
THE EXTENT TO WHICH HUMAN RESOURCES MANAGERS IN THE KUWAITI INSURANCE SECTOR ARE RECOGNIZING THE MODERN ROLES OF HUMAN RESOURCES MANAGEMENT

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ABSTRACT

This study aims to identify the extent of the realization of human resource managers in the Kuwaiti insurance modern roles witnessed by the human resources management sector. The study included human resource managers of the insurance sector in Kuwait and the number of those companies is 33 companies. There was a comprehensive survey of those companies and this study could recover 23 companies to identify as valid for statistical analysis. The following results have been recorded:

- 1. There is a high level of awareness among HR managers of modern roles witnessed by the Human Resources Management.*
 - 2. There is a difference in the extent of the level of awareness of the human resource managers of modern roles witnessed by the human resources management and attributed this to the (experience), it was shown that the differences tend to favor low-experience (15 years and over).*
 - 3. There is no difference in the extent of the level of awareness of the of human resource managers of modern roles witnessed by the human resources due to the qualification management.*
- Several recommendations have been provided , most notably is the need to keep abreast of developments in the field of human resource management and training managers on how to use them.*

Key words: human resources, modern roles, the insurance sector

Introduction

It has become imperative for the human resources management to bear the responsibility of the provision of effective management systems to employees and the development of plans and their implementation and reviewing and sustaining these plans to be suitable for interaction within the business environment. Since the performance is important to the short and long term organization, the basis of success of the responsibility requires the presence of members who are competent and active. Hence, the role of human resources management comes to tackle this daunting task and carry out effectively and efficiently.

Wright sees (Wright, 1992, P 92) that the role of human resources management has become a multiple and complex as it must include analytical and diagnostic and creative roles in every activity of human resource management activities. The analytical and diagnostic roles in the formulation of the human resources strategy combine with the organization's strategy. The active role of human resources management in this aspect lies in the ongoing integrated interaction and interdependence between the directors and senior management. It will provide assistance in determining the organization's mission and goals through the analysis of the opportunities and threats associated with human resources, as well as the strengths and weaknesses of the human assets of the organization. In addition, human resources management in organizations has witnessed great development in roles over the past decade. Thus it was important that human resource managers recognize and understand the modern roles witnessed by the Human Resources Department.

Importance of the study:

The importance of the study becomes obvious through the following points:

- 1- The importance of this study stems from the importance of the subject matter of the modern roles witnessed by the Human Resources Management in order to draw the attention of human resources managers that they have a responsibility to make decisions to recognize the importance of modern roles for management of human resource.
2. The study is gaining importance from the respondent sector, and its impact on the development of the national economy. As the success of the insurance companies in the State of Kuwait – case of this research - through the adoption of human resources information systems will be reflected on the national economy.

The study draws its importance as dealing with modern subjects that contribute to address what can be subjected to human resources management, as well as providing the library with variety of resources and enrich this kind of studies.

Study the problem and its elements

As a result of the role that could be played by the human element in the progress of the organization and improve their performance on the one hand, and the shift of the role of human resources management from being a specialized department dealing with personnel matters as a purely administrative function to being regarded as one of the basic functions in business organizations and have the same importance to those functions from the second hand. Thus, the purpose of this study is to measure the perception of human resources managers of modern roles witnessed by the Human Resources Management.

In other words, can recognize the problem of the study by answering the following questions:

1. What is the perception of human resource managers in the insurance sector of modern roles witnessed by the Human Resources Management?
2. Is there a difference in the level of awareness of human resource managers of modern roles witnessed by the human resources management attributable to the (practical experience, qualification)?

1-3 hypotheses of the Study:

Reference to the related literature in the light of what has been explained in the introduction and the problem of the study and its components and depending on the questions above and to achieve the objectives of the study, the following assumptions have been formulated:

The first hypothesis: Ho: There is no high level of awareness among HR managers of modern roles witnessed by the human resources management level.

The second hypothesis: Ho: There is no difference in the level of awareness of the extent of human resource managers of modern roles witnessed by the human resources management attributable to the (practical experience, qualification).

Objectives of the study:

Based on what was presented in the introduction to the study and its problem, the study seeks to achieve a set of objectives which are as follows:

1. To determine the realization of human resources managers of modern roles witnessed by Human Resources Management
2. Identify the difference in the level of awareness of the extent of human resource managers of modern roles witnessed by the human resources management attributable to the (practical experience, qualification).
3. Try to provide a reliable and honest information to officials of the human resource management and executives in the surveyed companies about the new role to be adopted towards the departments of human resources management.

The study methodology:

The current study was based on descriptive analytical method to identify the realization of human resources managers of modern roles witnessed by the Human Resources Management.

The study population:

The study focuses on human resource managers of the insurance sector in Kuwait and the number of those companies is 33; there was a comprehensive survey of those companies. 23 companies were recovered and identified as valid for statistical analysis.

The theoretical side and previous studies:

Leary ((Wright, 1992, P 92) sees that human resource management plays an important role in facilitating interaction and communication between the various units in the organization and to strengthen the constructive ideas that result in new strategies to take their way into the discussion and study by senior management.

Jawad Sees (2000: p. 272) that human resource management involves the analysis and management of human resources for the Organization of the business to ensure the achievement of the objectives and therefore this process concerns about the process of human resources planning and choosing the right option and set ,upgraded and evaluate its performance.

Adlouni Sees (2002: v6) that the result of the variables occurring in the world today are the emergence of new administrative approaches represent a different philosophy than the administration's ideas in the past and this philosophy is reflected on the institutions and methods in the face of variables.

Ulrich Sees (Ulrich, 1997) that the changes in the workplace practices require changes in the nature and form of human resources management, but many of the factors that shape the future of human resource management are still difficult to predict.

The role of human resources management has become in the most contemporary organizations very important and requires the function of human resources management specialists who are able to balance the background and legal concerns with the need for organizations to survive and make a profit. However, the function of human resources management has become more than a legal tool for the organization. Senior management has realized that human resource if properly managed can be an important source of competitive advantage in an increasingly competitive world. In fact, human resources are one of the most important resources of the organization as the employment of individuals and provide them with health skills and capabilities can greatly affect the quality of the work. (DeNisi & Griffin, 2005).

Jackson and Schuler see (Jackson & Schuler, 2000) that the systems and practices of human resource management and organizations are associated with competition and increase productivity and high profitability as well as the high quality of the work.

Beckles and others see (Beckles et al, 1999) that in order to accomplish the link between human resource management and organizational success, there should be a strategic role of human resources management rather than operational role, and that human resources management function should be consistent with the strategic needs of the organization.

Brewster sees (Brewster, 1995) that the integration of human resource management strategy work is rare even in large organizations. Down and others refer (Down et al, 1997) that many of the management teams had difficulty in converting human resources management to a strategic function. HR departments in most organizations remained focusing on the administrative aspects of the functions of human resources management in view of the difficulties encountered in the integration of human resource management and organizational objectives.

Walker sees (Walker, 1999) that human resource management strategies need to integrate with organizational strategies and focus on all efforts to implement the strategy, including the selection and recruitment bonuses, performance and working relationships and to put an achievable plan.

Dolan and Balkin see (Dolan & Balkin, 2000) that one of the important roles that has emerged for the management of human resources as follows:

Linking: It is expected that the Director of Human Resources linking human resources work, which in turn works to increase the involvement of human resources in the long-term strategic directions of the organization, as well as an emphasis on activities.

Control: Despite the fact that human resources professionals are delegating a lot of activity and human resources to some managers, they remain responsible for monitoring the implementation of human resources programs.

Innovation: Organizations of HR departments require innovative approaches and solutions to develop the productivity and quality of work with its commitment to the law in uncertainty and energy conservation acute international competition environment.

Build a culture of the organization: The aim of building a strong culture to unite workers by participating in a range of administrative values that are supposed to be for the benefit of both the worker and the employer.

Jeraadh study (2006) aimed to evaluate the effectiveness of human resources information system in the Ministry of Education through the measurement of the degree of effectiveness of these systems, and knowledge of the problems that limit their effectiveness, the study found that the degree of the effectiveness of human resources information was of high systems, and that the problems that limit the effectiveness of the systems are not a direct link between the departments of Education and the Ministry in order to exchange data and information. In addition to the lack of data updated continuously and the weakness of the experiences of working in the field of this regulator, and the study recommended the need for continuous updating of data workers and the creation of application software to meet business requirements. Hiasat (2005) aimed to identify the efficiency and effectiveness of human resource management strategies in the Jordanian press institutions and of (human resource planning, selection and Appointment, and evaluate the performance of employees, and staff training) and its relationship with organizational performance. The study found a positive correlation between each of the efficiency and effectiveness of human resources planning and strategies, and the selection and Appointment, and evaluate the performance of employees, and staff training and Corporate Performance. Esawh (2005) aimed to identify the impact of the functions of human resource management (training, motivation, polarization and recruitment, performance evaluation, and planning of human resources), and demographic and functional factors for the overall quality of the application. . The study found there are statistically significant differences between the relationship ((human resource planning, selection and Appointment, and evaluate the performance of employees, and staff training), and the extent of the application of TQM, and that there is a trend positively towards the overall quality of the application. The study recommended the adoption of a system of incentives which is effective because of its importance in the overall quality of the application. Whereas, Al Mahmood (2004) aimed to identify the extent of the understanding and awareness of managers in banks and insurance companies in Jordan. The concept of total quality management, and their attitudes towards the application of total quality

management and human resources management, as well as to identify the relationship between TQM and the areas of human resource management and performance quality.. The study found that banks and insurance companies apply the overall quality and the areas of human resources with a high degree management, and that there is a positive correlation between the overall quality and the areas of human resource management elements, the positive correlation between the total quality management and human resources management areas with quality performance. Also Abidat (2003) aimed to explore the reality of the functions of human resources management strategy in the Jordanian banking sector, through the knowledge of the extent to which the banking sector strategic planning process in general , and the extent of carrying out strategic planning for human resources management, and the degree of application of the functions of human resource management. The study concluded that the Jordanian banking sector applied human resource management functions with a high degree, and that there is the ability of a medium on the link between human resource management and strategic planning for the overall organization.

in Eichinger (1995) study concluded the following results:

1. The human resources professionals have to move to perform the roles according the need of the organization and not the role of activity.
2. There are seven important skills to executives to possess, namely:
 - Understanding and intelligence about business.
 - Organizational leadership change.
 - Knowledge of the principles of human resources technology.
 - Modern strategic thinking.
 - Change Management
 - Solve problems
 - Financial knowledge.
3. The human resources managers should re-evaluate their priorities in order to switch to the role of the strategic partnership.

Whereas, Martell Study (1995) aimed to identify the nature of the strategic management of human resources, where this study was conducted on 115 companies in the United States and has concluded to the following results:

1. The human resources management is taken in the strategic priorities in most major American companies.
2. The executives of human resources now possess the skills and knowledge necessary for the formulation of a new partner and human resources strategic role.
3. The human resources managers should re-evaluate their priorities in order to switch to the role of the strategic partnership.

MCMahon (1996) aimed to examine the activity of human resources in the 130 largest companies in the United States to see whether the developments in the business environment and the strategy of the institution leads to the development of the HR functions where the study found the following results:

1. The changes in the work environment organization and strategy lead to a change in the HR functions.
2. There is a clear shift in the role of human resources from purely administrative functions to save files and audit to the role of partnership and support for change with management.
3. There is a shift towards the development of programs to suit the needs of the business and away from the management of these programs.
4. The competitive advantage of the human resources of any organization lies in creating ways and means through which the human resources of the organization provide value-added services.

Ruocchio (2001) aimed to examine the roles and activities of human resources in organizations down to explore the changing role of the activities of human resources. This study concluded that the changing role of human resources serve as the role of a strategic business partner.

Sternberger (2002) aimed to identify the nature of the change in the role of human resources, and the shift in human resources roles and functions. The study concluded that there is a shift in the HR functions of the administrative role to a strategic business partnership and that they must focus on strengthening business relationships between managers and leaders within organizations, reformulation of the role and functions of human resources in the form that meets the objectives of Organization of knowledge and measurable addition to the need to focus on effective management of change and commitment to continuing improvements to the professional competencies.

Analysis:

The following are the characteristics of the study sample:

Descriptive statistics have been used to extract the frequencies and percentages to describe the study sample and reached at the following properties:

1) educational level:

Table (1)

The study sample distribution by level of education:

Gender	Repetition	Rate
High school or less	-	-
Diploma community	2	8.7
Bachelor	18	78.3
Graduate	3	13.0
Total	23	%100

We note that 8.7% of the sample of diploma, 78.3% of the sample of bachelor's degree, and 13% of the sample of graduates.

2) Gender:

It turns out that all the study sample of male and this includes suggestion that companies place males as HR Directors.

3) Age Group:

Table (2) The study sample distribution by age group

Less than 30 years	-	-
From 30-40 years	11	47.8
From 41-50 years	7	30.4
More than 50 years	5	21.7
Total	23	% 100

We note that 47.8% of respondents between the ages (from 30-40 years), and 30.4% of respondents between the ages (from 41-50 years), and 21.7% of respondents over the age of 45 years.

4) Practical experience in general:

Table (3) The study sample distribution by practical experience

Group	Repetition	Rate
Less than 5 years	-	-
5. Less than 10 years	4	17.4
10. Less than 15 years	3	13.0
15 years and over	16	69.6
Total	23	%100

We note that 17.4 of them ranging experience between (5 less than 10 years), and 13% of the sample, ranging experience between (10- less than 15 years), 69.6% of respondents over 15 years of experience.

Methods of data collection:

The study is based on two types of data as primary and secondary data. The data is secondary for studies and field theory and previous books and research study on the subject matter. The primary data is represented in the development of a questionnaire to measure the variables and dimensions of its own and the study hypotheses. The following display designs a questionnaire study:

Questionnaire included the two main sections, the first of which included the personal data of the participants, namely, (gender, age, educational qualification, and the number of years of experience), while the second section included comprised paragraphs which measure the variables of the study.

Studies relied on the Likert scale to measure the five-year study variables were given the following weights to scale study as follows:

Table (4)

Measure used in the study:

Strongly agree	Agree	Neutral	do not agree	Strongly disagree
5	4	3	2	1

Validity and reliability of the scale

It's been important to test the virtual honesty scale test by displaying the resolution on the number of specialist's arbitrators in the field of administration, where it was to take advantage of their constructive suggestions to amend the resolution and out in its current form.

The test used (Cronbach's alpha) to measure the stability of the measuring instrument as the value α the questionnaire as a whole = 92.2% and noted that all the value of alpha (α) is greater than the ratio acceptable (60%), reflecting the stability of the measuring instrument, and this represents acceptance for the purposes of stability of internal consistency (Malhotra, 2004, p.268).

Normal distribution test:

The test (KS) has been used to test the data follow the normal distribution with the highest of 0.05 values to the variables of the study which shows the data follow the normal distribution.

Statistical processing methods:

The statistical package "SPSS" has been used; data that has been collected through a questionnaire study and analysis are:

1. Descriptive statistics (frequencies and percentage, arithmetic mean and standard deviation) to describe the sample answers to the paragraphs of the study.
- 2- One Sample T-test : the first hypothesis.
3. Analysis of variance test : to test the second hypothesis

Displaying results the study:

Studies meant to extract the standard deviation of the vertebrae where the variables of the study are summarized in the following table:

Table (5) Averages and standard deviations for the study sample answers for paragraphs resolution

No.	Phrases	Average Account	Standard deviation
1	I have a clear vision for the concept of job analysis	4.3913	.78272
2	Objectives of job analysis are determined clearly	4.2174	1.20441
3	Analysis process is done in accurate scientific manner.	4.0870	1.12464
4	Describing the responsibilities and duties of the job.	4.0870	1.08347
5	Determining the terms of incumbents.	3.6522	1.15242
6	Involve the employee in analysis the work	3.3913	1.23359
7	Human resource planning depends on accurate information.	3.8696	.81488
8	Human resource planning process determine the needs of human resources	4.0870	.94931
9	Human resource planning process helps to identify appropriate sources for efficient human resource.	3.8261	.98406
10	Human resources planning process prepares the organization to address the internal and external changes	4.4783	.59311
11	successful human resource planning process facilitate to complete the rest of the functions of Human Resources Management (recruitment, training, wages, ...)	3.6522	1.19121
12	Human resource planning process determines the required qualifications and skills	4.0000	.90453
13	Human resource planning process contributes in determining the deficits or surpluses in the organization.	3.6087	1.15755
14	Polarization process aims to provide a sufficient appropriate number with the lowest possible cost	3.1739	1.40299
15	The appropriate source is determined (internal, external) to fill vacancies	3.7391	.91539
16	Organizers supervising the process of polarization have competence and experience.	3.9565	.87792
17	Vacancies are advertised in all media.	3.8261	1.07247
18	The selection process is based on merit and competence.	4.1304	.75705
19	The selection of qualified individuals to fill the positions depends on the efficiency and conformity between the candidate and the job requirements.	4.4783	.59311

20	The selection process is based on clear procedures.	3.7826	.99802
21	Candidates Consist a clear picture of the work and the organization.	3.6087	1.15755
22	The organization cares about job specifications (qualification, experience,).	4.0435	1.14726
23	Organization puts the preparation and training programs for newly appointed.	3.9565	1.22394
24	Employment policies are linked to the goals and objectives.	4.1739	.88688
25	The appraisal process is based on objective grounds.	4.3043	.76484
26	Evaluation of the staff takes place periodically.	4.0435	1.22394
27	Unified standards and evaluation criteria for all employees in the work itself.	3.9565	1.18622
28	The system of performance evaluation is applied to all employees without bias.	4.0435	1.06508
29	Organizers supervising the evaluation process are efficient and experienced.	3.5652	1.07982
30	The employee discusses the results of his evaluation with his direct supervisor.	3.4348	1.27301
31	Rating system proposes measures to improve the performance of employees.	4.0435	.87792
32	Management cares about results' evaluation to identify the weaknesses points and try to avoid those points.	4.0000	.95346
33	Evaluation results help in taking many important decisions like training, promotion and wages decisions.	3.6957	1.01957
34	Rating is based on the opinion of only the direct supervisor.	4.1739	1.02922
35	I feel that the evaluation system is a development tool to help improve employee performance.	4.0870	1.16436
36	The organization is usually concerned with the preparation of training programs on a regular basis in order to increase knowledge of employee development.	4.1304	1.14035
37	Returns are measured after each training session.	4.2174	1.12640
38	The process of training contributes to the introduction of new methods to get the job done.	3.9130	1.12464
39	Training includes all administrative levels.	3.7391	.91539
40	Specific procedures are followed to evaluate the effectiveness of training and the extent of its success in achieving the desired objectives.	3.9376	.52582
41	The overall average	4.3913	.78272

The Source: The Results of the Statistical Analysis

The above table indicates that the arithmetical averages of the sample answers to the preceding paragraphs are higher than the average measurement tool (3) which shows the positive trends towards the sample.

It turns out that paragraph (14) is the less paragraphs approved by the respondents and which reflect the approval of the respondents that the polarization process aims to provide a sufficient number that is appropriate to minimal cost.

It turns out that paragraph (19) which is about "The selection of qualified individuals in order to fill the positions depends on the efficiency and conformity of the candidate and the job requirements." this paragraph is the most approved compared to other paragraphs.

Hypothesis testing:

The following decision rule has been used in hypothesis testing, namely:

The (Ho) hypothesis is accepted: If the calculated value is less than tabular value and moral value is greater than (0.05)

The (Ho) hypothesis is rejected If the calculated value was greater than the tabular value, and moral value is less than (0.05).

Hypothesis (1):

Ho: There is no high awareness level of HR managers to the modern roles experienced by human resources management.

Table 6: Hypothesis testing 1

Result of the nihilism hypothesis	SIG t	t Tabulated	t measured
Rejection	0,000	2,0739	8,551

The Source: The Results of the Statistical Analysis

One Sample T-test has been tested and we find, from viewing computer results in the previous table, that the value of (t measured = 8.551) greater than Tabulated value when the confidence level is (95%), and the abstract level is (t) which is less than the significance level (0.05). Depending on the results of the previous decision, we reject nihilism value Ho and accept the alternative hypothesis Ha, and this means that there is a high level of awareness among HR managers of modern roles experienced by the human Resources Department.

Hypothesis (2):

Ho: There is no difference in the level and extent of awareness of the human resource managers of modern roles experienced by human resources management attributable to the (practical experience, qualification).

Table 7 :Hypothesis testing 2

Result	Sig –F	F Tabulated	F measured	
There are no differences	0,981	3,49	0,019	Qualification
There are no differences	0,009	3,49	6,07	Experience

The Source: The Results of the Statistical Analysis

Analysis of variance test has been used to test the hypothesis above where it was found that there is a difference in the level of understanding of the human resource managers of modern roles experienced by Human Resources Management attributed to (experience). It was shown that the differences tend to favor low-experience (15 years and above), while it was shown that there is no difference in the level and extent of awareness of human resource managers of modern roles experienced by human resources due to the qualification management.

Results Summary

We have reached the following conclusions:

1. There is a high level of awareness among HR managers of modern roles experienced by Human Resources Management.
2. There is a difference in the level of awareness of the extent of human resource managers of modern roles witnessed by the Human Resources Management attributed to (experience), it was shown that the differences tend to favor low-experience (15 years and over).
3. There is no difference in the level of awareness of the extent of human resource managers of modern roles witnessed by the human resources due to the Qualification Management
4. The selection of qualified individuals to fill the positions depends on the efficiency and conformity between the candidate and the job requirements.
5. Those who supervise the process of polarization have both competence and experience.

Recommendations

The researcher recommends the following:

1. Work to keep abreast with developments in the field of human resources management in a way that enables companies to increase their efficiency in the use of this administration in various fields related to the development of employees.
2. Holding specialized training for employees in human resources management for individuals in order to encourage them to work efficiently.
3. The need to focus on evaluating methods of appointment and promotion in the company. Weakness and strength points should be examined to develop the company.
4. The care to follow scientific methods in human resources planning in a manner that reflects positively on the company.
5. Attention to conduct further studies on other important departments in the company in order to deepen and improve the level of insurance companies.

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