

# Impact of Globalization on Human Resource Management

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## ABSTRACT

Globalization has a most important implication for human resource management practice in general. For some, globalization creates pressures for taking best, a transferable set of HRM practices that can spread around the world. It is a force that touches the lives of people living in all countries of the world. In the age of globalization, there is an opportunity to enter new markets, to improved job opportunities and higher remuneration for skilled employees. The challenges are equally numerous. Organizations need to deal with a mature workforce; and they must attract, integrate and maintain multicultural employment pools; human rights and business practices to be successful. The shortage between the demand and supply of talent is likely to increase, notably for high skilled employees and for the next generation of business executives. Global staffing and management of the workforce effectively in diverse culture are the key goals of global human resources. Organizations that manage these challenges effectively will find success and improve the lives of human resources throughout the world.

**Key Words:** Human Resource Management, Globalization, Multinational Company, Cultural Diversity, Global Competitiveness, Global Workforce

## INTRODUCTION

Globalization means the processes that reduce barriers among countries (Frenkel & Peetz, 1998). It is a term that came into usage in the 1980's to describe the increased movement of people, knowledge, and ideas, and goods and money across national borders that have led to increased interconnectedness among the world's populations, economically, politically, socially and culturally. It means that the world is becoming more incorporated. Growing internationalization of business has its impact on HRM like- unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics, etc. It has made the world very small. We have to direct human beings in such a way that they can acquire appropriate knowledge which is based on experience, faith; common sense & interest, change in recruitment and selection program, orientation program, and training and development, etc. Employees will be treated as resources when their skills, abilities, knowledge, qualifications, etc. will be increased and used in the productive sector which will have economic values. So, managing human resource is one of the important functions

of an organization. Human resource management is the utilization of human resources to achieve organizational objectives. It is used to the philosophy, policies, procedures, and practices related to the management of people within an organization (French, 1997). It is the policies and practices involved in human resource aspects of a management position, including recruiting, screening, and training, rewarding and appraising (Dessler, 2005). Managers get things are done through the efforts of others: this requires effective human resource management (Mondy, Noe, & Premeaux, 1999). Consequently, all managers at every level must concern themselves with human resource management.

Human Resources departments are transforming as the modern business faces numerous and complex challenges, and take advantage of opportunities. The transformation of human resources today is a direct call to the rapid changes within businesses due to globalization. In the global competition, decision making in organizations has become increasingly complex and complicated. An organization's talent can be a source for a constant competitive advantage and can affect organizational outcomes such as survival, profitability, customer satisfaction level, and employee performance (Pfeffer, 1994; Prahalad, 1983). Foreign direct investment or stock investment by foreigners is the procedure for accomplishing globalized functions. Consequently, the mobility between countries to firm performance has focused on financial flow rather than labor force. At the same time, a new managerial change such as the growth of foreigner's stock and the establishment of a subsidiary in host country have an effect on an employer's business strategy and employment relations (Bonfenbrenner, 2000; Slaughter, 2007).

### Objectives of the Study

- The important objective of this study is to know the impact of globalization on human resource management;
- To understand the actual concept of globalization and human resource management;
- To be familiar with the importance of globalization in today's world;
- To identify the functions of the human resource manager in the globalized economy;
- To find out the factors which affect global human resource management;
- To give information about the challenges of human resource management in globalization.

### IMPORTANCE OF GLOBALIZATION IN THE MODERN ERA

Globalization is a difficult term to define because it means so many things. In general, it refers to the tendency toward countries joining together economically, through education, society and politics, and viewing themselves not only through their national identity but also as a part of the world. It is said to bring people of all nations closer together through a medium like the economy or the Internet.

The new form of globalization is an interconnected world and global mass culture, often referred to as a "global village." There is a debate about globalization and its positive and negative effects. Some people view globalization in positive terms, as a force in promoting worldwide economic development. They think it has the potentiality to make societies richer through trade and to bring knowledge and information to people around the world. On the other hand, there are many others who pick out globalization as contributing to the exploitation of the poor by the rich. They believe that unrestricted global trade will serve to increase the inequality between developed and developing countries. In reality, globalization offers both opportunities and risks for developing countries, and there is a

great deal of variation in their experiences with it. Some areas, like Asia, have integrated into the global economy quickly and achieved economic growth as a result. But other regions, like Africa, have suffered from increased poverty and environmental deprivation since they became involved in international trade. Globalization is turning the world into a small village and peoples by means of rapid communication convey the news instantly. It is encouraging the interaction and mutual understanding between people from diverse environment and different backgrounds. It is inevitable because of the growth of information technology, but on the production side of business, many companies run their manufacturing process to the abroad due to lowered variable costs. So it is vital for the increased global distribution of products and services, sharing of knowledge, lesser production costs and therefore higher return for shareholders.

### **FUNCTIONS OF HR MANAGEMENT PROFESSIONALS IN GLOBALIZED ECONOMY**

Human Resource Management in the new millennium has undergone a revolution by analyzing the accepted practices and re-inventing the organizational tasks. There is some support for the notion that individual HRM practices are helpful across a wide range of contexts (Delery and Doty, 1996; Jiang *et al.*, 2012; Pfeffer, 1998; Subramony, 2009). HRM practices must fit with one another, and desired workforce characteristics through the entire system of their internal fit. For instance, in one of the earliest descriptions, MacDuffie (1995) argued that a bundle of HRM practices that reinforce and enhance one another can achieve maximum gain. Many traditional systems have been thrown out which means a great deal of specialization and skills, upgrading the norms and standards of work as well as the performance of the employees. However, taking into account the role played by HRM in the globalized economy, the following general functions can be associated:

- Determining human resource requirements of the organization and create a proper human resource planning.
- Striving to establish an organizational environment of mutual respect, sense of belonging, and commitments.
- Analyzing the job to place right person for the right job.
- Recruitment, selection, placement, replacement, etc.
- Designing, developing, introducing, implementing and evaluating the human resources training and development program.
- Developing and maintaining a communication system to communicate with others (upward, downward and lateral communication).
- Developing and implementing a compensation package acceptable to both management and employees.
- Establishing and maintaining a good labor-management relations system.
- Instituting a regular system of performance evaluation and appraisal.
- Creating and maintaining a system of an occupational health and safety measurement.
- Ascertaining and maintaining a team spirit and unity not only in the HRM department but in other departments also.
- Help employees to develop self-marketing, networking, and consultancy skills to enable them to create new opportunities for both themselves and the organization.

All activities relating to these functions are the tasks of the HRM department. These listed functions are comprehensive in nature. The needs of the respective organization will determine the functions. If the top-management provides adequate opportunities, HRM function will have a great future.

## FACTORS AFFECTING GLOBAL HUMAN RESOURCE MANAGEMENT

Actually HRM is the process of recruitment and selection of employees by proper human resources planning and job analysis, providing appropriate orientation, training and the development program, assessment of employees' performance, providing fair compensation and benefits, motivating the workforce, maintaining good relations with the workforce, maintaining employees safety, etc. It is critical that managers and professional persons should relate such concerns at time of doing business and establish operations globally. These factors are:-

- **Culture:** The most important factor affecting international (HRM) is the culture of the country. Hofstede pointed out that cultures differ in at least five ways that may have important implications in the understanding business like, power-distance, collectivism vs. individualism, femininity vs. masculinity, uncertainty avoidance, and long- vs. short-term orientation. They provide concepts and terms that enable all of us to become aware of, to measure, and to talk about the similarities and differences among human cultures. (Grove, 2005).
- **Global Competitiveness:** Globalization has enhanced competition, and some studies paid attention to the relationship between globalization and employment relations under competitive perspectives (Chaykowski & Giles, 1998; Frenkel & Peetz, 1998; Cooke, 2007; Ham & Kleiner, 2007). Global competitiveness requires HR professionals to adjust with a global view of the business that enables them to support business strategy on a country to country basis. They also need to develop strategies that reflect company culture and make a balance between local and international operations.
- **Availability of Low-Cost Labor from Developing Countries:** The opportunity has never been greater for multinationals to attract top talent from developing countries. Global population growth differs greatly between developed and developing countries. The labor cost of the developed country is several times more than the developing country. For this reason, many MNCs are moving to developing countries for production purpose. Generally, they use a global human resource information system that collects and piles up large volumes of data from various sources, including outside and remote sources.
- **Innovation:** Globalization speeds up the competition for efficiency in production market. Under the pressure of competition, one of the main changes is innovation in the workplace, and therefore firms are becoming committed to seeking productive work organization (Chaykowski & Giles, 1998). As firms become more engaged in the globalization process, a parent firm will need to innovate to survive. In the end, international workplaces will choose a high-performance HR practices designed to encourage workers to increase productivity (Walsworth & Verma, 2007).
- **Talent Mobility:** A talent mobility policy gives company flexibility to react to opportunities and use cross-cultural experience to support the firm's vision and culture. Having a leadership team that understands the differences among countries, give importance on a global employee development strategy and foreign assignment policy.
- **Technological Progress:** Technology is another principal reason for globalization. Advances in information technology have dramatically changed our life style. Globalization is made possible by the development of cost-effective, influential technologies, enterprise resource planning system, data warehouse, data mart, and data

analytics. Friedman (2004) defined globalization a whole set of technologies including the rise of the Internet, the distribution of the Windows operating system, the creation of a global fiber-optic network, etc. which made it very easy for people all over the world to work together. It created a global stage that allowed people to be connected and play, collaborate and compete, share knowledge and experience, on a scale never seen before.

- **The Speed of Expansion:** One of the important factors driving global human resource management is the speed with which many companies expand. As competitors move into fast-developing economies, businesses move quickly to sustain in the market. In doing so, they force on the human resource planning, recruitment and selection, prepare and execute HR activities, etc. These plans include preparing recruitment and selection strategies, sourcing talent and setting up local and companywide organizational structures.
- **Global Workforce:** The global workforce is the international labor pool of workers, including those employed by multinational companies, immigrant workers, transient migrant workers, telecommuting workers, and those in export-oriented employment or contingent work and other unstable employment. The global economic factors motivating the rise of multinational corporations – namely, cross-border movement of goods, services, technology, and capital are changing ways of thinking about the structure of today's workforce.
- **The Desire for Consistency:** As with any strategic process in business, the desire for consistency in human resource processes drives global HR management. Companies want consistency in recruiting and selecting, talent levels, employee training, compensation, motivation across boundaries, etc. Some companies have central HR administrators who coordinate with office managers in each geographic location as a way to promote consistency. The employment laws around the world may vary, but the goal is to achieve as much consistency as possible to be successful.
- **Shortage of Talent in Developed Countries:** Despite the current economic downturn and unemployment, most developed countries will face long-term shortages of talent. Some researchers said that by 2020, for every five retiring workers, only four new workers will join in the organization in most developed countries. There will be a shortage of workers in most industries, including manufacturing, construction, transport and communications, trade, financial services, IT and business services, health and safety, education, etc. That's why they become dependent on other countries to fulfill the shortage of employees.

Managing human resources in different cultures, economies, and legal systems present some challenges. The most common barriers to effective HR management are a cross-cultural adjustment, different organizational or workforce values, differences in management style, etc. Doing business internationally requires that change be made to reflect these factors. Human resources departments face challenges as their roles become broader and more planned in the early 21st century.

## IMPACT OF GLOBALIZATION ON HUMAN RESOURCE MANAGEMENT

Global HRM refers to Human Resource Management practices that deal with managing a diversity of workforce from all around the world. Globalization is the process of international incorporation arising from the exchange of world views, products, ideas and

other aspects of culture. In the last few decades, the connectedness of the world's economies and cultures grew very quickly. Because of its emphasis on multiplicity, globalization also has a major impact on the way companies manage their employees. This increasing integration of the world or 'globalization' has enriched life but also created new problems in human resource management. Understanding the effects of globalization on human resources can help managers to better equip their organizations for the gradually more global business environment. The impact of globalization is:-

- **Human Resource Planning:** Human resource planning is a significant management function which provides information regarding demand and supply of human resource of the organization. When there is a proper human resource plan, organization will be able to obtain and retain the number needed people with the skills, expertise and competencies required. The major problem in this case is that the existing HRP may not work in the global workplace. There is a need in the new environment for human resource practitioners to take a detailed study of past and present trends in employment, seek to minimize the risk of unexpected shortages of labor, increased and costly surpluses and redundancies, etc.
- **Job Design:** Job design is the course of action of determining the specific duties and responsibilities to be carried out by each member of an organization. It is the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements (Buchanan, 1979). In the era of globalization, at the time of designing job the HR manager should be careful because the duties and responsibilities will be varied from culture to culture. Sometimes it creates problems because jobs have to be redesigned in order to suit the environmental demands which may not be suitable for the employees.
- **Recruitment and Selection:** Recruitment is the first step then after selection and placement comes in the employment process (Rao, 2010). Selection is the process of choosing the appropriate candidate which matches the candidate skills and the job requirements (Bhattacharyya, 2010). The new environment, culture, values may differ from the existing environment. In this case, the employees who are right persons for the existing environment may not be right for the new one. For globalization, companies of all sizes are now interrelated with different stakeholders from diverse cultures, languages and social backgrounds. In response, many human resources managers seek to appoint employees from equally diverse backgrounds, which create a challenge for the organization.
- **Training and Professional Development:** Training means the process involved in improving the capacity, skills and abilities of the employees to perform specific jobs. It helps in updating old employees and developing new ones (Aswathappa, 2000). A further effect of globalization on HR management is a force for training and professional development to achieve competitive advantage. Training will ensure that the employees develop the right skills, attitudes and knowledge that will facilitate them to perform their jobs perfectly. For placing the employee for a international assignment, requires more different training which is costly for the organization. Professional development is related with providing opportunities to achieve the employees' career-related goals. Some organizations provide facilities for their employees to receive a university degree; others send their employees to conferences. This is important to globalization because it creates a win-win situation. Because employees think that the organization is concerned their development and become motivated. On the other hand,

organization is benefited because employees' productivity will be increased after getting development program and will help to increase organizational benefits.

- **Reward Management:** Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization (Murlis, Armstrong & Helen, 2004). Remuneration is the main factor for working with an organization. The organization which offers a good salary, these organizations are preferred more.
- **Management of Laws:** Another effect of globalization on human resources management is to understand and apply the many laws to the particular business. Different government of different countries sets out a number of tax and labor laws that affect businesses. Hiring employees at subsidiary may change the requirements on minimum wage, tax allowances or working hours. Understanding these laws is important to the organization because any breach of them will have a negative impact not only on the business's profit but also on its image.
- **Organizational Culture:** Organizational culture refers to the pattern of beliefs, values norms, assumptions, etc. that have developed during the course of an organization's history which have an impact in the behaviors of its members (Brown 1995, 1998). In order to survive in the international uncertain environment there is a need to adopt a culture that is sustainable to the environment. Sometimes, the assigned employees cannot cope with that environment, as a result productivity decrease.
- **Expatriation:** HR may have to persuade employees to work abroad. That means HR must arrange different facilities like- housing, transportation, orientation to new customs and even new language skills. HR also must be prepared to provide some services to the employee's family. Though it is very costly, organization should arrange this facility just for motivating the employees.
- **Employee Participation:** Employee participation is a process which allows employees to use some strategies over their work and the circumstances under which they work (Heller, 1998). Employee participation will tend to enhance the employee's contribution. There are various methods of employee participation, e.g., joint consultation, quality circles, and suggestion schemes. By globalization, now-a-days employees get informed about these. If the organization cannot give this facility, then the employees may become dissatisfied.
- **Management Development:** Managers should have a dream and should also understand what is expected of them. Managers now should be trained to think globally and act locally. The capabilities of any organization to achieve business objectives in the light of critical success factors for the business e.g. innovation, quality, leadership, etc. depend largely on the capability of its managers to develop within the organization and meet its particular demands and circumstances.
- **Motivation:** In order to get high levels of performance from employees, different motivational schemes like the provision of incentives, commission, employee participation, profit sharing, rewards, leadership, etc. should be introduced to the organization. The more motivated employees will give more productivity to the organization.
- **Quality Management:** The human resource professionals should play a crucial role in ensuring quality at all levels of the organization. To improve a quality, management



have to use unique skill to make happy customers and thus, employers focus on job training, different skills and employee's participation such as quality circle, self-directed team, etc.

- **Managing Cultural Diversity:** Managing different employees from different cultures in the same organization is a complex activity. Employees from each country think differently, perceptions are different towards work environment, the languages are changed, and vocabulary and even nonverbal communications systems are different from culture to culture. This variation makes the functions of the human resource department challenging.
- **Corporate Social Responsibility:** Corporate houses actively participating in the practice of doing for the betterment of the society. The responsibility towards the society is different from country to country. Employees are encouraged to participate in such activities which help to reduce stress to work with MNC's.

Impact of globalization, both theoretically and practically, can be observed in different economic, social, cultural, political, financial, and technological perspective of the world. Globalization brought a new world to regulate and is gradually reaching new heights, incorporating all the fields to form an interconnected network. Through globalization, the organization can expand the business to all over the world. For performing in the global place, trained human resources are mandatory. Employers should not think employees as a cost to the organization, because they are the main resource for acquiring best output.

## CHALLENGES FOR HUMAN RESOURCE MANAGEMENT IN GLOBALIZATION

Globalization is a process that is connecting people from all nations of the world into a single community by the communication technologies. This phase of globalization has also affected the HRM in the business world of today. Many local HR managers have to undertake cultural-based human resource management training to advance their abilities and to motivate a group of professional that is highly qualified but culturally diverse. More than ever in history, companies, and organizations today face both the opportunity and the challenge of employing global workforces that differ in age, gender, education and culture. The challenges human resources managers face when ensuring that their organizations succeed in the global environment are discussed below:

- **Adapting Hiring and Retention Strategies:** A declining young generation in developed economies and high youth unemployment in rising regions is causing skills shortages. Older workers, more women in the workforce and cross-border relocation can fill these shortages of human resources. Demographic, as well as cultural diversity, will continue to define the universal workforce as companies seek to fill scarcity of human resources, gain market efficiencies and acquire long-term advantages.
- **Making the Business Case for CSR:** Corporate social responsibility is one of the challenges companies face when growing into new markets. Business practices that are acceptable locally may not be acceptable globally for the values of the company and the laws of its regulatory agencies. It creates a problem between social responsibility and the need to be successful in those markets, which can turn into significant risk.
- **Balancing Corporate and Societal Cultures:** For balancing the corporate and societal culture, organization can change some cultural aspects, such as management style. But there are some aspects where the organization cannot show any kind of compromise



such as integrity and human rights. HR needs to realize and deal with the difficulties, for deciding the changeable and unchangeable cultural aspects and which are essential to protect the organization's values and ethics.

- **Identifying Skills on a Local Level:** The Company which has more skilled and experienced local employees will have an advantage over their competitors. Recognizing the desired skills and finding them in a group of candidates is an important challenge for HR, especially for conducting business globally.
- **Maintaining Hiring Laws:** Temporary and part-time workers play a significant role in today's workforce. Laws regarding these workers differ from country to country.
- **Increasing Size of Personnel:** The size of organizations is increasing day by day. A large number of international organizations are growing all over the world. The number of people working in the organization has also increased. The management of increased labor force might create new troubles and challenges as the workers are becoming more aware of their right.
- **Technological Advances:** With the changes in the advanced technology, it becomes necessary to create new jobs, and many old careers become unnecessary. In this competitive world, an industry cannot hope to survive for long without updated technology. The problem, of unemployment resulting from upgrading, will be solved by assessing employees' needs and giving training of surplus employees in alternative areas.
- **Changes in Political Environment:** There is Government's intervention in business to protect the interests of employees, customers and the public at large. Government's participation in business will also create many challenges before management. The Government may limit the scope of the private sector for public interest. The government of different countries follows different systems of doing business sometimes which creates problems to HR manager.
- **The Mobility of Professional Personnel:** Organizations will expand the use of professional personnel whose primary function will be achieving coordination with the environment. One interesting fact will be an increase in the mobility of various managerial and professional people between organizations. As individuals develop technical and professional expertise, their services will be in demand by other organizations in the environment.
- **Increase in Education Level:** The governments of various countries are taking steps to eliminate illiteracy and increase the education level of their citizens. Educated consumers and employees will create a very tough task for the future managers. As a result, there are increases in standards, intellectual and educational levels and potentiality, higher levels of needs like self-actualization needs, esteem needs and social recognition needs may supersede primary needs like physiological needs. Hence, organizations should be able to provide ways and means for satisfying such higher needs.

In the face of vast and fast worldwide change in the business environment by the liberalization of the economy, globalization of business, modernization of technology and large-scale employment, a need exists for considering the human resources. HR manager faces a challenge when conducting workforce planning by understanding the distinction of the laws and traditions in each of the regions where it operates and ensures that it is treating part-time, temporary and remote workers efficiently.

## CONCLUSION

“The world is getting smaller” a term is used to describe the current world and globalization. It refers to in which functions of large-scale business enterprises are carried out in many different places across national boundaries. It means something more than importing or exporting from one country to another. Economically, globalization involves goods and services, and the economic resources of capital, technology, and data (Albrow, Martin; King, Elizabeth, 1990). The main finding of this study is the degree of globalization had a positive relationship with HRM practices. Previous empirical studies have treat globalization and high-performance HRM practices (Walsworth & Verma, 2007; Cooke, 2007). HR departments of international companies must assemble data on factors, such as employees, attrition, and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions, etc. By applying advanced analytical techniques to the data, human resource professional will get business insight, forecast changes, and make informed decisions at operational, tactical and strategic levels. The human resource professional accesses current and anticipates future skills shortages through premeditated skills planning. Comprehensive organizations not only need to a networked, collaborative and open to the culturally diverse workforce but also consists of high talent. All of the companies should be willing to adapt their human resource practices to the changing global labor market conditions and will be able to attract, develop and retain high performing employees to compete in the worldwide competition. The human resource management of the businesses not only familiarizes with local ways of doing business, and understands needs of the local consumers, but also develop a global mindset among their employees to be successful and for making a profit.

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