But there are many additional research questions that are critical to examine with the changing nature of work (Okhuysen, Lepak, Ashcraft, Labianca, Smith and Steensma, 2013:p.7).

Consistent with systems theory, it would not be optimal to work on the HRM system without considering the context of the overall organizational system, since they are highly interrelated (Laurie, 1999: p.5). Similarly Laurie (1999: p4) explained future HRM needs to reinvent HR function including integrated human resource information system (IHRIS), communication with employees and policies.

In conclusion, it is no doubt that the future HRM is challenging as it was proven by different literatures. There is an evidence that different scholars and researchers attempted to predict the challenge of future HRM though their view remains at micro level. The previous literature is not sufficient to predict the entire future HRM challenge as a system, so that the prediction of future HRM challenge needs the investigation of the whole internal and external forces that can be viewed as a system using meta-analysis. The need to review existing practices toward ensuring that options and solutions improve the design and development on HR practice for ever changing environment. Beyond the existing reviews, extensive and further research will be demanding in the areas of more specifically the political, cultural, natural and also economic issues. Finally the author will recommend further research to be taken to predict the overall challenge of future HRM practices by employing meta-analysis as a system than micro factors.

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