

## The Human Dimension of Future Business Management

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### Abstract

The role of human resource over the years has changed and evolved on the needs of the modern society and hence, the human resources management must change its philosophy because of the tremendous trends and challenges that take place in the business environment. This paper will review first Drucker's summaries about management theory. Second, this report will examine the future trends and challenges of the workforce and human resource management. The challenges of recruiting and retaining quality employees in the future will be the third topic that will be discussed in this paper. Third, this paper will examine the management and leadership requirements to best lead an organization 10 years from now and the composition of tomorrow's workforce. Fourth, it will analyze the processes, policies, and personnel procedures that managers need to consider in their organizations. Eventually, this report will also examine how managers will manage continuous improvement with tomorrow's workforce.

## The Human Dimension of Future Business Management

### Introduction

The role of human resource over the years has changed and evolved on the needs of the modern society and hence, the human resources management must change its philosophy because of the tremendous changes that takes place in the business environment. While successful organizations become more adaptable to change direction, the HR professional is a strategic partner, an employee sponsor, and a change mentor (Drucker, 1999). The modern organizations require human resources professionals not only to deal with personnel issues but also to make strategic assistance to the future development of an organization. These are some of the factors that have contributed and will continue to contribute to the development of human resources management, some of which include technology, globalization, diversity and immigration and an aging workforce. In addition, the human resources (HR) departments face many current and future challenges and opportunities when working with employees such as diversity issues, turnover, health and safety, and benefits. These challenges will change as employees become more skillful and want more out of the company they work for to make them satisfied in the areas of pay and benefits (Wren, 2004). This paper will review first Drucker's summaries about management theory. Second, this report will examine the future trends and challenges of the workforce and human resource management. The challenges of recruiting and retaining quality employees in the future will be the third topic that will be discussed in this paper. Third, this paper will examine the management and leadership requirements to best lead an organization 10 years from now and the composition of tomorrow's workforce. Fourth, it will analyze the processes, policies, and personnel procedures that managers need to consider in their organizations. Eventually, this report will examine how managers will manage continuous improvement with tomorrow's workforce.

## Peter Drucker's MBO Philosophy

Management by Objectives is a much-celebrated concept developed by Peter Drucker. This philosophy is a systematic and organized approach that allows management to focus on achievable goals and to attain the best possible results from available resources. It aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identify their objectives, time lines and for completion. MBO includes ongoing tracking and feedback in the process to reach objectives. MBO, which was introduced as a Management Philosophy during 1954, soon became popular and considered by some as a solution for business management in the sixties. It came to be applied narrowly and got entangled with bureaucracy and reached its low point in reputation during the seventies. In the second phase of this program after 1970, better understanding of the concept started again and hence, its technique orientation was recognized. It came to be accepted that good programs under MBO could bring benefits (Dahlsten, Styhre & Williander, 2005). It is now recognized and referred as a management system. The focus of MBO is now changed from one based on individual manager, to one on the business operations of the total organization and hence, it is used to improve the major steps in the process that carry out the work.

Additionally, management by objectives (MBO) is a useful technique for intergrading the planning function and the controlling function of the management function process. Organizations use MBO to coordinate activities and management decisions throughout the organization. The concepts that are closely related to the MBO, for instance visions, strategic intent, targets, and long-term planning suggest that any organization can be coordinated and controlled through the enactment of shared objectives of the organization (Dahlsten, Styhre & Williander, 2005). MBO facilitates communication between management and employees on company objectives, sets individual and corporate objectives, establish an effective rewards and motivation systems and develop a useful feedback monitoring system (Simpson, 1993).

The benefits of the MBO include greater commitment and motivation, better coordination and communication and an increased job satisfaction. These benefits force the management of any organization to implement the MBO process. First, they need to determine the desired goals and priorities. Second, the management needs to encourage the key managerial, professional, and administrative personnel to contribute their maximum efforts to achieving the most important tasks. Third, the individual objectives of the employees need to be blended to achieve the corporate goals of the firm. Fourth, the management needs to establish a control mechanism to monitor progress on the different objectives (Poister & Streib, 1995).

The practice of MBO within organizations has also been subject to critical arguments. Professionals and academics believe that MBO is a form of surveillance and disciplinary technique serving to control the employees' identities and activities because it does not provide as much room for individual freedom and decision-making as the model promise. (Covaleski, Dirsmith, Heian & Sajay, 1998). Surveys also show that this model may not be an appropriate model because of cultural differences between different ethnic groups within an organization. The cultural differences, for example, between black employees and white employees, specify their fundamental differences to the process of MBO. The discrimination against black employees,

which has created chronic unemployment and the lower educational levels and income are some of the factors that force black employees to have different attitudes towards MBO (Moore & Scott, 1983).

The critics of the Drucker's MBO philosophy indicate that Drucker never wrote a book of how managers can implement the MBO philosophy. Consequently, those who have been interested in the idea have seen what they wanted to see and used whatever parts seemed useful to them. This has caused considerable misunderstanding, confusion, and misapplications. As a result, MBO as a total managing system is not often used and the parts that are adopted are imperfectly employed (Dahlsten, Styhre & Williander, 2005).

### The Future Trends and Challenges of the Workforce and Human Resource Management

The major trends affecting human resource management today are the modern labor force, organizational strategy, growth, technology, the changing nature of employment relationships, the globalization, the aging workforce and the diversity and immigration. Globalization is an important factor that the HR managers need to consider in the future direction of human resources management because many organizations target new global markets. As a consequence, the HR managers need to find ways in order to manage effectively the issues around workforce diversity, cultural differences and the laws and regulations of the global markets. Outsourcing is another major issue that the HR managers need to consider because there are organizations whose business is to provide these resources in a cost-effective manner. Diversity and immigration plays also an important role in the human resources sector because modern organizations in the 21<sup>st</sup> century need to deal with the issue of diverse workforce and the laws that protect employees from being discriminated against. In European Union, for example, there is a large amount of immigration from East European countries and hence, organizations have to deal with issues that are related to race and cultural diversity. Consequently, human resources personnel will face different employee relation issues that related to diversity (Lycourgos & Christou, 2006).

Aging workforce is another major issue that the HR managers need to deal with because while the demand for quality managers continues to rise, the retirement of baby boomers is producing a significant decline in available personnel. Therefore, the management of organizations needs to take serious actions to replace these managers at all levels of the organizational hierarchy. The management must decide the future needs of the organization and match that up with the potential candidates for those roles. Even though there is going to be an important amount of baby boomers retiring, organizations may decide not to keep certain positions or might want to make changes to those jobs (Spitulnik, 2006). Additionally, the trends in the organizational strategy are associated with the management effort to sustain high-performance work systems that will create changes in the size and in the structure of the organizations. Consequently, modern human resources management philosophy plays a significant role in helping organizations because its main goal is to gain and maintain an advantage over competitors by developing into high-performance work systems. These modern high-performance work systems include issues that are related to knowledge workers, empowerment of employees to make decisions, and the use of teamwork (Noe, Hollenbeck, Gerhart, & Wright, 2003). As a result, the new human resources management philosophy maintains an organization's strategy by helping to meet its goals including profitability, quality, and market share.

The technological changes, especially the Internet are another major aspect that plays a significant role in developing new methods to manage human resource management (Noe et al., 2003). For example, the human resources information system (HRIS) are computer systems that HR professionals use to obtain, store, manipulate, analyze, retrieve and distribute information which is related to organization's human resource management. Human resources involved in e-businesses have the challenge of identifying and hiring talented employees. As a result, the work of the human resource departments are affected by the sharing of information technology because by using modern technology human resources are able to mechanize much of their work in managing employee records. They can supply employees' access to information such as enrollment forms for training, benefits, and other programs (Noe et al., 2003).

The challenges that executives, managers and professionals need to face are related to the issue of employee frustration. Some of the biggest challenges that the management of the organizations needs to deal with are the issues of employee turnover, mismatched employment, and employee absenteeism (Forde & Slater, 2006). Hence, these human resource management challenges cost companies time, money, lost opportunities, resources, and reduced productivity. The demands of the modern changing business environment are associated with the aspect of building and retaining a loyal and motivated staff. Hence, another major challenge that modern human resources management needs to consider is to find and keep quality employees because today's employees do not stay at one organization for the duration of their careers. They tend to change jobs and careers very often and hence, the effects of turnovers can be costly for the organizations (Chiavenato, 2001). The phenomenon of employee turnover is predictable but when excessive can put organizations into the red because the time effort and money invested in those employees, walks out the door when they leave.

Human resources management also needs to consider the challenge of putting experienced employees into jobs in which the employee is destined to fail. This mismatched employment is one of the most important factors in company success because these mismatches cause risks within the company. For example, one of the most important problems with mismatched employment is the mismatch in behavioral style such as employees' responses to problems, people, pace of the environment and procedures (Chiavenato, 2001). As a consequence, mismatches create stress and conflict among employees. Another challenge that human resources management needs to face is the employee absenteeism. For example, absence management costs are now 7.1 percent of payroll (Avey, Patera & West, 2006). Consequently, many organizations deal with the cost of absenteeism by using practices such as independent medical evaluations, employee assistance programs, and work life programs.

### The Challenges of Recruiting and Retaining Quality Employees in the Future

Recruiting and retaining quality employees in the future is another major challenge that human resources management needs to consider because putting the right people into the right jobs, managing their performance, ensuring that their skills and knowledge are at a top level to meet the goals of the organizations not only for today but more importantly for the future is a serious part of the manager's role. Hence, the question is how the management of any business organization recruits and retains quality employees? First, managers in modern organizations need to manage

three different generations which each one has its own unique characteristics. For example, baby boomers are very loyal to their organizations and are prepared to work in order to reach the top. Generation X is probably looking for the shortcut to the top. This generation entered the workplace when terms like downsizing, negative growth, and jobless recovery were catch phrases. The generation Y understands that knowledge is power, their learning style is extremely adaptable, they demand flexibility, and they expect a promotion within the first two years. However, their employers see them as selfish and transient. As a consequence, the management of the organization needs to ensure that current and future employees regardless of their age fit with the organizational culture.

Second, managers need to communicate to future employees the goals and the corporate mission of their organizations especially during the training period. As a result, when managers share their vision and the goals of their organizations they need to allow their current and future employees to participate and create shared goals. This will give them the sense of enthusiasm and desire to meet the organizational goals. Third, in the interview process, managers need to ensure that they include other team members because in the decision making process regarding the recruitment of a new employee, other views are considered. Therefore, the existing team has an investment in the success of the new recruit. In addition, the following are some of the issues that the management needs to consider in the process of recruiting quality employees:

- 1 The management needs to emphasize the value of the experience and the transferable skills that are obtained in the proposed position.
- 2 The hiring decision must be based on both behavioral and technical competencies.
- 3 The management may pre-screen candidates before the interview.

Fourth, retaining a quality employee is an important aspect in the modern organizations because through retention an organization can successfully operate in the marketplace. Consequently, organizations will need to evaluate what value they will provide to their future employees above their competitors. The following issues and strategies are some of the methods that managers need to consider in the nearest future to retain quality employees and sustain quality performance:

1. Salary packing options including incentives, superannuating, phone allowances, health benefits for the family, salary sacrificing options, additional leave are some of the options that an organization can offer to future employees.
2. The management must clearly communicate expectations and measure the employee's performance against those expectations.
3. Rotational assignments, career development and planning, and financial support for both job-related and non-job-related training are ways to attract and retain quality employees.

Fifth, organizations need also to consider what is important to employees and their decision on whether to engage and stay with a business long term. The key areas that organizations need to think in the future are the aspect of work/ life balance because modern and future employees live to work and hence, work/life balance does not exist. At this point organizations need to find ways in order to create an environment in which a work/life balance will eventually exist in the nearest future. This will have positive effects in the overall organizational performance because it will minimize the effects of stress, absenteeism, and conflict in the workplace. Another key area

organizations will have to consider is the job flexibility. Hence, when organizations offer to their employees multi tasking roles, opportunities with promotions will be able to retain quality employees much longer.

Recruiting, retaining, and managing quality employees are one of the most difficult tasks that modern management will face in the nearest future. This task is about ensuring that organizations will build an employee's capability to match the business needs not only for today but also in the future. As a result, organizations will have to ensure that they have the right people to take the organizations where they need to go.

### Leadership and Management in the Future

In the future of the business environment, the main responsibility of management and leadership is to develop and maintain the concept of learning organizations (Schermerhorn, 2006., & Senge, 1990). The management will have to move from the bureaucratic environment to more flexible organizational designs by creating learning capability throughout the organization. This new philosophy indicates that managers and employees involve in solving organizational problems and help the organization to improve and maximize performance (Daft, 2008). However, organizations will not learn the concept of learning organizations, and will not face the future trends without having managers with effective skills and qualities. It is highly likely that managers will need to have management skills such as conceptual skills, human skills and technological skills to face technology, globalization, competition, complexity ambiguity, uncertainty, turbulence, and sudden changes in the marketplace (Daft, 2008). Managers will need also to have leadership qualities to face these trends.

### Management Skills

Top managers will need to have conceptual skills because through these skills can have a general understanding of whole organization. This skill is associated with the managers' ability to think critically and strategically to plan and understand the different information processing. The human skills are linked to the manager's capability to work effectively on his/her own and as a team member. Motivation, coordination, and communication are part of the manager's human skills. These human skills will help managers to face successfully the different trends such as workforce diversity and uncertainly (Schermerhorn, 2006).

Managers, for example, need to lead through motivation, because when they do it so, they create environments under which employees feel motivated to work hard. Clearly, the positive conditions in any organizations create job satisfaction. The concept of job satisfaction develops high-motivated employees and high performance outcomes. Surveys conducted by researchers, confirmed that employee motivation is strongly related with high work performance, and job satisfaction (Kirkman & Benson, 1999; & Koys, 2001). These surveys show that the most recent trend to motivate employees is empowerment, which is a new program a manager implements to improve job satisfaction and performance. This new method will give to the employees the information, knowledge, power, and rewards to carry out their jobs (Daft, 2008). Technical skills are related to the manager's ability to perform particular jobs. Methods and techniques are part of the technical skills managers at lower organizational levels use in the areas of manufacturing,

marketing, finance, research, and engineering. These management skills will be very important and managers must use them during turbulent times (Daft, 2008).

### Leadership Qualities

Leadership qualities will play one of the most significant roles for successful managers who will deal effectively with unexpected events. Research studies indicate that crisis management advocates the significance of three leadership qualities. A manager aspiring to become a leader must have the following qualities:

1. **Open-mindedness:** A manager must successfully face globalization, competition, complexity ambiguity, uncertainty, turbulence, and sudden changes with courage and clarity of mind
2. **Cooperation:** A manager must have the quality to cooperate with his/her employees to successfully complete any organizational task. If he/she doesn't have this quality, he/she will not be able to create an inspiring work environment.
3. **Optimism:** A manager must be optimistic to motivate the employees when they face difficulties in the competitive marketplace (Lalonde, 2007).

Leaders must also promote communication, create flexible employees who can deal with future crisis, develop diversity, and ensure effective decision making (Abernathy, 1999., Andriopoulos, & Lowe, 2000).

Moreover, the leadership and management requirements to best lead an organization 10 years from now are associated with the following issues:

1. Managing and environmental scan
2. Managing the competitive strategy
3. Managing organizational versatility
4. Managing teams and alliances
5. Managing change

First, managers and leaders will have to understand the influences, trends, and directions in technology, financial resources, marketing and distribution practices, political and cultural influences, and internal economics in order for their organizations to achieve competitive advantage. Second, leaders and managers will need to design and implement competitive plans and programs that will operate on a domestic and on a global level. Third, they need to manage organizational versatility because the nearest future will bring changes and requirements for the employees. This will be due to the fact that most organizations will move from the classical bureaucratic control model to one that is called learning organizations (Senge & Roberts, 1994). Fourth, managers and leaders will have to manage teams and alliances. As a consequence, they will need to focus their attention on how to organize and lead multinational teams, deal with issues of collaboration and cross-cultural variances, and develop processes for coaching, mentoring, and assessing performance across a variety of attitudes, beliefs, and standards. Fifth, managers and leaders will have to manage change and hence, they will need to develop new skills and new realities in order to understand that management will operate largely in the face of continuous

change. They will also need to self-management and personal growth practices that will provide the managerial confidence that will be very important in order to deal with condition that will be related with the concept of organizational change (Dawson, 2000).

### The Composition of Tomorrow's Workforce

The composition of tomorrow's workforce is dramatically changing and this is due to the fact that demographic changes will continue in the U.S. Today's workforce includes many baby boomers that are beginning to reach retirement age. Surveys indicate that 40% of all U.S. workers will be 55 years of age or older by 2010. The graying of the American workforce, then, is not affecting just one or two organizations but it is a systemic problem (Rappaport, Bancroft & Okum, 2003). Kronenwetter (2005) indicates that by 2020, almost 20% of the U.S. population will be 65 or older and that more than 60 million workers will retire within the next 30 years. These retirements will definitely put the United States in the position of having a severe shortage of workers, especially skilled workers. As a consequence, every organization will face increasing competition for an increasingly limited resource. To ensure that organizations can sustain a sufficient labor supply into the next decade and beyond, HR professionals must initiate and oversee the development and implementation of an effective workforce forecasting and planning strategy that complements and supports prevailing business and financial plans. (Leonard, 2005).

These demographic changes will eventually force American organizations to recruit immigrants in order to fill labor and skill gaps created by the baby-boomers (Nguyen, 2008). Consequently, management in the future will have to make strategic human resources management plans in order to retain those workers for years to come. Leaders must learn to honor differences by emphasizing respect and trust, and organizational managers and supervisors must learn how to lead different employees in different ways.

### Processes, Policies, and Personnel Procedures within an Organization

Human resource management policies, processes and personnel procedures play a fundamental role in any organization. These aspects help organizations to resolve personnel issues and to find HR solutions. As a consequence, every organization needs sound, HR policies, processes, and personnel procedures to operate successfully in the marketplace. However, if the organizations fail to do so, they will leave their organizational related practices vulnerable to challenges, grievances, and lawsuits. These grievances and lawsuits mean three things:

1. Increased costs that impact your bottom line
2. Increased turnover
3. Negative morale (Kinnie, Hutchinson & Purcell, 2005)

However, it is very easy to avoid these problems if organizations establish policies, procedures, and job descriptions. This will ensure that the employees of the organization will be treated equally across a variety of employment issues. Moreover, policies can help organizations face legal situations such as trade secrets laws, copyright laws, trademark laws, and patent laws (Oswald, 2001).



Organizations need to develop procedures document important process such as managing organizational risks and promoting continuous improvement. First, organizations need to manage risks with well-written procedures in order to prevent unexpected situations. Second, organizations need to consider that continuous improvement is one of the most fundamental aspects for developing an internal control system of policies and procedures (Kinnie, Hutchinson & Purcell, 2005). These HR policies are written description of rights and responsibilities within the organization. Consequently, clear HR policies, for example, define organizational goals, describe best organizational practices, and provide direction for managers in the decision-making process. Organizations develop and redesign their HR policies to meet the terms of the existing or new US legislation, to develop a consistent approach to meet their needs as they grow, to support their general management strategy and to deal with internal change. Hence, these policies must be linked to their business strategy and must be flexible to adapt to changes in corporate strategy and direction. These policies must be associated with the following business practices:

1. Recruitment and selection
2. Training and learning/development
3. Career opportunities
4. Performance appraisal
5. Job security
6. Work-life balance (Kinnie, Hutchinson & Purcell, 2005)

Eventually, HR policies and procedures will help organizations to implement fair methods to managing employees and can protect against legal claims such as issues which are related to discrimination. These HR policies and procedures can direct all employees about their own and the organization's responsibilities.

#### Continuous Improvement with Tomorrow's Workforce

Managers need to consider the fact that continuous improvement with tomorrow's workforce is very important for the overall success of the organization and is associated with the concept of organizational change. Educating tomorrow's workforce it will be very critical to manage continuous improvement with tomorrow's workforce, and hence to manage the organizational change. As a result, education must be followed with the concept of training that begins the culture change process and produces a group that can continue the transformation. The management of the organizations must be aware that continuous improvement begins with an acknowledgement that change occurs, when the organizations change their overall business strategies, and the way by which they operate in the marketplace. It also occurs when organizations move through different life cycles. As a consequence, organizational change has become one of the fundamental concepts of modern management and is related with the concept of continuous improvement. The ability to manage change and, indeed, to turn it to advantage is perhaps the top management skill required in this competitive marketplace. The managing change concept covers the most important aspects of change management, and managers need to select the right change path that lead to change (Chien, 2007).

Forces for organizational change exist in external and internal environment in any organization and hence, managers need to consider these forces when they manage continuous improvement

with tomorrow's workforce. A series of external forces of change are the market competition, which affects market offer, costs, and prices. Technological change and innovation in the 21<sup>st</sup> century, internationalization, globalization and cultural differences are also some other external forces that affect organizational change. The internal forces of change may result from the external pressures described above (Chreim, 2006). These internal forces for change are the efforts to introduce cultural changes, the need to improve productivity efficiency, and the need to improve the quality of products and services. The different changes in organizational strategies as a result of revised mission, goals, and objectives, are some other internal forces that affect organizational change and hence continuous improvement (Schermerhorn, 2006).

The primary type of change needed is changing the people and the culture. This type of continuous improvement with tomorrow's workforce is associated with changes in people's behavior, beliefs, attitudes, and values towards this organization. The management of the organizations must critically examine its decisions associated with changes in employees' culture, and determine if change is truly necessary. The managers need to consider that changes in people and culture are associated with how employees think and perceive the concept of organizational change. These changes involve the adoption of a new mindset, which is related with the level of commitment required to change the culture and people. Evidence suggests that the level of commitment needed to change the culture and people in any organization is huge, and requires a long-term commitment to the process (Cresie, 2005). While the commitment to the change is a long-term process, the management of any organization must take daily decisions and actions, to help employees understand and realize the organization's vision, goals, and objectives. Eventually, the concepts of continuous improvement and the concept of organizational change are two identical concepts that help organizations to transform.

### Conclusion

Human resources management is a field that will continue to evolve with the current trends and challenges of the current and future marketplace. Hence, trends and challenges in the workforce have created a distinctive role for the HR manager that must parallel the needs of the changing organization. The HR professionals need to understand the changing laws and regulations and to keep up with current trends that affect the workforce and business as a whole. However, the current and the future environment in the workforce have caused HR professionals to have to learn leadership skills and qualities in order to manage effectively. Skills in planning, organizing, leading, controlling, and to be knowledgeable of the emerging trends in employee development and training, are the norm for HRM's today. Eventually, the HR professional must promote the concept of organizational change when necessary regardless of the resistance to change that may arise.

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