

Challenges of Globalization: Effective Management of Human Resource***Dr. Alpana Mohan****Abstract**

The present research paper is an attempt to analyse the changing dimensions of human resource management in the present era due to Globalization. Globalization symbolizes the structural making of the world characterized by the free flow of technology and human resources across national boundaries presenting an ever-changing and competitive business environment. A vital aspect of globalization is the way diverse challenges are being faced by nations in an increasingly inter dependent world. HRM is the function performed in organizations that facilitates the most effective use of people to achieve organizational and individual goals. The concept that 'human resource' is a valued asset that can help tide an organization over turbulent waters has been very aptly realized in the recent times of economic turmoil by businesses worldwide. There has been drastically change in the dimensions of Human Resource Management from the personnel management to e-human resource management and strategic human resource management. The research has tried to find out different dimensions in the human resource management function. It is review paper where secondary data has been used. First the human resource is the vital in the new era of globalization, a primary objective of this research paper is to present a conceptual framework for effective management of human resources as a response to the growing interaction of globalization and business performance. Second, research paper will focus the role of Psychology for fulfilling the strategic goals and especially during times of technological growth and development in the modern world of ever changing information and innovation in order to meet the challenges of globalization. The researchers have found that due to the challenges of globalization, the functions of HRM have now changed to large extent.

Key word: Globalization, Human resource management, Technology, Psychology

1. Introduction

The human resource function faces many challenges during the globalization process, including creating a global mind-set within the HR group, creating practices that will be consistently applied in different locations/offices while also maintaining the various local cultures and practices, and communicating a consistent corporate culture across the entire organization. To meet these challenges, organizations need to consider the HR function not as just an administrative service but as a strategic business partner. Companies should involve the human resources department in developing and implementing both business and people strategies. This type of partnership is necessary if an organization wants to change potentially inaccurate perceptions of HR and reiterate the HR function's purpose and importance throughout all its global environment. Organizations will also discover that HR can be invaluable in facilitating the development of a unifying corporate culture and finding and cultivating much needed leadership talent around the world. The process of globalizing resources, both human and otherwise, is challenging for any company. Organizations should realize that their global HR function can Help them utilize their existing human talent from across multiple geographic and cultural boundaries. International organizations need to assist and incorporate their HR function to meet the challenges they face if they want to create a truly global workforce.

1.1. Globalization

According to International Monetary Fund, this stresses the growing economic inter dependence of countries worldwide through increasing volume and variety of cross border transactions in goods and services, free international capital flows, and more rapid and widespread diffusion of technology. According to Dr. Ismail Shariff, globalization is the worldwide process of homogenizing prices, products, wages, rates of interest and profits.

The term “globalization” is used to refer to these collective changes as a process, or else as the cause of turbulent change. Globalization relies on three forces for development:

- The role of human migration
- International trade, and rapid movements of capital
- Integration of financial markets.

There are 4 basic aspects to globalization:

- We are global in our **information exchange**—obviously the internet is the best example of this.
- We are also global in our **travel**—with airplanes and also cars, people move all over the place, and we get to see other countries across the world.
- Thirdly, we are global in our **resource depletion**. No society can isolate itself from global environmental degradation. Problems such as air pollution, acid rain, and climate change don't respect international boundaries.
- Finally, we are global in our **economy**.

1.1.1. Factors Driving Globalization

The increasing prevalence of globalization is driven by a number of factors, including shortage of talent in developed countries, availability of low cost labor and growing consumers in developing countries, and technological progress.

- **Shortage of Talent in Developed Countries**

Despite the current economic downturn and unemployment, most developed countries, including the United States, Germany and Japan will face long term talent shortages mainly due to ageing and the retirement of baby boomers. There are more workers retiring than entering

the labor force in these countries. By 2020, for every five retiring workers, only four new workers will join the labor force in most developed countries.

- **Availability of Low Cost Labor from Emerging Countries**

The opportunity has never been greater for multinationals to attract top talent from emerging countries, such as Brazil, Russia, India, and China, or to outsource work to these countries. According to the International Organization for Migration, there were an estimated 214 million international migrants in the world in 2010, and fifty-seven per cent of all migrants live in high-income countries (World Migration Report, 2010). The number of migrants is likely to grow exponentially in the coming years. Furthermore, the migration of workers and outsourcing of work would not be limited to unidirectional flow from emerging countries to developed countries.

- **Technological Progress**

Globalization is made possible by the development of cost effective, yet very powerful technologies, including the Intra- and Internet, enterprise resource planning system, data warehouse, data mart, and data analytics. It created a global platform that allowed more people to plug and play, collaborate and compete, share knowledge and share work, on a scale never seen before. The system is designed so human resource personnel are able to analyze the data to get business insights, predict future needs and develop strategies to fill those needs.

1.2. Human Resource Management

HRM can be considered to be responsibility of all those who manage people as well as a description of persons who are employed as specialists. It is that part of management that involves planning for human resource needs, including recruitment and selection, training and development. It also includes welfare and safety, wage and salary administration, collective bargaining and dealing with most aspects of industrial relations. The integration between the management of human resources and psychology is arguably the prime factor delineating HRM theory and practice from its more traditional personnel management origins. Selection of the personnel has long been recognized as a key activity within HR and this article seeks to explore the extent to which its practice provides evidence of such strategic alignment.

Human resource management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an

enterprise, enabling each to make his own best contribution to its success both as an individual and as a member of a working group.

1.2.1. **Characteristics of Human Resource Management**

Some of the prominent characteristics of human resource management are highlighted as:

- **Ample Function**

Human resource management is concerned with managing people at work. It covers all types of people at all levels in the organization. It applies to workers, supervisors, officers, managers and other types of personnel.

- **People-Oriented**

Human resource management is concerned with employees as individuals as well as groups. It is the process of achieving the best fit between individuals, jobs, organizations and the environment. It is the process of bringing people and organizations together so that the goals of each are met.

- **Action-Oriented:** Human resource management focuses on action rather than on record-keeping or procedures. It stresses the solution of human resource problems to achieve both organizational objectives and employee's personal goals.

- **Individual-Oriented**

Under human resource management, every employee is considered as an individual so as to provide services and programs to facilitate employee satisfaction and growth.

- **Development-Oriented**

Human resource management is concerned with developing potential of employees so that they get maximum satisfaction from the work and give their best efforts to the organization.

- **Persistent Function**

Human resource management is inherent in all organizations and all levels. It is not confined to industry alone. It is equally useful and necessary in government, armed forces, sports organizations and the like. It permeates all the functional areas, e.g., production, marketing, finance, researched.

- **Young Discipline**

Human resource management is of comparatively recent origin. It started in the last part of the 19th century. It is relatively a new specialized area as compared to manufacturing and marketing.

- **Interdisciplinary**

Human resource management involves application of knowledge drawn from several disciplines like sociology, anthropology, psychology, economics, etc. In order to deal with human problems effectively, a manager must depend upon such knowledge.

The roles and responsibilities of Human Resources departments are transforming as the modern business faces pressures of globalization. The global supply of talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talent is likely to continue to increase, notably for high skilled workers and for the next generation of business executives. Now organizations need to place greater emphasis on attracting human capital rather than financial capital. The transformation of human resources today is a direct call of the rapid changes within businesses due to factors such as globalization. . The new global world has widened the talent pool for excellent and marginal workers, and for permanent and fluid workers. An organization's talent can be a source for a sustained competitive advantage and can affect important organizational outcomes such as survival, profitability, customer satisfaction level, and employee performance (Pfeffer, 1994; Prahalad, 1983). Human resources need to take advantage of technology and data analytics to build a global human resource information system that collects and stores data from various sources. The system will help to analyze the data to provide business insights, predict future needs and develop strategies to fill those needs. Companies with the ability to foresee and sustainably manage their workforce needs – especially for high skills – will gain the decisive competitive advantage (World Economic Forum, 2010a).

2. Challenges of Globalization for Human Resource Management

The different challenges that HR function faces in the globalization process. The top challenges facing the HR function during the globalization process include:

- **Handling Multicultural / Diverse Workforce:** Dealing with people from different age, gender, race, ethnicity, educational background, location, income, parental status, religious beliefs, marital status and ancestry and work experience can be a challenging task for HR managers. With this, managing people with different set of ideologies, views, lifestyles and psychology can be very risky. Effective communication, adaptability, agility and positive attitude of HR managers can bind the diverse workforce and retain talents in the organization.
- **Managing Change:** Who wants to change their ideology or way of working? Neither you nor I. How can we expect others to change then? Bringing change in organizational processes and procedures, implementing it and then managing it is one of the biggest concerns of HR

managers. Business environment is so volatile. Technology keeps changing every now and then. All thanks to globalization. Upgrading the existing technology and training people for them is a real headache for HR department. The success rate of technology change depends how well HRD can handle the change and manage people issues in the process.

- **Retaining the Talents:** Globalization has given freedom to working professionals to work anywhere in the world. Now that they have endless lucrative opportunities to work, hiring and retaining the best industry talent is no joke. Maintaining harmonious relations with them, providing excellent work environment and offering more remuneration and perks than your competitors can retain and motivate them.
- **Conflict Management:** HR managers should know how to handle employee-employer and employee-employee conflicts without hurting their feelings. Although it is almost impossible to avoid conflicts among people still handling them tactfully can help HR managers to resolve the issues. They should be able to listen to each party, decide and communicate to them in a convincing manner in order to avoid future conflicts.
- **Social, political, and economic differences affect an organization's ability to implement consistent HR practices around the world:** International organizations identified variations in social, political, and economic circumstances as the number one challenge to maintaining consistent HR practices. When administering HR practices across Locations/offices, these companies must consider factors such as government regulations, local employment laws, cultural differences, and employee expectations.
- **Organizations must be prepared to address and overcome local resistance to change:** Another major challenge facing HR practitioners is that different locations/offices might have their own operating methods and are resistant to changing. A corporate mandate to use a certain practice might not be successful if it is not flexible enough to incorporate the local cultures and ways of doing things.
- **The HR function must address any differing perceptions from the corporate and local levels regarding HR's value, credibility, and importance:** The way that different locations/offices perceive their organization's HR function also poses a large barrier to implementing consistent HR practices. One location/office might perceive HR to be a true business partner, working with high-level managers and contributing to the strategic direction of the organization.

Few other Challenges are identified as Understanding the continual change of the globally competitive environment and Building a global awareness in all HR departments/divisions.

3. Objective of the Study

The research has tried to find out different dimensions in the human resource management function. It is review paper where secondary data has been used. First the human resource is the vital in the new era of globalization, a primary objective of this research paper is to present a conceptual framework for effective management of human resources as a response to the growing interaction of globalization and business performance. Second, research paper will focus the role of Psychology for fulfilling the strategic goals and especially during times of technological growth and development in the modern world of ever changing information and innovation in order to meet the challenges of globalization. The researchers have found that due to the challenges of globalization, the functions of HRM have now changed to large extent.

Organizations that are growing globally are faced not only with the obvious challenge of trying to coordinate activities among their many locations/offices, but also with creating a truly global mind-set among HR professionals. Such a mind-set implies recognizing and valuing cultural diversity, having knowledge of differences within and across their various cultures, and being able to balance global business needs within multiple cultures. All levels of the HR function—corporate and local—must understand and respond to a highly competitive global marketplace. . The human resource function faces many challenges during the globalization process, including creating a global mind-set within the HR group, creating practices that will be consistently applied in different locations/offices while also maintaining the various local cultures and practices, and communicating a consistent corporate culture across the entire organization.

It also remains the biggest challenge for global organizations'human resource departments to manage a workforce diverse in culture and language skills, and distributed in various countries. It is critical that the businesses not only familiarize with local ways of doing business, and understand the needs of local consumers, but also develop a global mindset among their employees. Being at the center of globalization, multinational organizations need to learn to integrate diverse value systems and espouse shared global work values to create an environment, where workers are able to communicate and coordinate their activities to reach common goals (Rosenblatt, 2011; Erez and Drori, 2009; Ralston et. al., 1997). Human resources must play new roles and responsibilities in leading the organization in uncharted waters of globalization.

To meet these challenges, organizations need to consider the HR function not as just an administrative service but as a strategic business partner. Companies should involve the human resources department in developing and implementing both business and people strategies. The Changing Role of the HR,

Competition for talents, Outsourcing, Working Environment, Diversity of Work force, Technology, Leadership development, Organization culture, Conference and Candidates experience.

The changing role of the HR professionals is changing. The competitive world now only depend upon the human behavior in organization, because the human resource in the standard one. The human are real. We can see them, touch them, hear them and also they are the competence. The competence gives almighty results to the organization. Jum burns Canadians president like to say, 'people are the only company assets that increase in value.' Clearly the first step is to make sure that the organization's HR practices are effective. The practices should create competitive advantage by building strong organizations, strong leaders and managers, and strong teams and employees. But few HR departments do this in a measurable way. CEOs are demanding that HR stop giving lip service to strategic performance and find the metrics that prove they are contributing to the growth and performance of the company through effective people management.

4. HR Challenges - How to cope with them efficiently?

Human Resource Management used to be considered as other conventional administrative jobs. But over a period of time, it has evolved as a strategic function to improve working environment, plan out human resources needs and strike a balance between the organization and employers in order to increase organizational productivity and meet organizational goals. Not to exaggerate but in today's highly competitive world it has gradually become one of the most important functions of an organization.

It is really a huge challenge to understand the psychology of workforce, retain the best talents of the industry, motivate them to perform better and handle diversity while maintaining unity simultaneously, especially in countries like India, where it is still evolving. Globalization has resulted in many positive developments but it has left many concerns for HR managers.

In today's tough world and tight job market, coordinating a multicultural or diverse workforce is a real challenge for HR department.

Human resource managers are on their toes to strike a balance between employer and employees keeping in mind the recent trends in the market. They may find themselves in dire consequences if they are not able to handle the human resource challenges efficiently.

4.1. Role of Psychologist and Human Resource Management

Gilbreth (2005) gave the following definition of the Psychology of Management. The Psychology of

Management means the effect of the mind that is directing work upon that work which is directed, and the effect of this undirected and directed work upon the mind of the worker. The emphasis in successful management lies on the man, not on the work. Seyidov (2000) also defines the management and then shows the correlation between management and psychology. Management – a science about coordination of resources of the organizations on reaching the planned purposes. There where a person exists, his psychological features that are reflected in his activity are always with him. Studying the psychology of management, we study the psychology of the person, his activity and the most important thing – influence of the mentality of the person on activity and influence of activity on psychology and behaviour of the person. The psychology of management is the branch of psychology studying mental features of the person and its behavior in the course of planning, organization, management and the control of joint activity. The human factor is considered as the central point in the psychology of management, as its essence and a core. Being engaged in studying the person in the conditions of the concrete practical activities of psychology, managers constantly face the problems that need development both of the professional work, and of the person who carries it out. Among this variety of problems, Seyidov (2000) has given the greatest attention to four basic problems or fundamental questions of the psychology of management: motivation, leadership, interpersonal relations, selection of personnel. Through Psychology four basis problems can be solved properly, then we can meet the challenges of globalization.

- **Motivation:** Motivation is an activity of the person, its formation in the process of its realization and satisfaction gained from the activity. In a market which job-hopping has become the name of the game, keeping the workforce motivated is one of the key challenges of HR. Motivation no longer comes from just a lucrative pay package. Nowadays companies have to walk that extra mile to make the employee feel special to ensure that he doesn't walk out and into the arms of competition. Talent segmentation and segregation with performance appraisal and rewards is essential to a good team of workers. In essence, as industries evolve, employers have to ensure that apart from the basics of 'roti, kapda and makaan', employees also expect job satisfaction, learning and development facilities.
- **Leadership:** Leadership is one of the brightest and interesting phenomena arising in the course of group activity. The efficiency of any activity depends on its adequate understanding. According to Nemov (1998) the leader – an authoritative member of a social group, whose power and privileges are admitted voluntarily by other participants of the group, ready to listen

to him and follow him. International companies recognize the need for strong leadership development. Not surprisingly, HR departments in global companies will emphasize leadership development in the next two years. This finding aligns with a recent study conducted by The Conference Board in which respondent organizations indicated that identifying and developing leaders was the most pressing issue in their organizations.¹ Almost all the organizations in the study (91 percent) also identified leadership as the critical success factor needed for global growth. Global organizations require strong leaders who can drive the business in the global marketplace and effectively manage people in different cultures and environments. As organizations face a global war for talent and a shortage of qualified leaders, these people are becoming increasingly difficult to find. A recent DDI study of leadership identified a sizeable gap between current and future leadership skills. In fact, today's leaders do not believe they are currently strong in 8 of the 10 skills deemed important for future leadership positions. Global organizations have the added burden of finding and developing leaders who not only are strong in basic leadership skills, but can meet the demands of managing in diverse locations and cultures and creating a common corporate culture. To meet this challenge, 73 percent of international organizations indicated that they have a formal process in place for identifying and developing potential candidates for key management positions. Development efforts should provide a broad spectrum of opportunities for individuals to enhance their global leadership skills and capabilities (e.g., cross-cultural assignments, multicultural task forces or project teams, mentoring programs). By developing leaders internally, global organizations can form a strong leadership base on which to build for future success.

- **Interpersonal relations:** Interpersonal relations are a part of the human nature. It is shown in the form of internal requirement in communicating and establishing the interpersonal relations. Psychologists explore human behaviour with a focus on perception, cognition, emotion, personality, behaviour, and interpersonal relationships. Human resource management is a dynamic and evolving area related to the management of people organizations.
- **Selection of Personnel:** Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organization, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organization. The HR professionals – handling the recruitment function of the organization- are constantly facing new challenges. The biggest challenge for such professionals

is to source or recruit the best people or potential candidate for the organization. In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. In an already saturated job market, where the practices like poaching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function- recruitment. They have to face and conquer various challenges to find the best candidates for their organizations. Quality of manpower is another issue needs paying attention to, in India. While millions of graduates and post-graduates pass out of Indian universities each year, the actual number of employable talent is severely limited. Employers have to adopt innovative modes of recruitment to ensure that it can separate the wheat from the chaff.

Some of the Major Challenges Faced by the HR in Recruitment are as follows:

- **Adaptability to Globalization** – The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process.
- **Lack of Motivation** – Recruitment is considered to be a thankless job. Even if the organization is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.
- **Process Analysis** – The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.

The selection process is concerned with identifying, attracting and choosing suitable people to meet an organization's human resource requirements. Selection is essentially concerned with finding, assessing and engaging new employees or promoting existing ones. As such, its focus is on matching the capabilities and interests of prospective candidates with the demands and rewards of a given job. Selection decisions are amongst the most important of all decisions that managers have to make because they are a prerequisite to the development of an effective workforce. Psychology plays a very important role to selection of right employee. Selecting the right employees is important for three main reasons. First, your own performance always depends in part on your employees. Subordinates with the right skills, knowledge and

attributes will do a better job and the company. Employees without these skills will not perform effectively, and your own performance and the firm's will suffer. Second, it is important because it's costly to recruit and hire employees. Third, it's important because of the legal implications of incompetent hiring. Various selection techniques are available, and a selection procedure will frequently involve the use of more than one.

- **Interview:** The interview is an examination – a face-to-face encounter via which each side seeks to make a decision about the other. The employer is in the dominant position. Even where the short-list is very short and the employer is desperate to fill the post – it is unlikely that an applicant perceived as being a rogue or maverick will be employed. The employer at all times will seek to protect their interests. The face-to-face selection interview is the traditional method – yet it is fraught with problems of subjectivity, interpersonal judgment, interpretation and miss-interpretation. Why we still use interviews even though if they are so subjective and unreliable.
- **Psychometric Test:** A test is an instrument, designed to measure something. The “something” has to be measurable – either in a concrete sense (we can weight it!) or in a comparative sense – we can compare the results of individuals against the results of groups who have been measured using the same instrument and for whom “norms” exist. If we use tests there needs to be a clear correlation between possessing the quality being tested and subsequent success in learning and performance. An employer may devise a test or buy one in off-the-shelf. Someone has to administer the test properly and have the ability to interpret the results. From a test's results, the employer may judge that the applicant does not have the necessary qualities.
- **References:** Current or previous employers may be asked to give information on their knowledge of the candidate. References are usually thought on the latter stages of the selection cycle either immediately before the job offer is made or afterwards – the offer is made “subject to satisfactory references being received”.
- **Work experience:** Can candidates be invited to do the advertised job for a short period? If they do a contract of employment relationship is formed. Most employees are engaged on the basis that their first few weeks/months at work consist of a probationary period during which time their suitability is being assessed by their actual manager, peers and anyone else directly affected by their performance. In a sense a college leaver or someone else who starts on a training scheme or “work-fare” programmed is participating in a longer selection process. At the

end of the probationary period – the employer makes a decision as to whether or not the job relationship is to continue.

- **Simulations:** These range from asking candidates to make a presentation on a subject to candidates meeting in a group to discuss a topic or resolve a problem (case study or simulation exercise involving planning, organizing, leadership, communication skills, analysis, synthesis, influencing etc). Applicants may be presented with a situation that they might face if they got the job such as planning a conference, evaluating an organizational case study and making decisions.
- **Assessment Centers (a group-focused, package/battery approach):** Several methods are combined into a program (e.g. interviews, ability and psychometric tests, presentations etc) for group of candidates who attend a centre (company training centre, hotel). Some of the techniques involve candidates working/interacting in groups (discussion or management games/simulations) and their behaviors are recorded and evaluated by observers (trained). Candidates may spend one or more days together with their selector/observers – who meet to share observations and interpretations about candidates.
- **Biographical Analysis:** Analysis of the application form and the interview process in a broad sense involve biographical analysis. Employers seeking to fill jobs involving considerable responsibility perhaps including a high security or risk element may wish to investigate the candidate more deeply. A security search may be involved – clearly issues about privacy are raised here.

4.2. Development of A Long-term HR Plan to Meet the Challenges of Globalization

Making the shift to a new HR role will raise unique issues for every HR group that attempts it, but there are some common steps and activities that will increase the likelihood of success. Some of these steps and activities are:

- **Strong HR leadership:** As with any major change effort, a strong leader can develop a clear vision, motivate others to share that vision, and help them work toward achieving it. In order to change the role of HR in an organization, the HR leader will need to work both within the HR group and with the organizational leaders to reshape everyone's expectations of what HR can

and will deliver. The success of the change will depend upon HR's ability to meet the real needs of the organization and the credibility it develops.

- **Acute future orientation:** One of the ways that HR can provide value is to understand how changing environmental, organizational, and workforce factors will likely influence the business, anticipate the associated HR needs, and be prepared to deliver appropriate solutions to meet those needs. By maintaining a focus on workplace trends, for instance, HR can prepare to evaluate the impact that particular changes are likely to have on an organization's people and processes, and be prepared to work with the business leaders to decide how to respond-being ahead of the curve, not behind it. For example, one movement that is likely to have significant impact on the way people are hired, managed, and valued is that of intellectual capital. A "new role" HR department is one that has learned about intellectual capital and its implications, evaluated the impact on current practice, and developed ideas and recommendations for changing HR practice and other business processes.
- **Flexibility and creativity:** An HR group that is successful in the future will likely be one that is responsive to the changing needs of its client organization. Responsiveness in the changing world of work will require being flexible-as the organizations change, so will their needs and priorities. In addition, traditional activities and processes may not be sufficient to meet the unique needs of the future-HR leaders will likely rely on creativity of their groups to achieve effective results. Increasing globalization of the market will create a need for both flexibility and creativity as businesses try to succeed in new locations, with a new workforce, and with new customers.
- **Delivering value:** Although this is not a new challenge for HR, it remains a critical one. HR is still perceived by many within today's organizations as simply a non-revenue generating function. It is important to make apparent the value provided by working with the management team to hire the right people, manage them well, pay them appropriately, and build a working environment that encourages success. Beatty and Schneier (1997) extended the concept of delivering value within the organization by arguing that HR must deliver economic value to the customers, as well as to employees.
- In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR managers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and

loyalty.

- Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchase by the organization and training should be provided to young and educated workers.
- Keeping in mind by HR manager the issue of Globalization, to cope this issue the concept of Globalize Human Resource Management (GHRM) should be implemented to prepare the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.
- Human resource manager should develop such a HR system which consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.
- One of the great debate also going on work force diversity, the HR manager responsible to make such a broad strategies which help to adjust employees in global organization, HR must develop the ability to compete in the international market.
- Organization culture is also another important element which must be consider by the HR manager, the culture must be like to shape their behavior and beliefs to observe to what is imperative.
- To provide more and more talent people into the organization the HR manager must re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees separate strategies should be developed and implemented.

Conclusions

As we have discussed earlier, those dominant issues and challenges of globalization, which are facing by HR mangers and organization. The real challenge for organizations in the era of globalization is to pay particular emphasis to strengthening their human resources by upgrading the relevant competencies. The increasing prevalence of globalization is driven by a number of factors, including shortage of talent in developed countries, availability of low cost labor and growing consumers in developing countries, and technological progress. Despite the current economic downturn and unemployment, most developed countries, including United States,

Germany and Japan will face long term talent shortages mainly due to ageing and retirement of baby boomers. There are more workers retiring than entering the labor force in these countries. By 2020, for every five retiring workers, only four new workers will join the labor force in most developed countries. The shrinkage of talent will be more than compensated by growing number of professional talent produced in emerging nations, yet the global supply of talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talents is likely to continue to increase, notably for highly skilled professionals. The demand for talented people is increasing from developed and developing countries alike. Only the multinational enterprises that will be willing to adapt their human resource practices to the changing global labor market conditions will be able to attract, develop and retain high performing employees, and will likely survive, and succeed in the global competition. Management of culturally diverse and geographically dispersed workforce is a key goal of global human resources. It is also critical that the businesses not only familiarize with local ways of doing business, and understand needs of the local consumers, but also develop a global mindset among their employees. Human resources must play roles and responsibilities in leading the organization towards openness to cultural diversity. The human resources need to focus on organizations' long-term objectives and on future-oriented plans. Instead of focusing exclusively on internal human resource issues, human resource departments need to take a balanced and broader approach. HR departments of global companies must assemble data on factors, such as employees, attrition and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions, and load into data warehouses and data marts. By applying advanced analytical techniques on the data, human resource professional will get business insight, predict changes, and make informed decisions at operational and strategic levels. The human resource professional accesses current and anticipates future skills shortages through strategic skills planning. Global organizations not only need to a networked, collaborative and open to culturally diverse workforce, but also consists of high talent. The first foremost work by the HR is to developed sound organizational structure with strong interpersonal skill to employees, and also to train employees by introducing them the concept of globalize human resource management to perform better in the global organization context. All these issues and challenges like, work force diversity, leadership development. Change management, organizational effectiveness, Globalization, E- Commerce, succession planning and compensation etc, Can be best management by HR manager when they will work with HR

practices, such as rigid recruitment and selection policy, division of jobs, empowerment, encouraging diversity in the workplace, training and development of the work force, fostering innovation, proper assigning of duties and responsibilities, managing knowledge and other functions as are shown. Nutshell when HR works enthusiastically by keeping all the practices in mind, competitive advantages can thus be accomplished, the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive.

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