

RESEARCH ARTICLE

# The Anthropology of International Human Resources Management Eco-Systems; *A Framework for HR Practice*

Casely Ato Coleman

Senior Fellow IMANI Center For Policy Education, Ghana.

Received: 26 May 2026 Accepted: 10 June 2026 Published: 12 June 2026

Corresponding Author: Casely Ato Coleman, Senior Fellow IMANI Center For Policy Education, Ghana.

## Abstract

This paper provides a theoretical discussion of the anthropological dimension of international human resources management (IHRM) in international organisations. Challenged with the paucity of research on the anthropological aspects of IHRM, the discussion reviews literature on studies that links anthropology to IHRM and applies a construct that intersects culture, organizational design and IHRM. It proposes a practice framework for managing international HRM. The study concludes that in navigating global work place design and culture, International HR professionals can use an anthropological lens to identify how cultural dynamics shapes people and culture decisions in international organizations.

**Keywords:** Anthropology, Organizational Design, People and Culture, International HR.

## 1. Introduction

International Human resources management (IHRM) is the process of employing and developing people in international organizations which operate regionally or globally. It implied working across recruitment geographies and national boundaries to formulate and implement Human resource (HR) strategies, policies and technical approaches that are applied to a global workforce. This could involve talent who work outside their countries of origin as expatriates on short term, medium term and long term assignments. Such talent could be parent country nationals (a UK citizen working for a UK INGO), local country nationals (a Ghanaian working for a UK based company in Ghana), third country citizen ( a Belgian working in East Africa for a UK INGO). The main contextual factors shaping IHRM are the form of organizational design, the extent of convergence and divergence in HR policies and differences between countries. The Complexities of International Human Resources Management(IHRM) is designed around organisations who employ both host, third country talent and parent country talent together. It involves managing diversity and inclusivity between cultures, societies

and regulatory requirements as well as managing communication especially in the era of remote work which often strains effective communication that is much better handled via face to face engagement.

## 2. Purpose of the Study

Based on practical insights from the author's three decades of practice and scholarship in International HRM, this study provides a theoretical discussion of the anthropological dimension of international human resources management(IHRM). It addresses a gap in the paucity of research on the anthropology of IHRM and uses a construct that intersects culture and IHRM. It aims to provide a practice framework to contribute to HR theory, research and practice.

## 3. Organisational Culture & International Human Resources Management

The concept of organizational culture is drawn from anthropology and is used to describe the relatively enduring set of values and norms that underline a social system. These values and norms may not be entirely conscious. They define a "meaning system" that enables members of a social system to

**Citation:** Casely Ato Coleman. The Anthropology of International Human Resources Management Eco-Systems; *A Framework For HR Practice*. Open Journal of Human Resource Management. 2026;7(1):22-30.

©The Author(s) 2026. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

attribute meaning and values to the various external and internal events they experience. Jordan(2008). As organizations explore the connection between employee engagement and success, International HR leaders are tasked with thinking deeply about their organization's unique ecosystem. Achieving a culture that encourages innovation requires HR leaders to rise to challenges — navigating an increasingly globalized workforce, rapid technological change and fostering collaboration in a multigenerational, multicultural workforce. This sensitivity to individual variation is an important skill for International HR leaders to possess. Almin & Ramdhan (2025).

Cultural anthropology is the comparative study of human societies and cultures. Peoples & Bailey(2014). We extend it and argue that when IHRM models unravel organizational cultural codes and facilitate an understanding of what is valued within a given organizational design and culture, that represents the intersection between IHRM and anthropology. IHRM and anthropology intersect around people and workplace culture. In a global workplace, HR is tasked with working to understand their talent's unique stories — or the cultures that shape individual attitudes toward automation, hierarchy or flexible team structures. Unraveling these cultural codes fosters empathy and helps HR shape an appropriate response to employees' diverse needs. When HR function focus on people and culture and facilitate collaboration, observation and reflexivity this improves talent acquisition and management capabilities. We posit that International HR leaders can use the principles of cultural anthropology to improve the lives of their workforce and enhance their respective organizations.

Torrington(1994) defines some of the peculiarities of IHRM. These are culture (major differences in cultural background), compensation(special requirements for determining rewards for expatriates and non local staff), competence( developing a wider range of competencies for people who have to work across political, cultural and organizational boundaries), communication(maintaining effective communication between all parts of the organizational globally).

Bartlett & Ghoshal(1993) identified four organizational models. Decentralized federation is where each national programme is managed as a separate entity that seeks to optimize its performance in the local environment. This is very typical of traditional multinational corporations and organization. Coordinated federation is where the centre (HQ)

develops sophisticated management systems enabling it to maintain overall control with scope given to local operations to adopt practice in line with local contextual factors. Centralised hub in which the focus is on the global market rather than on local markets. Such organisations are truly global rather than multinational, which is the case in those who adopt a federated approach. Transnational model is where the organization develops multi-dimensional strategic capabilities directed towards competing globally, but also donates local responsiveness to market requirements.

Perkins and Hendry(1999) argue that notwithstanding this fourfold model, international organisations seem to be polarizing around two organizational models. Regionalisation where local stakeholder and customer service is imperative and global business streams which deal with a related range of programs and services worldwide. We extend this and add that in recent times there is a focus on decolonization and localization of leadership talent (Coleman 2025). We discuss this in detail in Section 4.0 of the paper.

### **3.1 The Anthropology of Organisational Design and IHRM**

An organizational design approach anchored on anthropology recognizes the differences between locals and expats, providing tools that allow them to interact and produce knowledge to achieve organization strategic priorities of impact and improved performance. International organizations like every social entity, have a culture, that is, a series of artefacts, symbols, meanings, stories, norms and patterns that organize the behavior of their global workforce. These patterns are not only enabled by the procedures but also by team dynamics and interdependence with the work processes and organizational standards. Within the organizational culture, a fundamental element is the type of leadership that is implemented in the different organizational levels. The anthropological dimension of organizational design enables technical approaches to analyze the dynamics of leadership and organizational culture and the relationships it implies. In IHRM a key enabler of organizational culture is the organizational learning style across HQs and in local field missions and how talent assimilate continuous changes in technology to transform information to enhance innovation and impact. Managing change has anthropological dimensions. Trepo G(2003). We argue that the intersection of organizational models, expectations of HR operational excellence standards, the use of data, technology and what constitutes

effective leadership are manifestations of an enduring set of values and norms that underline the basis of the organisation's social system. These values and norms define a "meaning system" that enable employees of an international organization to attribute meaning and values to the various external and internal eco-systems they experience that shape HR and organizational design choices.

### **3.2 Complexities in IHRM**

Many international organizations grapple with the questions concerning the extent to which their HR policies should converge globally and applied across board for all employees, or to diverge to ensure differentiation in response to local requirements. The outcomes are to ensure a meaning system that drives talent management decisions.

#### **3.2.1 Cultural Diversities**

Bento & Ferriera(1992) have developed five cultural dualities namely materialistic versus personalization, individualism versus collectivism, controllability versus uncontrollability, certainty versus uncertainty, equality versus inequality. Sparrow & Hiltrop (1977) note the following organizational people and culture areas which may be affected by national culture eg definitions of what makes an effective manager, giving face to face feedback, readiness to accept international assignments, expectations of manager-subordinate relationships, pay systems and differential concepts of social justice, approaches to organizational structuring and strategic dynamics. Ulrich(1998) suggest that to ensure a delicate balance, there is need to build capabilities to "think global and act local". These include determining core versus non-core activities, achieving consistency while allowing flexibility, building local brand while respecting local customs, sharing learning and creating new knowledge, engendering global perspective while ensuring local accountability.

#### **3.2.2 Talent Acquisition Models**

There are many models to consider and apply in talent acquisition in IHRM. Firstly parent country national model is where organisations fill key positions with parent country nationals and is adopted at the start-up stages when overseas operations are being started in new countries. While they are able to transfer organizational know-how, they may encounter challenges to adjust to different conditions, culture and method of people engagement and there are tensions as a result of the higher remuneration of parent country expatriates which breeds resentment

from locally hired staff. Secondly the home country national model is where locals are appointed in order to mitigate the risks in implementing the parent country national model. Scullion(1995) notes that home country national staff will have limited scope to gain experience outside their own country, while parent country national will suffer from a lack of hands-on international experience. A good practice that is applied by many international organization is the use of secondment arrangements where parent country national and home country nationals are given the opportunity to work in other locations of the organisations as part of learning and development, talent management and succession planning initiatives. The third model is to hire the best fit irrespective of nationality. This enables the organization to develop a truly global cadre of leaders, managers, technical and professionals. The down side is that this can be very expensive and requires a disciplined centralized oversight to strike the right balance of talent diversity, inclusivity, strategic impact and financial sustainability.

An anthropological lens can greatly benefit the processes of talent acquisition, with the aim of making it more efficient. Qualitative and quantitative labor market studies provide data and insights for an international organization to examine the reasons for hard to recruit roles in particular recruitment geographies. These insights also support senior leadership decision making on strategic choices around phasing out of existing locations or phasing into new locations. Such insights shape policies and strategies to attract and retain talent across all locations. Talent acquisition campaigns can also be designed in line with local context. Equally important in IHRM is the cultural management of interviews and other assessment tools. It is very important to structure the interviews, and knowing the culture of the individuals to be interviewed is indeed an anthropological lens critical to execute technical approaches in international talent acquisition. In onboarding processes, HR professionals and Line Managers must utilize anthropological concepts such as participant observation and ethnographic field notes to decode how cultural backgrounds affect attitude toward team work, structure, technology

Some of the key factors required to ensure "best fit" for international staff includes technical competence, resilience, people skills, communication, adaptability, flexibility, cultural sensitivity to understand the culture of the country and adapt their behavior as required. Many organisations use "culture adaptability

assessments” to obtain evidence of the extent to which the values of the person are in sync with the culture in which they will work. This is reinforced by family circumstances and the required support for spouses/partners who will accompany the selected staff into their overseas location.

### **3.2.3 Anthropology of Learning & Development in IHRM**

There are key anthropological factors that affect how learning and development is implemented in different countries. These include legal norms that define requirements relating to the provision of learning and development opportunities, political norms relating to the integration of national learning and education framework, social norms that consider national approaches to learning and development including methods such as on-the-job and off-the-job learning and the significance of further professional development and post graduate qualifications. Another anthropological factor that also shapes learning and development in IHRM relates to the value systems which determine the cultural factors which influence how people learn.

Managing global talent requires a good balance of career planning, learning and development technical approaches to give staff the required experience and to track strengths and growth opportunities. Many international organisations use secondments, job rotation, cross functional project assignments, acting assignments, in-house academies to strengthen core capabilities to drive impact and productivity. Decision rights over the allocation of resources to implement learning and development is usually a blend of central and local decision making where the usual approach is to devolve responsibility for learning of local country nationals in job skills to the local office. This is backed by HQ or central policy guidelines on how to select in-house or external service providers and assess knowledge impact and knowledge transfer from a value for money perspective.

### **3.2.4 The Anthropology of Expatriates Management**

Managing expatriates is very complex in IHRM and requires key technical approaches to manage expectations. Staff to be posted overseas must be provided with a pragmatic and realistic overview of the realities of the local socio cultural eco-systems of the mission country. Managing expectations includes support on onboarding, global mobility opportunities, compensations and benefits, separations etc.

A Global Mobility Technical approach will typically have three key components;

- *Preparation* – where preparation for an overseas posting covers cultural familiarization to enable the staff to understand the culture, values, artefacts, symbols, social systems and norms of the country etc.
- *Monitoring Via Buddy System* – where a matured colleague is assigned as a buddy to provide mentoring support to the staff
- *Re-entry* –providing support to expatriate staff when they return home so they can reintegrate into their country. Research has shown that the lack of reentry support to expatriates often leads to psychological issues such as loss of status, anxiety, loneliness and lack of career direction. Andreason & Kinneer (2005).

### **3.2.5 Anthropology of Managing Expatriate Compensation**

There are two technical norms and approaches to determine and manage expatriate pay. These are home based pay and host-based pay. Homebased pay aims to ensure that the real value of the expatriate’s compensation is the same as in the home country. The home based pay may be a notional one for long term assignments as the salary is assumed to be at the same level if they were doing an equivalent role at the parent company. The notional pay is used as the foundation upon which the total compensation package is designed. This is to ensure expatriates are no worse off because they have been posted abroad. In addition, various additional payments such as hardship allowances means they are usually better off financially than if they had stayed and worked in their home country as locally hired staff. This is reinforced by norms that embed a cost of living adjustment which is applied to “spendable income” ie the portion of compensation which should be used at home for everyday living. It is also best practice for well-designed expatriate compensation package to include incentive to work abroad premium, hardship and location, housing and utilities, dependents educational support and rest and recuperation leave, pension and transportation support etc. Home-based pay ensures that expatriates are not worse off by working abroad. However, it can be financially expensive and this is the reason why many organizations have transitioned to localization of staff as a more sustainable approach.

The second technical norm to determine expatriate pay is host-based pay. This technical norm and approach provides expatriates with pay and benefits such as means of transport and holidays in line with those provided to nationals of the host country in similar

roles. This culture of equity is applied using market rate systems to ensure salaries of expatriates match the market levels of pay in the host country for similarly benchmarked roles. International organizations using the host based approach will typically pay traditional allowances such as tuition for dependents up to 18 years, accommodation and medical insurance and may also fund long term benefits such as social security, life assurance and pensions from home. From a social justice, deontological and equity perspective, the norm and approach of the host-based method reduces tension between expatriate and local staff and is comparatively less expensive than home-based pay. It is however seen as less attractive as an inducement for employee to work abroad especially in hardship recruitment geographies.

The anthropological dimension of rewards and benefits management in IHRM occurs when some international organizations have a tendency to apply the same manual in all recruitment geographies without appreciating that same benefits or wellbeing initiatives may not have the same impact on employees due to cultural contexts. For example, there are differences in sick leave rules as well as norms, attitudes and value placed on national social security and health systems. A one size fits all approach will not work. McWha-Herman & Cook-Lundgren(2022)

International HR managers can be strategic actors in enacting fair pay as there is a complex interplay between HR managers and their context. Geradine & McWha-Hermann.(2024).

### ***3.2.6 Anthropology of Human Capital & Social Capital in IHRM***

Human capital is defined as the knowledge, skills and abilities of the employees in an organization. Social capital is the stock and flows of knowledge derived from networks of relationships within and outside an organization. We argue that IHRM strengthens the human and social capital of international organisations when local and expatriate staff are hired, managed and nurtured to contribute towards organizational impact. Schuller & Field(2000) suggest that persuasive skills, knowledge and competencies are key factors in determining organizational prosperity.

The anthropology of human capital and social capital in IHRM is related to organizational systems, artefacts, rituals, symbols, norms and ways of work to manage HR strategies and technical approaches on talent acquisition, learning and development, compensation, performance and talent management and separations. IHRM in international organizations

consistently grapple with key strategic issues. These strategic issues revolve around how the organization develops a cultural system and social environment in which organizational and individual learning takes place with a focus on defining skills needs for now and in the future and how they will be attracted, developed and retained. When international organizations resource their business with local and expatriate staff this strengthens social and human capital and drives innovation as an outcome due to the diversity and inclusivity of their talent pool. The combination of human and social capital produces organizational knowledge which is socialized through an effective talent diversity and inclusivity management.

## **4. Decolonization and Localization of Talent–Anthropological Trends**

In international human resources management, decolonization refers to the policy where Global North funders originally hired nationals from the north to fill key leadership roles in the global south where development programming are implemented. (Coleman 2025) The basic idea was to ensure the money sent to the south was accompanied by trusted leaders hired from the north to ensure stewardship and accountability. In line with the calls for more empowerment of the global south, many international INGOs made a conscious decision to localize these expatriate roles so they are filled by indigenous colleagues based in the global south. The concept of localization therefore led to more leaders from the global south occupying leadership roles. In addition, some organizations also symbolically relocated their HQs from the Global North to the global south to further reinforce that new direction which is intended to address issues around embedding a culture and practice of rules and norms on organizational justice, equity, diversity and inclusivity in leadership in global north organizations.

In the area of talent management, there are many instances where assessment and development centre tools to spot high potential talent for succession planning are often based on global north standards and norms. There are also many 360 degree feedback tools that are also inherently “northern” focused that often produce results that do not adequately consider the inter-cultural background and norms of global south talent. These methodologies often restrict the opportunity to spot global south talent for leadership development. At the same time, localization and decolonization must not be done for the optics but must be backed by substance. There are a few examples

where global north organisations have replaced global north colleagues with global south colleagues but have still tightly controlled decision rights and decision mandates that often limits discretionary decision rights. When you appoint someone to “drive” a vehicle they must steer that vehicle with their own hands and not through the hands of “hidden hand”.

There are subtle power dynamics that play out even when localization is implemented to facilitate decolonization. One major way to address these concerns around optics versus substance is through institutional transparency—ensuring inclusive norms, rules and due process, consistent enforcement, and clear definition of the intent and outcomes for localization and decolonization policy initiatives. Localisation and decolonization must be backed by strong corporate governance standards in order to sustain confidence in any policy on decolonization or localization in international organizations. Failure to do so risks deepening polarization and undermining accountability within global north organisations operating in the global south. At the same time there are also great examples where decolonization has results in substance in terms of leadership and equity across many international organisations. Localization provides the opportunity for global talent to be integrated into cultural norms and rules to build a sustainable diverse and inclusive talent management. This aligns with the vision of a Global North development thinkers and funders in a global eco-system that has grown and learned from the lessons of the success of effective global leadership skills, behaviors and norms that drive many impactful development programmes contributing towards the eradication of poverty, under development, justice, equity etc.

## **5. The Renaming of HR to People & Culture –Anthropological Shift**

Many international organizations have renamed their HR teams as People and Culture and while for some it is simply symbolic, there are also stories of other organizations who have in substance reconfigured their expectations of what an HR team delivers to enable organizational success. We posit that this paradigm shift reflects a realization of the anthropological dimension of managing HR with a focus on values and behaviors, norms, rituals, stories, history and practices around organizational models for talent acquisition, compensation, performance management, succession planning, learning and development, employee and organizational wellbeing outcomes. It reinforces

the importance of a multi-disciplinary nature of the discipline of HR both in theory, research and practice. A People and Culture framing of the HR function in concept and practice, implies a deep multi-disciplinary focus on politics, psychology, economics, sociology, law, anthropology and Kantian philosophy etc.

International organizations face a resourcing eco-system that requires global managers who are intellectually nimble, strategically responsive, and consistently sensitive and adaptable to emerging developments across technological, economic, scientific, political, and cultural domains. This imperative becomes even more pronounced when one considers the expanding responsibilities of HR leaders who provide accountability for global People and Culture teams. An effective people and culture team provide solid business partnering to senior leadership from an organizational design and corporate governance framework.

International organizations who hire and deploy global talent across the world, are confronting market volatility, technological disruption, geopolitical instability, demographic transitions and the complex implications of artificial intelligence. Right holders and duty bearers in local and international governance systems are evolving their stakeholder expectations on effective delivery that makes impact. HR leaders with a focus on people and culture are increasingly required to synthesize insights from political science, economics, behavioral science, public policy, digital innovation, and organizational psychology simultaneously. International HR Leadership demands not only technical competence, but also interdisciplinary capacity to navigate complexities that enable or derail organizational performance and impact.

Our study concludes that the most effective international People and Culture or HR leaders today are therefore not merely those who respond to change, but those who have credibility and build partnerships with senior leaders to hire talented people who institutionalize cultures of innovation, continuous learning, and transformational thinking. This then becomes the basis for decolonization and localization of talent across borders. That we contend is a confirmation of the importance of anthropology in modern IHRM.

## **6. A Framework for IHRM Theory Research and Practice**

In the figure below we provide a framework that

summarizes the study to enable HR theorists, design, execute and evaluate IHRM practices with an anthropological perspective.

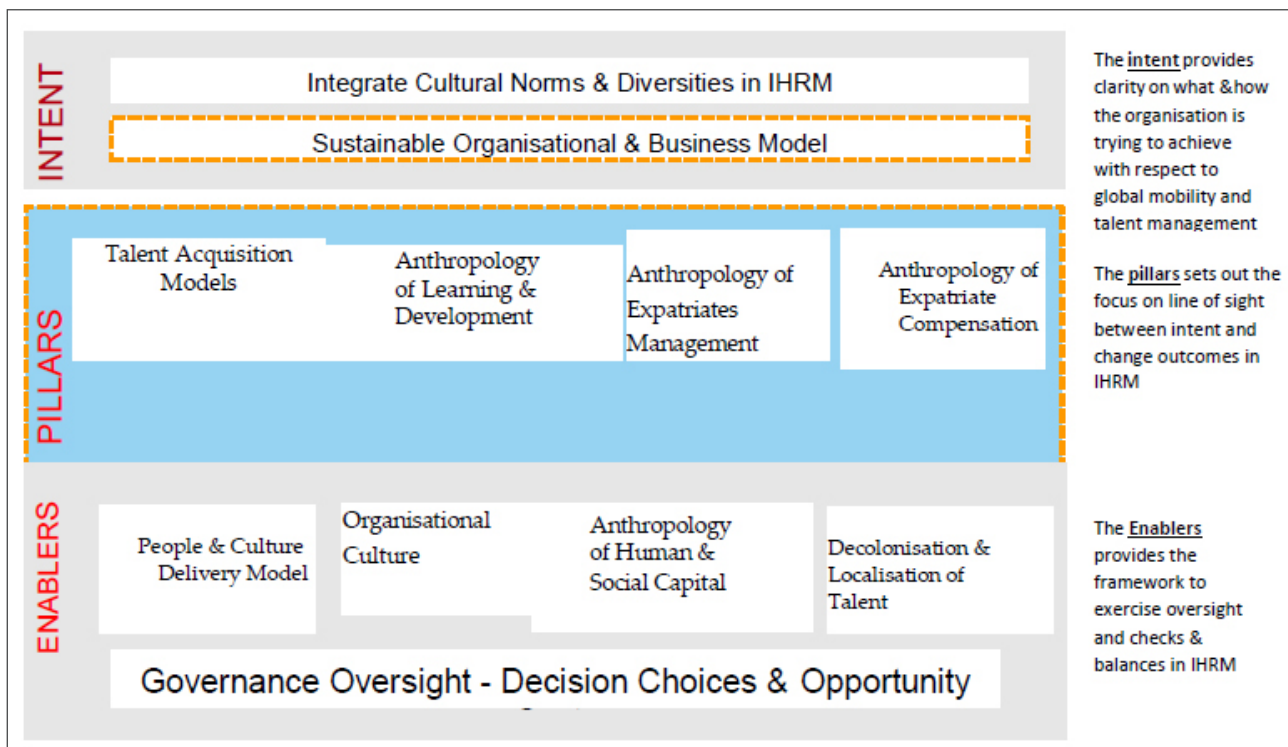


Figure 1. International HRM & Anthropology Framework

The framework illustrates the intersection between the strategic intent, pillars and enablers of organizational and external eco-systems norms and business models in IHRM. Sustainably effective IHRM in international organisations is enhanced when it is anchored on a strong anthropological foundation that provide a basis for senior leaders to exercise oversight, norms, meanings and checks and balances. Enablers include a people and culture delivery model on how the function should be designed and what services it must deliver as well the harnessing of human and social capital inherent in IHRM that drives talent inclusivity for impact.

The organizational design of IHRM is facilitated by organizational culture and this is drawn from anthropology and is manifested through the relatively enduring set of values and norms that underline the international talent management eco-social system. These values and norms define a “meaning system” that enables international and local staff within their eco-social system to attribute meaning and values in IHRM. This shapes organizational design decision choices on IHRM. The anthropological basis of HR practice is an intersection of organisational culture, organizational design and IHRM Function delivery models.

## 7. Conclusion

This discussion confirms that effective management

of human resources in international organisations is enhanced when it is anchored on a strong anthropological foundation. We have argued that the concept of organizational culture is drawn from anthropology and is used to describe the relatively enduring set of values and norms that underline a social system. These values and norms may not be entirely conscious. They define a “meaning system” that enables members of a social system to attribute meaning and values to the various external and internal events they experience. This shapes organizational design decision choices on IHRM.

The anthropological basis of HR practice is an intersection of organisational culture, organizational design and IHRM Function delivery models.

We conclude that:

- An anthropological perspective in International HRM is an enabler in change management processes as it provides insights and meanings inherent in leadership decision choices in the acquisition of new technologies, mergers, spin-offs, relocation of operations and redundancy initiatives. Anthropology is also an attitude, and a filter through which HR professionals interpret realities, consequently covers the entire organisational eco-system from corporate strategy, guiding the practices (and even the tools) underling HR project models and technical approaches.

- In navigating global work place design and culture, HR professionals can use an anthropological lens to identify how cultural dynamics shift when introducing new policies or tools. By studying how groups adapt, HR professionals can proactively mitigate resistance and foster smoother transitions during global-wide transformation initiatives.
- In managing conflict in International HRM, differences in perspectives often arise due to deeply ingrained cultural values clashing. An anthropological HR lens helps to unravel these biases, encouraging empathy and the development of conflict-resolution strategies that make sense to the specific demographic makeup of the workforce in both global or local contexts.
- The position of “Organizational Anthropologist” offers a new career pathway in International HRM and its influence can be located at a strategic level to facilitate a synthesis of the key human aspects that a business or organisational strategy can consider. Human aspects, refers to both the organizational behavior and the relationship of people with their work tools, technological changes, geographic context, and the predominant culture (or philosophy) of work in a particular society (culture) or location. This is very important when organisations operate in both global north and global south countries.

### Limitation

This discussion has provided a conceptual framework to help understand the anthropological dimensions of international human resources management. It is our hope that additional studies will be done to test the assumptions of the framework with empirical data.

## 8. References

1. Alimin, Rusman & Ramdhan<sup>2</sup>, Almubdy. (2025). Challenges and Solutions in Human Resource Management in the Era of Globalization and Digitalization.
2. Andreason, Aaron & Kinneer, Kevin. (2005). Repatriation Adjustment Problems and the Successful Reintegration of Expatriates and Their Families. *Journal of Behavioral and Applied Management*. 6. 109-126. 10.21818/001c.14525.
3. Bartlett, C. A., & Ghoshal, S. 1993. Beyond the M-form: Toward a managerial theory of the firm. *Strategic Management Journal*, 14(S2): 23-46.
4. Bento, R., & Ferreira, L. (1992). Incentive pay and organizational culture. In W. Bruns (Ed.), *Performance measurement, evaluation and incentives* (pp. 157–180). Harvard Business School Press.
5. Coleman, C.A (2025) Decolonisation and Localisation in International Human Resources Management. <https://imaniafrica.org/2025/06/decolonization-localisation-in-international-human-resources-management/>
6. Geradine, Katie & McWha-Hermann, Ishbel. (2024). In search of decent work: Human resource managers as custodians of fair reward in international NGOs. *German Journal of Human Resource Management: Zeitschrift für Personalforschung*. 38. 10.1177/23970022241231838
7. Liddle, David (2026). *People and Culture: A Practical Guide for HR Professionals and Leaders*. ISBN-10 : † 139861680X. Kogan Page. <https://www.amazon.com/People-Culture-Combining-Exceptional-Performance/dp/139861680X>
8. Jordan, Ann. (2008). *Organizational Culture: The Anthropological Approach*. *NAPA Bulletin*. 14. 3 - 16. 10.1525/napa.1994.14.1.3.
9. McWha-Hermann, Ishbel & Cook-Lundgren, Emily. (2022). *Expatriate Compensation in Contemporary Organizations*. 10.4324/9781003110033-4.
10. Peoples, J., & Bailey, G (1988). *Humanity: An Introduction to Cultural Anthropology* (10<sup>th</sup> ed., 2014) Cengage Learning, 2-44 Retrieved from: <https://books.google.de/books?id=UOjKAqAAQBAJ&pg=PT6&dq=cultural%20anthropology%20introduction&lr&pg=PT6#v=onepage&q=cultural%20anthropology%20introduction&f=false>
11. Perkins, S.J., & Hendry, C. (1999). *International compensation*. In P. Joynt & B. Morton (Eds.), *The global HR manager: Creating the seamless organisation*, pp.115-144. London, England: Institute of Personnel and Development.
12. Roberta. (2026). *Cultural Anthropology: Unveiling the Study of Human Culture*. Arcadia. <https://www.byarcadia.org/post/cultural-anthropology-101-unveiling-the-study-of-human-culture>
13. Schuller, T., Baron, S., & Field, J. (2000). Social capital: A review and critique. In Baron et al. (Eds.) *Social capital: Critical perspectives*. Oxford: Oxford University Press.
14. Scullion, H. (1995). International human resource management. In J. Srorey (Ed.), *Human resource management: A critical text*. Routledge.
15. Sparrow, Paul & Hiltrop, Jean-M. (1994). *European Human Resource Management in Transition*.
16. Torrington, D.P (1994) *International Personnel Management*, Prentice Hall, Hemel-Hempstead.

17. Trepo G, de Geuser F (2003), “Managing the unmanageable: How can SEAM give back to employees and work situations their anthropological original substance?”. *Journal of Organizational Change Management*, Vol. 16 No. 1 pp. 99–106, doi: <https://doi.org/10.1108/09534810310459819>
18. Ulrich, D. (1998) A New Mandate for Human Resources. *Harvard Business Review*.