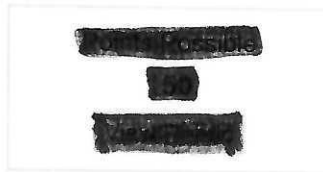


ASSIGNMENT INFORMATION



Strategy, Planning, and Selection

Scenario

Assume for this assignment that you are being highly considered for a director-level HR management position for a best-in-class national retailer. You are in the final phase of the interview process and must respond to the interview panel regarding specific questions and scenarios that will help them determine if you are a good fit for the new role. The company's culture is centered on the effective development of strategy, plans, and selection criteria aimed at building and sustaining a competitive and profitable organization. It will be extremely important that you respond with a strategic mindset in order to convince the organization you are able to help them ensure the execution of the business strategy.

Instructions

Write a six- to seven-page paper in which you do the following:

- Analyze different types of strategies (cost leadership, differentiation, and focus or niche) and select which one you would deem more appropriate for an "efficiency-minded" retail organization and explain your rationale. How would the selected strategy ultimately affect how HR does its job?
- Examine the four approaches to job design or redesign and provide an example (not a definition) of each. Then, make a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.
- Consider challenges and constraints associated with recruiting workers and identify and discuss at least two issues. What advice would you give to ease your selected issues? Be specific.
- List and describe 2–3 candidate selection process ideas that might add value and overall effectiveness to the process.
- Example: 5 Tips for Designing an Effective Employee Selection System.
- Also, what problems should HR and management teams avoid during the selection process?
- Use at least four quality academic resources in this assignment. **Note:** You may only use the resources listed in the Course Guide and those that are specifically provided by the professor.

*When finished, make sure to click **Submit**.*

*Optionally, click **Save as Draft** to save changes and continue working later, or click **Cancel** to quit without saving.*

Name: w03a1

Description: w03a1 - Strategy, Planning, and Selection

Exit

Grid View

List View

	Unacceptable	Needs Improvement	Competent	Exemplary
Analyze different types of strategies (cost leadership, differentiation, and focus or niche) and select which one you would deem more appropriate for an "efficiency-minded" retail organization and explain your rationale. How would the selected strategy ultimately affect how HR does its job?	0 (0.00%) Did not submit or incompletely analyzed different types of strategies (cost leadership, differentiation, and focus or niche) and selected one deemed more appropriate for an "efficiency-minded" retail organization and incompletely explained rationale to include how the selected strategy ultimately affects how HR does its job.	22.5 (15.00%) Partially analyzed different types of strategies (cost leadership, differentiation, and focus or niche) and selected one deemed more appropriate for an "efficiency-minded" retail organization and partially explained rationale to include how the selected strategy ultimately affects how HR does its job.	25.5 (17.00%) Satisfactorily analyzed different types of strategies (cost leadership, differentiation, and focus or niche) and selected one deemed more appropriate for an "efficiency-minded" retail organization and satisfactorily explained rationale to include how the selected strategy ultimately affects how HR does its job.	30 (20.00%) Thoroughly analyzed different types of strategies (cost leadership, differentiation, and focus or niche) and selected one deemed more appropriate for an "efficiency-minded" retail organization and
Examine the four approaches to job design or redesign and provide an example (not a definition) of each. Then, make a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.	0 (0.00%) Did not submit or incompletely examined the four approaches to job design or redesign and provided an example (not a definition) of each and incompletely made a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.	22.5 (15.00%) Partially examined the four approaches to job design or redesign and provided an example (not a definition) of each and partially made a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.	25.5 (17.00%) Satisfactorily examined the four approaches to job design or redesign and provided an example (not a definition) of each and satisfactorily made a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.	30 (20.00%) Thoroughly examined the four approaches to job design or redesign and provided an example (not a definition) of each and thoroughly made a case to the interviewing panel on the importance of effective job design applications in supporting the overall strategic goals of the organization.

	Unacceptable	Needs Improvement	Competent	Exemplary
Consider the challenges and constraints associated with recruiting workers and identify and discuss at least two issues. What advice would you give to ease your selected issues? Be specific.	0 (0.00%) Did not submit or incompletely considered challenges and constraints associated with recruiting workers and identified and discussed at least two issues, and did not include advice given to ease the selected issues.	16.875 (11.25%) Partially considered challenges and constraints associated with recruiting workers and identified and discussed at least two issues, and partially included advice given to ease the selected issues.	19.125 (12.75%) Satisfactorily considered challenges and constraints associated with recruiting workers and identified and discussed at least two issues, and satisfactorily include advice given to ease the selected issues.	22.5 (15.00%) Thoroughly considered challenges and constraints associated with recruiting workers and identified and discussed at least two issues, and thoroughly include advice given to ease the selected issues.
List and describe 2–3 candidate selection process ideas that might add value and overall effectiveness to the process. Also, what problems should HR and management teams avoid during the selection process?	0 (0.00%) Did not submit or incompletely listed and described 2–3 candidate selection process ideas that might add value and overall effectiveness to the process, and also did not address what problems HR and management teams should avoid during the selection process.	22.5 (15.00%) Partially listed and described 2–3 candidate selection process ideas that might add value and overall effectiveness to the process, and also partially addressed what problems HR and management teams should avoid during the selection process.	25.5 (17.00%) Satisfactorily listed and described 2–3 candidate selection process ideas that might add value and overall effectiveness to the process, and also satisfactorily addressed what problems HR and management teams should avoid during the selection process.	30 (20.00%) Thoroughly listed and described 2–3 candidate selection process ideas that might add value and overall effectiveness to the process, and also thoroughly addressed what problems HR and management teams should avoid during the selection process.
Four references.	0 (0.00%) No references provided.	5.625 (3.75%) Does not meet the required number of references; some or all references poor quality choices.	6.375 (4.25%) Meets number of required references; all references high quality choices.	7.5 (5.00%) Exceeds number of required references; all references high quality choices.
Writing mechanics, grammar, and formatting.	0 (0.00%) Serious and persistent errors in grammar, spelling, punctuation, and formatting.	5.625 (3.75%) Partially free of errors in grammar, spelling, punctuation, and formatting.	6.375 (4.25%) Mostly free of errors in grammar, spelling, punctuation, and formatting.	7.5 (5.00%) Error free or almost error free in grammar, spelling, punctuation, and formatting.

	Unacceptable	Needs Improvement	Competent	Exemplary
Appropriate use of Strayer Writing Standards for in-text citations and references.	0 (0.00%) Lack of in-text citations and/or lack of reference section.	5.625 (3.75%) In-text citations and references are provided, but they are only partially formatted correctly.	6.375 (4.25%) Most in-text citations and references are provided, and they are generally formatted correctly.	7.5 (5.00%) In-text citations and references are error free or almost error free and consistently formatted correctly.
Information literacy / integration of sources.	0 (0.00%) Serious errors in the integration of sources, such as intentional or accidental plagiarism, or failure to use in-text citations.	5.625 (3.75%) Sources are partially integrated using effective techniques of quoting, paraphrasing, and summarizing.	6.375 (4.25%) Sources are mostly integrated using effective techniques of quoting, paraphrasing, and summarizing.	7.5 (5.00%) Sources are consistently integrated using effective techniques of quoting, paraphrasing, and summarizing.
Clarity and coherence of writing.	0 (0.00%) Information is confusing to the reader and fails to include reasons and evidence that logically support ideas.	5.625 (3.75%) Information is partially clear with minimal reasons and evidence that logically support ideas.	6.375 (4.25%) Information is mostly clear and generally supported with reasons and evidence that logically support ideas.	7.5 (5.00%) Information is provided in a clear, coherent, and consistent manner with reasons and evidence that logically support ideas.

Name:w03a1

Description:w03a1 - Strategy, Planning, and Selection

Exit

SWS Sample Paper: The Aerospace Industry

Maria Young

SWS100

Professor Smith

July 31, 2020

The Aerospace Industry

The aerospace industry plays a critical role in the economy as it is a major mode of transportation for professional and personal travel. There are many airline companies, and the seven largest U.S. airlines, according to Business Insider, include Delta, Southwest, American, United, Alaska, JetBlue, and Spirit (1). Although airline travel is an efficient way for individuals to connect, with advances in technology there is some decline in travel for business purposes. This paper will discuss the airline industry and specifically discuss their goods and services, a few economic factors that relate to this industry, and highlight a trend related to the future of this industry.

Goods and Services

The airline industry provides a service in that it enables passengers to travel using different types of planes and routes, based on different airlines. More airlines are also starting to sell additional goods and services such as credit cards with airline miles, with the goal that this will create loyalty to travel with a specific airline company. With respect to the service provided by airlines, individuals will also see differences in price values based on their travel preferences, such as the time of day, location of travel, type of aircraft, seating preferences (first class versus economy), number of stops, and how early or late the flight was booked. There are also additional factors that would impact the goods and services provided within this industry because travel can be either domestic or international, and longer flights often provide more services and amenities.

Economic Concepts

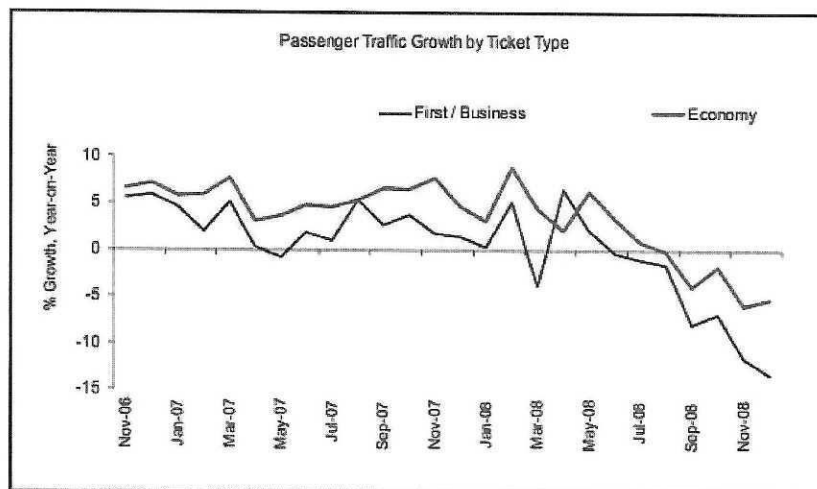
There are many economic concepts that relate to the airline industry, but this brief will focus on the Law of Supply and Law of Demand. The Law of Supply would imply that

airlines have the goal of maximizing their profit by having more flights running and charging a more expensive price. Also, these airline companies would not want to send empty flights, so they would also try to find flight times that might maximize their number of passengers per flight. The Law of Demand would imply that customers will travel more if prices decline and are more affordable.

There are often last-minute sales from the airline companies that are posted online with the goal of encouraging more individuals to travel, since the price was reduced. Although airlines will not receive full price on this individual's ticket purchase, it will still help them to reach their flight capacity. Another important economic concept that stems from these ideas of supply and demand is competition. As prices and travel options fluctuate, individuals may look at different travel alternatives or different airlines to reduce costs, leading airline companies to evaluate their prices daily in comparison with competitor's rates.

Economic Trend

Currently, there are over "42,000 flights and 2.5 million passengers" (Federal Aviation Administration, 2). However, one notable trend over the past decade is an overall decrease in business travel, as seen in the visual below from Snyder (3):



In conclusion, as technology continues to advance, it will be interesting to see what happens in the future, especially as both first (or business) and economy class travel are on the decline.

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EXAMPLE FORM T PAPER

1

Evaluating Corporate Recruiting Plan

Roscoe P. Coltrane

Hazzard County University

U03a1

Dr. Courtney Hammonds

January 18, 2021

ABSTRACT

This report examined current and past theory on recruiting strategies and processes to emphasize the importance and relevancy of effective selection processes for competitive business organizations. Gatewood, Field & Barrick (1) uses the word “formidable” to indicate the arduous nature of conceptualizing and developing an effective selection program. Particularly, the authors as well assert that the difficulty level in developing sound recruitment and selection processes is compounded when consideration is given to the adherence of certain laws that impact hiring and selection. This report recognizes the need for effective recruiting plans as a critical organizational strategy aimed at attracting top quality employees. It also makes the case that targeted recruiting must have as its foundation processes and programs that strongly address underrepresented groups in hiring. The report finally recognizes that no recruitment strategy or plan, whether from the private or public sector can truly be effective or add overall organizational value if those developing such strategies lack knowledge of how laws affect selection and hiring.

Evaluate the Merits and Limitations of Recruiting Plan

Selecting and acquiring top talent has never been more important today for organizations seeking competitive advantage. Thus, the need for an effective recruitment strategy and plan is essential for acquiring and retaining top talent (Brazeel, 2). The overall effectiveness of the organization's recruitment plan is even more important when consideration is given to the need to recruit across levels. Rashmi (2010) believes most organizations will probably have structured recruitment and selection processes but knowing how the processes are applied across levels is essential. The processes (or program) may differ in:

- sources of recruitment
- advertisement content
- application methods
- selection methods, and
- closure methods (3).

Understanding the merits and limitations of organizational recruitment plans will increase the likelihood that HR teams will develop strong recruitment and selection processes.

Recruitment Plan Evaluation – Foxconn

This report assumed that like most major organizations Foxconn is making significant investments in major new operations. To support this endeavor, they have determined a need exists for additional employees with specific knowledge, skills, and abilities. Such experience is needed to meet the demands of high-performing teams. An evaluation of the current recruitment plan for IT and engineer positions reveals Foxconn's current plan utilizing college job fairs, internships, professional organizations, and executive recruitment. The recruitment plan for administrative and distribution center entails sourcing from local newspapers, point-of-sales

advertising, and internal job referrals. As a result of these findings, this report recommends eliminating across each plan college job fairs and local newspapers.

As far as IT and engineer positions, they are usually considered high-profile or high performing positions thus, professional organizations, executive search, and even internships must remain part of the current recruitment plan. The latter of the elements can also be a cost-saving measure in terms of salary and benefits. Rockwood and Hermans (2020) also states “Intern hiring was expected to increase 2.6 percent in 2019 from the previous year” (4). The authors also made a point that pools of highly motivated interns are available. Each element will likely continue to be successful and can also be leveraged by the recruitment plan for administrative and distribution positions.

On the other hand, the likelihood of on-site college job fairs and local newspapers continuing to be successful are rather slim. With the existing Covid-19 concerns across the nation, it is easy to speculate that the lack of willingness to participate in such a job fair event, particularly at rented facilities or on site, exists with both candidates and the hosting organization. With respect to using local papers as a source for recruiting talent this approach may be seen a limiting strategy for two reasons. First, there is some research suggesting that newspapers are no longer a primary sources of information, thus many people are no longer reading newspapers. It is worth mentioning the following:

The estimated total U.S. daily newspaper circulation (print and digital combined) in 2018 was 28.6 million for weekday and 30.8 million for Sunday, down 8% and 9%, respectively, from the previous year. Weekday print circulation decreased 12% and Sunday print circulation decreased 13% (Pew Research Center, n.d., 5).

Based on the overall analysis for this report's section on evaluating the recruitment plan, a general recommendation might be that Foxconn leverage the plan elements for the IT and engineer positions and morph them into the administrative and distribution positions plan.

Recommending Plan for Successful Research-Based Recruiting of Targeted Groups

Organizations evaluate recruiting effectiveness to see how their recruiting efforts compare with past patterns. They also do so to make comparisons with other organizations. Recruiting strategies take into consideration a number of EEO and diversity considerations and therefore the need for HR leaders to address target groups, such as underrepresented candidates has never been more important.

Recruitment of Targeted Groups: A Brief Analysis

This report contends when organizations apply specific practices aimed at recruiting targeted groups such approaches tend to make the overall workplace more functionally creative and innovative (McKay & Avery, 2005, 6). The term "targeted groups" takes on different meanings with respect to the overall goal of recruiting top talent. Target groups could be candidates with specific expertise and experience regardless of race, color, or national origin. However, targeted groups may also be candidates that have previously been underrepresented but now the goal of recruiting is to close the gap between majority and minority representation. To emphasize the importance of closing selection gaps three underrepresented target groups are worth discussing, minorities, women, and disabled candidates.

It is important to understand and discuss the topic of diversity in organizations to appreciate the need to better represent minorities, women, and disabled candidates, especially when seeking top talent. Diversity simply put is the existence of differences in people (Lussier & Hendon, 2019, 7). When organizations understand the significance of a diverse workplace and its impact on

creativity (thinking uniquely) and innovation (creating new processes), they begin to recognize the value of minority, women, and disabled worker representation across the organizational landscape. It is also critical for management and HR teams to understand current legal mandates that impact policies and practices used to recruit talent including Americans with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), Equal Pay Act (EPA), and Pregnancy Discrimination Act (PDA) (Gatewood, Field & Barrick, 2016, 8).

Recommendations for Targeted Search Success

One recommendation for enabling targeted search success to ensure adherence to guidelines derived from law and hiring practices is to ensure HR managers remain abreast of both current and guidance on diversity and inclusion and the previously mentioned laws in this report. This is especially needed as HR departments seek to modernize and reform assessment and hiring of job candidates (Federal Register, 2020, 9). Regular policy reviews and strategic planning meetings will be beneficial. Another recommendation for enabling targeted search success to ensure adherence to guidelines derived from law and hiring practices is to ensure HR teams are knowledgeable of other key laws and current best practice affecting targeted groups. It is generally believed that such understanding of key laws and industry best practices positions HR to be a more effective business partner when sourcing top talent.

As a final recommendation

As a final recommendation it will be necessary to simply maintain effective internal management principles around planning, organizing, leading, and controlling. Through these principles management teams and HR leaders stay abreast of the changing landscape of the organization but also to their own accountability for avoiding discrimination in hiring and by targeting groups normally considered underrepresented. Talent acquisition is one of the most

important HR functions in the department and not understanding how prevailing laws impact that function places the HR team at a disadvantage for adding value to the organization.

Identify Impact of Legal Environment on the Recruiting Process

Gatewood et al, 2016 provides an informative perspective on Federal laws that must be considered by HR practitioners when formulating strategies to develop recruitment and selection processes. Some of the laws noted include the civil rights act of 1991, age discrimination in employment act, Americans with disabilities act, immigration and control reform act, and several executive orders (10). This report focused on the latter, executive orders in the federal government, since they are centered on race, color, religion, sex, national origin, handicap, or age. The primary focus are executive orders 13087 and 13672.

Executive Orders and Impact on Hiring, Recruiting, and Promotion

Executive orders 13087 and 13672 came about due to the need to make more specific guidance related to Executive Order 11478. In other words, the executive order needed to be updated to clarify and make additions to current characteristics (race, color, religion, etc.). Thus, the essentials of orders 13087 and 13672 can be simply summarized as follows:

- Executive Order 13087 Signed in 1998, this order amends Executive Order 11478 to include sexual orientation.
- Executive Order 13672 Signed in 2014, this order amends Executive Order 11478 and 11246 to include gender identity (Gatewood et al, 2016, 11).

The selection of executive orders 13087 and 13672 for this report was important because each makes clear the apparent need to highlight the terms sexual orientation and gender identity—and rightfully so. Look no further than the recent Supreme Court ruling that federal civil rights law recognized to protect gay, lesbian, and transgender workers (de Vogue & Cole, 2020, 12). The

actions by the courts to emphasize such fair treatment is not just beneficial support for employment candidates in the federal sector, but as well, the private sector.

Finally, it is recommended that federal government agencies ensure adherence to executive orders derived from law and hiring practices is to ensure department managers remain abreast of both current and prior executive orders. This is especially needed as these departments seek to modernize and reform assessment and hiring of federal job candidates (Federal Register, 2020, 13). Regular policy reviews and strategic planning meetings will be beneficial. Just as critical for agencies and organizations to understand and leverage executive orders so is dealing with perceived human resource business partner issues derived from legal implications.

HR Issues and Law Implications

There are two issues that immediately come to mind that HR leaders encounter. The first is clarity of federal laws versus state laws. The second issue derives somewhat from the first and it centers on challenges and constraints for recruiting.

HR Issues with Federal Vs. State Laws

HR support departments in organizations must be well-versed on both federal and state laws, especially when they govern how employment processes are applied. "The U.S. Department of Labor (DOL) administers and enforces more than 180 federal laws. These mandates and the regulations that implement them cover many workplace activities for about 150 million workers and 10 million workplaces" (DOL, n.d., 14). The website lists several laws that impact employment and the laws apply to things like wages and hours, workplace safety and health, workers compensation, and family and medical leave to name just a few. Lack of understand and applying these laws to organizational strategies and policies are certain to lead to HR issues.

HR Issues Due to Organization Challenges/Constraints

Challenges and constraints refer to internal organizational actions that can challenge the implementation of a sound recruitment process. While there may be many challenges or constraints, three come to mind and they include (1) budgetary constraints, (2) lack of strategic acuity by HR teams, and (3) applying laws appropriately (Lussier & Hendon, 2019, 15). At first glance one may ask how do federal or state laws impact these challenges and constraints?

First, all internal budgets to support HR activities should always be created to not only ensure necessary jobs are filled, but they must also be planned around the required tasks HR assumes to ensure legally administered programs, especially those that are jurisdictional (Lo, Mackay, & Pio, 2015, 16). Second, federal and state laws impact how HR teams strategically understands the laws and strategically communicates and implements the programs derived from those laws. Finally, the third constraint flows with, and derives from the second challenge or constraint. However, extra emphasis must be placed for pay equity and other programs when organizations operate either nationally (across state borders) or globally.

Conclusion

It is important for businesses and their owners to develop and continue to foster good recruiting plans in efforts to ensure both organizational success and legal compliance. HR teams in organizations play a major role in that endeavor as they must effectively attract and retain top talent. Although administrative and legally mandated tasks are important, HR's strategic contribution should also add value to the organization by improving the performance of the business. As such, improving the performance of the business requires a strategic HR management approach (Mathis, Jackson, Valentine & Meglich, 2017, 17). This means, as derived from the previous discussion herein, HR must appropriately conceive and implement

recruitment practices and programs that are well within the parameters of federal employment laws. Planning must also address the "jurisdictional nature" of business operations as employment laws apply differently across regions and borders.

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