The main scientific goal of the project is to evaluate the impact of top management teams demographics and characteristics (TMT demographics and characteristics) on human resource management effectiveness (HRM effectiveness) and consequently their impact on organizational performance.

The problem of organization performance is one of the most discussed but also most unexplained topics in management science. Attempts at solving the mystery of organizational success have resulted in many studies combining effectiveness and the human factor. On the one hand, research on strategic management and organizational behaviour points to considerable involvement of top managers in making strategic decisions. The importance of the group, particularly its characteristics, for increasing the organizational effectiveness is therefore emphasized. Such thinking falls in line with the upper echelons paradigm.

On the other hand, gaining competitive advantage becomes possible thanks to effective human resource management. The importance of HRM for increasing the organizational effectiveness is particularly underlined in the strategic approach to human resource, called strategic human resource management (SHRM). Such an approach also corresponds to the resource-based view. The prerequisite for including in the project the concept of HRM effectiveness was stepping beyond the HRM policies and practices used until now in favour of discovering the nature of effectiveness of the implemented solutions.

More importantly, it is the managers who play an important role in designing and implementing HRM solutions. Therefore, it is reasonable to assume in the project the influence of TMT demographics and characteristics on HRM effectiveness and consequently on organizational performance. Taking into consideration the fact that the relationships do not happen in a vacuum, the mentioned relations will be enriched with the analysis of the environment. The environment where an organization has to function plays an important role not only in creating particular HRM policies and practices, but it also determines the TMT's decision making process.

The project aims to fill the gap in the literature which can be defined by the following question: how important are TMT characteristics for HRM effectiveness and consequently for the organizational performance? By answering the question the project will enrich the knowledge of the nature of TMT itself as well as the influence of specific TMT demographics and characteristics (demographic as well as typical from the HRM point of view) on decision making processes represented by HRM effectiveness.