

A Study On Cross Cultural Human Resource Strategies Adopted By HR Managers In Multinational Manufacturing Companies

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Abstract:

It is a corporate structure that settles the choices regarding personnel management within the organization, beginning with payment, mobilization, exchange of jobs, expected duties, planning of the corporate management, etc. More or less, universal human talent can be understood as a strategy for the use of HR in large companies. In large companies, HR directors must participate in HR strategies and practices to achieve key destinations and to achieve conflicting global client and stakeholder expectations. MNC handling human resources generally allows for a wide variety of effective schemes and staff management practices of various types. Contradictory to Intercontinental Human Resources Management national human resources management requires further assessment of individuals' skills and cultural diversity. Worldwide management of human capital will approach subjects such as universal taxation, international repositioning and management in order to select, inform and respect individuals locally and globally as workers and supervise their ties with various experts in different countries around the globe.

Key Word: Human Resource Management, Cross Cultural Human Resource Management, Cultural Human Resource Management, Performance Management, Human Resource Diversity.

INTRODCUTION

If an employee joins a domestic MNC, he or she is expected to face many linguistic, attitude, cultural, psychological and many other challenges. Growing company has its different cultural environment, different HR policies and practices regardless of MNC or domestic. Say, for example, that MNC may be results-oriented, that a public sector company is more processes driven while a private firm may believe in yesterday's results. Often, the organizational culture has a major influence on the performance of employees, which turns out to be organizational.

Julie Bevacqua, RISE CRO, has rightly pointed out the needs and requirements of the organisation's human capital. Maslow's philosophy shows that different people can have different needs that can motivate them to perform better. In comparison, better human resources practices will inspire and control employee behavior in order to achieve organizational objectives. However, policies must be more focused when it comes to global HRM, as cultural diversity is involved.

But what exactly does the "culture of organization" mean? In a broader term, the culture of an organization is the philosophy of a company and its aims. The employee defined the basic framework of organizational culture, how the organisation, including other criteria, permeate these principles in its everyday activities, procedures, processes and standards of accountability and ethics. All the factors combined represent a company's culture.

Generally, leadership itself creates and/or determines the environment / culture of an organisation. In the founding years, what a company embraces culture is defined by the actions and words of the originator. Following this point, the culture of the company has been developed or remodelling by other personalities and elements. In shaping organizational culture, for example, a HR department can play a crucial role. However, this can not be true for companies where the founder or the management is responsible to HR in everyday business affairs. But the HR fulfills responsibility for implementing and implementing cultural changes in a process driven company like PSUs.

The culture of the organization gradually penetrates the behavior of the employee who wanted to understand the meaning of 'working according to company culture, i.e. the policy and procedures of the company' or measures for achieving growth. In other words, the corporate culture is essential to the success of a company.

HR is extremely critical in an organizational role. HR discusses the effect of any single action / decision on the future and then follows the course. This course of action is always in favor of coordinating and supplying workers with an appreciation of corporate culture. Each HR decision has an impact on the culture of the organization, the stronger the corporate culture, the more easy is the HR approach. On the other hand, culture tracks not only 'what to do but also how to do' for workers.

HR is responsible for three main activities

1. Responsibility for HR Transactions: management, jobs, compensation and benefits, special guidance, hiring, etc.
2. Responsibilities for skills development and the management of resources include management, governance, education, performance management, recruitment and strategic planning activities etc.
3. Organizational growth and productivity obligations which can include cultural change, cost cutting measures, knowledge management, technologies, climate change results, re-engineering initiatives, industrial relations / consultation and communications, etc.

In order to have various roles, HR professionals are required to carry various "hats" such as coaches to policy makers, policymakers, structural developers and processes implementers, as well as experts in HR processes.

As the organization's key resource, HR plays an important role in contributing to, supporting and enabling a positive organizational culture through management actions, selection, training and socialization, structural design, empowerment, leadership, assessing performance and payment systems. The organization is shaped by culture through the way the company runs, every decision is made and implemented, the way priorities are assigned, policies for the workforce and the way the meetings are conducted. Culture is not a process that exists on the business side. It is the journey of all managers throughout their daily routine and has a much greater impact than any other activity that can be planned to build culture. In addition to the possible inputs as managers of certain cultural initiatives their organization can choose to take on, the Human Resources department may also play a significant role modeling. To order for HR roles to impact in a credible way, the future

culture itself must in the first instance be a prototype. If a company sets a high performance target, the HR role may totally dislike poor performers. When coordination with other operational departments is a priority for the business strategy, the HR role will lead the way through the application of best practice through divisions, the good working and the avoidance of effort duplication. HR could be the role model which expresses moral requirements, offers instruction, apparent incentives, behaves and punishes those that are immoral and provides security measures with regard to the workers.

REVIEW OF LITERATURE

The Harvard Business School (Heskett n.d.) researcher proposed two types of organizational culture, namely "visible culture" and "invisible culture." The visible culture includes the employees' behavior and styles. The invisible culture includes common values and assumptions which are more difficult to change over a long period of time. J. P. Kotter and J. Heskett. L. The research has been performed for 11 years by answers from 207 corporations such as IBM, Wal-Mart, Procter & Gamble, Time, Swiss Air, 3 M & Hewlett-Packard etc. According to these investigators, changes in attitudes and styles may lead to the shift of deeper convictions over a period of time. This study also showed that corporate culture strongly and increasingly influences organizations' performance. Nevertheless, the organization's success has strong links to its people and thus makes it very important to play the role of the HR department.

Michael, Porter (1985), talked about a comprehensive review of HRM concepts and techniques in his book 'The Framework for Human Resource Management.' He focused on 'how HR practices develop employee behavior leading to strategic results and performance across the company.' He also addressed various factors, instruments and strategies to create a HR system that helps to assess how workers can accomplish the strategic purpose of the business. According to him, learning helps develop a strong and valuable basis for real life HR practices as a manager.

(Ivanovich 2008) said HRM is an important element in the completion of any formalization process. According to this e-book, the manager is constantly dealing with issues that are associated with humans as a useful resource.

She addressed strategic implications of different HR strategies, procedures or positions in Nicky Lisa (2018), as well a study of its terminology and its implementation concerns in her dissertation on Strategic Human Resource Management. The role of companies in the development of employee skills for organizational development, like selection, hiring, training, performance improvements and the performance evaluation system and the control of performance. She also emphasized the efficiency of workers and the morale of the employees. In cross-cultural organizations, human resources practices should have the greatest influence on an employee's desire to go beyond established levels of performance.

A study carried out by (Salokhe 2002) states that major efforts made to enhance employee performance in the role they play as resources of an organization are "Human Resource Development (HRD). 'People' i.e. workers should be seen as valuable resources, established with regard to their expertise, skills and actions in order to meet their personal and

organizational objectives. Because dynamic people alone only capable and motivated individuals can have dynamic organizations that can achieve their objectives.

The methodology and framework of the HRD audit are explained in his book "HRD audit" (T.V.Rao 1986). It has provided a framework for organizations to perform a human resources audit. He has designed and developed the HRD score card that enables organizations to understand the gaps that exist between "organizational expectation and success." He recommended HRD dimensions to improve organizational efficiency, sophistication of HRD processes, HRD competencies, culture and values of HRD and relations between HRD and business goals. He recommended. Given his contribution, many companies have started investing in developing fair budgets in the development of human resources and expect the HR role to offer their companies a strategic advantage.

(Hemant Rao 2007,) Dramatic changes in the 'HR role change' have been observed. His study has shown that HR Managers play the important role in key areas such as employee empowerment, business reengineering, total management of quality, work humanisation and work quality. In former days, the function of the department was to advise or support employees in different regions, castes, language and social backgrounds as and where necessary, but change in scenarios emphasized the role of the HR professionals.

The author outlined the challenges facing the manager of human resources in the context of a new economic scenario. (Anupama Gupta 2007). She called for these challenges to be taken seriously in her research article. She also looked at "the lack of skilled staff" as a major obstacle to the industry and that is managed effectively by the HR Department. The HR department is responsible for designing the best career path for the retention of talent. Other shareholders are also responsible for ensuring the organization's stable existence.

In his studies on HRM Practices in Insurance Companies, a study by Indian and Multinational companies, the performance of the company was strongly influenced by a range of effective HRM practices, while a competitive advantage of the cutting throat can be achieved through human resources. (Dr. Subhash C. Kundu 2009). The results of the study showed that their education and financial benefits program for MNCs and domestic companies, quality evaluation and HR scheduling and recruiting must be considerably improved. To order to achieve a competitive advantage, the service sector should focus on human resources management practices in order to obtain competitive advantage.

RESEARCH METHODOLOGY

"Research," means the search process for something over and over again. The goal is to find new information and evidence on specific topics or knowledge classes. Research methodology is known as the systematic and careful examination of specific social or organizational problems and problems with scientific methods. In other words, "Study is a method and means of acquiring knowledge of any phenomenon natural or human." In the current scenario of liberalisation; globalization and open economies, researchers and academics have a very wide scope. Organizations as well as employers also face extensive business opportunities and challenges. With the cycle of discovery never stopping, scholars, researchers and scientists often complement the existing knowledge with new information.

Statement of the Problem

In global manufacturing firms, human resource management has become challenging as corporations employ people from various countries with diverse economic, political, ethical and geographical backgrounds. The human resources department in these organisations, as it is very difficult to identify persons of unknown background and assign them appropriate tasks with employee-friendly cultural work, is always dilemmatic. HR management is always confused about the factors that influence employee behaviour, performance and work satisfaction associated with cross-cultural management. This research aims at recognizing the intercultural patterns of human resources management faced by global companies as a major challenge for HR.

Objectives of the Study

1. To find out opinion of top level management about cross-cultural HRM in multinational manufacturing companies
2. To study organizational strategies for inculcating cross-cultural practices in employees

Hypotheses of the Study

1. H₀= There is no significant impact of cross cultural human resource strategies adopted by HR managers on international success of multinational organization.
- H₁= There is significant impact of cross cultural human resource strategies adopted by HR managers on international success of multinational organization.

Scope of the Study

In Pune there are over thirteen industrial areas such as Chakan, Pimpri Chinchwad, Talawade, Talegaon, Hadapsar, Shirur, Ranjangaon and Mulshi have over 3000 manufacturing companies located in these areas. Manufacturing companies in Pune have better access to qualified workers. For many manufacturing companies Pune is a center of attraction that appeals to the whole world. In Pune, manufacturers are doing a great deal because of high consumption, qualified staff, good customers and better IT support.

After the 2010 boom in the manufacturing industry. Manufacturing companies in this increasing time of business have a strong demand to fuel the growing human need in different segments. In addition to various other advantages, government programs such as Mudra, Make in India and Startup India have helped manufacturing industry in the last five years, from 2013 to 2018, to study transcultural strategies and their impact on employee performance and overall organisation's results. This period was similar because in these five years these sectors have seen enormous growth in Pune.

Work culture is an important aspect of favorable working conditions. Cross-cultural management of human resources is no longer a specific term, but has become a necessity for the best survival of employees. The working culture helps workers to do their best in this dynamic and unpredictable world can be a big strength for any company. The research findings and suggestions will help measure attributes that show the perception of employees and the impact of cross-cultural strategies in multinationals.

Research Design

In this research, a description of the various parameters of cross-cultural human resource management is used by means of frequencies, percentages, arithmetic average and various other statistical parameters. A statistical analysis of the HRM approaches for intercultural management of human resources was conducted based on variables that assess the views of HR managers. A number of other factors, including factors that affect employees' performance in cross-cultural HRM strategies and top management efforts for effective large-scale HRM in culturally active manufacturing organizations, are also explained by descriptive research design.

Data Sources

Various bases are known as data sources for which required data can be retrieved for analytical purposes in order to achieve the desired results and test hypotheses. Primary and secondary data are the key two forms of knowledge widely used in most research studies. This research contains the following sources of primary and secondary data.

Primary Data:

The primary data in the survey are the first-hand and new information gathered from target survey respondents for research analysis. Based on a field survey carried out by standardized questionnaire directed to human resources managers, the primary data for this research have been collected.

Secondary Data:

The published data concerning the topic of study is secondary data and data from books, PhD dissertation, main and secondary articles, web-based literature and different libraries has been collected. A number of journals, magazines, journals, newspapers, reports, bulletins, survey materials, journals published in India and abroad make significant contributions in this field. It is validated in various points of the dissertation and at the end of the thesis it is mentioned as bibliography.

Sampling Design

Convenient sampling is used to select the manufacturing companies from the geographical locations and the companies selected from the eastern, western, southern and northern regions of the city of Pune out of the total companies. The respondents have been chosen by cluster proportional samples from all manufacturing companies clusters, which is why this analysis uses the convenience cluster sample methodology. The study was conducted with human resources managers working in cross-cultural organizations and multinational manufacturing companies. The total number of Human Resource Managers of all multinationals in different industries is regarded as respondents for the survey universe and the total number of Pune multinational companies is treated as an organizational universe. Sample size refers to the total number of people from the sample universe to be chosen. Insufficient sample size can not yield validated findings as the opinion of the respondents' heterogeneity is imitated. In this research, 437 respondents were taken from the sample

universe, in accordance to Robert V. Krejcie and Daryle W. Morgan (1970) standard sample estimation theory.

An explanation of the collected responses was also made using Excel tool. The MS-Excel tool was also used in data coding, editing and leaning. For statistical estimates, each variable has been coded in SPSS software and numerical values have been allocated to it. In both parametric and non-parametric data applications, SPSS played an important role. The use of PLCS technology is used to apply statistical tests such as Chi-square testing and One-way ANOVA, f-test and t-testing as needed.

DATA ANALYSIS

Descriptive Data Analysis

The basic characteristics of the data collected for a study are represented in descriptive statistics. Descriptive provides a simple synthesized analysis of sample population characteristics and measures for the collection of data. The foundation of the quantitative data analysis consists of concise presentation. Details and predictions of a population can be derived from inferential statistics based on a data sample from that population so as to generalize the sample population results to sample universe. The results of a descriptive analysis with statistical estimates and significance tests are authenticated by inferential data analysis.

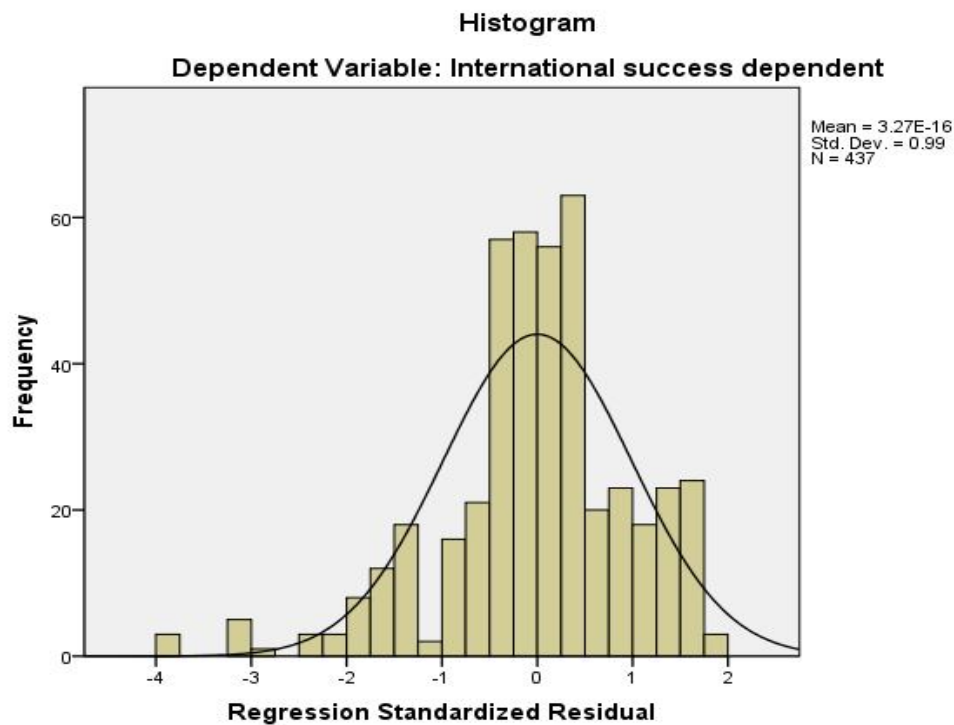
Hypothesis Testing

1. H_0 = There is no significant impact of cross cultural human resource strategies adopted by HR managers on international success of multinational organization.

H_1 = There is significant impact of cross cultural human resource strategies adopted by HR managers on international success of multinational organization.

This hypothesis is tested by regression analysis test, because the hypothesis claims dependence on variables. Regression analysis is also applied to understand, and explore the forms of the relationships, which of the independent variables relate to the dependent variable. Global production companies' output is known to be a dependent variable and their reliance on the enumerated, independent variables is checked.

The accuracy, validity and normality of the data gathered are checked and the findings are appropriate in order to test their hypothesis. Testing of the normality of the variables is carried out using the highly significant ($p=0.00$) Kolmogorov-Smirnov and Shapiro-Wilk tests and therefore normal and useful data is found for testing hypotheses. Validity of variables internal and external is already guaranteed during variable choice. As shown in the distribution matrix, which refers to regular data distribution, the data spread formed exactly the ball shape curve.



Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
International success dependent	.339	437	.000	.737	437	.000
Similar HR policies for global business	.282	437	.000	.872	437	.000
Country specific HR policies	.344	437	.000	.751	437	.000
Consider religions / cultures	.305	437	.000	.808	437	.000
International skills are valued	.334	437	.000	.757	437	.000
Direct communication between people	.340	437	.000	.804	437	.000
Ensure candidate remains in touch	.316	437	.000	.769	437	.000
Individuals are well trained	.300	437	.000	.798	437	.000
Overseas employees are trained	.356	437	.000	.755	437	.000
Candidates made familiar	.358	437	.000	.654	437	.000
a. Lilliefors Significance Correction						

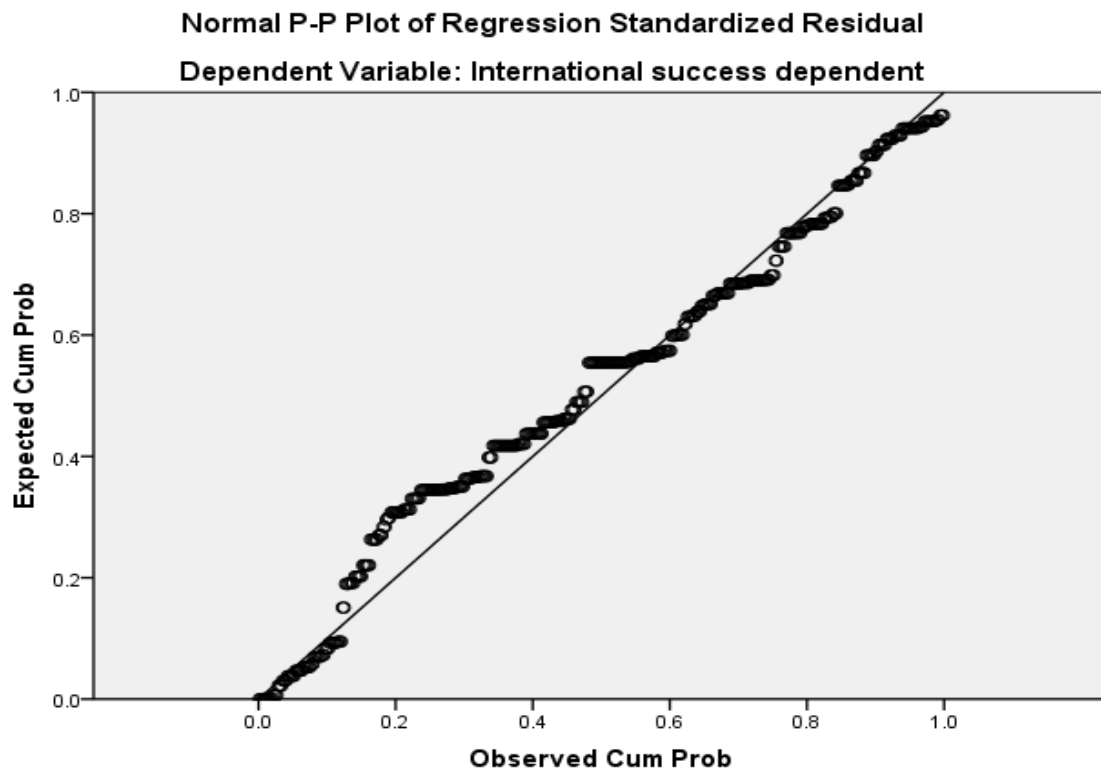
Descriptive Statistics			
	Mean	Std. Deviation	N
International success dependent	4.06	.750	437
Similar HR policies for global business	3.45	1.005	437
Country specific HR policies	4.04	.691	437
Consider religions /cultures	4.03	.808	437
International skills are valued	4.06	.836	437
Direct communication between people	3.69	.725	437
Ensure candidate remains in touch	4.10	.650	437
Individuals are well trained	4.08	.711	437
Overseas employees are trained	3.92	.645	437
Candidates made familiar	4.30	.576	437

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.132	9	5.237	11.282	.000 ^a
	Residual	198.200	427	.464		
	Total	245.332	436			
a. Predictors: (Constant), Candidates made familiar , Country specific HR policies, Consider religions /cultures, Direct communication between people, Similar HR policies for global business, Ensure candidate remains in touch, International skills are valued , Overseas employees are trained, Individuals are well trained						
b. Dependent Variable: International success dependent						

Model Summary ^b									
Model					Change Statistics				
	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.438 ^a	.192	.175	.681	.192	11.282	9	427	.000
a. Predictors: (Constant), Candidates made familiar , Country specific HR policies, Consider religions/cultures, Direct communication between people, Similar HR policies for global business, Ensure candidate remains in touch, International skills are valued , Overseas employees are trained, Individuals are well trained									
b. Dependent Variable: International success dependent									

Interpretation:

R statistics in model summary indicates the strength of dependency among variables hypothesized. Model Summary table indicates the significant statistics justifying the rejection of null hypothesis.



Interpretation: P value at 0.00 significant level in ANOVA statistic table indicates that the null hypothesis tested should be rejected as all the responses given by human resource manager's fall in confidence level in selected population. R value in model fit at the level of 0.438 indicates the capacity of independent variable to explain the dependent variable which is 43.8% at significant f-value of 0.00 and creates the evidence to reject the null hypothesis.

Findings and Conclusion

Findings

1. In the report, the most important contribution to intercultural human resource management is by senior managers including VP-HR.
2. Candidates have been found to be familiar with cultural and social changes they face in foreign assignments.
3. Cross-cultural human resources management practices are the foundation for organizational performance.
4. To order to deal with cultural changes, multinational companies will adopt country-specific HR policies.
5. Multinational manufacturing companies consider the religion and culture of their workers when developing strategies for cross-cultural human resources.

6. In multinational manufacturing companies, international skills of employees are valued.
7. Multinational companies believe that they should communicate company purposes and passion and promote a team environment for better intercultural management of human resources.
8. The first group of key factors affecting employee behavior in multinational manufacturing companies is Internal Work Culture and Work Relations and the second group consists of attraction and pay.
9. Overseas employee behavior is significantly influenced by cultural education programs conducted in multinational manufacturing companies by human resources managers.

Conclusion

The investigation found that foreign workers were attracted to higher wages and opportunities to work abroad. In the cross-cultural management of human resources, highest multinational manufacturing companies are playing an important part in improving employee learning and performance in general against this principle. The employees of the multinational manufacturers included in this research are heavily dependent on employee synergy and productivity. The study has also shown that cross-cultural human resources leadership, employee performance and overall organizational success go together. Various employee groups play a major role in today's workforce. But these workers' laws vary from country to country. While scheduling their workers in each area in which they work, HR has a challenge to consider the nuances of law and changes to ensure that they treat their employees equally. Regulations become less strict once you hire workers by digital crowdsourcing or other, less traditional methods. This increases the risk and means that HR compliance can be understood. Local and foreign workers rules and migration legislation will remain up to date with the constantly changing and complicated labor law in each country and region as well as a constant challenge beyond conventional visa issues. Work supports HR's strategy for handling global manufacturing corporations' cross-cultural human resources to address local and international issues related to workforce diversity.

Suggestions

1. Cross-cultural human resource practice in multinational manufacturing organisations, employees at all levels should be made aware and trained.
2. Company's purpose and passion should be communicated and a team environment should be fostered to better intercultural management of human resources.
3. Internal working culture and work relations in multinational manufacturing enterprises should be improved through training and a friendly culture.
4. Since employees' behavior at work outside Europe depends greatly on cultural training programs conducted by managers of human resources, the training programs for such activities should be tailored to specific employee needs.

Utility of study

The following elements of society can be helpful with this research:

1. Useful for manufacturing companies ' current and aspiring employees to understand their work culture and intercultural human resource policies.
2. This study will help managing boards to learn about their perceptions of employees in their companies about the company and intercultural environment.
3. Multinational manufacturing company human resources departments may find this research helpful in order to improve their company's work culture on cross-cultural issues.
4. Through this research study for manufacturing in multinational manufacturing companies, government administrative departments will be helped with the required information to improve employee control.
5. This study will help employee organizations and welfare commissions for employee opinions and improvements in cross-cultural issues.
6. The research will provide the academics and social researchers with basic guidance for field knowledge and reference studies for further research in intercultural strategies for human resources.

Limitations of the Study

The research managers selected were executive to HR level and did not include the senior managers ' views such as the boards of directors. The thesis has the time and resources constraint, which the author normally faces as follows.

1. These investigations are limited to testing the human-related strategies of Pune-based multinationals.
2. When conducting this study, very few variables are taken into account as other variables can also have greater impact on global production corporations ' cross-cultural human resources strategies.
3. The study took only production companies, and not several other sectors, into account for their intercultural management of human resources.
4. The study is only confined to certain deadlines, i.e. 2013 to 2018, so variations in manufacturing companies ' intercultural human resource management in other time frames on this study are not possible to predict.

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