

PEOPLE & ORGANIZATIONS 2



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Introduction

XYZ Limited is a multinational glove & condom company and it is the global leader in protection solutions. They have various branches in various countries. These are Malaysia, Sri Lanka, Thailand, India, Australia, America and etc. XYZ has main two products. They are glove and condoms manufacturers. XYZ Lanka belongs to XYZ health care Limited in Red bank, America. XYZ Lanka produces only gloves. This can be divided main two categories. These are OHC (Occupational Health Care) and PHC (Personal Health Care).

XYZ Lanka (PVT) Ltd is the one of the largest foreign investment in our country. It had ISO 9001: 2000 international standard certificates. The first factory is XYZ Lanka got ISO standard in Sri Lanka. XYZ was started in 1905 at Melbourne, Australia. Its creator is Sir. Eric XYZ. He is Dunlop worker & British man. It was started using 60 \$ in a rented lodge. Its initial products are latex balloons and condoms. Initially, they used wood die. Later, Eric XYZ's sons joined to father's business. Younger son Havi XYZ joined in 1922, at that time he was in 17. Elder son Loid XYZ was got a science degree in Melbourne University and joined in 1924. They started making gloves (For residence use) in 1925 at Richmond near Melbourne. They started to use natural Latex for latex compound in 1930 but these trials did not visualize good results. However, regularly Latex baby soothers & Hot water bags were addition to their production. (XYZ limited *Financial Performance, 2015*). In 1945, they attained to large factory with help from government. In that occasion, XYZ brothers made an automatic dipping machine. This could make 300 glove pairs at time period of 8 hours. In 1952, Mr. Eric XYZ died. Since that time, Mr. Loid and Mr. Havi developed that business. XYZ got Dunlop Australia limited to its own in 1969. XYZ Lanka (Pvt.) Ltd, a member of XYZ International Group of companies was established in export processing zone Biyagama in 1989, under the open economic policy of the Sri Lankan Government. XYZ Lanka was doing only the production. XYZ international does the marketing. XYZ Lanka factory covers an area of 25 acres and is the largest among the BOI factories. XYZ Lanka Ltd included 25000 m² of building area, 12 dipping machines and produces surgical, examination and industrial gloves for the worldwide market. Along with the main facility, XYZ Lanka also had an irradiation plant for sterilization and owns a latex concentrate factory providing supply for raw material. The total investment on XYZ Lanka (Pvt.) Ltd was invested by XYZ International is over 800 billion U.S. dollars. The management consists of Sri Lankan as well

as expatriates. There were nearly 2500 permanent and casual employees covering three shifts within a 24hr period.

Organizational structure

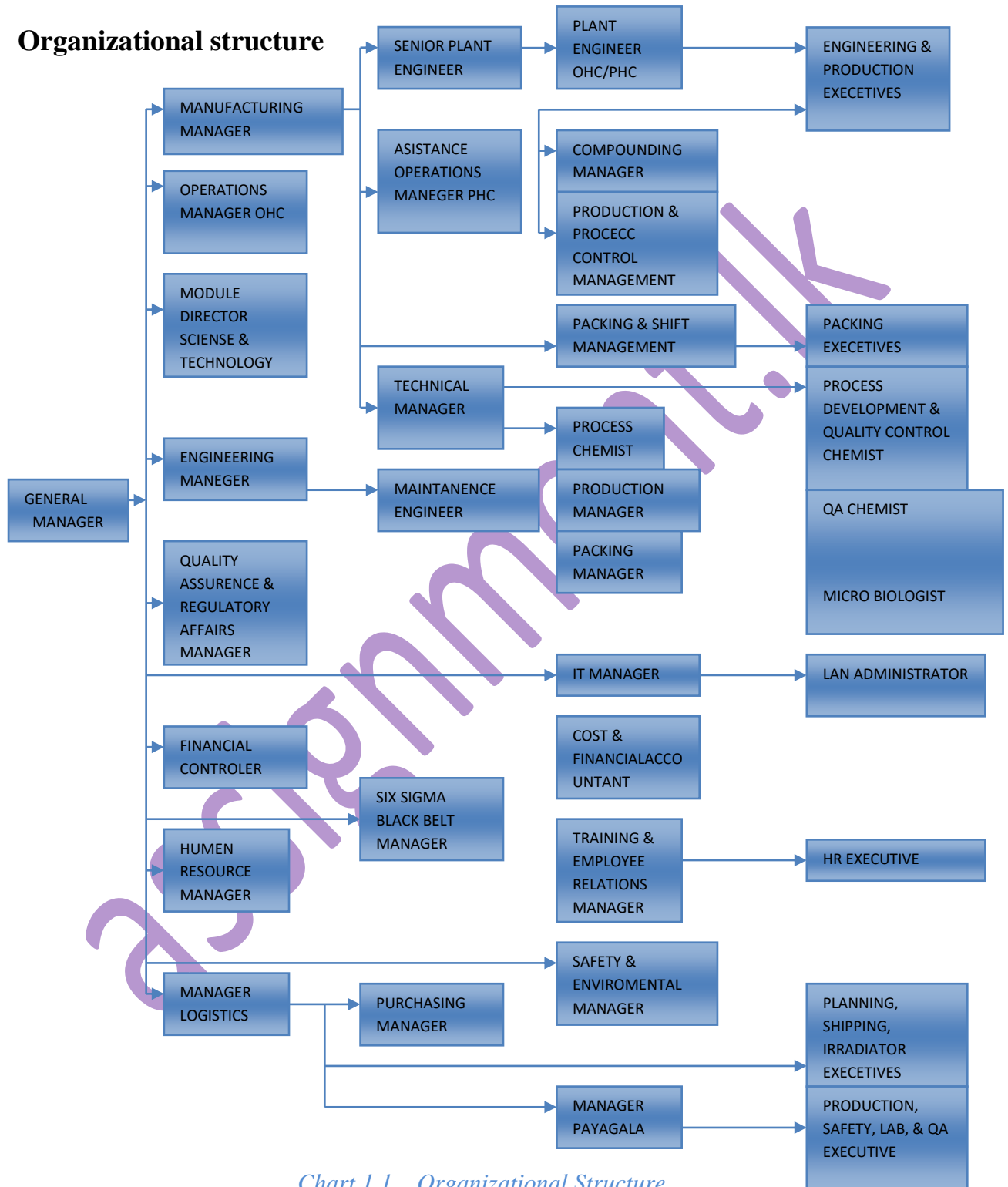


Chart 1.1 – Organizational Structure

Evaluating the present organizational structure

The organizational structure at XYZ Lanka (Pvt) Ltd is a very tall structure and hence it shows how distant the managers are to the lower level employees. It shows the relative complexity and the developed nature of the company with the existence of more managerial levels. The advantage of tall structure of XYZ Lanka (Pvt) Ltd is its clarity and managerial control. The narrow span of control allows for close supervision of employees. Tall structures provide clear, distinct layers with obvious lines of responsibility and control and a clear structure. The tall structure more significantly represents the flow of commands given by the top level managers. And the roles and tasks are clearly defined. (XYZ limited *Financial Performance, 2015*).

Organizational structure is an exceptionally important for evaluating employee performance. If XYZ Lanka (Pvt) Ltd had a flat organizational structure, one manager would have to evaluate many employees and it would consume time and ultimately the performance evaluation function too would be ineffective. The linear organizational structures of XYZ Lanka (Pvt) Ltd allow supervisors to better evaluate the work of their subordinates. Supervisors can evaluate the skills employees demonstrate, how they get along with other workers, and the timeliness in which they complete their work.

The communication of the commands from top level executives has to travel through many channels. So there can be misinterpretations and distortions to the effective message being sent. There can be inefficiencies in decision making because for every decision, the approval has to be taken from the sequence of the managers. This can disturb the effectiveness of the entire decision making process. (XYZ limited *Financial Performance, 2015*). The employees are less motivated in this structure therefore lack innovation. The efficiency with which decision making is done is slow because for every decision, the approval has to be taken from the higher authorities. And also the structure affects the remuneration and the distribution of promotions, resources among the employees which would be more or less a potential cause for creating conflicts. In the hierarchy, there are line managers and staff managers. Line Managers are the managers who are assigned with the duty to manage the individual employees or teams which are in the lower levels of the management hierarchy and they report to the top management. They are also called “Front Line Managers”. (French & Bell

2005) They are responsible for day-today management of front line employees, management of operating expenses, monitoring work, checking quality, dealing with customers etc.

It is an increasing trend that the line managers are increasingly involving in the Human Resource Management functions. Basically they involve in tasks like filling out performance appraisal forms, interviewing candidates, payroll, coordinating communication etc.

Due to many reasons, the devolution of Human Resource Management activities to the line managers can be justified. Line managers move and interact with the lower level employees and hence they are aware of the real needs and issues of the operational level employees. This can lead to better decision making focusing on the reality. And also the line managers help to improve relationships between the employees and between employees and the management. And also the shorter lines of communication would result in more effective and quick decision making. (French & Bell 2005)

When line managers involve in Human Resource activities, they become more responsible for their tasks. It becomes one of the roles of the line managers to contribute to the quality of the Human Resource department with supplying proper information on the lower level employees, work conditions and customers for decision making. And also the line managers should coordinate communication between the top management and the lower levels of the hierarchy with ensuring that the top level directives are properly met and the relevant feedback is given. Line managers should create a supportive culture for encouraging learning within the organization. This would ultimately result in promoting positive attitudes towards learning which would enhance individual performance.

When line managers involve in Human Resource activities, it leads to specialization. This can cut down the cost of hiring more HR specialists and also these multi-functional line managers could contribute to organizational change. Line managers should conduct meetings and communicate the matters to the top management or the in Human Resource Department and also partner with HR specialists and involve in the strategy development process in order to fulfill their role more effectively.

Human Resource Management Process

Human Resource Management at XYZ Lanka (Pvt) Ltd is a significant field of organizational management that aims at the efficient and effective utilization of human resources to achieve goals of an organization. XYZ Lanka has many purposes that are generally known as goals and objectives. They are namely, increasing market share, increasing profitability, customer satisfaction etc.

Human Resource Management focuses on attracting a qualified pool of applicants to the available job vacancies and then selecting the cream of the cream as appointees. And further it looks at the training and development of the employee to help them to be successful in their career. And also it administrates the incentive schemes, welfare programs, grievances handling etc. to motivate the employee to work for the organization.(Armstrong, 2005)

Human Resource Planning function focuses on determining future employee needs and deciding strategies to achieve those needs. Therefore as a result of future planning, the organization would never run out of labor and unnecessary costs would be avoided. It also helps to control the cost of Human Resources and make it in line with the production level. Therefore profits would be consistent without unnecessary fluctuations

Recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization.(French & Bell 2005) On the other word, recruitment is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. The process of recruitment consists in several steps. The first step is identified job vacancies and then ascertains job requirements. After that considers the factors that are affecting to recruitment,then prepare job application and select suitable recruitment method or methods. Finally implement requirement plan and evaluate the above recruitment process.

Selection is the process of making the best choice of the most suitable applicant from a pool of applicants to fill a job vacancy. This process encounters with many methods to assess the suitability of applicants to make the most accurate selection decision. Alternatively it is a process of rejection. (Armstrong, 2005)The objective of the selection process is to get the right person to the right job while maintaining cost effectiveness and good corporate image. Generally, the selection methods include application evaluation, background investigation, interviews, tests etc. A properly organized process of selection is important for gaining

expertise knowledge, avoiding future grievances, avoiding cultural conflicts and to avoid unnecessary labor costs.

The pay management function of Human Resource Management results in a contented /satisfied workforce and they will in turn satisfy the customers of the organization with their deeds and thoughts. This is obvious because a contented employee would work efficiently and with a pleasant mind which would please the customers. Thus this result in increased customer satisfaction and the increased customer base would result in gaining more market share and profitability.

Human Resource Management generates the best quality workforce out of all the candidates. Therefore this ensures better quality service rendered to the organization with the required level of proficiency and skills. This will result in increased efficiency and effectiveness and thus positively impact upon the bottom line.

.Training and Development of employees result in adding more knowledge, skills and abilities and help them to climb up the career ladder. So this will result in increased performance and affect the operational performance of the organization and improved services to customers.(Armstrong, 2005)

Health and safety function is also a sub function of Human Resource Management and this will result in enhancing employees' knowledge on occupational health, possible internal accidents, environmental causes, regulatory requirements etc. and put more concern on the employees at work. This would result in reducing the cost of occurring accidents and effect on the employee performance and thus help to achieve its bottom line profits.

With maintaining a well-qualified pool of employees, the organization can be a role model to other organizations and use its human capital stock to enhance its goodwill and reputation with highlighting the quality service and good employee practices.(French & Bell 2005)

People Management Process at XYZ Lanka (Pvt) Ltd

At XYZ Lanka (Pvt) Ltd, the middle and higher level engineers and executives are organized into teams and it is headed by a team leader. The lower level staff was also organized into teams and each of which there was a supervisor. The team leaders usually take a paternalistic

nature and they had become autocratic when the company is under pressure to fulfill the orders.

The team members had been collaborative and committed to the task performance while effectively solving the problems involved such as the conflicting ideas of the members and the free riding and lack of accountability.

The team members were clearly educated on the goals and objectives of the process and were properly monitored while giving them the opportunity to take responsibilities and make decisions. These facts have encouraged and motivated them towards goal achievement and hence the team was effective. The performance of the team members with respect to task performance and other extra activities had been identified and appreciated and communicated among the team and this resulted in increasing motivation and developing a sense of belongingness and unity which positively impacted on team performance. The team had to face obstacles. (French & Bell 2005) Building trust was a challenge which generally takes time and is a crucial factor behind the interdependence among the members. Trusts among the members assure productivity and sense of unity to face challenges successfully. The team leader plays a major role here. The different views hold by different team members was another challenge which results in conflicts. Sometimes the debates continue to create aggressive behaviors of members which could impede the goal achieving potential of the team. Sometimes the cooperative nature of teams can create free riders who depend on other team members to get their work done and benefit from the teamwork.

As to overcome the obstacles, Communication of the team goals to the members and constant communications in terms of meetings and the process of giving feedbacks to the members on task performance is a factor. The team members had been involved in the process of articulating the vision and objectives and thus they have a sense of being important within the team which in turn results in motivation. (Susana, Ramón, 2014)

Conflict management is also influence in the planning of the assessing process of team effectiveness. The leaders should choose the best method in resolving conflicts as suitable to the situation. It could be to arrive at a compromising solution or a win-win solution based on the situation. The availability of opportunities for the members to learn and develop their skills, and knowledge is very important.

Problems associated with human resources and possible reasons

High rate of employee turnover

Another major concern to XYZ Lanka (Pvt) Ltd is the increasing rate of labor turnover. The employees of the garment sector are more sensitive to the amount of the pay and incentives they receive from the company. When they get to know that the employees of the same capacity in another company are paid more, they tend to leave the organization. When the trained laborers leave the company, the company faces many difficulties because it is more costly to hire and train a new non skilled worker.

One other main reason for high job turnover is the lack of motivational factors. There are clean and tide dining areas and washrooms etc. but the employees are not often given promotions and job enrichment and their achievements are not properly recognized and evaluated and appreciated.

Lack of Skilled Labor

With the expansion of the garment industry in Sri Lanka, it became a major source of employment in the country. But the industry faces many problems in developing and maintaining the required skills of employees. Many of the employees of the garment sector are school leavers and they do not have the required level of competencies most of the time. The initial period of employment of an employee would be a period of inefficiencies, wastage and high rate of rejections. The need of training would increase the labor related costs of XYZ Lanka (Pvt) Ltd.

Productivity of Labor

Labor productivity in the garment sector has become a major challenge to XYZ Lanka (Pvt) Ltd because it is a factor of the education level and the capabilities of individuals. Better working conditions, on the job training and better management techniques will also contribute to this.

Some of the factors responsible for low productivity at XYZ Lanka (Pvt) Ltd are lack of properly trained labor, rigidities in labor legislation, poor working conditions, high labor turnover, difficulties in obtaining seasonal labor and outsourcing labor.

Another major concern is the number of holidays each year due to statutory, religious, and social obligations which contribute to the low productivity in labor while reducing the number of effective man hours per year. The large number of strikes and loss of man days also adversely affects the productivity of labor.

Existence of informal groups

The lower level employees at XYZ Lanka (Pvt) Ltd are mostly from rural areas and they are often formed into informal groups with regard to their residential area, relationships etc. This makes them linked with each other and they become interdependent on each other. This is the human nature and they usually flock together when they are new to a situation. These informal groups usually have a leader who is prominent in influencing others.

This makes the management more difficult in implementing its managerial actions because the attitude of one member in the informal group can affect the entire group's response because if the leader decides to leave the factory, all others would follow him/her.

Occupational Diseases

The legitimate eight hour shift of garment employees is usually extended with compulsory overtime hours according to the production requirements. So very often a garment employee would work for more than the eight hour shift every day. This would result in increasing the amount of mental stress that each employee would bear with repetitive tasks.

This would make the employees more prone to occupational diseases such as high blood pressure, heart attacks, diabetes etc. So that the satisfactory level of the average productivity of floor employees would not last for long and it would reduce over time due to various sicknesses and increasing medical leave.

Social Issues

The operational employee base of XYZ Lanka (Pvt) Ltd consists of employees of different nationalities, races, social backgrounds etc. So there is cultural diversity. There could be misrepresentations, language problems, different cultural beliefs and attitudes which could be a source of conflict. Conflicts could hinder the productivity and those should be managed properly. Largely the new applicants for the operational level jobs at XYZ Lanka (Pvt) Ltd are school leavers and those of very young ages. Since many workers have come from very rural areas and are temporarily resided in boarding places close to the factory, they encounter with different people of different backgrounds who can highly effect on the behavior of the young employees. The stress they encounter during work and the mental desires and emotions of the employees have resulted in reporting socially undesirable behaviors such as addiction to drugs, smoking and other things.

How to overcome the human resource problems?

Investment in Technologies

Mostly, the floor operations at XYZ Lanka (Pvt) Ltd are labor intensive. The variability in the quantity and quality of labor could result in the variation in the timely achievement of the production objectives which has more potential to impact negatively to the relationships with the local and foreign contract customers of XYZ Lanka (Pvt) Ltd. It is certainly a risk that the customers have many other alternative low cost manufacturers both locally and in other Asian countries like China and Bangladesh. By automating the operations as much as possible, company could be more efficient and save time and increase the capacity to handle more orders than before. On the other hand, company could avoid the unfavorable consequences that can result in variation in the production capacity due to labor related problems and the deterioration of the customer relationships.

Cultural Management

This is where the managers properly understand the individual differences and group behavior and cater to them in an effective manner. XYZ Lanka (Pvt) Ltd consists of employees of different religions, nationalities, cultures, social backgrounds and different home towns. So there is diversity in the work force and cross cultural management becomes more important. One of the cultural dimensions of the Hofstede's framework is the power distance which is very high among the operational level employees and the managerial levels. It could be overcome by encouraging a concept of "family" among all employees in all levels in the organizational hierarchy.

Collectivism, which means the degree to which individuals are integrated into groups, is prominent in the garment sector. Managers need to understand the nature of behavior in the informal groups and encourage them without disturbing those relationships and suitably cater to them in implementing the managerial actions. (Susana, Ramón, 2014)

Mainly, there is less tolerance for uncertainty and ambiguity among the employees. They are emotional and the rude nature of a supervisor can even make the employee to resign. The sudden changes in the production schedules and the job responsibilities might be harmful to the effectiveness and efficiency. So managers should be careful in implementing new schedules and work routines.

There is a combination of masculinity and femininity in the culture among the employees. The people who are from rural areas have their family obligations to be fulfilled and hence are more competitive, assertive, and ambitious. And also most of them are less exposed to the society at large and hence very innocent and place more value on relationships and quality of life.

The employees most of the time have a short term orientation and they are very sensitive to the incentives and pay they receive. When they get to know that the employees of the same capacity in another company are paid more, they tend to leave the organization. Some employees have just got an objective like to find the suitable partner and leave the organization. And the culture inside XYZ Lanka (Pvt) Ltd is a restricted one and the employee activities inside the premises are restrained with rules and regulations violation of which would bring punishments. Employee activities should be regulated for some extent but

they should be allowed to enjoy and express themselves via the annual concerts, get together etc.

Improvement of motivational factors

The operational level employees at XYZ Lanka (Pvt) Ltd have very low basic salary scales and it is window dressed with the overtime allowance and various other benefits which are subject to certain conditions and are temporary. The lack of motivational factors causes the employees to be dissatisfied and it is the role of managers to enhance the motivational factors. Job enrichment is one of the motivational factors where the depth and the breadth of the job are increased with more tasks and responsibilities. This makes employee feel that he/she is an important part of the company. The lower employees should be given authority and the decision making power so that they can act with more pride and feel accepted among others. The talents of employees and their companywide achievements like the production targets, involvement in sports activities representing the company etc. should be appreciated and publicized among the other employees. This would encourage the person and himself and others too would get motivated. (Susana, Ramón, 2014)

Job security is another factor that would contribute to the motivation of employees. If employees are not sure of the job, they would tend to be less motivated to work. When they are assured of the job and by making them feel that they are lucky to have such a job and convincing them that the sole job is a gift and the performance of it is the success of themselves would motivate the employees to do the tasks more cheerfully. The benefits of the job should not only be limited to the individual and it should consider their families too. For example, the insurance policy should cover the employee as well as his wife, children also. The annual trips should be open to all family members. And also employees should be given assistance in solving their personnel financial and other problems.

Another main motivator is the working conditions. The employees should be given the safest internal factory environment with least exposure to accidents and other threats. The basic salary should be well enough to cover the fundamental requirements of the employees and it should be equitable. That means, it should be in line with the industry norms and hence another worker of similar capacity in another company should not get more. The communication channels should be clear and effective. The lower level employees should be

able to reach the supervisors and when they require advice and support. And also the employees should be allowed to give their opinions and feedback with regarding the policies and strategies. That means there should be procedures to ensure that those are easily and effectively communicated.

The employees who enter into an organization expect to reach the highest position in their carrier ladder. They expect to develop themselves with more training and develop their job related skills and abilities. Training and Development of employees result in adding more knowledge, skills and abilities and help them to climb up the career ladder. So this will result in increased performance and affect the operational performance of the organization and improved services to customers. Once they are given such opportunities, they would be motivated and the future expectations about carrier development will cause them to retain with the organization.

Participatory approach in decision making

The lower level employees should be engaged in the decision making process. It is more important because they are the ones who do the production tasks actually and have more exposure to the operational structures and systems. And mainly it is a factor of arousing motivation where the employees feel that they are a part of the overall strategy of the company and hence creates responsibility to achieve the set objectives through the set of actions as required. So there would be minimal hindrance and resistance by the lower level workers and the achievement of strategies with implementing the action plans would be easy.

Performance Evaluation

The employees are so keen to know the results of their performance as to how they have performed during a period, up to what extent they have achieved their objectives, how efficient they were etc. The management also needs to assess employees in order to understand the key competencies, strengths of the workforce of the overall organization, evaluate the achievement of broad organizational objectives etc.

Therefore the management should carry out an independent Performance Evaluation of each employee with assessing the employee in various aspects and criteria. The performance

evaluation should be descriptive and constructive where the plus and minus points of employee performance are clearly described and supported with possible corrective actions. It should be given to the employees and it should be a tool to correct and improve the future performance.

Proposed Approach for solving the issues

XYZ Lanka Pvt Ltd being a labor oriented organization can use a combination of the solutions as the proposed approach. The management should conduct a survey and find out the exact needs and expectations of the employees and try to cater to them either financially or with emotional support. The employees most of the time have a short term orientation and they are very sensitive to the incentives and pay they receive. So the company should try to retain the most experienced workers by catering to their financial needs with perks and benefits and cater to their emotional needs with the appointment of a mentor.

Further, with the change in the organizational structure, the lower level and upper level employees would be closer and they will cooperate in decision making and policy making resulting in no resistance and conflicts.

The existing policies within the organization must be changed to assist various cultures and provide access to cultural celebrations and religious observances with subjecting to conditions.

Further, the employees should be educated with creating a learning culture and they must be allowed to do their own performance evaluation followed by a formal evaluation by the management. This will help them to realize their mistakes and correct them without the involvement of supervisors.

Proposed structure of the XYZ Lanka Pvt Ltd.

The current organization structure at XYZ Lanka Pvt Ltd is a tall structure where there is a large number of hierarchical levels and hence there exists a huge gap between the lower level employees and the top levels. This can be implemented specially in the middle level. For

example, the manufacturing engineer may control all other engineers in his department and the lower floor workers may report to them. So two levels are merged. This has resulted in creating a power culture. Although there is clarity in managerial control, allow supervisors to better evaluate the work of their subordinates. Supervisors and tall structures provide clear, distinct layers with obvious lines of responsibility and control, this fact also results in certain other disadvantages that are inherent to the tall structures. The communicating messages can be misinterpreted, can result in inequities in the allocation of resources and promotions thus resulting in conflicts.

It can be recommended to change the present structure of XYZ Lanka Ltd to a short structure where there is less number of hierarchical levels. This could result in reducing the power distance between the management and the lower level employees and hence create an open door policy where the lower employees can directly communicate with the management and vice versa thus resulting in no misinterpretations. This would also promote good relationships between them and the management would be convenient in getting important inputs for policy making and control.

The new structure may result in increasing the number of subordinates per manager but the employees especially in the middle levels can be educated and given more authority and information to make their own decisions and operate with less supervision.

Conclusion

Evaluation of the organizational structure had shown the inefficiencies in the tall structure where there was a gap between the managerial levels and hence the creation of a power culture. So the organizational structure has to be revised in order to get reduce the power distance between the lower employees and the executives and the communication and decision making processes could be made more effective.

The people management process at XYZ Lanka (Pvt) Ltd too has to be revisited so as to employ the people with correct abilities and attitudes and they should be enhanced with the sense of belongingness and create loyalty to the company while reducing the rate of employee turnover and losses.

The people related issues should be addressed in a humanistic point of view and thus the employees specially in the operational levels must be given more opportunity to involve in the overall strategy formulation, decision making and their role in the company should be appreciated and performance should be evaluated. These actions would empower the employees and they would be motivated towards goal achievement. Hence XYZ Lanka (Pvt) Ltd could be more productive and successful.

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