

CHANGING DIMENSIONS IN GLOBAL HUMAN RESOURCE MANAGEMENT

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Abstract:

The tasks and responsibilities of Management of HR Managers are undergoing transformation in response to the challenges posed by globalization in contemporary company environments. The primary objectives of global human resources encompass the effective administration and staffing of a culturally varied workforce, possessing a range of language skills, and situated across several nations. The phenomenon of globalization in the contemporary day poses unique issues in the field of Human Resource Management (HRM) for enterprises. The global corporate landscape is distinguished by the unrestricted movement of both personnel and financial resources. These advancements are creating opportunities for market expansion in an unprecedented manner. The aforementioned statement underscores the imperative of successfully managing human resources in order to attain a competitive edge within the global marketplace. In order to attain this objective, businesses necessitate a comprehensive comprehension of the aspects that can ascertain the effectiveness of diverse human resource methods and techniques.

This study article aims to examine the evolving aspects of Management of Human Resources in the contemporary period. The field of Human Resource Management has seen significant transformation in its aspects, transitioning from Personnel Management to Human Resource Management with a Strategic Focus. The researcher has endeavored to identify many dimensions within the function of HRM. This research is an assessment study that utilizes secondary data.

Keywords: Organizational Performance, Proliferation, Changing Proportions, and Human Resource Management with a Strategic Focus and Personnel Administration.

Introduction

Globalization is not solely a contemporary occurrence. Certain researchers have posited the notion that the global economy of the present day bears a striking resemblance to its state a century ago, characterized by a high degree of globalization. However, the phrase has been in use since the 1980s, which signifies the impact of technical advancements that have facilitated the expeditious completion of international transactions, encompassing both trade and financial movements. The phenomenon of globalization, which has become prominent in the 21st century, poses unique issues in the field of Human Resource Management (HRM) for businesses, particularly those that operate universally as international corporations. The global business environment is distinguished by the unrestricted movement of both personnel and financial resources. This underscores the importance of successfully managing human resources in order to attain a competitive advantage in the global marketplace.

Globalization refers to the phenomenon of markets, politics, and legal systems undergoing a process of denationalization, resulting in the establishment of a global economy. Globalization can be defined as the expansion of marketplace forces that have historically functioned at various stages of human economic activity, such as village markets, metropolitan industries, and economic hubs, to encompass international borders. This implies that there is an increasing level of integration among global commerce and financial markets.

At the organizational level, the concept of globalization is invoked when a company chooses to engage with the burgeoning global economy and create a presence in international markets. Initially, the organization would modify its products and services to align with the etymological and cultural preferences of the customer. Subsequently, organizations might capitalize on the transformative impact of the internet and establish a digital presence within the global marketplace through the development of an international corporation's website or by adopting an e-business model.

The phenomenon of globalization has significantly heightened the significance of human resource management (HRM) growth inside organizations. The aforementioned modifications have resulted in the conceptualization of the Human Resource system as a strategic asset. The discourse surrounding the procedures of globalization within the human resources (HR) function is often predicated on the underlying statement that there has been, and continues to be, a sustained evolution in the manner in which HR is conducted over an extended period of time. Over the past seven years, various contextual factors have contributed to a substantial increase in globalization of activities. These factors include the relocation of work to foreign providers or through global in-sourcing arrangements, the integration of technology in HR processes, advancements in HR information technology, the establishment of new constructions for global Human Resource functions, intensified opposition for skilled personnel across organizational hierarchies, and the development of longer-term and strategic talent pipelines. The HR department has experienced a significant impact from marketing, corporate communication, and IT. The HR function is

undergoing a restructuring in order to adapt to the phenomenon of cross-functional globalization. This entails establishing new partnerships with various functions, resulting in the emergence of novel activity streams and necessitating the acquisition of new responsibilities and skills within the HR function (Sparrow, Brewster, & Harris, 2004).

The role of Human Resource Management in firms has seen significant evolution in recent years. The era of the Personal Management Department, characterized by tasks such as record keeping, document processing, and file maintenance, has come to an end. Human Resource Management (HRM) is gaining significant recognition as a crucial strategic ally, taking on distinct and extensive transformative functions and responsibilities. Therefore, it is imperative for a firm to possess competent Human Resources in order to effectively assemble a proficient team of working specialists. people resource management (HRM) is a strategic function that has been extensively defined by scholars. It involves the management of an organization's crucial people assets in order to achieve a competitive edge in a dynamic commercial environment. The recognition of human resources as a valuable asset that may assist organizations in navigating through periods of economic instability has been effectively acknowledged by businesses globally in recent times.

The phenomenon of globalization in the Indian economy is prompting organizations to reassess their future strategy. The necessity of transformation for existence and progress is now universally acknowledged. Public firms in India, particularly those in the business sector, are currently undergoing significant transformations. Handling the complexity of modification and revolution is a significant and demanding opportunity for the HR function. Human resources (HR) is currently assuming a prominent position alongside other company activities in the facilitation of essential momentum and the development of internal capabilities.

Analysis of Existing Works

The emergence of the period of liberalization and globalization, sideways with the progress in IT, has profoundly transformed the worldwide landscape. The significance of human resources has been emphasized more prominently than ever before. The primary objective of HRM is to facilitate the effective allocation of human resources in order to sustain a quality-oriented culture that can meet and exceed consumer expectations, both domestically and internationally. In a context of competition, it has become imperative to efficiently utilize human resources. The foremost objective of organizations is to discover, attract, and direct skilled human resources towards their business operations, with the aim of enhancing productivity and functional efficiency.

The corporate environment has transformed into a globalized business environment. The internalization of business has resulted in specialists exerting impact not just on labor marketplaces and recruitment necessities, but also on human resource practices. (MDOs), joint ventures (JVs), and strategic alliances (SAs) are often utilized business arrangements in various geographical regions. The evolving organizational structures, international

operations, advanced communications technology, and global market dynamics necessitate the adoption of distinct human resource (HR) strategies for effectively managing multinational corporations (MNCs). The impact of globalization on human resource managers is likely to have been more pronounced compared to other functional leaders. The HR executives are required to provide worldwide orientation in their various responsibilities, including employee recruitment, training and development, performance evaluation, compensation, motivation, welfare, and industrial relations. The significance of international orientation has become increasingly relevant due to the growing interconnectedness of businesses across nations. International Human Resource Management (IHRM) is the term used to describe the process of acquiring, motivating, retaining, and efficiently utilizing personnel in both the corporate office and foreign plants of an international business.

The widely acknowledged belief around the globe is that human resource management (HRM) plays a crucial role in delivering long-term competitive advantage to organizations. Numerous studies conducted by organizational scholars have repeatedly demonstrated the existence of correlations between various human resource management (HRM) strategies and the overall effectiveness of organizations. The discipline of research in Human Resource Management (HRM) has experienced significant growth in the area of strategy, resulting in the emergence of a distinct branch of study known as Strategic HRM (SHRM). The Society for HRM is a multifaceted process that undergoes continuous evolution and serves as a subject of scholarly examination and discourse among academics. This subject matter remains a topic of ongoing discourse on its precise scope and boundaries. The definitions of a human resource system vary, encompassing a spectrum from one that is specifically designed to align with the commercial approach (Miles and Snow, 1984) to a structured arrangement of intentional HR operations aimed at facilitating an organization's goal attainment (Wright and McMahan, 1992). According to Legnick Hall and Legnick Hall (1988), the Society for Human Resource Management (SHRM) incorporates the integration of human resource issues with other corporeal, economic, and technical properties in order to establish areas and address intricate structural challenges. The Society for Human Resource Management (SHRM) places significant emphasis on the adoption of a comprehensive range of policies and practices aimed at cultivating a workforce with a diverse set of skills, information, and aptitudes (Jackson & Schuler, 1995) that align with the objectives of the company. The Society for Human Resource Management (SHRM) encompasses the four primary strategic roles of Human Resources (HR), namely:

1. A Strategic Approach to Hiring,
2. Training & Development with a Strategic Focus,
3. Management of Strategic Performance and
4. The Administration of Strategic Bonuses.

The primary objective of Strategic Approach to Hiring and Selection is to effectively address the present and future requirements in alignment with the ever-changing both inside and outside circumstances. It involves the identification and selection of prospective employees who possess

qualities that correspond with the organization's mission statement and values. The establishment of a strong alignment between the individual characteristics of employees and the objectives of the business serves as a fundamental basis for achieving long-term success (Millmore & Baker, 1996). The selection criterion known as Person-Organization (P-O) fit refers to the degree of compatibility between the specific traits of an individual and the corresponding features of an organization (Higgins, 2002). The alignment between individuals and organizations, as posited by the Person-Organization (P-O) selection paradigm, is conducive to fostering increased levels of employee happiness.

From a strategic standpoint, it is imperative that the selection process be designed to ascertain the extent to which candidates align with the organizational culture and strategic trajectory (Nankervis, Compton, & McCarthy, 1999). Cascio (2006) asserts that a strong alignment between an individual's talents and interests and the qualities of an organization and job role significantly increases the likelihood of a harmonious and satisfactory relationship. Hence, in order to effectively attract and keep skilled individuals, organizations must establish and execute a strategic approach to recruiting and selection. This is subsequently succeeded by a Strategic Training and Development program that is specifically designed to effectively increase or modify existing knowledge, skills, attitudes, and social behaviors with the aim of improving upcoming presentation at the individual, group, or organizational levels. The objective of strategic training is to establish and execute a job progress program that yields advantages for both the company and the individual. In order to tactically develop personnel, it is imperative to have a proactive approach towards development and training, as opposed to a reactive one (Analoui, 2007).

In order to achieve strategic and efficient outcomes, it is imperative for strategic human resource development to possess the endorsement of top-level management, establish a connection with the overall business strategy, and seamlessly integrate with other functions within the realm of human resource management.

Management of Strategic Performance encompasses both desired outcomes and targets, and the strategic competences that people are required to possess. Strategic alignment occurs when the evaluation and presentation organization methods are harmonized with the objectives of the organization. According to Gomez-Mejia et al. (2004), the procedure assumes a crucial role in fostering employee growth and enhancing employee performance. The implementation of strategic assessment and presentation organization possesses the capacity to effectively identify and retain high-performing people, while also identifying areas of development for individuals performing at lower levels. Strategic Rewards Management can be defined as the intentional utilization of pay systems as a crucial mechanism for integrating the efforts of different subunits and individuals, with the aim of directing them towards the accomplishment of an administration's tactical objectives. The remuneration's planned objects encompass rewarding previous success, maintaining competitiveness within the labor market, fostering future performance motivation, attracting and retaining high-quality personnel, and mitigating staff turnover.

The Changing HR Landscape: The contemporary labor force of the 21st century is characterized by its global nature, extensive connectivity, proficiency in technology, and high expectations. The personnel of the organization exhibit characteristics of youthfulness, ambition, and a strong sense of passion and purpose. The scarcity of critical new skills and their unequal distribution globally necessitates organizations to devise novel strategies for talent acquisition, skill development, and knowledge sharing. Globalization has a significant impact on various aspects of organizational operations, including leadership, talent acquisition, capability development, analytics, and HR transformation. Organizations that effectively harness global talent markets while simultaneously adapting their human resources strategies to local contexts will be well-positioned to achieve robust performance. The scarcity of critical new talents is a pressing issue, and its global uneven distribution necessitates organizations to devise novel strategies for talent acquisition, skill development, and knowledge sharing. Existing research indicates a notable disparity between the pressing nature of talent and leadership challenges that leaders currently encounter and their organizations' preparedness to effectively address these concerns. Executives acknowledge the imperative to address various crucial matters, such as growth, leadership, employee engagement and retention, and analytics. However, they express concerns regarding their team's capacity to effectively achieve desired outcomes. One of the primary findings of this study underscores the notion that mere quantity of effort is insufficient. In the present era, organizations are faced with the necessity of adopting novel approaches to managing their workforce, so compelling them to engage in innovation, transformation, and the reengineering of human capital strategies.

Deloitte Touche Tohmatsu India Private Limited and the National Human Resource Development Network collaborated to produce the Global Human Capital Trends report. This report gives Indian business leaders an outline of the HR and talent trends and priorities that will impact their agenda in 2014 and beyond.

- Finding 1. The perceived urgency of global trends is centered around leadership, retention, HR skills, and talent acquisition.
- Finding 2. In general, companies tend to exhibit low levels of preparedness in their ability to effectively respond to emerging trends.
- Finding 3. The most significant disparities in skills are observed in the domains of leadership, analytics, HR reskilling, talent gaining and access, and worker overwhelm.
- Finding 4. In developed and rising economies, leadership assumes a paramount importance.
- Finding 5. Although worldwide trends exhibit similarities across different regions, the specific requirements of programs can vary depending on the region.
- Finding 6. Human capital priorities exhibit variability across industries, except for one particular case: The concept of leadership is a fundamental aspect of organizational dynamics and management. It encompasses the ability

- Finding 7. HR firms and teams that are deemed "excellent" have a heightened level of concentration on the pressing international human capital tendencies.
- Finding 8. HR leaders are more confident in their organization's preparedness to address future changes compared to business leaders.
- Finding 9. Human resources and talent executives see their overall performance as subpar, giving themselves a grade of C- minus.
- Finding 10. Organizations globally anticipate making conservative enhancements in talent and human resources investments during the year 2014.

The strategic focus of Human Resource Management According to the aforementioned findings in the global research, the further points of strategic focus can be identified.

Lead and develop: There is a pressing requirement to enhance and expand leadership development initiatives across various organizational levels. Additionally, there is a need to strengthen worldwide staff competences, revitalize business learning by empowering employees, and address issues pertaining to performance management.

Attract and engage: There is a pressing requirement to devise novel approaches for attracting, sourcing, recruiting, and accessing talent within organizations. Additionally, it is imperative to foster enthusiasm and engagement among employees, apply diversity and inclusion as a strategic business tactic, and devise strategies to assist overburdened employees in coping with the abundance of data and interruptions prevalent in the workplace. The process of transforming and reinventing. There is a pressing requirement to develop a comprehensive global human resources (HR) platform that possesses both resilience and adaptability to cater to diverse local requirements. Additionally, it is imperative to provide HR personnel with opportunities for upskilling and to capitalize on the potential benefits that arise from this endeavor.

Human resource managers and the evolving global economic landscape: a strategic perspective

Human resource professionals are required to assume distinct responsibilities in managing organizational changes and must cultivate specialized skills and abilities to effectively fulfill these responsibilities. The anticipated increase in workplace flexibility is attributed to the emergence of the future workplace, sometimes referred to as the 'virtual office', which is defined by the implementation of innovative and adaptable work arrangements. In the 21st century, a significant proportion of an organization's workforce, potentially up to two thirds, operates remotely. Consequently, there is a growing emphasis on evaluating employee performance and outcomes rather than solely focusing on the quantity of hours worked. Moreover, remote personnel can anticipate a reduced frequency of attending meetings. The proposed changes will result in a significant increase in collaboration inside the workplace, with management primarily focusing on overseeing cross-functional work teams that operate

with a high degree of autonomy. Essentially, a shift towards a decentralized HR paradigm is anticipated to occur, reflecting a prevailing tendency.

Human resource managers will be required to make arrangements for employees in their virtual work settings and devise strategies for overseeing company culture, fostering social interaction, and facilitating employee orientation. To ensure the acquisition and sustenance of a proficient workforce, organizations must assume the role of organizational performance specialists, adept in shaping employee behavior through means other than in-person meetings.

One anticipated transformation in the field of human resources is the introduction of the 'Global Business' paradigm. The global trade industry has experienced significant expansion in recent years, with projections indicating more development in international commercial activities, particularly among small enterprises. Organizations increasingly depend on HR experts as enablers of cross-border work and within diverse cultural contexts. Consequently, individuals are required to possess a comprehensive understanding of other traditions, lingo, and corporate etiquette. The individuals will need to undertake the task of cultivating and overseeing a global workforce, ensuring that corporate policies, both explicit and implicit, are adaptable to different cultural contexts. Additionally, they must effectively communicate to upper management the potential consequences of neglecting transnational matters, while also extending their services to diverse locations across the globe.

Regarding the recruitment process in the aforementioned "global business," the selection of an appropriate approach by the management will be of utmost significance. The phenomenon of globalization will necessitate HR managers to acquire additional competencies, particularly in the realm of language capabilities. For instance, in order to effectively engage in cross-cultural personnel recruitment, human resource managers must either acquire proficiency in new languages or alternatively ensure the presence of bilingual staff members. However, to enhance intercommunication among individuals with diverse linguistic backgrounds, the use of English is commonly favored within global corporations.

When establishing multi-national management programs, it is imperative for organizations to consider the influence of cultural differences on managerial attitudes. For example, British managers place a high emphasis on individual accomplishment and independence, Nonetheless, professional supervision, fringe benefits, security, and pleasant working conditions are more important to French managers. On the other hand, Indian managers attach greater significance to their culture and traditions.

Consequently, it is imperative for human resource managers to possess a comprehensive understanding of diverse cultural norms in order to effectively foster organizational diversity. An organization that acknowledges and fosters cultural diversity stands to gain advantages by employing the target market it serves. The presence of a diversified workforce is advantageous in the context of growing globalization and market rivalry as it facilitates the attraction and retention

of a robust client base. In the context of participating in a global marketplace, the presence of individuals with diverse national backgrounds offers valuable language proficiency and cultural comprehension. Human resources professionals will also have the responsibility of delivering cultural sensitivity training to personnel and executives throughout the entire firm.

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