

**ABSTRACT:-**

The mounting economic interdependence of countries globally through rising volume and multiplicity of cross border transactions in goods and services and international capital flows, and also through the more rapid and prevalent diffusion of technology had influences organizations that compete for customers with high expectations for performance, quality, and cost. The globe trade and industry order is changing speedily. Evolutionary transformations are taking place at revolutionary speed, principally pressed by strong external forces, arising out of a desire to rising competitiveness and competence.



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## AN OVERVIEW ON FACTORS AFFECTING GLOBAL HRM

The organizations of world are no longer defined by national boundaries. Globalization also put forth stress on the Human Resource Management (HRM) function to adjust to changing organizational needs, add greater value and hence, HRM is especially involved with those employees who are working across national boundaries in multinational or global enterprises. Functioning on an international level entails that the assumption of a universality of HR policies and practices and the faith in to administer in one best way has become indefensible.



A global organization wishes a worldwide HRM system that features decision making from a global point of view, managers from across national boundaries, and thoughts contributed by people from a diversity of cultures. The participants from different countries and cultures contribute ideas from a position of equality, rather than the home country's culture dominating. Organizations that function in more than one country must be acquainted with the countries that are not identical and differ in terms of many factors. This present research paper is an attempt to reviews major factors affecting HRM. The intention of this study is to examine the challenges/factors affecting the role of HRM.

**KEYWORDS:**

HRM, Globalization, Factor, Culture etc;

**Golden Research Thoughts**

## INTRODUCTION

The role of Human Resource Management in business and challenges it faces has constantly been an essential area of investigation for both in developed and developing countries. Changes in the environment of human resource management are very wide and it plays a vital role in an organizations. These changes comprises of external factors such as labour market, undue interference of government and other higher authorities, work force diversity, technological changes, globalization and nature of job and work, while internal factors comprises of workload, top management interference, management style, organizational culture, conflicts and professional bodies.

Today's organization constantly struggle with these business environmental changes such as accelerating product and technical changes, worldwide competition, deregulation, demographic changes, and simultaneously, they must make every effort to put into practice trends towards a service and information age. Gupta and Govindarajan (2001) has mentioned that global presence may translate into competence advantage when companies integrate local market differences, realize global economies of scale, and effectively transfer knowledge and technology across borders. Ulrich and Brockbank (2005) argue that Human Resources (HR) must provide value to their organizations as viewed by investors, line managers and employees, and that this value results in competence advantage. To facilitate organizations to stay competitive, human resource management must purify its role and organizational contributions.

As globalization continues, effective international HRM becomes increasingly important. An effectual and competitive human resource is the input strength of organizations in facing the challenges of business today. HRM is the part of an organization that is concerned with people working in an organization. Continue developments of a company depend upon successful management of human resources. While investigating the role of human resource management from a global viewpoint, many factors or challenges exist either internally or externally which adversely affect the quality of HRM services.

## RESEARCH METHODOLOGY:

The current research article is an effort to investigate the factors affecting global human resource management in the present era. There has been considerably transformation in the dimensions of Human Resource Management from the personnel management to e-human resource management, human resource management information system and strategic human resource management. The research has tried to find out different factors affecting the global human resource management function. It is review paper where secondary data has been used. The researchers have found that after the evolution of Personnel management the functions of HRM have now changed to large extent. Study was based on secondary data collected from web site, and HRM books. To know about the challenges or factors that impact on the role of global HRM, for the purpose of this paper secondary research was undertaken. HRM textbooks were the main source used. A diminutive number of related journal articles were reviewed.

## GLOBAL TRENDS:

In the era of globalization the majorities of the organizations are likely to have an impact on workplace due to the wish of companies to expand globally, work force diversity, technological changes, economic growth, and increased cross cultural awareness. Accordingly over the last few decades, the workforce has changed dramatically in terms of social, economical and technological developments and job expectations, such developments have a vital impact on the nature and operations of organization especially in the management of human resources. Advance e-commerce has enabled organization to outsource staff to developing countries with lower labour cost. International HRM places greater stress on a number of tasks and functions such as rearrangement, orientation and conversion services to assist employees to adapt a new and different environment outside their own country. As a part of organization, HRM must be equipped to deal with effects of changing world of work. For the HR people it means accepting the inferences of globalization, work-force diversity, changing skill requirements, corporate downsizing, and continuous improvement initiatives, re engineering, the contingent work force, decentralized work sites and employee involvement.

## HRM ROLES:

The role of HRM must be similar to the desires of the changing organization. Flourishing organizations are becoming more adjustable, flexible, quick to change directions, and customer -centered. HR professional within this environment, be required to gain knowledge of how to manage successfully through planning, organizing, directing, coordinating, staffing, leading and controlling the human resource or applying the principles of human resources management as a whole on a global scale to make the coordination of these practices more effective and be conversant of emerging trends in training and employee development. This all applies to an international presence organization rather than a strictly domestic one. The HRM role is to set up the international team, which build up the integrated corporate

culture and corporate values. The globalization seeks new qualities, talent and competencies. Managers have to think globally, and they have to discover benefits for the organization on the worldwide basis. They have to be talented to negotiate with partners from diverse cultural surroundings. HR has to become accustomed its course of action, procedures, policies and training to effortlessly the life of managers into the worldwide of the organization. The most significant role of HR is to assist the organization to turn out to be the genuine global organization.

#### **FACTORS AFFECTING GLOBAL HR MANAGEMENT:**

As company persistently develop across an increasingly global business environment, they make every effort to find new and ever more effective ways through which they can get better their competitive positions. A micro and macro environmental influence plays a major role in drafting HRM policies and practices. Managing human resources in different cultures, economies, and legal systems presents some challenges.

Globalization makes available chances for businesses to invest in foreign markets and to increase access to new capital. A key concern in accomplishing financial results through globalization is the consequence it has on your business. Bringing employees collectively in spite of distance and cultural differences is a challenge to company leaders and human resources professionals which they must undertake.

As human resources departments strive to field teams of employees across the globe, they confront several driving forces made more complex by multicultural and multinational implications. Strategic objectives cannot be achieved on the international stage without a skilled workforce and management team accustomed to local cultures, economies and consumers. The most common obstacles to effective HR management are cross-cultural adaptation, different organizational / workforce values, differences in management style, and management turnover. For the most part frequent obstructions to successful HR management are cross-cultural adaptation, dissimilar organizational/workforce values, discrete management style, and management turnover. Doing business worldwide requires that adaptations be made to replicate these factors. It is fundamental that such concerns be seen as interrelated by managers and professionals as they do business and establish operations globally.

**The factors that have the most direct impact on role of global HRM are stated as below.**

**Organizational culture:** It is the product of all organizational characteristics, its people, its success and its failures. It imitates the past and shapes futures, consists of the core values, beliefs and assumption that are comprehensively shared by the members of an organization. It is the job of human resources professionals to adjust proactively to the culture of the organization. It provide a multiplicity of rationale together with communicating what the organization consider in and position for, providing employees with a sense of direction and anticipated behaviour, determining employee's attitudes about themselves, the organization and their role. As recommended by Thomas (1992) and Cox (1993), there are several best practices that a HR manager can adopt in ensuring effective management of workplace diversity in order to attain organizational goals.

**Work Force Diversity:** Increased multiplicity will lay remarkable demand on HRM function. The challenges of workplace diversity refer to the piece of information that the upcoming success of any organizations depends on the aptitude to deal with a diverse body of talent that can bring pioneering ideas, perspectives to their work. The challenge and problems faced of workplace diversity can be twisted into an intentional organizational asset if an organization is competent to capitalize on this melting pot of diverse talents. Work force diversity has become commonplace at workplaces. With a global company, racial, gender and age diversity is even greater. Thus, you have to generate a culture that promotes fairness and justice in recruiting, selecting and promotion opportunities. International companies regularly have HR managers in each country that manage diversity training and management.

**Changes in the nature of jobs and work:** With the advent of technological, globalization and liberalization changes in turn produced changes in the nature of jobs and work to become more intellectual or upgraded. Massive changes occurred in manufacturing jobs and changes in service jobs are also taking place worldwide. The employees who pick up and acquaint themselves with new technology, the job will be challenging and rewarding. The percentage of workforce in the field of producing and delivering services is increasing. The production is limited now to certain types of industries such as heavy industries and food industries and in most of the service industries such as consulting, teaching and legal work. These jobs in turn, will demand new types of workers and new human resources management methods to manage them.

**Talent management:** The method of developing and putting together new workers, and keeping existing workers and creating a center of attention among educated, skilled and trained workers to work for your company refers to talent management. This expression is usually connected with proficiency based human resource management practices. Talent management decisions are often determined by a set of

organizational core competencies as well as position specific competencies. The proficiency set may comprises of understanding, knowledge, skills, ability, experience, and personal behavior. HR Manager must be intelligent to systematize the collection of assorted talents strategically for the organization. Manager must think about how a dissimilar workforce can allow the company to conquer new markets and other organizational goals in order to exploit the full potential of workplace diversity.

**Language:** One of the additional noticeable consequences of workforce globalization is the need for language services such as translation. HR manager hire translators to speak different languages and has to travel to meet or communicate with others inside and outside the organization. Translators assist employees from different countries to communicate during meetings or at events or to interact with the local employees, partners and customers.

**Government Regulations:** Human resources department is persistently underneath pressure to comply with certain law and regulations at the beginning of new workplace compliance standards. These types of set of laws influence every process of the HR department, including hiring, training, compensation, termination, and much more. Avoiding rules and regulations a company can be fined extensively.

**Economic Conditions:** Different countries have different economy, but out of that a weak economies may not be able to invest in maintaining and upgrading the necessary elements of their infrastructures, electric power, transportation facilities, schools and colleges, and telecommunications facilities etc; Not only does it have an effect on the talent pool, but it might have an effect on your ability to hire anyone at all. One of the principal ways to get ready against economic conditions is to not only know what's happening in the world around you, but also create a plan for when there is an economic recession.

**Political:** Nature and stability of political systems vary from country to country, firms are familiar to a relatively stable political system, and the same is true in many of the other developed countries, commencing a change in government, influence how much financial support is accessible, how much tax has to be paid, bare minimum wage rates, how to controlled markets and the quality and quantity of staff available for hire. When projecting the future, you need to judge likely changes to markets, budgets and availability of suitable applicants as a result of recent or anticipated political influences. Recently Iraq government is nearly in major part of its country is overthrown by military coups and ruled by dictators and despots will use their power to require international firms to buy goods and services on their terms and conditions.

**Culture:** Without a doubt the mainly imperative influence on worldwide HRM is the culture of the country in which a skill is to be found. Culture creates the type of people who become members of an organization Culture is a community's set of collective assumptions about how the world works and what principles are value go-getting for. Culture educate people along particular lines, tending to put a personality stamp upon them .Cultural influences may be expressed through customs, languages, religions, and so on. The approach of workers towards work is the consequence of their cultural background. Culture is significant to HRM since, it often determines the other three international influences. Culture can to a great extent have an effect on a country's legal system, because laws over and over again are based on the culture's definitions of right and wrong. Culture also influences what people value, so it affects people's economic systems and efforts to invest in education.

**Competition:** The degree of competition has an effect on company's capacity to recruit competent workers. Due to internet facility candidates are visiting the company website of their own and hence industry giants find that candidates would seek them out and so there is no need to spend money advertising in such a case. Small businesses characteristically don't have the identical branding power or company standing, though, and need to energetically seek competent candidates for critical positions. In such a scenario, a human resources department will need to focus on developing recruitment materials and attending job fairs to encourage the company and create a center of attention to applicants. In the same way, HR should build up programs and incentives to keep hold of key employees.

#### CONCLUSION:

The main intention of this study was to recognize the factors affecting the role of global HRM. At a rational level, we must look forward and be prepared for the expected HR challenges in general that exists, or may be expected in the coming future. Significant work will be necessary in building a constructive organizational climate, within which improving performance level is not only valued and rewarded, but becomes a way of life. The HR team will be only one of the key pillars for improving the organizational results. 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).

Administrating human resources in unlike, social beliefs and cultures, economies, and legal

systems presents some challenges. The majority frequent hindrances to effective HR management are officially authorized system of that country, languages and cross-cultural adaptation, political and government stability, different organizational culture workforce diversity and values, differences in management style, competition and management turnover. It is vital that such concerns be seen as interconnected by managers and professionals as they do business and establish operations globally. Global HRM center of attention is on congruence and dedication as a substitute of obedience and control. In the present day unstable reality, there is a need to build up international industry unambiguous global HRM policy and practices to stay competitive and to develop committed workforce. The faster communication, speedier transportation, growing financial flows and rapid technological changes has driven many organizations to expand globally, presenting challenges for HRM. Ulrich's (1997) multiple HRM role model will assist to explain the significant inferences of international trends and cultural inferences for HR managers who must carry on to reveal and amplify organizational worth.

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