

From policy to practice: What is the role of
strategic Human Resource Management in the
Internationalizing Irish dairy industry.

Dissertation submitted in part as fulfilment of the
requirements for the degree of:

*Masters of Business Administration in Human Resource
Management*

At Dublin Business School

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The following Declaration must be included –

Declaration: I, Edward Fitzsimons, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: Edward Fitzsimons

Date: 21/08/2015

Acknowledgements

Firstly I would like to thank my supervisor Mr. David Wallace for his guidance through the dissertation process and contribution to this study. With that I would also like to thank him for his efforts throughout the year within the taught section of the MBA course.

I would also like to collectively thank all the members of Dublin Business School for their support throughout the past year. In particular I would like to acknowledge Eddie McConnon, Michael Kealy, Brid Doran and Claire Devlin for their assistance in the past.

It would not have been possible to undertake this research without the assistance of the information provided by the Irish dairy companies. I would like to acknowledge the interviewees Fergal Roche, Patrick Murphy and Catherine Smith for their contribution. It was a pleasure to work with you all.

To Johnny, Shane and Pat , thank you so much for your patience, encouragement and for always believing in me. Also, thank you for the proof-reading.

Finally, to my parents Ann and E.J. and to my brother Jason and sister Gemma. Thank you for your continual support and interest in my work without ever doubting I could succeed. It's been a tough challenge and I could not have done it without you all, I will be forever grateful.

Abstract

In the European Union under the Common Agricultural Policy (CAP) milk production was restricted by milk quotas since 1984. However, due to recent changes in the Common Agricultural Policy (CAP), milk quotas were abolished in March 2015. Therefore the European dairy sector now faces the opportunity, for the first time in a generation, to expand. Several studies have been carried out which predict that milk production in Ireland will significantly increase post quotas (Laepfle and Hennessy (2010), Donnellan and Hennessy (2007) and Lips and Reidner (2005)).

The research in this thesis explored the challenges faced by human resource divisions during the growth of the industry to a global level. In this study a human resource model was developed for the Irish dairy industry outlining what would be the best practice approach for human resource divisions to enact human resource policies relative to their stage of internationalisation. This is particularly relevant as the demands facing human resources within the dairy industry continues to grow due to continuous expansion until 2020. Comparatives have been drawn between three prominent Irish dairy organisations and a best practice approach has been concluded.

It is hoped that the results of this thesis will help improve the decision making process around the changes that are currently occurring in the human resources departments of the Irish dairy sector. There has been little research conducted around the relevance of human resources within the Irish dairy sector which makes this body of study particularly relevant to the operations of an industry that is undergoing significant change.

Table of Contents

1. Introduction	1
2. Literature Review	3
2.1 Literature Introduction.....	3
2.2 The Irish Dairy Industry.....	3
2.3 Talent Selection.....	5
2.3.1 International Staffing Options.....	9
2.4 Talent Retention.....	11
2.4.1 Corporate Culture.....	13
2.4.2 Performance and Reward Syetems.....	14
2.5 Organisational Human Resources.....	16
3. Methodology	20
3.1 Methodology Introduction.....	20
3.2 Research Design.....	21
3.2.1 Research Philosophy.....	22
3.2.2 Research Approach.....	22
3.2.3 Research Design.....	23
3.2.4 Sampling - Selecting Respondents.....	24
3.3 Data Collection Instruments.....	24
3.4 Data Analysis Procedures.....	25
3.5 Research Ethics.....	27
3.6 Linitations of Methodology.....	28
4. Data Analysis/Findings	29
4.1 Glanbia.....	29
4.2 Ornuia.....	33
4.3 Lakeland Dairies.....	37
5. Discussion.....	40
6. Conclusion.....	46
7. Personal Reflection.....	47
8. Bibliography.....	50

1. Introduction

Ireland plays a key role in contributing to the global supply of Dairy produce and increasing international demand, as well the abolition of milk quotas in the European Union in March 2015, present opportunities for the Irish milk Industry (Devitt, 2661). In 2009 Ireland exported approximately 5.2 million tonnes of milk and in 2011 Irish Dairy exports created a total revenue of €2.4 billion (Devitt, 2662). With the growing market for milk produce internationally it is clear that expansion of Irish Dairy companies will follow and further diversification will ensue.

This brings about many challenges for the Irish Dairy companies. The heightened organisational complexity must be met by sufficient Human Resource Management policies and practices and should be used to an effect that promotes a high performance system. According to Story this has been a problematic area for internationalizing companies for many years with significant problems in the areas of selection, retention, and organisational development within the Human Resources department and in turn this subsequently affects organisational performance (Story, 132). It is clear that other industries have found an answer in the standardization of Human Resource practices within partnerships and subsidiaries around the world (Yamaguchi, 80) However one must question whether this same approach can function across any industry or indeed culture. No study has taken place in the best that depicts the correlation between the Irish Dairy Industry and the human resource practices needed to maintain organisational congruency.

This bears justification for the necessity of an investigation into the Human Resource policies of the Irish Dairy companies who are currently in the process of extensive expansion and diversification. This research will lend to further enhancing the practicality of Human resource management theory and will contextualise the academia with an industry that is currently undergoing the process of internationalisation. It is therefore imperative that this paper reflects on an expansive base of previous theories and evaluation of literature in order to enact a justified investigation of the practices employed by the Irish Dairy companies. Once this has been completed a comparative evaluation may be carried out which will assess;

Research Question:

How Strategic Human Resource policies are used by the Irish dairy companies to achieve their organisational goals internationally?

Sub Questions:

- How does the Human Resource department effect the overall organisational strategy of the Irish Dairy companies?
- What are the differentiating HR techniques used by competing companies within the Irish Dairy industry ?
- How successful have these companies been establishing and enacted their policies at the ground level in host countries?
- Are the Strategic Human Resource policies within the Irish dairy industry congruent to the theoretical best practice outlines by academia?

2. Literature Review

2.1 Literature Introduction

This section will use currently published literature to form the academic foundation for the basis of this study. To create this basis there must be several areas of distinction in order to conduct an unbiased study of the Industry as a whole. For the purposes of this study the areas of investigation will be as follows; the position of the Irish Dairy industry before the abolition of European Dairy quotas, International staffing solutions, and Organisational Human Resources. Once this data is compiled it is possible to realise what is considered good practice within these categories after which an investigation of these practices may be conducted relating to the Irish dairy industry whilst maintaining academic propriety.

2.2 The Irish Dairy Industry

The Internationalization of the Irish dairy is not a new process. This process began in 1973 when Ireland among others joined the European Union (McDonald, 4059). The unification of these nations allowed for the Euro zone free market to flourish and exported produce began to rise under the Common Agricultural Policy (CAP) (McDonald, 4059). This premise was particularly useful for the exportation and consequential growth of dairy produce in Ireland. A trend of extensively larger dairy produce being exported annually arose and continued until 1984. 1984 seen the implementation of a piece of European regulatory legislation to the CAP system known as milk quotas. These quotas were introduced to control milk supplies, stabilize milk prices providing stable and relatively high milk prices for processors (McDonald, 4060). These quotes stagnated the potential of the Irish dairy industry since then leading to an industry that been heavily reliant on European marketplaces and product specific placement of selected produce. However in 2008 the European Dairy Association committed to reducing the dairy quotas by 2% in 2008 and 1% per annum incrementally from 2009 until 2013 (McDonald, 4061). This incremental alleviation has continued until March 2015 when the milk quotas had been abolished and global market potential has returned to the European Dairy industry.

The next point of study must be to understand the readiness of the Irish dairy industry and to establish where the potential future of the industry may lie. To understand this it is imperative to establish where the European dairy industry is situated in the global context. According to the European Dairy Association's president Micheal Nalet it is hard to find a European sector

with more promising prospects in the future than dairy (Christiansen, 21). Developing on these aspirations is the opinion of EU commissioner Hogan stating *"Europe is ready for major expansion into the global market based on its huge potential for milk and dairy production"* (Christiansen, 21). Contextually epitomising this argument is Irish MEP Jim Nicholson who believes that we should not wait for New Zealand and the United States to tell us what the price of milk is going to be: *"Lets become global leaders, not global followers"* (Christiansen, 21). This effort is clearly depicted in the Irish agricultural industry in many ways. Ireland has a natural and large portion of environment that is idyllic for milk production purposes. This is proven through the fact that 90% of grassland in Ireland is dedicated to agricultural purposes (Donnellan, 129). Although more profitable than the beef industry only 20% of this land is dedicated to dairy farming (Donnellan, 129). In 2010 this 20% was occupied by 1.1 million dairy cows across 27,414 independent dairy farms (Devitt, 2661). That amounts to 39.9 cows per farm which is comparatively minute to environmentally similar New Zealand which boasts over 400 cows per farm (White, 2015). These ratios only further add value to the industry where 80% of production was exported in 2011 which was valued at €2.4 billion. As such, the dairy industry has been and will be a dynamo that has helped lift Ireland out of a very dire recession (Christianson, 22). This of course allows potential for substantial growth in the dairy farming industry within the country if heightened raw materials become needed for exportation and in the new market that has opened to the industry this is likely to be the case. Furthermore this study will outline how this expansion can be effectively handled within the discipline of human resources.

To meet this demand the Irish government issued the Food Harvest 2020 report in 2010 (Donnellan, 130). Under this incentive Irish internal milk production is to increase by 50% before 2020. Although fresh Irish dairy products are seasonal and have a short life expectancy other products have been resourced through processing the raw milk. Currently the Irish dairy industry already plays a strong role in the global supply of baby formula amounting to 15% of the global supply (Devitt, 2661). A new product that has been brought to the market is called Whole Milk Powder (WMP) and it is becoming increasingly popular in emerging markets such as China, India and southern Africa (Donnellan, 131). With the Chinese dairy demand expected to rise by 43% by 2019 it is clear high value will be placed upon Whole Milk Powders' production (Christianson, 22). This product allows for the creation of dairy based protein supplements that has a functional role in the healthcare, sports and charity based industries. It is the intention of the Food Harvest report that by 2020 the

reliance on butter based products will be significantly lessened with focus placed upon the production of cheese and Whole Milk Powder. It estimates that 37% of manufacturing milk would be used in cheese production providing 300,000 tonnes of cheese for exportation, and a further 10% dedicated to Whole Milk Powder providing 100,000 tonnes for exportation - 60,000 tonnes more than in the year 2014 (Donnellan, 131).

Although the abolition of the milk quotas have been expected for some time the Irish Dairy companies that operate independently within the industry will have many challenges to face regarding their human resource practices and organizational structure. Therefore the rest of this chapter will endeavour to investigate the best human resource practices that will be needed for successful integration into the global market and their organizational culture.

2.2 Talent Selection

Talent selection has been widely discussed by academics and has allowed for progression, practically, in the market. The initial conception of diversified talent selection was born of two varying approaches. This has become known as the Best fit Best practice model and forms the basis of strategic human resource management (Boxall, 186). Samnani writes that a company must decide at an early point in its inception as to whether it will embrace a best fit or best practice approach to talent selection (Samnani, 35). Each practice requires a different human resourcing structure, budget, commitment and diversification strategy (Samnani, 39). Therefore ensuring the correct overlaying strategy matches the companies objectives requires detailed knowledge of the industry and the intricacies involved in each position. The Irish dairy industry must comprehend these theories and enact them through the diversification process in order to globalise effectively. These theories are denoted under Strategic Human Resource Management (SHRM). These strategies are drawn from one of the four dominant theoretical perspectives; Universalist, configurational, contingency or contextual (Marter, 6). Understanding what perspective each strategy follows is imperative for creating congruency within the various aspects of enacting human resource strategies in various facilities at an international level. According to Delery and Doty, Universalistic arguments are the simplest form of theoretical statement in the SHRM literature because they imply that the relationship between a given independent variable and a dependant variable is universal across the population of an organisation. Developing Universalistic predictions requires two steps. First, important strategic human resource practices must be identified. Second, arguments that

relate the individual practices to organisational performance must be presented (Marler, 7). Under this pretence an organisations practices must be congruent from headquarters throughout every facet unto client level facilities. Configuration requires a much more comprehensive human resource mechanism. This perspective could also be described as a horizontal fit, internal fit or complimentary fit. This focuses on alignment among multiple human resource practice. This perspective suggests that a configuration of a set of internally aligned human resource practices will have a much greater ability to explain variation in organisational performance than single human resource practices taken in isolation (Marler, 7). The contingency theory is based in the ideals of personnel management. Choosing human resource practices and their relationship between organisational performance is dependent on external environmental forces. In essence these practices are in place to allow the organisation to deploy and successfully adapt to a changing external environment (Marler, 7). The fourth form in SHRM is the contextualist perspective. This is unlike the other three perspectives as it encompasses the particularities of geographic and industrial contexts, macroeconomic and social factors, varieties of political agendas, institutional environments and resistance to change depending on the situation (Marler, 8).. Using these perspectives as a focal point for research theorists have been able to create various systems and models to portray and improve the role human resources plays at an organisational level.

The first system that is widely used in organisations today is the High Performance Work System (HPWS). This system is inherently based on the configurational perspective. It assumes that there is a system of work practices that are characterised by a cluster of human resource practices that have synergistic effects that lead to superior organisational performance (Marler, 8). However aspects of the HPWS also falls under the jurisdiction of the universalistic perspective. This is because to the potential that an organisation assumes instigating a HPWS will increase organisational performance across all facets of the organisation. This is evident by certain human resource policies that each organisation must restructure due to environmental demands such as; local legal structures, code of conducts, specialised work forces in strategic global facilities and cultural differences from one region to another. Therefore it is critical for theorists to examine the effect of SHRM in the context of a global environment. It is also imperative that we understand how these strategies will affect the practices of the Irish dairy companies whilst opening up to the global market.

The theoretical examination was undertaken by Taylor, Beechler and Napier in 1996. They created a model which indicated how several external factors that vary across national boundaries affect which strategic human resource policy should be adopted. They found that two major theoretical perspectives explain why convergence and universalistic strategies can cause unwanted friction within the organisation. The first is largely based on a neoclassical economic perspective in which productivity is maximised through the selection of best human resource practices. The second is based on variations of a new institutionalism perspective in which social forces in the form of normative pressure, coercion and imitation personifies international practices (Marler, 9). This leads SHRM to fully encompass several factors whilst instigating international practices. Organisations must comply with local labour laws, political climates, religions, values and attitudes, stages of economic and technological advancement and specific labour demographics across varying national boundaries. Only once these factors are adhered to will a company truly be able to encompass a functioning HPWS within their human resource policies at an internal level. As the perspectives for successful human resource integration has been established this study will investigate how an organisation should create an understanding on how they intend to deploy their policies effectively.

Building on these perspectives it has been proposed that organisations need to have a comprehensive knowledge of the global environment before enacting any policies internationally, this is known as Global Mindset. Levy (2007) defined global mindset as the ability to be open and articulate various cultural and strategic realities at both the local and global levels, while encompassing the following multiple perspectives; age, education, job tenure, international management, training, nationality and willingness to work abroad (Story, 132). Therefore it is imperative that an organisation needs to ensure these factors are incorporated into both their policies and employees that are based internationally. This theory is broken down further by Perlmutter (1969) as he explains with a macro level approach as a geocentric orientation that multinational organisations have while doing business (Story, 133). At a micro level Rhinesmith (1992) describes global mindset as an identity leaders have of viewing the world as a whole that would allow them to value differences, manage complexities and scan the global environment for business trends (Story, 133). To succeed internationally both a macro and micro level approach must be taken within an organisation. At a macro level the organisation must have the foresight to engage in environments that offer potential business ventures. Whilst at a micro level the organisation

needs to acquire the skills and aptitude necessary for those ventures to succeed. To do this at an international level requires a significant level of cultural intelligence. This is the ability to understand what is needed to succeed immediately under high pressure situations. This can be explained in three different ways; cognitive, motivational and metacognitive (Story, 134). Cognitive refers to the actual ability to portray this intelligence directly at any given time. Motivational refers to the willingness of the organisation or employee to use this ability. Therefore the metacognitive aspect refers to the ability to use this intelligence in a culturally diverse environment with a high level of conscientiousness. The final orientation needed to succeed with this discourse is a Global Business Orientation. This is an individual level construct that is related to a managers attitude and ability to adjust to different environments (Story, 135). If an organisation can employ these constructs within the international plan they will be able to attain a global mindset which will enable the organisation to create policies that can allow success at an international level.

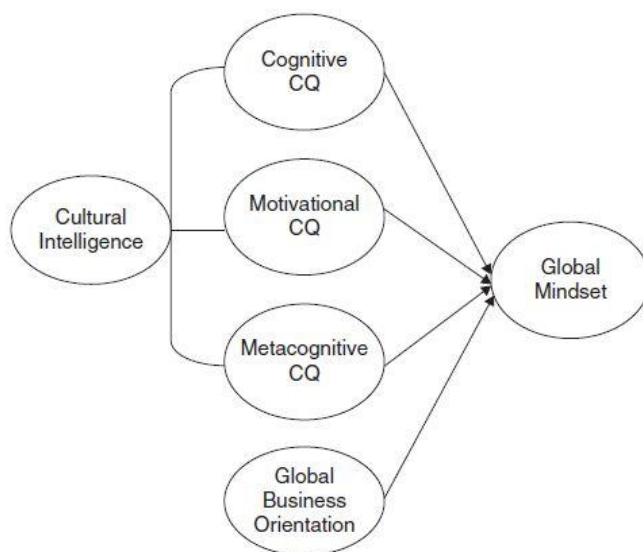


FIGURE 1. Indicators of Global Mindset (Story, 137).

Once the organisation has adopted these facets into their planning procedures it is then possible to create a SHRM that incorporates HPWS. In doing so the organisation can begin creating policies and practices regarding specific issues relevant to the organisational needs of the company. It is now imperative to understand what these needs are. Due to this human resource practices become relevant at an operational level therefore understanding which practice will be most advantages to the industries needs. These issues will allow informed decisions in their international organisational and staffing methods.

International Staffing Options

Once an organisation has outlined their human resource perspectives it is then necessary to create policies to carry out their aspirations. One of the integral necessities of an organisation is effective staffing. This will be an integral process for the Irish dairy companies as the internationalisation process will require an extensive expansion of employees. In order to establish a working selection process the companies will need to decide what staffing option suits their interests best. This can vary depending on their organisational goals or specific operations that need to be completed in order to progress performance. There are four classifications for this according to Bartlett and Ghosal's; International, Multidomestic, Global and Transnational (1989). By definition these terms refer to orientation of the company rather than the potential candidate, and the staffing occurs after incrementally at the point of necessity. However other theories fall under these categories in other contexts. This can be explained through the theory that centres around four classifications; Ethnocentric, Polycentric, Regiocentric and Geocentric (EPRG). These terms are centred around the region of where an employee derives from and whether an organisation decides to hire from said region. Therefore Ethnocentric companies have a staffing policy that recruits candidates from the nation the company originates from. These candidates are known as Parent Country Nationals (PCN). Polycentric staffing policies recruit candidates from the locality in which the organisation is operating along with PCNs. These employees are known as Host Country Nationals (HCN). Similarly Regiocentric staffing employs both PCNs and HCNs however PCN employment is to a much higher degree with HCNs typically occupying a managerial role. Geocentric staffing endorses hiring the best candidates from a global context. These employees are known as Third Country Nationals (TCN) and are usually particularly skilled and necessary for the organisation. According to Isidor organisations move from one staffing method to another incrementally from ethnocentric to geocentric depending on the level of internationalization the organisation has attained (Isidor, 2169). This process is known as Process Theories Internationalisation (PTI). This process allows the organisation to learn over time. This gives time for policies to change depending on the macro and micro environmental factors that affect the internationalisation process.

However this process is not always adhered to. According to Oviatt this process can be bypassed due to an International New Venture Theory (INVT) (Isidor, 2176). This theory allows for a 'leap frogging' the conventional methods of progression according to the EPRG model due to sizeable networks on foreign markets, high prior experience internationally at

management level and a strong knowledge intensity of products. The INVT system could allow industries to bypass the traditional EPRG model on an international stage and begin recruiting talent at a geocentric level if the required skills and knowledge have been attained already. This can only be attained if the organisation has accumulated extensive prior knowledge of foreign markets and achieved relative success in the past. It is also imperative to note that according to Paik, global integration and local responsiveness are two strategic imperatives that companies need to deal with in order to maximize performance at an international level (Paik, 3003). Therefore selecting talent from the local area is of critical importance to the success of international diversification. Paik breaks this theory into two organisational factors that when both are successful it creates a 'Transnational' success; Global and Multi-domestic (Paik, 3004). Global success can be achieved by recruiting HCNs provides cost reducing factors that can be further aided by organisational standardisation and integration into the company. Multi-domestic success can be subsequently achieved by providing a differentiation of goods and services through the adaption of local markets and knowledge gained. This knowledge is imperative for the growth of the organisation and the Transnational relationship between PCNs and HCNs.

This is expanded further by Collings as he expressed the role of PCNs, HCN, and TCNs in filling key positions in headquarters and subsidiary operations as the critical issue facing international companies (Collings, 2009, 1255). Collings purposes that integration of HCNs and TCNs into headquarter roles is imperative for the success of the organisation at an international level. Therefore the use of Expatriates and Inpatriates should be practiced. According to Collings these employees have three roles; the bear, the bumble-bee and the spider. The bear is focused on the replication of corporate practices and centralisation of decision making within the organisation. The Bumble-bee bounces from plant to plant in order to socially integrate the HCNs across the organisation. The spider controls the organisation by weaving networks of informal communication from region to region ensuring knowledge is passed smoothly from one entity to another (Collings, 1259). Collings also notes the importance of comparing the traditional Research Based View model (RBV) to these neo-institutional theories that have been mentioned here (Collings, 2010, 581). Comparably the complexity of systems needed at an international level could not be sustained with the RBV method and is therefore not needed as an international practice within this study.

2.3 Talent Retention

Once a company has completed the selection process, retaining employees becomes a priority for the Human Resources team. To do this employees require a feeling of security and openness. Generally international staffing occurs for three major reasons; 1) The filling of positions in foreign units due to the lack of skilled personnel, 2) The use of global assignments for management developmental purposes, and 3) the establishment of control and co-ordination of geographically dispersed entities (Reiche, 524). As we have previously discussed knowledge transfer is a key motive for transferring personnel abroad. This is especially relevant from headquarters to subsidiary and even local unit level. It is therefore critical to understand the employees that you have selected and modify your human resource policies around this. It is important to align the organisation with the culture of where it is operating. According to Novicevic and Harvey (2001) a pluralistic approach and a consensus driven orientation toward international staffing is imperative to create this culture. In doing this the organisation is not fully supporting one of the 'centric' approaches but it incorporates a range of ideals. These practices are consequently affected by moderating factors of the organisation and mediating effects of the employees position. These factors directly affect the retention potential of the organisation and can be seen in the following diagram;

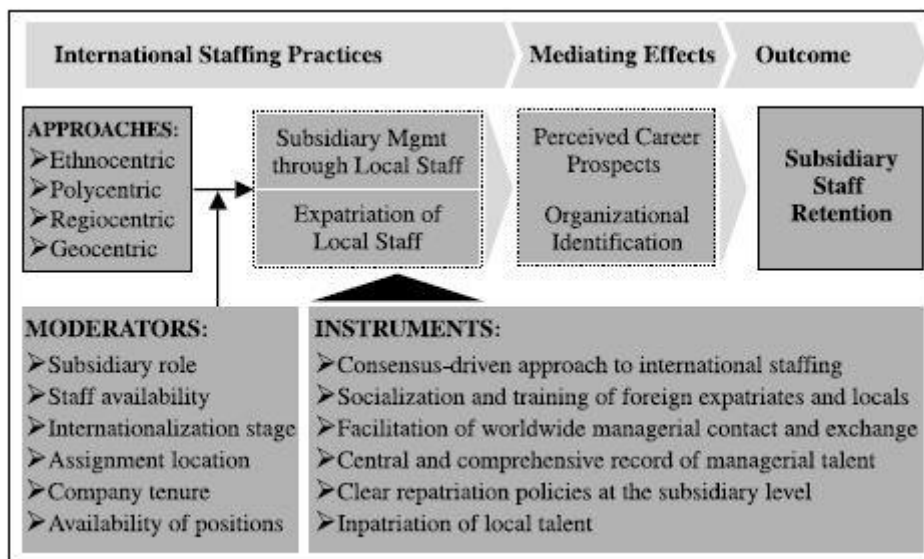


Figure 2: The effect of international staffing practices on subsidiary staff retention (Reiche, 526).

As can be seen the pluralistic approach is dependent on many moderating factors that are relevant to the subsidiary in question. Factors such as the subsidiary role, internationalization stage and assignment location favour the employment of PCNs whilst staff availability and availability of positions may favour a HCN staffing practice. When these stages mature the approaches change incrementally to reflect this. At a managerial level the global mindset and global business orientation plays a relevant role. The consensus driven approach to international staffing, socialization and training of foreign expatriates and locals, facilitation of worldwide managerial contact and exchange, central and comprehensive record and managerial talent, clear repatriation policies at the subsidiary level and inpatriation of local talent all point towards a significant role of headquarters. Allowing subsidiary staff to reach managerial level therefore requires significant input from the headquarters of the organisation. For this input to be productive it is imperative that the employee has an understanding of where his future in the organisation is heading and what the employee has yet to achieve within the organisation. According to this model career prospects and international assignments are the key to negate attrition and retain subsidiary staff. It is therefore true that global integration of a subsidiary with regiocentric or geocentric staffing patterns will be beneficial to local employees that work in a unit which has a degree of interdependency (Reiche, 527). Subsequently a duality exists between perceived career aspirations, nationally and internationally, and organisational identification (local and global). According to Reiche the only answer is to allow the local units to become somewhat independent and to utilize inpatriates. PCN expatriates should utilize short regular trips to allow local satisfaction and organisational cohesion. This also allows inpatriates to exhibit a long term commitment to the organisation whilst growing organizational identification through various assignments (Reiche, 530). In turn this creates an environment that reduces friction between HCNs and PCNs as both employees feel mutually respected. The extra contact that the inpatriate has attained with headquarters also serves to increase a sense of corporate culture over time within the subsidiaries which aids the organisational needs of the company.

Corporate Culture

According to House, Culture is; in motifs, values, beliefs, identities and events shared between one another which result in a common experience from one generation to another (Mirabela, 1512). With this in mind creating a corporate culture has the potential to create a vacuum in which employees become loyal to the company itself rather than to a particular nation or team. This idea tends to support Hofstede's five factor theory. His definition shows culture as a collective programming of the mind that distinguishes the members of one group or category from another. He does this by analysing five key factors; Power Distance, Uncertainty Avoidance, Individualism Vs Collectivism, Masculinity Vs Feminism, and Long term goals Vs Short term goals (Chang, 1106). These classifications play a large factor in the retention of employees internationally. Understanding what is necessary for people of different cultures to work productively and with a happy work/life balance is key for increasing an organisations overall performance. Likewise it is important to note that people from certain backgrounds or nationalities have the same tendencies, likes and dislikes as each other. However recent studies have shown that Hofstede's five factor theory is not without its faults. In a study performed by Chang comparing employees in the IT sector of China and the United States he has proved that this definition may no longer be entire relevant due to increased globalisation and free knowledge of cultures in the wider world. The Chinese industry was not so differentiated to the United States in many regards, particularly in the Power Distance Vs Uncertainty Avoidance and Masculinity Vs Femininity factions.

To build on this Durant has proposed that distinguishing ones culture is no longer beneficial but a new cross cultural dimension must be attained in order to increase performance. This conforms to the polycentric approach of both recruitment and retention and under the configuration perspective of SHRM. It is his theory that in groups of several different cultures a new form of communication emerges. This communication is where true organisational intelligence is born and a hybrid identity is formed. This in turn leads to a heightened level of internationalisation with the possibility of a new Lingua Franca evolving. This evolution would allow for a hybridisation of varying cultures to form that would be unique to the company that allowed it to evolve - no longer denoted as individualistic or collectivist (Durant, 150). This ideal supports the pretence of an interdependent subsidiary headquarters relationship with congruent organisational ideals. This new sense of home would create an environment that is conducive to the employees and beckon their loyalty

negating the rates of attrition at subsidiary level. This formation of corporate culture can be broken down into three stages; diffusion, adaption and hybridisation (Durant, 155). The diffusion of the subsidiary allows the PCNs and headquarters to enter the region and introduce the organisations ideals and focus. The adaption process is the eventual use of HCNs and TCNs as inpatriates and forming closer bonds with headquarters. Finally hybridisation occurs when both subsidiary employees and headquarters can operate interdependently or independently whilst maintaining organisational congruency and enacted policies coherently. It is therefore imperative for a newly internationalised company to endeavour to create such a culture in order to maintain high levels of progress. However this is not a quick task for human resource teams. Employees must be constantly allowed to see their progress and believe in the organisation. Therefore employee satisfaction systems must be in place.

Performance and Reward System

In order to create the culture of a company the employees needs must be met. Employees must be happy within the organisation and have an understanding of where both themselves and the organisation hope to be. In order to achieve this a performance and reward management system needs to be in place. Performance appraisals are based intensely in social context. Both Erdogon and Levy created models that centred around 'behavioural context' as central constructs in performance appraisal. These include; Leader member relationships, Supervisor trust, and Impression management. All of these are considered 'Proximal process variables' (Pichlar, 711). These models incorporate several factors to create these relationships. A 360 degrees appraisal model is used to encompass the entire performance of an employee over a time specific period. This period is maintained through a set human resources points; human resource documents and guidelines, enactment of line managers and the employees experience of these practices (Farndale, 779).

The manner in which this is enacted is called organisational justice (Farndale, 780). This justice is imperative for organisational performance and the effective implementation HPWS in an international environment. The primary aim of performance appraisal is for the line management to provide guidance to its employees on how to apply their resources for the benefit of the organisation, creating an ongoing process of identifying, measuring, and developing performance, and aligning this with the strategic goals of the organisation (Farndale, 882).

This promotes the Social Exchange Theory within a subsidiary where organisational actions affects the commitment of the employee and the long term relationship that comes along with it. This is invaluable in an international environment and proves that creating a system such as this has the potential to affect Organisational Citizenship Behaviour (OCB) (Zhang, 1316).

OCB contains five different dimensions; Altruism, Conscientiousness, courtesy, sportsmanship and civic virtue. These dimensions are integral to improve performance of employees whilst if managed correctly encourage a healthy working environment which helps to solidify the chosen culture of the company. It is the incorporation of these dimensions that allows the subsidiary to create a culture that has hybridised the pluralistic employee base. This can be maintained through Impression Management Theory (Deepa, 74). This is effectively the continuation of the culture that has already formed. It allows the subsidiary to maintain interdependency with headquarters and opens the door for potential independence from headquarters in the future. By employing these strategic human resource management policies it is possible to create a large base internationally that has formed from a smaller subsidiary over time. Maintaining this management system will create trust between the company and the employee. Enacting an efficient and fair appraisal system eliminates doubt for the employees and further enhances the chance of retaining vital talent in the company. This directly affects knowledge within the company and the formation of new talent which is essential for continued performance at an international level.

2.4 Organisational Human Resources

According to Wrona Internationalisation is a key component of corporate growth strategy. It can be seen as a source of competitive advantage whilst creating new levels of organisational complexity (Wrona, 91). With that comes increasing challenges for the Human Resources department. According to Pfeffer and O Reilly (2000) conventional organisational strategy is formed and pertains to a hierarchy beginning at; strategy, key success factors, organisations alignment and rolled out to senior management for implementation (Zink, 795). The ability to implement strategies is, in itself a resource that can be a sort of sustained competitive advantage (Welch, 794). Organisational human resources are crucial to such strategies being incorporated into the functionality of an organisation and have their own strategies to incorporate. Globally Human Resources have a function in corporate headquarters such as Remuneration, Management Development, Staffing, and Employee Relations (Farndale, 46). These functions seem superficial however they play a pivotal role in creating the identity of an organisation. This identity is the aspect of cultural embedded sense making that is self focused. This identity is affected by organisational culture and also by other sense making systems with which the self interacts. Although culture provides the system of rules that defines a social system, identity provides the contextual understanding of those rules that govern understanding of themselves in relation to the larger social system (Zink, 796). This larger social system can therefore be broken down in various classifications.

According to Bartlett and Ghosal (1989) there are four different strategy classifications that Human Resource headquarters must relate to; International (HQ and subsidiaries work together focusing on transfer of information), Multidomestic (Decentralised, subsidiaries conform to local practices), Global (Centralised, subsidiaries resemble the parent company), or Transnational (HQ and subsidiaries adhere to worldwide standards as part of a combined network) (Farndale, 52). It is important to note that like all strategies they are not strictly adhered to, and over time they change incrementally to suit the needs of the organisation. Subsequently as the subsidiaries evolve human resource practices evolves with them to suit the needs of the subsidiary. This is accomplished through organisational learning. Organisational learning is the sum of individual learning, organisational structures, systems and procedures that influence the accumulation of learning (Welch, 795). This is a process that is bound to the learning of every aspect of the organisation from the employee to headquarters.

There are several methods to aid this process of progression one of which is Taylor's three International Human Resource Management (IHRM) Typologies. These are Adaptive, Exportive or Integrative (Taylor, 1996). The Adaptive typology reflects the subsidiary that is responsible for the design of their own human resource practices. These subsidiaries are generally self-reliant and independent of headquarters. The Exportive typology pertains to the subsidiary that is dependent on headquarters. Their policies and practices are developed at headquarters and are replicated internally. The Integrative typology reflects the interdependent subsidiary. This is the form undertaken where both headquarters and the subsidiary develop policies together and integrate the human resource strategies across their network.

To build on these typologies and classifications Farndale has proposed four Organisational Human Resource roles; The Political Influencer, The Champion of Processes, The Guardian of Culture, And The Knowledge Management Champion (Farndale, 56). These roles are also reflective of the stage of internationalisation the subsidiary has attained. The more dependent on headquarters the subsidiary is the less of these roles they will fill. These roles are inherited by headquarters and once the infrastructure is in place they will be redirected to the human resource departments on the ground until the culminated information is eventually redirected unto headquarters incrementally. In doing this the organisation can create a sustainable database of information about all employees and their performance allowing for potential rewards for particular employees. This system was enacted in 2012 by the car manufacturer Hitachi. A talent management system was established where over 250,000 across the globe were listed in a database containing their names, gender, function, title, pay and performance history. This led to a standardised performance and reward system across the organisation that has led to over 400 employees across the world being selected for executive training programs (Yamaguchi, 2).

Early Internationalisers rely heavily on headquarters and therefore the position that headquarter takes is critical to the success of the company internationally. Whether a subsidiary is independent, dependant, or interdependent of the parent company will effect organisational congruence significantly. According to Social Network Theory, A lack of legitimacy internationally reduces a subsidiaries centrality and hence its ability to control critical resources. According to McDonnell instigating a High Performance Work System (HPWS) has the potential to limit this through extensive Training and Development,

Compensation, Employee empowerment and Communication techniques (McDonnell, 365). Building on this and using Farndales new roles allowing, a subsidiary responsibility for some of them could increase congruency between the organisational goals and the human resource team within the subsidiary. Roles such as the Guardians of Culture and Knowledge Management Champion would help to co-ordinate employees effectively whilst integrating long term goals and aspirations. These measures could help to stop Mimetic Isomorphism from occurring within newly internationalising companies strategies, maintaining their uniqueness globally (McDonnell, 364). The effectiveness of Organisational Human Resource Management within these companies are therefore of critical importance to the performance of subsidiaries internationally.

This can be seen with the use of organisational excellence models that are being used across around the world in nations such as the US, Asia, Australia and Europe (Zink, 800). Comparing their basic principles and core values especially in the field of human resources finds a lot of similarities. A comparison of the European EFQM model, the Japan Quality Award, the Australian Business Excellence Framework or the Malcolm Bridge Award shows there are many aspects in common concerning employee orientated approaches, their deployment and human resources results (Zink, 800). It is evident that human resource strategy is valued throughout each of these organisational models. As the Malcolm Baldrige National Quality Award (MBNQA) has change so much since its establishment in 1988, this is the model that we shall observe. [Figure. 3 (Zink,801).] Comparing the awarding points a misleading impression could emerge that the importance of human resources has decreased over the years. In contrast to that in 1996 the MBNQA was extended by the criterion 'Human Resource results. This criterion received an additional weighting of 50 points whilst in the newest version of the award this criterion has an impact of 70 points (Zink. 801). This pattern of integration of human resources within the scope of organisational strategy further proves the necessity for congruence between the organisation and the employees. Excellence models such the MBNQA has taken many factors into consideration including; Human Resource utilization, Human resource development and management, employee involvement, high performance work systems, employee development, employee performance management systems and employee learning and motivation (Zink, 803). These human resource aspects have been aligned with organisational necessities such as; work systems design, work process management and improvement, process management and diverse working systems. By creating congruence between the operational side of the organisation with the processes

involved in human resources the organisation allows for the best practice of both the employee and the organisation as a whole.

1989		1990		1991	
<i>Human Resource Utilisation</i>		<i>Human Resource Utilisation</i>		<i>Human Resource Utilisation</i>	
Management	25	<i>Human Resource Management</i>	30	Human Resource Management	20
Employee Involvement	40	Employee Involvement	40	Employee Involvement	40
Quality Education and Training	30	Quality Education and Training	40	Quality Education and Training	40
Employee Recognition	20	<i>Employee Recognition and Performance Measurement</i>	20	Employee Recognition and Performance Measurement	25
Quality of Worklife	35	<i>Employee Well-Being and Morale</i>	20	Employee Well-Being and Morale	25
	150		150		150
1992		1993–1994		1995–1996	
<i>Human Resource Development and Management</i>		<i>Human Resource Development and Management</i>		<i>Human Resource Development and Management</i>	
Human Resource Management	20	Human Resource Planning and Management	20	Human Resource Planning and Evaluation	20
Employee Involvement	40	Employee Involvement	40	<i>High Performance Work Systems</i>	45
Employee Education and Training	40	Employee Education and Training	40	Employee Education, Training and Development	50
<i>Employee Performance and Recognition</i>	25	Employee Performance and Recognition	25	Employee Well-Being and Satisfaction	25
Employee Well-Being and Morale	25	Employee Well-Being and Satisfaction	25		
	150		150		140
1997–2002		2003–2006		2007–2008	
<i>Human Resource Development and Management / Human Resource Focus (since 1998)</i>		<i>Human Resource Focus</i>		<i>Workforce Focus</i>	
<i>Work Systems</i>	40	Work Systems	35	<i>Workforce Engagement</i>	45
Employee Education, Training and Development	30	Employee Learning and Motivation	25	<i>Workforce Environment</i>	40
Employee Well-Being and Satisfaction	30	Employee Well-Being and Satisfaction	25		
	100		85		85
	(since 1999; 85)				

Figure 3: Changes in the criteria of the Malcolm Baldrige National Quality Award from 1989 to 2008

This study will now discuss the methods that will be used to investigate how the aspects of human resources which has been discussed in this paper are relevant to the internationalisation process of the Irish Dairy industry.

3. Methodology

3.1 Methodology Introduction

This chapter will outline how the author intends to carry out the primary research needed in order to complete the dissertation. This will involve stating the research philosophy and will explain why that philosophy will be used. This section will then explain the approach which will be undertaken and how that approach will lend to the overall objectives of the research proposal. Once this is complete an analysis of the strategy will occur and will evaluate why the approach and philosophy co-ordinate with strategy to create reliable and valid information. This will allow for the establishment of reasonable sampling. After the research methods have been discussed this section will outline how the author intends to collect and analyse the data whilst ensuring that ethical issues are taken into consideration. This section will then conclude by assessing the potential limitations of the proposed methodology and its subsequent weaknesses. The main research question that guided this study is *What is the role of strategic Human Resource Management in the Internationalizing Irish dairy industry?* The main research question was then broken down into a number of research sub-questions:

Sub Question 1: How does the Human Resource department effect the overall organisational strategy of the Irish Dairy companies?

Sub Question 2: What are the differentiating HR techniques used by competing companies within the Irish Dairy industry ?

Sub Question 3: How successful have these companies been establishing and enacted their policies at the ground level in host countries?

Sub Question 4 : Are the Strategic Human Resource policies within the Irish dairy industry congruent to the theoretical best practice outlines by academia?

The objectives of this study were: (i) To develop a supported structure of how the companies of the newly internationalised Irish Dairy industry would incorporate human resources as part

of their organisations. and (ii) to understand the methods used by these companies to enact the human resource policies and procedures at an international level.

3.2 Research Design

The word 'research' is composed of two syllables, 're' and 'search'. The dictionary defines the former as a prefix meaning again, anew or over again and the latter as a verb meaning to examine closely and carefully, to test and try, or to probe. Together they form a noun describing a careful, systematic, patient study and investigation in some field of knowledge,

undertaken to establish facts or principles (Grinnell, 1993). Grinnell further adds: 'research is a structured inquiry that utilises acceptable scientific methodology to solve problems and creates new knowledge that is generally acceptable (Grinnell, 1993). Burns describes research as 'a systematic investigation to find answers to a problem' (Burns, 1994). According to Kerlinger, 'scientific research is a systematic, controlled empirical and critical investigation of propositions about the presumed relationships about various phenomena' (Kerlinger, 1986). From these definitions it is clear that research is a process for collecting, analysing and interpreting information to answer questions. But to qualify as research the process must have certain characteristics: it must, as far as possible, be controlled, rigorous, systematic, valid and verifiably, empirical and critical. A general model of marketing research is presented here which could be applied to a wide range of real world situations with some minor adoptions [Figure. 4 (Kumar, 1999)].

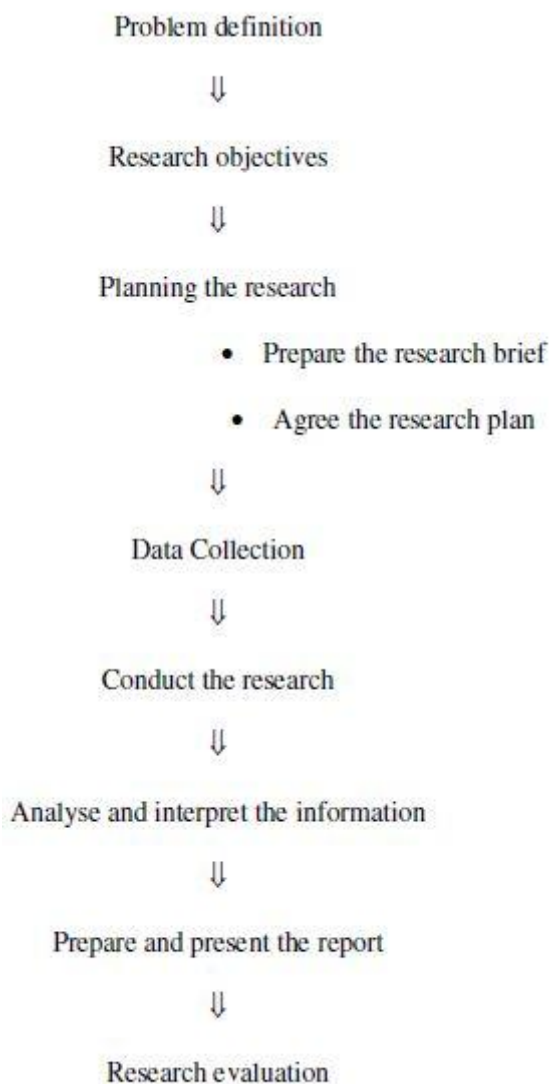


Figure 4: Model of marketing research process

3.2.1 Research Philosophy

This dissertation will undertake the ontological research philosophy of Constructionism. Ontology is a study of the nature of being or becoming existent. Constructionism is the ontological position that gives control to the social sphere and their actions. What is created or achieved by social actors is what actually exists and before the achievement of what has been attained, nothing was there before. In that context things are continuously changing or reshaping (Bryman, 23). Under that consideration nothing is solidified as penultimate and another option can always be found. Cohen and Manion described the constructivist approach to research as being based on understanding the world of human experiences. This world of experiences is continuously shaped through the human interaction with objects and other subjects. In order to access and achieve an understanding about human perceptions, one of the main requirements of the constructionist approach is the establishment of a reciprocal and communicational ground between the research of project participants and researchers in the construction of meaning. Eventually this would lead to building a theory that is based on the experiences of researchers and that of the research participants (Mojtahed, 87). This framework of philosophy lends to this study. As the Irish Dairy industry moves further into the global marketplace it is increasing its organisational complexity. In doing this the companies must accomplish new tasks and create an entirely new culture to attain a high productivity level. This is a process that cannot be created by emulating another company's strategy. Therefore the diversification of the industry is Constructionistic in its nature. Deeming this to be true it is appropriate to follow the same philosophy of research whilst gaining the information for this study.

3.2.2 Research Approach

The approach that will be undertaken towards this research will be inductive in nature. Inductive research will allow this study to use previously attained theories and studies to formulate a basic understanding of the generalities associated with the expansion process (Bryman, 14). Several authors have discussed the use of constructionist epistemological principles in inductive research. The constructivist paradigm traditionally follows qualitative research methods, although quantitative methods may also be used in support of qualitative data (Mojtahed, 88). Since constructivist research tends to rely on participants viewpoints about the situation under investigation (Creswell, 121), the vast majority on inductive research remains interview based and interpretivist in nature. Accordingly, the use of

interviews as a data collection method in inductive research is justified by its affinity with daily life conversations and the centrality of interactions, exchanges and negotiation of meaning between two parties, which in turn corresponds to constructivist approaches to research (Mojtahed, 88).

Researching a problem is a matter of using the skills and techniques appropriate to do the job required within practical limits: a matter of finely judging the ability of a particular research tool to provide the data required (Hughes, 12). This means that gaining a broad knowledge of previous studies will allow for a comprehensive assessment of the nature of the Irish Dairy Industry on an international level. Due to this an in depth study of secondary sources has been carried out regarding several topics which have been discussed in the previous chapter of this study. This research is an essential part of the research approach as it allows the study to embrace a holistic viewpoint of the topic whilst creating points of comparison that support and aid the structure of the research.

This approach will also allow this study to differentiate the methods undertaken by the Irish Dairy Industry in a wider context and will create an evaluation of the links between the theories and the practicalities of their implementation. This lends to the ontological distinction of the research that there is continual shifting in procedures and actions that could be construed as best practice. Under this approach the established theories will be subject to the scrutiny of the results of the investigation and will derive an evaluated role of human resources within the internationalisation process of the Irish dairy industry, from both the research and the literature.

3.2.3 Research Strategy

Simply put Quantitative and Qualitative strategies can be distinguished by quantitative methods use measurement whilst qualitative do not. This however is merely threading the idealisms behind both. Both of these strategies are deeply rooted with varying epistemological or ontological philosophies and lend themselves to either inductive or deductive approaches (Bryman, 28). This is not an asserted truth but it is logical that qualitative research yearns progressive generalisation whilst quantitative has a necessity for definitiveness and assertiveness. Following the potential for continual change within the results of the research and both the philosophy and approach of the research, this study will conduct the research using a qualitative strategy. To enact this strategy three semi structured interviews will take

place with members of the Human Resource department in three of Ireland's well known dairy companies. All three of which all have subsidiaries at an international level, whilst each company has a different business orientation and are at different levels of internationalisation. This will allow for a shifting paradigm regarding the line of questioning should the need occur whilst maintaining focus on the research that is being conducted.

3.2.4 Sampling - Selecting Respondents

The companies chosen to conduct this research with are, in; Glanbia, Ornuia, and Lakeland Dairies. The reasons for picking these companies are threefold. Firstly all of these companies have subsidiaries in the international market some of which have been in operation for over ten years whilst others have just begun the expansion process. Secondly, all of these companies have a substantial workforce ranging from Lakeland Dairies 576 employees to Glanbia's 5,202 employees. Thirdly, with the recent abolition of the milk quotas all three of these companies have begun aspiring to grow and internationalise at an increased level. Therefore each of these companies will have their own goals and aspirations pertaining to the level of internationalisation which they are at now. Glanbia has been in an international market for quite some time whilst Ornuia has only recently joined the global market. Lakeland Dairies have only joined the international market in 2014. With the mix of these three independent companies it will be possible to attain a holistic view of the internationalisation process of the Irish dairy industry whilst paying particular attention to the human resource agendas within these organisations.

3.3 Data Collection Instruments

Data will be collected using qualitative methods. The author will engage members of the Human Resources departments within three successful Irish Dairy companies that compete on an international level. This engagement will take place in the form of a semi structured interview. This will allow the author to enter into the social environment of the companies gaining an insight into the social element of each company whilst still collecting the necessary data needed to

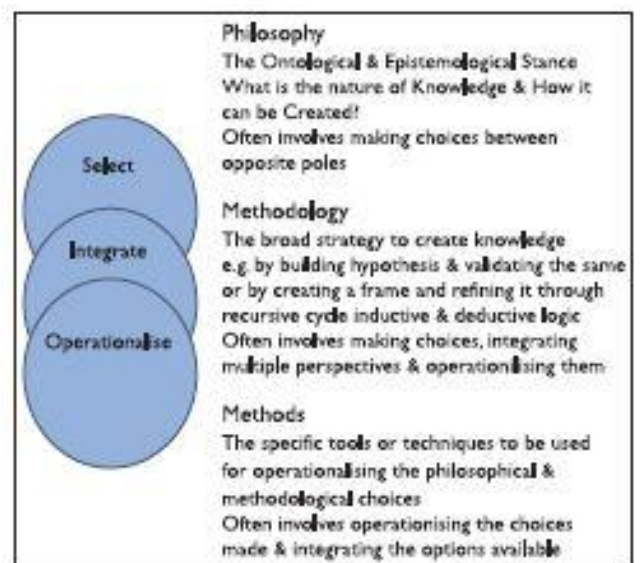


Figure 5: Selecting, Integrating and Operationalising model.

complete the study. Data will also be collected using a qualitative analysis of texts and documents which will form the basic conjecture and trajectory of the line of questioning used in the interview process (Bryman, 404). Once this data has been collected the author will begin selecting, integrating and then operating the interview process. This will be done by following the methods depicted in figure 5 (Singh, 135). This form of research will be undertaken as it allows the author to gain an insight into the industries Human Resource operations whilst focusing the line of questioning. This creates a basis for a valid and reliable comparison between companies. This reliability would therefore not be achieved through other qualitative processes such as focus groups or participant information as the people involved may not adhere to the same objectives or priorities.

Practically it may prove troublesome to arrange a scheduled interview with a member of each of the companies Human Resourcing team. If a face to face meeting is not possible then a phone or Skype interview will substitute. This leaves the author at a disadvantage as the qualitative approach requires a broad inductive stylistic complex that would be constructed from being in a personal environment and through communicative techniques such as body language. The interviews must be recorded in order to verify the validity of the information gained, this may be problematic as some interviewees may not feel comfortable under these circumstances. Another aspect which may cause concern is the possibility that the line of questioning could cause inappropriate responses and place both parties in an undesired position. This must be recognised immediately if it should occur and dealt with in a responsible manner.

3.4 Data Analysis Procedures

To begin it is important to note that this study will use the process of analytical induction to complete the data analysis of the interviews. This involves gaining a rich array of knowledge and reorganising the hypothesis afterwards in order to negate any deviant cases which may disrupt the flow of the argument (Bryman, 582). The first step of the data analysis process is then to begin coding the information. This will be done initially by transcribing the interviews into text form. Once this has been completed, a thorough examination of the transcripts must occur in which the author will begin to note recurring themes or ideas which may aid the analysis (Bryman, 594). Consequentially if a theme arises within the research

that has not been discussed within the literature another study must take place of the literature must take place. This is essential in order to gain a holistic view of the study and is required in order to create a comprehensive examination of the material.

The next step of the coding process is turning the data into fragments. This involves looking at the information in three forms; the first is at face value. The meaning of the information is strictly what was said. The second level comprises much more of the awareness of what is said. Themes reflect much more language than the interviewee uses. Looking at this allows the study to see in more detail what the interviewee is concerned about (Bryman, 595). Thirdly, it is important to move slightly away from a close association with what the respondent said and towards a concern with broad analytical themes. Once this has been completed another document will be produced containing all the code taken from the interviews in a condensed form along with the potential meaning of said code relating to the study in general. The next step of the analysis will involve cutting and pasting this information into separate potential categories or themes. In this way the author can differentiate what information has greater value to the study overall and can begin to relate the research to the hypothesis of the study.

However the author must reflect on the data within the context of the setting the information was received. Fragmentation of the data is necessary for the coding process but also creates the possibility where the true meaning of the information was lost and the fluidity of the conversation that is necessary in qualitative research is lost (Bryman, 599). It is therefore necessary for the researcher to reiterate the narrative onto oneself in order to preserve the fluidity of the information. Maintaining this reflection whilst maintaining conjecture will add to the structure of the research and create a true understanding of the data.

3.5 Research Ethics

Ethics approval processes are present in the lives of all researchers, and the ethical dimensions of research are covered in ethics training programs at all levels (Wallace, 267). This study will be no different. Security clearance forms must be attained and signed by both the academic institution and the company to which the interviewee belongs. This is due to the fact that this research by nature will be invasive towards several competitor companies organisations the author will expect to meet some ethical issues along the way. It will be probable that the companies will not want any trade secrets coming into the public domain. If this is the case an offer to sign a confidentiality agreement may resolve the situation and allow the interview process to go ahead. There are three stages of potential ethical boundaries this study might face; (i) the principles comprised are close personal contact with participants (the principle of justice), (ii) the implications of research design and imposition on participants (the principle of merit and integrity), and (iii) the difficulty of applicants in articulating or recognising risks associated with their research and benefits to the individual in participating in the research activity (principle of respect) (Wallace, 275). This is particularly important within this study as the information pertaining to this study will be of a transnational nature. Therefore it is imperative that the ethics conforms with cultural norms and will not jeopardise personal or professional relationships of the interviewee.

It may also be possible that members of the interviewees may wish to remain anonymous. Due to this a form must be signed by the interviewees allowing consent that the information gathered may be used in the academic paper. This consent will provide protection for the interests of both the interviewee and the author and will help to solidify the reliability and validity of the research. It is also important to remain unbiased to the highest degree whilst conducting this research. The information gathered from one interviewee must be treated as importantly as another. Allowing favouritism within the constructs of the companies in question will hinder the evaluation of data received and portray results that are unjustified.

3.6 Limitations of Methodology

As the nature of this research is constructivist it relies heavily on the information gathered through the interview process. However this information may not be completely correct or accurate to the nearest degree. There is a possibility of conjecture and a subsequent lack of ambiguity to the research. The lack of personal interaction with employees at subsidiary level in an international sphere inhibits gaining a true understanding on how effective the organisations are regarding enacting the human resource policies. It is however possible to use secondary research to back up the data gained through the interview process. As this study has a short term deadline it is unfeasible to introduce a quantitative style of research into the study. Assessing the statistical information regarding employee factors with the organisational progress of each company would be advantageous in proving the hypothesis of the research.

This research intends to establish the performance of the Irish Dairy Industries operations internationally within the context of the Human Resource department. The methodology involved in this paper will not involve travelling to the subsidiary destinations which would help to gain a true understanding of the effectiveness of the policies at ground level. In this regard the research may lack a full bodied reflection of the enacted policies and processes implemented by the Human Resource departments from headquarter level. In an effort to overcome these limitations the author will make a continuous effort to make contact with departments at subsidiary level via Skype, telephone or email in order to further the validity of the research and incorporate operational experience of headquarters policies into the organisational performance section of the research paper.

Data Analysis/Findings

This section of the study will outline the information received from the three Irish companies that shared data in order to carry out this investigation. The following is a direct transcription from the qualitative interviews that were carried out between the author and the interviewee.

Company one: Glanbia. Interviewee: Patrick Murphy, Production Manager

- *How has Glanbia developed with the expansion of the Dairy industry in recent years?*

Glanbia has been operating in the global market for some time now. We have been expanding gradually, operating and processing products across the world. This is proven by the different operations that we have in various regions. Both our global performance nutrition operation and global ingredients divisions are based in North America. We have another global ingredients division in China. And we have other offices in 34 countries around the globe including Europe, Russia, Asia, Nigeria, South Africa, Canada, Australia and South America. All the while head office remains in Co. Kilkenny as a joint ventures and associates division.

- *How is Human Resources used to realise the international strategy in Glanbia?*

Human resources is used all the time within our strategy. It is crucial that we recruit across the globe in order to compete internationally. The HR teams around the world deliver a diverse workforce that are capable of managing operations. This is happening everywhere, we are an extensive organisation and we could not grow without the use of effective human resources.

- *What do you think are the main staffing objectives?*

Staffing the right people to fulfil the needs of the job.

- *How does Glanbia approach international staffing?*

We recruit people from every locality that we enter. It's important to create a network of employees in every region. That way we enhance our ability to serve our customers and consumers and bring our in market presence in key international markets.

- *Are some employees based abroad from Ireland or have they been hired locally?*

Some employees are of course from Ireland. We regularly send employees to foreign markets for many purposes. Implemented projects, specialist assignments, training are just a few. Predominantly our workforce in a region are gathered from the community. However when the need arises for specialists in a particular field, employees are transferred from one district to another. This allows us to ensure we are functioning to the best we can.

- *Does Glanbia subsidiaries receive HR instructions from headquarters in Ireland or have they their own infrastructure?*

Of course some human resource practices are standardised to meet the expectations of the organisation. Things like our code of conduct are there to protect the organisation and the people who are a part of it. Most of our offices have their own individual human resource department that handles the daily affairs. These offices answer to the larger human resource division that is associated to their district. All of the information gathered are available to headquarters of course and organisational decisions are made here but most regions operate independently.

- *How does Glanbia create a corporate culture within their network?*

We are leaders in innovation at Glanbia. There is a necessity to succeed here but that is not all that we are about. Each human resource division has the capabilities to create a system that promotes unity within their particular office or plant. Team building, training, social gatherings are just some of the measures used to create a wholesome culture within the organisation. The actual methods used varies on the region they are in. What would work as a team building exercise in Ireland for example probably wouldn't be as effective in Asia.

- *Is there an overall objective towards culture and does that change from place to place?*

The objective is the same but the methods used to achieve that objective vary completely. Being able to adapt different techniques in different regions is an important thing to have when operating globally.

- *What role do expatriates play within the company?*

Expats are used all the time. I myself have been sent from my division in Co. Cavan to Illinois on several occasions. The role each expat has depends on the assignment but they are used regularly.

- *How are they used in order to complete international objectives?*

Well they're sent out for many reasons. Sometimes it could be as simply as introducing a slight change to an established system like the production of a specific batch of a product. Other times expats are used for inspections, support staff if particular pressure is on, or even just a public relations exercise in the case of a new client or supplier. They are important in many regards. If a specialist operation in China needs a specialist, you send them.

- *How does Glanbia approach selecting talent abroad?*

Each division has a human resource department that can handle most of the recruiting in their regions. Head office does play an active role in recruiting managerial level employees and if any outsourcing is needed. Most requests for newly formed positions needs approval from head office but generally the independent offices can handle it.

- *What is the approach taken to combat the attrition of employees internationally?*

There is an established hierarchy and provisions in place to combat attrition within the company. A performance appraisal system is in place that is recorded and gathered onto a centralised database. This along with working closely with supervisors and managers allows for progression throughout the organisation. The extensive use of expatriates also means that international assignments are always possible if the employee is interested in taking these.

- *Does Glanbia use any theoretical models of human resource management as a basis for their management style?*

I don't think headquarters initially set out with a working theoretical model for the company but it is well thought out. Under each division that various plants or offices report to human resources are handled by the discipline the

employees are in. What I mean is if you work in production you will have a production based HR representative for that district. In that way it is very decentralised. So maybe not academic but very well planned.

- *Has Human Resource policies from Ireland been enacted effectively at the ground level internationally?*

They are enacted as a progression I suppose. They originate at head office, fed down the line to a region and implemented by the offices and managers to the employees. It has happened that a certain policy would not be effective. This is where the importance of local knowledge comes into play. Generally the problems are small and just need some readjustment to suit the employee base in that area. Overall I would say that they have been enacted internationally in one way or another.

- *How do you think the role of the human resources division has aided the congruency of the international objectives in Glanbia?*

I think that's really what the human resources division is all about. The extensive delivery method in place is there to promote the objectives of the company after all.

Company two: Ornuu. Interviewee: Fergal Roche, human resource manager

- *How has Ornuu developed with the expansion of the Dairy industry in recent years?*

We at Ornuu have always pride ourselves on our ability continuously change and reinvent where we are and what we need to do to achieve our goals. Our fundamental driving orientation is to get the best returns possible for the local farmers here in Ireland and we are committed to this. This is reflected with the rebranding of the company from the Irish Dairy board to Ornuu. This is a reflection of our ability to change and modify where we need to be in order to remain competitive. With regards to the expansion of the dairy industry, this is not a surprise. We have been expecting the abolition of the milk quotas for some time now and have been gearing up to this expansion for some time now.

- *How is Human Resources used to realise the international strategy in Ornuu?*

Well this is mostly new territory for the human resources team here at Ornuu. We have a lot of new projects to undertake that we haven't dealt with before. We have established sales offices across the world like China for example. You know the laws and everything is so different there that we have a lot to consider. In saying that these offices are newly established and are very important to the expansion of our products into the emerging markets. It is up to human resources here at headquarters to ensure the correct people are in these offices and understand the goals in that office.

- *What do you think are the main staffing objectives at Ornuu?*

At the minute I suppose it's trying to make sure the right people are in the right place. We've been gearing up to this for so long that it's critical we get everything right now. Ideally we would be able to expand even more than we have already but we're not just there yet. We employ people as needed at various levels of experience.

- *How does Ornuu approach international staffing?*

We hire people directly through headquarters a lot of the time. We advertise the positions through our website and conduct several interviews before we sign any contracts. These candidates are generally willing to travel which suits our needs at the minute but we employ people here in Ireland in the same manner.

- *Are the employees based abroad from Ireland or have they been hired locally?*

It depends. We typically hire people locally if you're talking about one of our offices abroad. After we hire them we bring them back here to headquarters for training and to give them a feel for what we do and what we're all about. They spend about a month here in Ireland where we bring them out to plants and offices across the country. They get the chance to meet the farmers that they will be trying to get the best deals for and to really get grasp of what they're working for. Now we do send out teams from Ireland as well to help the process.

- *Does Ornuo subsidiaries receive HR instructions from headquarters in Ireland or have they their own infrastructure?*

I'd like to make a distinction between a subsidiary and a sales office. You see as we've been building up to the expansion process we have been buying up small companies and offices over the past few years and getting them ready for global sales. This involved making networks of people in emerging markets that we've never had before. These are our small sales offices and we control most of their human resource needs here from headquarters. In fact we've just hired a part time HR manager in our office in China who reports directly to us here in Dublin. But in other markets we have been operating for some time and these subsidiaries are pretty much self reliant. We have office in the UK, Germany and the US which are pretty much self sustaining with their day to day human resources.

- *How does Ornuo create a corporate culture within their network?*

To be honest we don't really have a 'corporate' culture as such internationally. It isn't something that we've actively tried to instigate or thought of at the minute. Over time it might be something we look to in the future to but not right now.

- *Is there an overall objective towards culture and does that change from place to place?*

Well as I said this expansion has brought a lot of new challenges with it. I suppose it's always changing depending on the environment we find ourselves in. Most things aren't set in stone and we're dynamic in our approach.

- *What role do expatriates play within the company?*

We use expatriates regularly. They are sent out to offices regularly to conduct specific assignments, for training purposes and to help create a connection between the office and us here in Dublin.

- *How are they used in order to complete international objectives?*

Expats tend to be trained here in Dublin. They know exactly what we expect of them and we hope they have the tools necessary to meet their targets. We send out expats when the people on the ground already aren't performing as expected. We send them out when we need to deploy new training techniques or when we're trying something new. They're representing the company abroad so they command a little more responsibility once they leave the country.

- *What is the approach taken to combat the attrition of employees internationally?*

Honesty that's not something we've had to deal with much of so far. We try to make sure employees are well trained, happy and understand what is expected of them. As I said, once a candidate is hired we bring them here to Ireland for training and to get to know the company and the people. I'd like to think that humanises the company almost. I can talk about technicalities all day but I think the biggest factor to combat attrition is to have the employees involved, informed and happy.

- *Does Ornuia use any theoretical models of human resource management as a basis for their management style?*

No, we don't really conform to any specific models of human resources here. We manage the company in a manner reflective to the business needs but we don't consult a theoretical formula before enacting a strategy.

- *Has Human Resource policies from Ireland been enacted effectively at the ground level internationally?*

Yes, I think so. What we set out here in Dublin is being followed at our offices across the world. Now in saying that there are always some differences and most of our policies for each office is tailor made. For example our code of conduct

and performance management systems are coherent throughout from the top down and they don't change. But our policy towards maternity leave we'll say, is completely different here than it would be in China. Obviously the law requires a different amount of time off here than there so we're not going to allow the same time off.

- *How do you think the role of the human resources division has aided the congruency of the international objectives in Ornuva?*

Quite a lot. The international objectives have the same end goals as the human resource division. It's our responsibility to ensure that the employees across the organisation understand their part in achieving these objectives.

- *Are Ornuva's HR operations conducted from headquarters or is there an infrastructure in place to allow subsidiaries/offices abroad to operate independently?*

Mostly our subsidiaries such as the UK or Germany can operate their day to day HR functions independently and have their own local HR division. Those divisions still relay data onto headquarters. The smaller offices in the emerging markets don't have this system in place. Their HR needs are taken care of directly from headquarters. Maybe over time and with continued growth that will change.

Company three: Lakeland Dairies: Catherine Smith, human resource manager

- *How has Lakelands developed with the expansion of the Dairy industry in recent years?*

Lakeland Dairies has been expanding for the past 120 years through various co-operative projects and rebranding. Since 2003 we have acquired new facilities within in Newtownards, Co. Down, Commissioned a new 7 tonne heat dryer and have gained approval last October and November for further expansion of our milk drying facility and butter packaging plant. These measures are in place to keep up with the demand that is n the market today.

- *How is Human Resources used to realise the international strategy in Lakeland?*

As we do not have an office based outside of Ireland human resources is used to hire the best and brightest people into our organisation. We are a tight knit team here and everybody's efforts are orientated to improving the organisations performance.

- *What do you think are the main staffing objectives?*

We have a great graduate program in place here. It is our goal to continuously recruit people who can improve everything from how we run the business to how we produce products. Finding these people is what's important to us.

- *Does Lakeland plants receive HR instructions from headquarters or have they their own infrastructure?*

Basic human resource functions are carried out in each plant such as automated clock in procedures. But most HR related operations happen here in Headquarters and are fed down to the plants through us. This means going out to the plants and ensuring everyone understands the policies and procedures.

- *How does Lakeland create a corporate culture within their network?*

Well we are a small community here at Lakeland. We strive to exceed our targets. Everyone here is friendly. Management of one division would know employees in another. We are a close group and that makes the culture as wholesome as it is.

- *Is there an overall objective towards culture and does that change from place to place?*

Keeping that closeness is important. It doesn't really change from place to place I suppose because we're culturally similar in all our plants.

- *What role do expatriates play within the company?*

Expatriates are generally only used for short visits to potential markets and clients.

- *How are they used in order to complete international objectives?*

They allow us to create a network with clients and markets abroad. They can solidify deal and allow us to grow internationally.

- *What is the approach taken to combat the attrition of employees?*

Well that comes back to the culture again. We treat our employees like they belong. They also receive extensive training and recent graduates are given a program that excels their career.

- *Does Lakeland use any theoretical models of human resource management as a basis for their management style?*

We use certain structures in our programs to ensure employees feel comfortable and that we are conducting ourselves and themselves appropriately. But no we don't follow a theoretical guideline.

- *How do you think the role of the human resources division has aided the congruency of the international objectives in Lakeland?*

I think our efforts at human resources has allowed the company to realise many goals. We have been recruiting the best people for positions and are constantly training staff to increase their abilities. We are exporting more and more products internationally than ever before and plan to increase our exports by 30%-40% by 2020. This couldn't happen without the work we do in human resources. The training, and careful selection of employees, utilizing and motivating them, are all crucial to the success of our international objectives.

Discussion

Using the information gathered in the previous chapter this study has recorded for the first time how the companies within the Irish dairy industry as a collective, uses human resources to further their expansion into international markets. This will be completed by answering the questions outlined at the beginning of this research paper.

- *How does the Human Resource department effect the overall organisational strategy of the Irish Dairy industry?*

According to the results of this investigation it is apparent that the human resources department effects all three companies that were investigated, in some way. As outlined by Wrona, organisational complexity is increased once the internationalisation process has begun. The Irish dairy industry follows that same pattern and is reflected in the role of the human resource departments. Glanbia has a large infrastructure with offices spanning to 34 countries across the world. As such Glanbia has set of strategic human resource management systems that allows issues to handle smoothly and quickly. These strategies resemble the Multi-domestic style of management that was proposed by Bartlett and Ghosal. The decentralised, independent subsidiaries have much autonomy and are able to carry out their own systems independently. Ornu approaches their organisational strategy with a pluralistic approach. Ornu has clear distinction between well established subsidiaries and newly set up sales offices. Subsidiaries are ran somewhat independently with most of their human resource needs and practice ran by the human resource division within the office. The smaller sales offices on the other hand are heavily reliant on the 'Global' outline. These offices are heavily centralised and reissue headquarter policies. This supports the Transnational approach to strategic human resource management. Lakeland Dairies are at a much earlier stage of the internationalisation process. Lakeland has yet to establish operations outside of Ireland. The international plans for Lakeland remains solely in exports and have yet to set up long term operations internationally. The expansion of their manufacturing facilities in Ireland allows the company to increase exports for up to 40%. Due to this the organisational strategy within the company is not as complex as the other companies investigated. Therefore the demands placed upon human resources are lessened and are primarily handled by headquarters.

From these results it is evident that the human resource departments of the Irish dairy companies play a significant role within their organisational goals. In order to effectively increase performance within these subsidiaries and offices the human resource departments have developed. In as much as Lakeland has a simplified human resource structure compared to Glanbia or Ornuia it is clear that the infrastructure needed to sustain an internationally effective role in the dairy market within the human resource departments. This conclusion is in correlation with the excellence models previously discussed in chapter one. As seen in the Malcolm Baldrige National Quality Award (MBNQA) the role of human resource departments in effecting the strategy of an organisation has been growing consistently in the past three decades. The results found here seem to reflect that this role grows significantly more with the internationalisation of the organisation. The transnational state of Glanbia has formed is a complex system requiring much data collection and a large workforce. Ornuia has developed a more financially sustainable system that allows some liberalisms t the local offices whilst maintaining control in headquarters. This allows the local employees some autonomy whilst aiding the potential growth of a fundamental corporate culture.

- *How does the Irish dairy companies use human resource policies to realise their international goals?*
- *What are the differentiating HR techniques used by competing companies within the Irish Dairy industry ?*

What has been found by this investigation was that all three companies that was studied used similar techniques but in very different ways. Looking back at the literature we can pinpoint these differences in many different functions. The most prominent of these functions is with their international staffing policies. Glanbia uses their complex infrastructure to fully internationalise their company by breaking their staffing needs into several subdivisions. At an organisational level Glanbia have broken their human resource staffing policies into subdivisions of the organisation. That allows for a specific staffing manager for each division of processes. For example if an employee is needed in the environmental department, a human resource representative who is dedicated to the environmental department is responsible for securing the right candidate for that position. This is the case across the entire infrastructure of the company from the Irish processing plants to the smaller sales office in

emerging markets. Secondly the company has broken down larger organisational responsibilities into districts. This possible due to the extent of internationalisation that Glanbia has attained. These districts are responsible for HR functions and information storage for a range of employees across the designated district. This infrastructure lends traits from the configurational perspective of strategic human resources management. Because of this Glanbia has been able to implement a regiocentric and somewhat geocentric approach to staffing. Most of the potential candidates that are selected for a position are from the district of operation. Expatriates are used for assignments and play the role of a spider. The district offices become the knowledge champions whilst the smaller offices become the champion of processes. Local employees can perform efficiently whilst specialist employees are called in from outside only when needed for case specific projects. This is where the geocentric approach to staffing arises.

Ornuu behaves somewhat differently. Their approach to staffing is primarily polycentric however there is a contingent reason for this. The company operates on a smaller scale to Glanbia. The complex infrastructure is not in place to deploy third party nationals in their offices abroad. However currently this is not an issue for the company. Ornuu has not reached the same level of internationalisation that Glanbia has in the present time. Their smaller offices and placed strategically in emerging markets but have not grown large enough to run independently. Therefore expatriates are used primarily to establish new projects and assignments. Host country nationals are then employed and trained to operate the office. It is the intention for Ornuu to develop a stronger international base and subsequently increase their infrastructure in the future.

Lakeland Dairies are still operating as young internationalising company. Although export produce is steadily increasing Lakeland have yet to establish a base abroad. Therefore their staffing perspective is primarily ethnocentric. The culture of the company is reflected in their staffing procedures as the similarities between employees in turn helps promote the culture. Therefore Lakeland Dairies follow a universalistic approach to their policies. What is decided in headquarters is sufficient to use in all of their processing plants and offices.

- *How successful have these companies been establishing and enacted their policies at the ground level in host countries?*

Establishing how successful a human resource policy has been is only possible by understanding the fundamentals of the policy and reflecting what the intentions of company had been toward this. For this to be determined this investigation looked at the retention policies and corporate culture enacted within each company as according to the literature both of these human resource facets are critical to one another. It is widely known that performance and reward management systems are a vital factor for the retention of employees within an organisation so it is imperative to ensure its fair and accurate usage. According to both Glanbia and Ornuia there is an operational performance and reward system in place that has been conceived at headquarters and standardised throughout the organisation. Glanbia once again allows the district subsidiaries some autonomy to change certain aspects of the system to allow for congruence between cultures however these are subject to clearance of headquarters. Ornuia are less inclined to allow such change. The heavy reliance on interdependency of the small sales offices abroad means headquarters in Ornuia are steadfast with the standardisation of the rewards policy for all employees in the company in Ireland or abroad. Lakeland Dairies have also have a standardised performance and reward system in place that effects all employs. In essence all three companies are following a universalistic perspective towards the implementation of these policies.

What makes the three companies stand apart and allow this standardisation to succeed is the culture that pertains to each individual company. Glanbia has created a culture of innovation and high performance. This attracts and retains employees that favour high pressure situations. Employees are rewarded for thinking outside the box and adding value to the operations of the organisation. Although Ornuia have not intentionally implemented a culture to their offices abroad they have done so within their training methods. By training international employees in Ireland and allowing them the time to meet the farmers who provide the produce they will be selling Ornuia is instilling their ideals into the mindset of the employees. This is an important function as it allows the employees to understand how the organisation operates whilst gaining tangible experience with their product. This also serves to integrate the personal objectives and aspirations of the employees with that of Ornuia, solidifying their position within the company. It has been theorised that this type of cultural context within an organisation can form long standing relationships between employees and

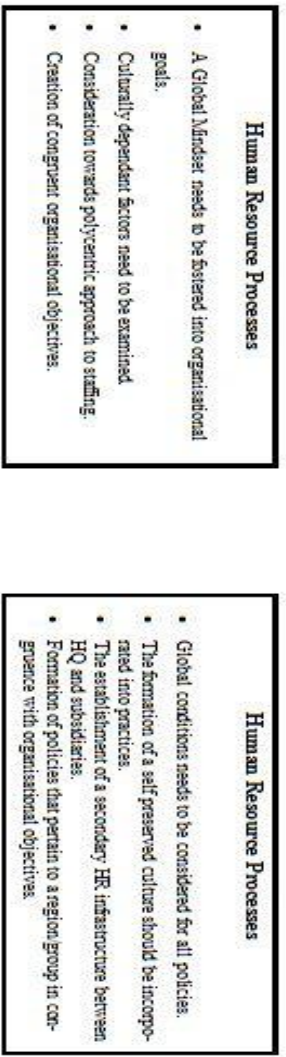
an organisation, reducing the chance of attrition. Lakeland Dairies supports a similar corporate culture to Ornuia albeit to a smaller scale. The smaller scale of the company has the effect of creating a culture that supports friendship and camaraderie. The human resources team in Lakeland has set out to create a culture where colleagues become a family. This once again supports the ideals of having an organisation that retains staff for term commitments.

Using the supposition that the culture and performance and reward management systems reflect other strategic human resource management processes it is evident that the Irish dairy companies are performing successfully in international markets. The international strategies used are congruent with the ideals of head office and with the continued expansion of Glanbia this year the policies are proving effective.

- *Are the Strategic Human Resource policies within the Irish dairy industry congruent to the theoretical best practice outlines by academia?*

At face value Glanbia, Ornuia or Lakeland Dairies follow a specific academic model for the internationalisation of their human resource strategies. However all of the strategies are meticulously planned to suit the needs of the organisation. This is particularly clear when describing comparing the human resource strategies with the stage of internationalisation that pertains to each. The smaller the base of the company the more potential for a universalistic approach towards their organisational policies. This is the case in Lakeland Dairies. However the more extensive operations that are within the organisation the more complex this becomes. It is apparent that the Irish dairy industry follows the process theory internationalisation (PTI) model. The leap frogging effect has not occurred in these companies due to the lack of international experience that each company has attained. Therefore the human resource policies are congruent with the best practice approach to internationalisation. This involves an incremental shift from local universalistic ethnocentric approaches of human resources to a global pluralistic geocentric approach. The following model has been formed a result of the differentiation of these factors within the Irish dairy industry. This model reflects the position of the Irish dairy industry in the global context of 2015. What is to be noted here is the potential for growth of all three companies in the future. This leads the way for further investigation in the future in order to track the progress of the industry as a whole.

The International Human Resource Structure of the Irish Dairy Industry



Lakeland Dairies

Ornua

Glanbia

Conclusion

On the outset this study was pursued in order to investigate how strategic human resources effects an organisations ability to perform effectively in an international market. This is a particularly relevant area of study due to the recent abolition of milk quotas as part of the dismantling process of the European CAP legislation. Hence the relevance of this study was particularly important to the Irish dairy industry. In conducting this study it has been found that Irish dairy industry is extremely diverse in the international market. The stage of internationalisation that pertains to each organisation has a significant effect on how human resources policies are enacted in practice. It is due to this that it was possible to create a theoretical model which reflects the stages of internationalisation to best practice policies within strategic human resources.

It was found that the Process Theory Internationalisation model is best suited describe the process and how the dynamic between organisational congruence with human resources is used. The aim of this was to conduct research that was relevant to the dairy companies that are currently in a state of international growth. Drawing back to the definition of research it should be noted that this is an area which should be investigated further in the future in order to gain a holistic view on the progression of each company and the industry within the context of internationalisation and human resources.

This investigation was somewhat inhibited by the limitation of statistical information that was the interviewees were willing to share concerning the policies which were discussed within the study. A scientifically true reflection of these results through statistics would aid the validity and reliability of the investigation which should be a point of investigation in the future.

This investigation has therefore derived a working theoretical model that reflects the steps that need to be taken in order for an Irish dairy company to establish effective human resource strategies within the global market that has just been opened to them.

Personal reflection

This dissertation has allowed me, the learner to grow tremendously over the course of its completion. As part of the process I was forced to apply many skills and abilities that I have only used on rare occasions in the past. This process has been a reflection on the course as a whole. I began this masters program with little to no business acumen. As an undergraduate my studies were based in English literature and eastern European history. I had spent some time in managerial positions within the hospitality industry however these positions were afforded to me thorough progression from lower level employment. Due to this my managerial prowess was lacking the informed decisions and foresight to make a significant impact within the workforce. The objectivity and wider scope of actions were not a high priority in my mindset. Hence the acumen I have accumulated within the last year has been of great significance to not only my professional progression but my personal aspirations are one step closer to realisation. This is due to continuous development that has been a significant discourse of the course content. This was an uncomfortable issue at the beginning of the course and is reflected in the lowest grade I received this year in the personal development module. Allowing a shift in what I deemed suitable for change and development was the first and most significant issue that I needed to overcome in order to fully embrace the challenge that was in front of me.

At the beginning of my studies I had yet to be given the opportunity to present a business proposal for evaluation in either my professional or academic career. The first opportunity to do this was not the best performance of my career. However over time I have learned to control nervous tendencies, control the crowds and entice their attention to see my point of view. This is certainly aided by the fact that I am now confident about the material that I was presenting. I have learned how to effectively research a wide variety of motifs, topics and issues that directly relate to relevant issues. This ability has enabled me to effectively carry out the dissertation process. It enabled me to investigate several issues such as organisational strategy which is not a substantial issue at first glance to this body of research. However after some investigation I was able to realise that its relevance was quite significant and I was able to alter the direction of the investigation and rearrange the study accordingly. This ability will be invaluable in my professional career. This ability is amplified by the breadth of knowledge I have accumulated over the course of the study. Although this study was based in human resources I was able to use theories and models from a range of other disciplines to

incorporate a holistic view of the organisations as a whole. These were drawn from research pertaining to international management, performance marketing, ethical mechanisms, and business strategies. Although all of these were relatively unknown to me before I began this area of study I felt I had the ability and transferrable skills needed to transition one discipline to another effectively and incorporate aspects of each in order to effect the investigation significantly.

However, the transition to this stage did not come without significant challenges. Upon reflection it is clearly evident that there are traits that I have yet to perfect. At a late stage in the study I concluded that the ability to manage time restraints effectively was not my forte. Combating this required continuous restraint. To do this I implemented a self contained time plan specific to the goals of a particular time period. By scheduling small deadlines at regular intervals I was able to combat this personal flaw and complete the investigation in time for submission. This also served as a personal lesson for future pieces of work both academically and professionally.

Once I had this strategy in place I came to the stage of conducting the primary research for the investigation. The time plan I had set out now was now in jeopardy to the schedule of the interviewees. This became a significant problem for the process as I was unable to schedule an appropriate meeting with one of the interviewees. Consequentially I endeavoured to find a solution to this problem. Through further research and networking via the website LinkedIn I established contact with manager within a different branch of the organisation who was able to supply the information needed for the investigation. This increased pressure on the time restraints of the project which is sourced back to the issue of poor time management on my behalf. This was a significant issue within the process of this dissertation and was frankly unnecessary. If the opportunity was afforded again I would have imposed a strict time-goal orientated system from an early stage of the investigation. This would have allowed me to focus more time on the actual findings of the investigation rather than maintaining focus on the planning that was a prelude.

This experience has given me invaluable experience that I hope to carry on into the professional world. As a result of the studies over the past year I have been accepted onto an international training program based in San Francisco where I can use the acumen gained in a working environment that furthers both personal and professional aspirations. Once this

traineeship has concluded I intend to use the vast knowledge of human resource concepts, theories and working experience to join the Chartered Institute of Personnel and Development (CIPD) here in Ireland. The confidence and skills I have attained have allowed me to transition from the Irish hospitality industry to the international corporate world. The ability to create a longstanding investigation based on primary research such as this has also given rise to aspirations of following the academic route of pursuing not only professional qualifications but academia. It is my aspiration to use the knowledge gained here to aid to continue onto a doctoral degree in the future.

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