HRM Challenges in the Age of Globalisation

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ABSTRACT

Globalization has caused blurred international boundaries. On one hand, there is an open market for companies to seek talent on the other hand for employees a wide array of choices to work with, all because of globalization. But such types of open and globalized market exposes the firms to the challenges occurring in the prominent field of human resource. This paper is an attempt in understanding and analyzing the challenges existing and affecting the functioning of HRM while a company operates on global platform. The major encounters and worries of HR team, and the responses that HR managers need to make to such challenges with their increasing responsibilities in the globalized environment, have also been discussed in this paper. This is a communication and cross sectional study based on descriptive arguments and analytical logic developed through the responses received from HR teams of companies belonging to different sectors. Effective leadership, managing diverse workforce, role of technology in HR functions like recruitment and selection, legal and political aspects, skill management, global mindset are some of the jostling issues encountered by human resource function in the retro of globalization.

SARI PATI

Globalisasi telah menyebabkan kaburnya batas-batas internasional. Di satu sisi, ada pasar terbuka bagi perusahaan untuk mencari talenta, di sisi lain, bagi karyawan ada berbagai pilihan perusahaan untuk bekerja karena globalisasi. Namun, jenis pasar terbuka dan global seperti itu menghadapkan perusahaan pada tantangan, yang terjadi di bidang sumber daya manusia unggul. Makalah ini merupakan upaya untuk memahami dan menganalisis tantangan yang ada dan mempengaruhi fungsi HRM sementara perusahaan beroperasi pada platform global. Tantangan-tantangan utama dan kekhawatiran tim HR, dan tanggapan yang perlu dilakukan oleh manajer SDM untuk menghadapi tantangan tersebut dengan meningkatnya tanggung jawab mereka di lingkungan global, juga dibahas dalam makalah ini. Ini adalah penelitian

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komunikasi dan cross sectional berdasarkan argumen deskriptif dan logika analitis yang dikembangkan melalui tanggapan yang diterima dari tim SDM perusahaan dalam berbagai sektor. Kepemimpinan yang efektif, mengelola beragam tenaga kerja, peran teknologi dalam fungsi SDM seperti rekrutmen dan seleksi, aspek-aspek hukum dan politik, manajemen kecakapan, dan pola pikir global, adalah beberapa masalah yang dihadapi oleh fungsi sumber daya manusia dalam retro globalisasi.

INTRODUCTION

The roles & obligations of HR departments are changing in the modern business due to globalization. The social economic and political scenario is changing, and the role of human resource is becoming the most essential in the globalized organization. With the globalization of the world economy, even small firms are discovering that success depends on marketing and managing abroad. But operating globally or expanding abroad requires putting in place management systems to control overseas activities. These systems include managerial controls, planning systems, and of course human resource systems for recruiting, selecting, training, appraising and compensation diverse pool of employees. Managing human resources under the shade of globalization or in other words in international scenario creates challenge. It is an obvious practice these days that the companies are hiring foreign employees to have a cost advantage; on the same line, thus ignoring the local national employees. Companies are now trying to adopt the technically advanced and innovative ways to grow. Companies with the ability to foresee their business needs and high skilled employees are facing challenges to maintain such international employees in their boundaries with existing work practices (Kapoor, 2011).

The following theoretical framework (refer to figure:1) gives a quick over view of the recent forces that have increased expansion of firms into international markets, and the need for organizations to effectively manage human resources in order to gain a competitive advantage in a global economy. It then turns to the role of HRM in different cultural contexts and the dimensions along which cultures may differ. As per this framework the other influential factors affecting HRM in global markets are education and human capital, the political legal system and the economic system.

As peer the framework cultures differ strongly on things such as how subordinates expect leaders to lead, how decisions are handled within the hierarchy, and what motivates individuals. Cultural diversity programs focuses on understanding the cultures of others in order to better communicate with them. Countries differ in their levels of human capital – productive capabilities of individuals (knowledge, skills and experience). A country's human capital is determined by a number of variables, primarily, educational opportunity. It can be easily noticed that countries with low human capital attract facilities that require low skills and low-wage levels whereas countries with high human capital are attractive sites for direct foreign investment that creates high-skill jobs. The political-legal system often dictates the requirements of certain HRM practices, such as training, compensation, hiring, firing, and layoffs. The legal system is an outgrowth of the culture, reflecting societal norms. Along with this, a country's culture is integrally tied to its economic system, which provides many of the incentives for developing its human capital. The health of the economic system affects HRM. HRM get affected directly through taxes on compensation packages.
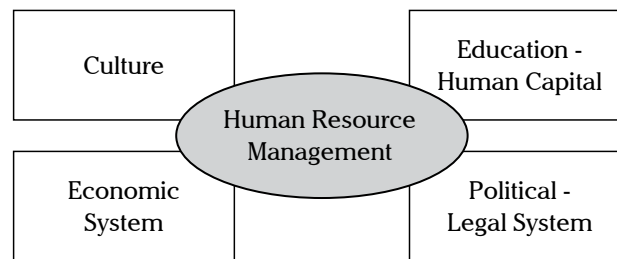
Figure 1. Factors effecting HRM in international Markets
(Source: Noe, R., Gerhart, B., Wright, P., & Eligh, L. (2016). Strategic human resource management: gaining a competitive Advantage. (2nd Canadian ed.). McGraw-Hill Ryerson Limited)

HR strategies can pay more influential roles in global organizations than they have in the past. Due to globalization, many organizations are moving towards HR strategies and practices that are global in nature. Global companies face a lot of differences in management style due to the differences in cultures across the globe. Global HRM is not a simple bundle of conventional functions like recruitment, promotion dovetailing work force responsibilities or ensuring satisfactory levels of wages and compensation. It calls for astute, psychological gambits and maneuvers. Managers with cross cultural skills are essential for the effective management of global organizations. Learning to manage cultural differences will help managers have a global outlook, which is the key factor for survival and growth of organizations in the global village (Kanna, 2013).

Research problem:

With an advent of globalization, it is observed that organizations are becoming increasingly global and innovative. There are chances where HR managers would face few challenges while trying to build productive, cohesive workforces at the workplace. Now gathering diversified workforce at the single place would arise a question of culture, religions, traditions, norms and values. As a result, it is essential to address such challenges to sustain one's position in the industry and to remain competitive. It's the effective HR strategy that entails screening, training, pay and other

human resource policies and practices, by using technology and other resources to encounter the challenges ascend due to globalization and its increasing pace.

Review of literature:

The full force of globalization has hit today's organizations, and it is clear that there are many cultural and human problems. International human resource management (IHRM) is being asked to better understand and develop multinational organizational leaders to meet the challenges. A prominent solution that is receiving increased attention is the construct of global mindset (Story, Barbuto Jr.,Luthans & Bovaird, 2014).

Let us now define the globalization term, "if a firm or an organization expands its sales or production beyond the national boundaries, then its globalization," but it does not cover the real meaning of the term. It is much more than just crossing the boundaries of two regions. It is crossing the borders and accepting the local religion, tradition, values along with retaining own. Today we live in a global village, and this means that our activities have crossed the national boundaries to become the globalized country (Kapoor, 2011).

With an advent of globalization, HR teams are now equipped with many online portals and media for recruiting the talent across the globe (Challenges

for human resource management and global business strategy, 2015). The globalization is now minimizing the single skills and experienced industry working opportunities, rather encouraging to have multitasking and multi skilled employees at the workplace. The company appreciates if you are master of none but the jack of all.

It was observed that many of the teams are using social media and LinkedIn tool for screening the profile of an individual. Based on the research, it was found out that most of the companies are facing challenges in designing the different compensation packages and benefits for different country employees. Different individual needs different advantages and rewards. Hence, the company is now preparing the benefit bucket where there are lists of benefits which can be provided by the companies, and employees need to selected particular number of benefits as per their wish (Kapoor, 2011).

Human Resource Management is undoubtedly the most crucial aspect of a business. A proper understanding of human resources practices is a vital prerequisite for the success of a business organization. In the ultimate any technology adopted by an organization will yield positive results only if and when human resources are efficiently and effectively utilized. Clearly, the prime challenge before HR managers lies in enhancing the skills and competency of the people in an organization so that they are equipped to ensure the efficient and productive utilization of the technology available to them (Harshwardhan, 2008).

The company is facing issues to balance between the employments laws of the home country and host country. Moreover, the culture and traditions must be maintained and followed in such a way which would respect different country laws. Moreover, the corporate social responsibility is one of the tools for influencing the national public towards the brand. With adopting globalization and

new technology, it was found out that company faces major issues in managing the change at the workplace (Employer strategies for responding to an aging workforce, 2012).

"Globalization is a process that is drawing people together from all nations of the world into a single community linked by the vast network of communication technologies." Now, HR managers are having the worldwide market to find their required talent and there are number of employees in the queue. The social media and professional networking online have made the recruitment take easier than earlier. The company must ensure that the proper mix of personnel is recruited and maintained in the private space (Bradley, 2017).

In the face of intense globalization, firms have a need to carve out sustainable competitive advantage for themselves, and SHRM is one of the ways. Globalization and Strategic Human Resource Management (SHRM) are worldwide phenomena that have shaped the faces of the corporate world predominantly. The global environment is indeed changing at an unprecedented pace and companies, headed by competent CEOs, must embark and embrace relevant strategies to achieve stalwart success (Soo, Halim & Keng-Howe, 2010).

In the light of competition and the search for sources of competitive advantage, developing and managing human resources has increasingly become the focus of attention in some countries. The importance of human assets for success has been recognized and stressed in developed, as well as developing, countries (Quang, Heijden & Rowley, 2010).

Globalization influences organizations that compete for customers with high expectations for performance, quality, and cost. Globalization also exerts pressure on the Human Resource Management (HRM) function to adapt to changing

organizational needs and add greater value. As organizations globalize, cultural sensitivity and understanding is vital for HR managers to add value. Globalization increases the mix of cultures, languages, perspectives, as well as the number of expatriates. Effective HR managers must also develop business knowledge, HR content expertise, influence skills, and personal credibility (Brockbank and Ulrich 2003; Meisinger 2003; Ulrich et al. 1995). These skill and knowledge requirements become more salient in global organizations (Friedman, 2007).

Objectives of the Study:

This article aims at developing the understanding of HRM challenges taking place in the present globalized business world. The primary objective of the research is to assess the several challenges existed in the field of HR due to globalization. With the help of primary and secondary data, different concerns of the HR team of five different companies could be analyzed. The secondary objective of the research is to recommend few actions as a part of conclusion which would help the company to face the challenges. The present study attempts to throw light on how different challenges are interlinked and contribute to operational efficiency of human resource function of companies belonging to different segments. This fact cannot be ignored that HRM faces more challenges due to increased responsibilities in the globalized environment to cater to international parameters of concerns like cultural differences, political and legal aspects etc. Therefore, the present study intends to analyze various such factors affecting the functioning of HRM while a company seeks to operate in the globalized environment.

METHODS

The research methodology is based on descriptive arguments, statistical data, and analytical logic developed through the understandings constructed on the responses received through questionnaire based survey and various research papers, reports, books, journals, newspapers, business magazines and online data bases.

For this study a mix of qualitative and quantitative research methodology is used. To achieve the objective of the study the descriptive research design is adopted as it provides the sketch of the current situation and emphasis is on reporting what has been perceived. As far as method of data collection is considered it is an interrogation/communication study where an attempt is made to collect the responses of the subjects through survey-questionnaire. A structured questionnaire was used to gather the primary data. The question set includes the list of predefined areas where most of the companies face difficulty to deal with. These pre-defined areas are taken into account built on the experience of researchers and pilot discussions with the HR teams of some companies. Along with primary data collection, secondary data driven information is also widely used. It is a cross-sectional study as it is carried out once and represents a snapshot of one point in time. The study occurred under actual environmental conditions i.e. the field settings which confirm that the responses of the respondents were gathered in their usual environment.

The sample size of the study constitutes HR teams of five companies belonging to different segments like Banking, Oil and Gas, FMCG & Hotel industry in order to get opinion of diverse industries existing in the corporate world. The sample was chosen based on the convenience of the researcher to get access to HR teams of different companies and convince them to contribute to the undertaken study. The domain of the research was UAE as both the researchers currently belong to the same region of the world. To analyze the collected data, statistical tools like graphs, tables and frequency distribution are used.

Analysis and Interpretation:

Based on the primary data collection, the summarized result of all the responses is given

below. The question includes the list of predefined areas where most of the companies face difficult to deal with. The feedbacks are taken from five HR teams on the given questionnaire and data are represented in form of tables and charts. It was observed that more than 70% of the teams find it difficult to deal with diversified cultural values and norms of the employees. It is more than impossible to consider each countries norm and design the policy. Hence, they have to study the core values and tradition in order to give maximum justice to the individuals. Then it comes to the political influence, where each and every country is having different political background and laws related to the international recruitment and visa processes. HR team has to go through the detail of each process before going for final recruitment or selection, which is again a daunting task.

Furthermore, recruiting the number of employees from diversified culture bring changes in the management practices. The HR needs to entitle the new practices to equalize the interest of each employee in the company. It may bring a change in the existing operation, to manage that change is also a difficult task. It takes time in the initial stage to convince the existing employees.

Moreover, it can be seen that the Human Resource team needs to provide extensive training to accept the change and implementing the new practices. It takes extra time other than actual productive work of an organization. The team needs to prepare an ideal retention strategy which would work with all employees. Because every individual would not concern only with the money, many of them would like to be with the organization for the profile, working environment and respect & recognition they get from their colleagues.

Based on the given graph, it was found out that most of the companies find it difficult to manage the diverse work force with the existing leadership and policies. The HR team needs to show extra ordinary expertise to showcase the collaboration skills and manage the diversified talents. Effective leadership must be cultivated in order to manage the pool of employees effectively.

RESULTS AND DISCUSSIONS

The overall analysis exhibits that the companies face skill management and managing diversity as two of the major challenges due to globalization where 25 to 30% are agreed with the fact, and 5 to 10% does not agree with it completely.

Table 1. Areas where HR faces challenges in the Age of Globalisatuon

Area where HR faces challenges in the age of Globalization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Culture and norms	32%	40%	20%	3%	5%	100%
Political influence	30%	35%	25%	10%	0%	100%
Different country laws	25%	30%	35%	10%	0%	100%
Priority of money and job in different countries	7%	18%	35%	20%	20%	100%
Recruitment through social media	18%	30%	35%	17%	0%	100%
Change management	26%	30%	35%	9%	0%	100%
Compensation	25%	26%	35%	7%	7%	100%
Retention technique	30%	20%	30%	10%	10%	100%

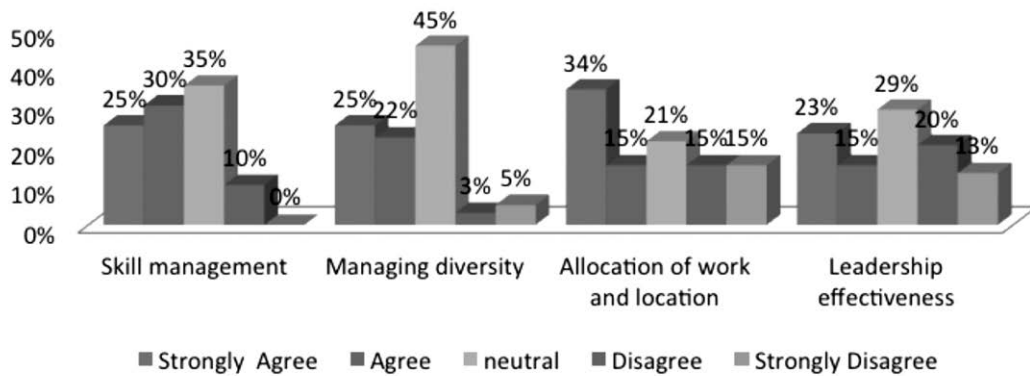Source: author's own compilation from primary data

Figure 2. Areas where HR faces challenges due to Globalisatuon

Furthermore, the team finds it difficult to allocate the diversified resources at the right place. There are on an average 25% of the team members who agrees with the fact and rest 15% do not agree with it. They feel that if the companies have appropriate processes since the beginning, it won't affect them to the extent.

Furthermore, the teams confirm that they need to cultivate new kind of leadership to imbibe the multicultural at the workplace without any regional clashes. There are more than 50% of the respondents who feel that traditional leadership won't work in the age of globalization. One of the major challenges for the HR is to prepare policies which abide by the culture and norms of all the nations. However, we can't completely change the policies, but we can be a little bit flexible about its implementation and execution. Whenever the HR team goes to the different nation for recruitment or selects any foreigner, it needs to check on the visa procedures at the macro level and also the overall scenario of the international relationship between the nations must be studied and keep in mind before taking any decision.

When asked whether the different country laws affect the organizational HR processes, they replied in positive agreement. In the international human resource recruitment and selection, the HR team needs to consider the respective country laws. However, the introduction of strategic human resource management would consider all the aspects and analyze the picture at the macro level. As a result, HR would take an appropriate action which would serve the interest of overall organizational goals. Other than that, as per the findings "Priority of money and job in different countries, Recruitment via different portal and social media, Change Management, Compensation and Retention technique" also creates trouble for the HR processes of companies.

MANAGERIAL IMPLICATIONS

This study is conducted using qualitative and quantitative approaches as the researcher found it essential to use both approaches to achieve research objectives successfully. This study was conducted in the context of HR and globalization. Globalization touches on many of the key assumptions about the term, the importance of the international flow of ideas and knowledge, the closer economic integration of countries through the increased flow of goods, services, capital and labour, and the cross-border movement of people (Tierney & Findlay, 2010). By taking into account the people this aspect of globalization paves a way to interlink the two terms HRM and Globalization or to assess the interdependence of both the terms. The study intended to contribute to the existing research done on the topic or related topics and fill the academic gap that prevails towards recognizing the significant contribution of human

resource to sustain in the phase of globalization and at the same time driving the competitive advantage despite facing many challenges in the era of globalization. By following certain remedial measures like effective leadership, introduction of strategic human resource management practices, adopting global mindset, sharing of knowledge, HR can encounter challenges existing due to globalization. This information is useful for academicians, professionals and everyone who has been either directly or indirectly associated with the field of human resource. In the present time Companies that enter global markets must recognize that these markets are not simply the mirror images of their home country. That is why the followed theoretical framework brings into notice the differences including culture, education, political-legal and economic system which may have strong impact on the HRM function of present time companies.

Global Teamwork through sharing cross border and cross cultural experiences and continuous learning through ongoing training and development for both leaders and participants can contribute to overcome the impact of challenges coming on the way to human resource practices due to globalization. Globalization provides the organizations with an opportunity of expansion of business. As part of the company's expansion process the company's president expects HR department to prepare a strategic plan that will integrate the goals, objectives and the strategies of the HR department with those of the company. When the company's strategic aims include reducing costs, maximizing financial returns, becoming more customer centric and energizing employees, companies do not turn to only sales and marketing department rather turned to its Human resource managers to draft new HR strategy entailing new screening, training, pay and other human resource policies and practices, and using more technology to reduce its HR activities' costs and to boost customer service by hiring and motivating customer focused applicants. The

easy availability of new technological tools has drastically changed the way the work is being done. It has become a virtually boundary-less world or a global village largely due to technology. Technological developments have improved the ways in which we expand our capabilities. In view of these advances, focusing specifically on the human resource department, it has to function with a global mindset and be adept with the most advanced technology (Gupta & Rao, 2016)

Globalization, the unavoidable process which the world entered, is affecting every one of us in different ways. Globalization means growing permeability of all the boundaries such as time and space, national and state borders, borders of economy, branches and organizations and less tangible boundaries such as cultural standards and their assumptions (STUPARU & VASILE, 2009). HR should use cross-border, cross-cultural experiences as prerequisites for career advancement in order to ensure that all employees feel they're part of a strong, unifying corporate identity. When a company contends the wealth of nationalities, cultures, languages then the outlooks represented by its employees is one of its most valuable assets. Therefore, HR needs to engage in numerous exercises aimed at building openness, transparency and fairness, and supporting diversity considering that a climate of mutual respect is the basis of all relationships within the company and with society.

CONCLUSION

Globalization brings in enormous adjustments now not most effective in running limitations however additionally in the company HR features and strategies and thus poses certain challenges. Based on the primary and secondary data, it was observed that it is essential that the company manages their practices and workforce in such a way which enables the firm to gain the competitive advantage in the global market place. The major areas of challenges occurring in the face of globalization are managing diverse

cultures, adapting and adopting different countries legal proceedings, recruitment and selection via tech savvy methods, retention of employees in the globalized environment, competitive compensation that matches or goes with prevalent global practices, effective allocation of work and location to the employees coming from diverse places, and effective leadership that can lead the company in the direction of achieving high performance in line with organizational mission and vision.

Here it would be sensible enough to quote that HRM in the globalized generation has to move across barriers of culture, geography and language. Learning and practicing to manage and control cross-cultural differences will assist managers to possess a global outlook, which is the key issue for survival and escalation of organizations in the global landscape. In fact, an understanding of sharing knowledge mechanism is an essential characteristic that desires to be nourished and nurtured in various international teams of workers. Another aspect could be the leadership that must be developed to face international challenges acceptably and HR expert have to create a work lifestyle this is able to inspiring and fulfilling all sections of employees within the globalized environment.

Organizations can develop competency models to identify critical success HRM being the most vital

corporate initiative dealing with the 'live brand' of the organization its people. Hence, HRM function can no longer be treated as a mere support function. In most of the leading organizations worldwide, the HRM function is now being treated as a strategic partner of the organization through strategic HRM interventions (Kanna, 2013). Thus, in the face of penetrating globalization, firms can ascertain sustainable competitive advantage for themselves by introducing and adopting the practices and processes of Strategic Human Resource management (Soo, Halim & Keng-Howe, 2010) which would be in line with organization's overall mission and vision.

As per the observation, it can be recommended that with having excellent communication skills and leadership skills, the HR team can face the challenges and solve the same in the most effective manner. The HR teams must think of the strategic manager, and leader of the team should be visionary in order to bring the change in the organization. The individual must take initiatives to implement the strategies in the most effective manner which would be in favor of uplifting the organizational performance. The Human Resource team must have technological updates and global networking abilities to cope up with the change. The new practices must be innovative which would override the challenges prevailing in the field of HR. ■

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