



Toward Developing Human Resource Management Systems for Knowledge – Intensive Teamwork in Light of Labor Migration (Research study)

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Date of Submission: 17-09-2021

Date of Acceptance: 02-10-2021

ABSTRACT: This study aimed to shed light on the issue of developing knowledge human resource management systems - intense teamwork in light of labor migration, and the study relied on the analytical method by analyzing the elements of the study variables, namely: human resource management systems, intense teamwork, in order to achieve a goal studying. The study concluded with a number of results, including: that the processes of human resource management systems have a great impact on both the performance of organizations and individuals, and the level of performance and quality of organizations is affected by these basic processes in the organization, and therefore the operations of human resource management systems play a fundamental role in the life of organizations. And individuals and teamwork represents a group of applications related to horizontal work groups and networks of experts or interest groups that allow teamwork remotely within the same topic or project or even in the same document where access is secure, and therefore the main reason for using these applications is close cooperation between team members Business or individuals.

I. INTRODUCTION:

Human resource management is one of the most important functions of management due to its focus on the human element, which is the most valuable resource for the administration and the most influential in the production process at all. Many organizations have sought to recognize their role and importance, and most of them have created their own department - human resources - called the People Department, and in conjunction with global changes and transformations, this department developed and became called the Human Resources Department, as this department represents the main

axis in organizing the relationship between the organization and its employees. To achieve their goals and objectives.

The rapid and successive developments in today's world, and the accompanying changes in concepts and events, have affected organizations, and this has called for a reconsideration of the study of the administrative processes practiced by organizations and its impact on raising the level of performance and productivity within organizations. Human resource management has a great impact on both the performance of organizations and individuals, and the level of performance and quality of organizations is affected by these basic processes in the organization, and therefore the operations of human resource management systems play a fundamental role in the lives of organizations and individuals, but this effect varies according to the nature of those organizations and different individuals.

In the midst of these transformations, interest in human resource systems operations began in contemporary organizations as it is the most important resource that the administration relies on to achieve its goals, and in light of this the perception of human resource management systems operations changed from being a procedural group of actions related to the implementation of policies and employee systems, to considering it a strategic function. It deals with the most important resources of the organization, as it is intertwined with its general strategic goals, and it is no longer sufficient for human resource systems operations to perform their functions only at the local level but its scope has expanded and expanded to include some functions and activities at the global level.

In addition to the above, the effect of globalization has extended to reshape the labor market, as new patterns of work have emerged,



along with the migration of competencies to foreign labor markets.

The phenomenon of globalization has swept through all the aspects of all aspects of human life, and the human resource management component was among the list of those affected by it, and this effect appears in many forms. Employment is considered as it was in the past limited to the borders of the state and among its people. Rather, the recruitment process is taking place on a global scale through the use of the Internet and various means of communication that have transformed the world into something like a small global village.

Otherwise, globalization creates new means of brain drain as communications develop, openness increases, and the nature of work and production changes.

II. HUMAN RESOURCE MANAGEMENT SYSTEMS:

In the midst of all the importance that the human resources function poses today in the supremacy and continuity of the organization, which it has reached after a series of transformations, the last of which was when a link was formed between the management of human resources and strategy, which is considered by many to be the largest and required transformation in an environment characterized by complexity and uncertainty, the resource management systems Humanity becomes a

management necessity dictated by the changes in the environment and the aspirations of the organization because it has, by agreement of researchers, the ability to free this function from the burden of traditional work to focus on strategic issues, and thus it represents one of the main components that contribute to adding value to the activities of the human resource function.

In spite of that, the reality shows that the use of human resource management systems in most organizations is not optimal, as it remained at the practical level as a tool to automate and accelerate ineffective work procedures that are no longer in force, and their participation is still more material than participation in the focus of the strategic goals of the organization.

The reason for this is due to the lack of clarity of the purpose for which human resource management systems are used, i.e. not using them for the strategic use that is intended to achieve value.

The matter, then, requires radical changes in the internal contexts of management through employing a set of mechanisms that together constitute an effective framework that ensures the realization of this value to coincide with the new positioning of the human resources function. The following figure shows the human resource management information systems and their interactions:

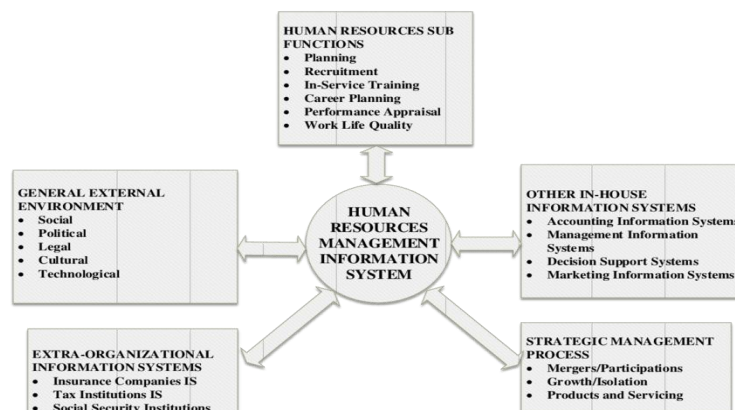


Figure number: 1

Source: İlhamiKaygusuz, et al, THE IMPACT OF HRIS USAGE ON ORGANIZATIONAL EFFICIENCY AND EMPLOYEE PERFORMANCE: A RESEARCH IN INDUSTRIAL AND BANKING SECTOR IN ANKARA AND ISTANBUL CITIES

II.I. Human resource management systems - theoretical rooting:

The transformation of the human resource function at the present time into a strategic partner

contributes to creating value for the organization by considering its activities as basic non-supportive activities. It has become a centralized system and its transformation from a central system to a



decentralized system based on the spread and flow of information that prevails inside and outside the organization, and everyone participates in its creation.

This movement also led to profound changes that represent the basis on which the new philosophy of managing human resources based on strategic orientation is based.

II.II. Concept of the human resource function:

The follower of the definitions of the human resources job finds that they are the same sometimes and differ at other times. strategy.

Perhaps the main reason for this difference is the evolutionary process of the concept of human resource, which lasted more than a century. The classical current began with the concept of the economic being that seeks to achieve material return, so the individual considered the simple factor of the factors of production confined to his physiological aspect, passing after that with the concept of the social being that seeks to realize himself through his work. During the work of Elton Mayo, who shed light on the psychological and social dimensions of the individual that were neglected by the previous current, and then ended with the concept of being the human capital that guarantees the creation of value for the organization and ensuring its continuity.

This concept has increased in importance as organizations enter the stage of the knowledge economy, as it has become a fundamental element in a new concept that is associated with managing knowledge, which is intellectual or knowledge capital. Therefore, we cannot find a comprehensive and unified definition of the human resource function. It has only an executive apparatus of limited importance that does not rise to the main management levels in the organization. Some, including J. Cite au, define it as a function that contributes to the search for better effectiveness of organizations through the optimal appointment of human resources and mobilizing individual and collective energies and commitments around work and the development of the organization.

As for the fact that the human resource function is of a strategic nature and has the same importance as other functions (production - marketing) due to the role that the human element plays in influencing the success of the organization, others refer to it as - the human resources department - it is the department responsible for enabling the organization to build competitive advantages. To maintain and develop it.

In addition to the previous viewpoints, there are some authors who have added the characteristic of sharing in the job, as some see it as meaning the sum of the responsibilities that must be borne by every framework with a progressive authority related to the effective use and fair treatment of people at work.

According to the above, the combination of the practical and strategic dimensions enables the job to adapt to modern environmental obstacles, in addition to the fact that the human resource and knowledge carrier is the most valuable asset in macroeconomics and is based on knowledge, and therefore it can be said that the function of human resources is a function of a practical and strategic nature. It consists of a group of activities related to obtaining, developing, motivating and maintaining the organization's human resources needs, which contribute to achieving the organization's goals and ensuring its continuity.

II.II.I. Human Resources Function Shifts:

Most studies agree that the field of human resources originated and developed within historical stages affected by the internal and external environmental changes of the organization, as well as by knowledge contracts such as industrial psychology, behavioral science ... etc., and that interaction led to two major shifts in the behavior of the therapist to run the individual in the organization, and both of them are their owners. A change in the name, the first is translated through the transition from the management of individuals to the management of human resources, and the second, which is considered more modern, is characterized by the transition from the management of human resources to the strategic management of human resources.

II.II.I.I. Shifting from managing individuals to managing human resources:

This transformation includes the end of the seventies and the beginning of the eighties, taking into account the human element as an important resource in the organization, just as financial capital or physical assets, and thus the necessity to run it in a systematic and successful manner, in the sense of coordination in form and content between various applications and traditional data for the management of individuals, the absence of coherence and integration between management activities Individuals whose birth period goes back to after the First World War, has made it difficult to achieve effective use of the human component in the organization, Whereas, thanks to the influence of the



systems approach, the human resources department was able to bypass the old view of focusing on the dispersed nature of its activities in favor of a view that emphasizes the economic, interactive and interconnected nature between them and the extent of its sensitivity to the changes occurring in its surroundings.

Therefore, the shift in naming from the management of individuals to the management of human resources has its overt meaning inspired by the idea of the system to be the dynamic character of the job and the organic relations it develops with the goals of other jobs and the goals of the organization as a whole are intuitive qualities in it.

Also, the facts of this stage indicate a change in the name of work and its means and the adoption of advanced technology in its implementation with intense competition based on creativity and innovation, so it is unreasonable that the concept of the individual in this case is limited to his muscular strength as it was in the management of individuals. , And this will not be achieved without a conscious management of this fact expressing its vision and philosophy of the individual, and that was through the management of human resources.

The truth is that the shifts of the human resources function in organizations did not stop at this transformation, but rather touched the following transformation, which most researchers consider an extension of the first transformation that the human resources function has reached.

II.II.II. Transitioning from managing human resources to strategic management of human resources:

The 1980s marked the transition from a traditional concept to a modern concept of the human resource function, and this transition deepened when the term strategy was linked to the term human resources management.

Under this modern concept, the individual represents a resource with his knowledge and capabilities, and the organization must ensure the voluntary cooperation and loyalty of individuals. Emphasis is placed on the necessity to coordinate not only the activities of human resources management, but also with the basic needs and goals of the organization.

This is the stronger presence of the human resources function in a more general and longer-term view of the organization's strategy, which explains the name of strategic management of human resources.

This new positioning, which was defended in particular by the implementers and theorists of managing human resources, is justified due to factors outside the behavioral field of human resources, including the emergence of the application of the concept of strategic management, and secondly the intent model based on internal resources, And within this field in which internal resources have become a major position in the theories and applications of strategic management, this function found itself at the heart of the strategy as an active component and an active participant in light of a new environment that forces the organization to create a competitive advantage characterized by its inability to transfer or imitation. They dominated during the seventies and eighties, and today it appears that both information and human resources play a fundamental role in the success of the organization and its superiority over its competitors.

III. HUMAN RESOURCE MANAGEMENT SYSTEMS - CONCEPT AND DIMENSIONS:

III.I. Concept of human resource management systems:

Due to the increasing convictions of researchers and business owners that today's success in light of unstable surroundings, volatile markets, more complex products and more demanding customers depends heavily on human resources, which have become the core wealth of the organization and one of the most important factors of performance, it has become necessary to give a high degree of attention to systems Human resources information because of its ability to run a growing mass of information and data in all its forms and types in order to achieve optimal utilization of these resources. Therefore, human resource information systems are a clear reflection of the organization's interest in the human resource and the development of its use.

An in-depth examination of the human resources literature shows that there is a discrepancy in the definitions of researchers and specialists on the concept of human resource management systems, so coming up with an integrated concept of it is difficult, especially since these systems are related to information technology applications on the one hand, and the human resource on the other hand.

In all cases, a somewhat acceptable picture of human resource management systems can be formed by reviewing a number of the most prominent definitions that came in this regard, and



among these definitions are that they are a detailed statement of the jobs and skills available in any organization, as well as a set of administrative tools and means that enable Responsible for determining the objectives of using the human resources available to the organization, as it is an arranged technical formulation to deal with the data available to the unit concerned with the system and seeks to maintain it and to provide reports that include information on employees in the form required by the senior management and the personnel manager.

Human resource management systems are also defined as an integrated database related to employees and their jobs to assist managers in evaluating the current situation of human resources in the organization, setting goals for appropriate activities and evaluating the success of those activities in the future, and it is also a system to provide managers and others with the necessary information to improve decisions about human resources, and it is also The system that worked to keep pace with the rapid changes taking place in human resources management and the complexity cases occurring therein, and these systems are used to accomplish functions and tasks related to data collection, processing, information storage and retrieval, in order to use it in a way that affects administrative decision-making that falls within the field of human resources.

There are other definitions of human resources that you see as an information system designed to support the decisions of operating managers, as business organizations have computer systems that contain data for employees, but these systems are useful in other locations represented in managing human resources functions, while the latest definitions that came in this regard see that Human resource management systems are a composite of a network of databases, computer applications, physical components and software necessary to collect, record, store, deliver and process human resource data.

III.II. Elements of human resource management systems:

Depending on the conceptual frameworks for general system theory that define the elements of the system within the general model, regardless of the nature of this system, its objectives, degree of complexity and field of application, it is possible to divide human resource information management systems into four main elements.

III.II.I. Inputs: The inputs are the basis for generating the outputs required by the beneficiaries, so it is necessary to define them on a correct and

sound basis and with the required specifications, as the good raw material results in a good, and the input of human resources management systems is represented in the data only, which is the raw material that is used to generate information For the decision maker, which is employee-related data such as personal data, job-related data, and various data such as employment policies data and labor market policies.

III.II.II. Processing operations: are the operational activities that take place on the inputs represented in the analytical, mathematical and statistical processes with the aim of converting them into a clear picture that can be well utilized. Storing and preserving it to call it when needed in certain files called the human resources database that are subject to interpretation according to the changes in the activities that generate data.

III.II.III. Outputs: It is represented by a large group of information prepared according to various forms such as reports, charts and graphs, which are requested from inside or outside the organization, and with the size and type of the outputs of the human resources management system, they differ from one system to another according to the type and size of work that the organization is doing.

III.II.IV. Feedback: The feedback represents the element through which the outputs of the human resource management system are measured according to specific criteria, and it is based on the comparison between the information provided by the system and the targeted information and the plan to provide it with the aim of identifying deviations between them, diagnosing their causes and correcting them.

The feedback information is of particular importance in the human resources management system because its outputs are linked to the decision-making task, which is the standard in measuring the effectiveness of this system, and it also allows the follow-up of changes in personnel affairs policies and procedures, as well as supports monitoring over them.

IV. COLLABORATIVE SOFTWARE FOR HUMAN RESOURCE MANAGEMENT SYSTEMS IN LIGHT OF LABOR MIGRATION:

IV.I. Teamwork:

The term teamwork first appeared in 1978 by researchers at the New Jersey Institute of Technology, but it was officially embodied in the French dictionary in 2000 to express, as is common now, teamwork processes and the applications that support them.



According to the French National Agency for the Improvement of Work Conditions, group work is a group of programs that enable users to work together on the same project without being together or physically present, and group work is also known as a set of methods, procedures, programs and information structures that allow people who organize the same work or job content to work. And with maximum efficiency.

Based on the above, group work represents a group of applications linked to horizontal work groups and networks of experts or interest groups that enable group work remotely within the same topic or project or even in the same document where access is secured, so the main reason for using these applications is close cooperation between Personnel of the work team or individuals working in the same organization, without being hindered by geographical or temporal barriers.

These multiple applications can typically be categorized according to two main dimensions.

➤ **After time:** whether the users of group work work together at the same time (concurrent group work) or at different times (asynchronous group work).

➤ **Location dimension:** Whether the users work together in the same place (side by side) or in different places (not adjacent to each other).

A distinction can be made between two types of applications.

➤ **Communication-oriented applications:** they aim to facilitate interactions between team members, whatever place and time, as well as capitalize their knowledge through the storage process.

➤ **Problem-solving applications:** it aims to search for ideas, aid in modeling, as well as manipulate models through simulations.

This means that teamwork generally performs the following activities.

➤ Facilitating the exchange of information between the work team in order to accomplish common tasks.

➤ Help with planning and progressing the work bypassing space and time constraints.

➤ Provide a ground base for meetings that allow dialogue between team members at the same time or at different times.

Despite those activities that it provides to the organization, teamwork is still used in the field of managing human resources on a somewhat limited scale despite the ease and simplicity of employing most of its applications, as the matter may require procedures and training courses on this technology, however this technology has led to a

radical change. In organizing some internal processes, foremost of which is the training process, as this programming helped to move from the traditional training that focuses on the component to a training that is seen as a group activity that allows the production and development of skills and is based on the team

This means that the network construction of group work applications enables the establishment of horizontal relationships that contribute to strengthening individuals through the intensification and enrichment of exchanges, which enables the development of group behaviors that contribute to reaching an educated and intelligent entity capable of self-modification, and this entity is known as the learning organization which is considered the culmination of the formation activity. In addition, teamwork is also an important medium for communicating and disseminating strategies related to the human resource function, as well as explaining the policies and rules governing this function

IV.II. Intensive work:

There is no specific definition for the term intensive work that appeared at the beginning of the nineties, as most of the definitions revolve either as a program or as a procedure, from the first angle some define it as a preventive software group that allows the conduct of work procedures, coordination of resources and monitoring the progress of tasks, and from the second angle they deal with it. On the other hand, it is a form of work that includes a set of tasks executed sequentially and consecutively for a specific process, by a group of individuals in order to achieve a common goal.

By combining these two angles, we find that the term labor intensive expresses three aspects.

➤ A workflow is a collaborative work that involves a specific set of resources in order to accomplish a specific process at a specified time.

➤ Workflow is the automation of part or all of a process, whereby documents or information are transferred from one aid to another according to specific rules, and the aid may be an individual or person using the program.

➤ Labor intensive is a programming tool that allows creating computed operations in an organization.

Intensive work applications can be classified into three types that differ in the transmission mechanism used to guide the process implementation steps, and these types are as follows

➤ **Productive work flow applications:** This type is considered the most used in the organization,



and it is dedicated to computerizing basic operations carried out by one department or a number of workers within a single department with the aim of improving the productivity and quality of operations, including document management, the use of smart forms, access to databases and immediate retrieval of information.

➤ **Administrative work flow applications:** also called correspondence work flow systems, and it is based on directing documents and correspondence within the organization electronically using the e-mail server with the aim of reducing the cost of administrative work, but what is faulted for it is its lack of flexibility and comprehensiveness of the previous type applications, as well as some subsystems as a management system documents.

➤ **Collaborative work flow applications:** They are used in the conduct of projects and operations of a cooperative nature, that is, in which a work team consisting of a number of individuals spread over a large geographical area participates in their implementation, so that they can cooperate with each other, coordinate their activities and exchange information through the network.

V. CONCLUSIONS:

▪ The processes of human resource management systems have a great impact on both the performance of organizations and individuals, and the level of performance and quality of organizations is affected by these basic processes in the organization, and therefore the processes of human resource management systems play a fundamental role in the lives of organizations and individuals.

▪ The effect of the phenomenon of globalization extended to reshape the labor market, as new patterns of work emerged, along with the migration of competencies to foreign labor markets.

▪ The transformation of the human resources function at the present time into a strategic partner that contributes to creating value for the organization by considering its activities as basic non-supportive activities. It has made human resource management systems a clear reflection of organizations' interest in their human resources, as well as an imperative of modern management, especially in light of the ever-growing development movement. It has transformed it from a central system to a decentralized system based on the spread and flow of information that prevails inside and outside the organization, and everyone shares its creation.

▪ The 1980s marked the transition from a traditional concept to a modern concept of the human resource function, and this transition deepened when the term strategy was linked to the term human resources management. Under this modern concept, the individual is a resource with his knowledge and capabilities, and the organization must ensure the voluntary cooperation and loyalty of individuals. Emphasis is placed on the necessity to coordinate not only the activities of human resources management, but also with the basic needs and goals of the organization.

▪ Elements of human resource management systems are inputs, processing processes, outputs, and feedback.

▪ Teamwork represents a group of applications linked to horizontal work groups and networks of experts or interest groups that enable group work remotely within the same topic or project or even in the same document where access is secure, so the main reason for using these applications is close cooperation between members of the work team or individuals. Workers in the same organization without hindering it, neither geographical nor temporal barriers.

▪ The network construction of group work applications enables the establishment of horizontal relationships that contribute to the strengthening of individuals through the intensification and enrichment of exchanges, enabling the development of group behaviors that contribute to reaching an educated and intelligent entity capable of self-modification, and this entity is known as the learning organization which is considered the culmination of the formation activity.

▪ Intensive work applications can be categorized into three types: productive work flow applications, administrative work flow applications, and collaborative work flow applications.

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