



Globalization and its impact on Human Resource Management practice of India

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Introduction

Globalization as defined by Giddens (1990) is actually the ‘intensification of worldwide social relations which link distant localities in such a way that local happenings are shaped by events occurring miles away and vice versa’. This explanation incorporates some interconnected information, of “accelerating interdependence” (Ohmae, 1989), of “action at a distance” (Giddens, 1990) and of “time–space compression” (Harvey, 1989). ‘Accelerating interdependence’ is understood to be the rising intensity of international enmeshment among national economies and societies, such that developments in one country impacts directly on another country. ‘Time space compression’ refers to the mode in which globalization appears to contract geographical distance and time. In a world of near instantaneous communication, distance and time no longer seem to be major hurdles on patterns of human associations and communications (Held, McGraw, Goldbat and Perraton, 1999). Globalization is an important aspect to meeting in organizations’ strategies, structures and processes and in customer choice, along with a new global division of labour that widens the income gap between the ‘haves’ and ‘have nots’ both within and among societies.

In this era the world is organized by rapid globalization, ‘which is reinforcing the supremacy of a world industrialist economic system, supplanting the domination of

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the state with multinational corporations and organizations and ultimately eroding the local cultures and traditions through a global culture (Kellner, 1989).

The worldwide budding economy and society can be explained as a society with network which is high and dry in new communications and information technology (Castell, 1996, 1997, 1998). Some social authors view globalization as the prolongation of modernization and a power of progress, capital, liberty, democracy and contentment. Others observe it as a different form of burden. Its critiques sight globalization as damaging and recognize it as a power that brings about bigger command and control by richer and highly developed nations over the poor and underdeveloped countries. They sense that it widens the space between the 'haves' and 'have nots' (Castell, 1996).

From the social premise viewpoint, globalization includes the flow of produce, money, equipment, ideas, forms of culture and populace across national boundaries via a global networked society (Castells, 1996, 1997, 1998). The transmutations of know-how and money, work together to create a new globalized and interconnected world. (Castell, 1998).

A scientific uprising concerning the making of automated arrangement of communication, shipping and swap is the belief of a globalized financial system, along with the extension of a world industrialist market structure that is engrossing more and more areas of the world and spheres of manufacturing, exchange and consumption. The technological revolution presupposes global computerized networks and the free movement of goods, information and people across national boundaries. For this reason the internet and global computer networks makes the globalization possible, by developing a hi-tech system for the global economy. Globalization has a consequence on the employment patterns internationally. It has largely enabled a big deal of outsourcing, which is one of the supreme organizational and industry arrangement shifts that modifies the method of business operations (Drucker, 1998). Globalization is also viewed as varying organizational structures where costs can stir up or down as the business ambience dictates (Garr, 2001). For workforce, the inclination toward outsourcing has been considered to effect in a loss of set service opportunities as an outcome of organizations looking to use economical labour from countries like China, Mexico and even Africa. The globalized economies have also had their effect on repayment systems, migration, and on job security.

Historical Development

Globalization is not just a latest happening. A number of analysts have argued that the world market was just as globalized 100 years back as it is at present. However, the word is used ever since the 1980s, reflecting technological advances that have made it easier and faster to complete worldwide dealings, both trade and monetary flows. The major remarkable feature of this has been the amalgamation of monetary markets made doable by current electronic communication. Globalization has been a chronological course with ebbs and flows. Throughout the Pre-World War I phase of 1870 to 1914, there was speedy mixing of the economies in provisions of trade flows, movement of funds and exodus of people. The expansion of globalization was primarily led by the technical forces in the fields of transportation as well as communication. There were fewer barriers to flow of trade and people across the geographical confines. Definitely there were no passports and visa needs and very few non-tariff barriers and limitations on finance flows. The pace of globalization, however, decelerated between the First and the Second World War. The inter-war period witnessed the erection of various barriers to restrict free movement of goods and services. Most nations considered that they could flourish better behind high shielding economic walls. Subsequent to World War II, all the leading nations set on not to reiterate the mistakes they had done beforehand by selecting to be isolated. Even though subsequent to 1945, there was a drive to augmented incorporation, it took an extended period to arrive at the Pre-World War I stage. In conditions of percentage of exports and imports to total output, the US may perhaps arrive at the pre-World War stage of 11 per cent merely around 1970. Largely of the developing nations which gained sovereignty from the colonial rule in the immediate Post-World War II time followed an import replacement industrialization regime. The Soviet coalition nations were also protected from the course of global economic amalgamation. Nevertheless, times have transformed. In the previous two decades, the process of globalization has proceeded with superior dynamism. The former Soviet coalition nations have got and are still getting included with the global economy. Today increasingly developing countries are turning in the direction of outward oriented plan of expansion. However, studies point out that trade and money markets are no more globalized nowadays than they were at the end of the 19th century. Nonetheless, there are more concerns concerning globalization at the present than before because of the character and swiftness of transformation. What is prominent in the existing episode is not only the quick tempo but also the massive impact of new information technologies on market amalgamation, competence and industrial organization. Globalization of financial markets has far outpaced the combination of product markets.

Human Resource Management issues & Challenges in Global Markets

The approaching of the 21 century globalization poses unique HRM challenges to business chiefly those functioning across countrywide boundaries as transnational or global enterprises. Global trade is considered by the open flow of human and economic resources particularly in the developed economies of European Union (EU), the North American Free Trade Agreement (NAFTA), other regional groupings such as the Association of South East Asian Nations (ASEAN), the Economic Community of West African States (ECOWAS), the Southern African Development Community, etc. Competing in global markets require loads of factors and centralization of its human resource practices is definitely imperative to get better global competitiveness and authorize workforce for global assignments. These developments are opening up new markets in a mode that has certainly not been seen earlier than. This accentuates the requirement to deal with human resources efficiently to increase aggressive benefit in the global market place. To attain this, organizations need an understanding of the factors that can decide the efficacy of different HR practices and approaches. This is because countries like India diverge down a number of scopes that persuade the attractiveness of direct overseas investments in every nation. These differences establish the economic feasibility of building a function in a foreign nation and they have a predominantly tough impact on HRM in that function. A number of factors that influence HRM in global markets are identified as: (1) Culture (2) Economic System (3) Political System – the legal framework and (4) Human capital (Noe, et al, 2000). This is in consonance with the belief that proficiency based human reserve strategy offer a source for the achievement of competitive benefit and for nations overwhelmingly influence a foreign country's aspiration to establish or penetrate that country's market (O'Reilly, 1992). This partially clarifies why Japan and US establish and penetrate the home markets in South East Asia and Mexico respectively.

In the situation of developing nations like India, globalization poses individual challenges to governments, the private sector and of course the organized labour. These challenges, which must be addressed through a tactical approach to human resource management, which includes (1) Joint venture in economic resurgence particularly in South East Asia (2) Dealing with the “big boys”, the finance managers (3) Concerns over likelihood of scam in E-commerce (such as issues of assurance and faith) and (4) Implementing prescriptions for resurgence and expansion taking into consideration of the development agenda and sole situation of the individual country.

To realize accomplishment in global bazaar, the challenge of every industry by not considering their size is to recognize the global corporate intellectual differences and spend in human resources. There are definite human resource management issues that are exacting for the global ventures. The important issues occupy recruitment policies selecting and keeping hold of endowed employees, training and development whilst encouraging workforce to be ground-breaking and inspired, culture hurdles, and lawful frame working. Other issues comprise recognizing the challenges of livelihood and working abroad, performance assessment from a distance, training and management development, payment packages, and labour relations and organized labour laws.

Globalization and the Changing Face of Human Resource Management in India

The pressures on traditional IR models are not all due to globalization, as we shall see, but many of the changes taking place can be traced to globalization as the case in India. It is not always easy to unscramble the reasons and consequences of globalization. However, it would most likely be factual to say that globalization is symbolized by the opening up of markets due, in huge measures to the overseas direct investment resulting upon the lowering of investment obstacles in basically all countries including India; by the liberalization of trade, and by implementing the deregulation tactics in financial markets the result of which most of the Indian governments are escalatingly having little control over the flow of capital across borders.

All this entailed the supremacy of the market structure, made easy by subsiding to substitute economic (and in many cases political) systems. There is also a straight link involving globalization and information technology (IT) especially in the Indian context.

Speedy technological changes and lessening of the communication costs have assisted the globalization of production and financial markets in the country. Simultaneously globalization encouraged technological development through augmented competition; it diffused technology through foreign direct investment in the country.

These developments had further effects in the Indian economy for instance:

- Democratization and increased pressures for more labour rights in India where such rights have been restricted.
- More liberalization and deregulation were implemented.
- Competition for investment increased.
- Augmentation of economic independence in India.
- Capital, information and technology flows increased enormously in the country.
- Transnationalization of enterprises originating from the country increased along with creation of mergers and alliances was also boosted up.
- Customer-driven (and not product-driven) global and local markets developed, but at the same time segmented markets also developed in the country.

Competitiveness increasingly based (not on low wages or natural resources) on knowledge/innovation, skills and productivity. The success of global companies is to a large extent dependent on their ability to organize (within and between organizations) across national boundaries information, money, people and other resources.

Strategic HRM and Organizational Performance in India

Analysts in strategic HRM conceive that larger use of such exercises will always result in better (or worse) organizational performance (Abowd, 1990; Gerhart and Milkovich, 1990; Huselid, 1995; Leonard, 1990; Terpstra and Rozell, 1993). Leonard (1990) established that organizations comprising long-standing enticement plans for their executives had huge increase in return on equity over a four-year time frame than did other organizations. Abowd (1990) established that the degree to which managerial compensation was based on an organization's monetary performance was considerably connected to future financial performance. Gerhart and Milkovich (1990) found that pay mix was related to financial performance. Organizations with pay plans that included a larger sum of performance contingent pay attained greater financial performance. In combination, these studies signify that organizations with tougher pay-for-performance standards attained better long-term financial performance than did organizations with puny pay-for-performance standards.

Terpstra and Rozell (1993) conceived five “best” employment practices and instituted that the use of these practices had a modest and encouraging bond with organizational performance. Finally, Huselid (1995) recognized a connection between

organization-level results and groups of high performance work practices. As an alternative of spotlighting on a particular practice (e.g., staffing), Huselid gauged the concurrent use of numerous sophisticated HR practices and concluded that the HR sophistication of an organization was considerably related to earnings, organizational efficiency and financial performance.

In the context of necessary capabilities for HR employees, rising substantiation from experimental research reveal the mounting requirement for HR employees to have both HR expertise and business-related proficiencies and fitness. A review of HR executives in the US demonstrate that HR managers are using comparatively less time in record keeping and assessment, while their time spent in their actions as a business partner have twofold. The review also exposed that HR managers believe that their HR staff's most important skill needs are group skills, consultation skills and an understanding of business (Noe, et al., 1997).

Managerial proficiencies predominantly in the HR role bring two advantages to the HR function: (1) Develop the position of the HR section (Barney & Wright, 1988) (2) Act as significant influencers on the point of integration between HR management and organization approach (Golden & Ramanujam, 1985; Ropo, 1993). A study of Singaporean companies found that when HR managers be short of the needed skills to execute their responsibilities proficiently, line managers and executives capture some of the functions of HR managers (Nee & Khatri, 1999). Research on managerial competencies by Ropo (1993:51) stressed that "the internal dynamism of the HR function serves as the most critical mechanism to keep the integration process going after it has been started under favorable organizational and strategic circumstances". Other studies illustrate that if HR managers can appraise their precedence and obtain new sets of professional and personal capabilities, the HR function would be able to ride the wave of business progression pompously with other functions in the organization (Becker & Gerhart, 1996; Ulrich, et al., 1995).

Huselid, et al (1997) carried out a complicated study on 293 firms in the US to assess the impact of human resource managers' professional/technical capabilities on HR exercises and the latter's impact on organizational performance. Results of the study propose that consistent with the resource-based observation of the firm, there subsist a noteworthy association between SHRM practices and firm performance. They found that (1) HR connected competencies and, to a slighter degree, business-related capabilities increase the degree of effectual execution of SHRM practices and (2) consistent with latest studies connecting HRM activities and firm performance

(Arthur, 1994; Cutcher-Gershenfeld, 1991; Huselid, 1995; Huselid & Becker, 1996; MacDuffie, 1995), the study shore up the argument that savings in human resources are a impending source of competitive advantage.

Current reviews of hypothetical and experimental literature (Juhary Ali & Bawa, 1999; Irwin, et al., 1998; Jackson & Schuler, 1995) propose that a range of causes shape the rapport between HRM and firm performance. These causes comprise the firm size, technology and union exposure.

The influence of firm dimension on HRM practices is fully documented in hypothetical and experiential studies. For example, institutional theory proposes that bigger organizations should accept more complicated and socially receptive HRM practices because they are extra noticeable and are under more pressure to put on authenticity. Various experiential studies illustrate that firm size is a significant variable persuading HRM practices (Ng and Maki, 1993; Wagar, 1998). There are emerging proofs that HR practices may vary in organizations depending on the point of technological complexity in terms of instruction (Majchrzak, 1988), performance appraisal (Ouchi, 1977, 1980; Snell, 1992) and reward systems (Kaus, 1990; Snell & Dean, 1992). Hypothetical and experiential studies also support the point that the occurrence of particular HRM practices may vary stand on the union coverage of a firm (Ng & Maki, 1993, Wagar, 1998; Lawler & Mohrman 1987).

Human Resource Competency Implications

Since organizations globalize, civilizing sensitivity and understanding is very significant for HR managers to put in worth. Globalization augments the blend of cultures, languages, standpoints, as well as the number of deportees. Effectual HR managers should also build up business understanding, HR content know-how, persuading skills, and individual trustworthiness (Brockbank and Ulrich 2003; Meisinger 2003; Ulrich et al. 1995). These abilities and knowledge needs become more prominent in global organizations. HR managers require becoming more well-informed about the lawful setting in Europe, Asia, and other parts of the world that are speedily escalating. For example, the European Community (EU) is far more shielding of worker confidentiality privileges than the U.S. (Meisinger 2004) and service bias laws differ across nations. HR managers should realize quite a lot of local business practices, service laws and HR practices, converse efficiently across nationalities, and increase the faith of individuals with a broad array of milieu and even languages. As organizations get bigger globally, the number of variables that must line up for new

organizational proposals increases exponentially, and that creates mastery of change management more tricky.

Augmented internationalization also has educational implications for teachers, particularly for business programs that highlight HRM. In addition to the benchmark theme material taught in higher education business programs, DeCieri et al. (2005) recommended the realignment of HRM set of courses to spotlight on cross-cultural management and flexible international organizations. The enlarged demands placed upon HRM by globalization permits increased concentration to this sphere.

Finally, the need to be spirited has determined many organizations to expand internationally, presenting increased challenges for human resource management. Ulrich's (1997) multiple HRM role model help to describe the significant insinuations of global tendency and cultural implications for HR managers who must carry on revealing and increasing organizational worth.

Implication of HRM practices in Indian Context

The idea that individual HR practices impacts on performance in a stabilizing style (Delery & Doty, 1996) is contradictory with the importance on interior fit in the resource-based vision of a firm. With its inherent systems standpoint, the resource-based outlook recommends the significance of "complementary resources", the view that individual guiding principles or practices "have limited ability to generate competitive advantage" (Barney, 1995:56). This notion, that a structure of HR practices may be more than the addition of the parts, appears to be steady with discussions of synergy, configurations, emergency reasons, external and internal fit, holistic approach, etc (Delery & Doty, 1996; Huselid, 1995). Depiction on the hypothetical works of Osterman (1987), Sonnenfeld & Peiperl (1988), Kerr and Slocum (1987) and Miles & Snow (1984), Delery & Doty (1996) recognized seven practices that are constantly considered strategic HR practices. These are (1) inner occupational opportunity (2) official training schemes (3) assessment measures (4) revenue sharing (5) service protection (6) voice mechanisms and (7) work description. There are other SHRM practices that may influence organizational performance. For example, Schuler & Jackson (1987) presented an extremely all-inclusive roll of HR practices. Although, the seven practices listed by Delery and Doty above emerge to have the maximum support across a varied literature. For example, virtually all of these are also amid Pfeffer's (1994) 16 most effectual practices for supervising people.

An evident query at this juncture is: How can organizations efficiently implement, apply and capitalize on HRM practices for esteemed firm level result especially in the Indian context? That is, how can firms operating in India increase the probability that they will adopt and then effectively implement appropriate HRM practices? Insuring that members of the HRM personnel have the appropriate human capital or competencies has been suggested as one way to increase the likelihood of effective implementation of HRM practices (Huselid, et al., 1997).

According to Ulrich & Yeung (1989) the future HR professional will require four essential capabilities to turn into partners in the strategic management method. These comprises of business aptitude, professional and technical understanding, assimilation ability and ability to handle change. These essential capabilities is also applicable in the Indian context also i.e. for the firms operating in India.

On the other hand, the United Kingdom-based Management Charter Initiative (MCI), an independent competence-based management development organization, spot-out seven important functions and necessary competencies. These include competencies necessary to manage functions like managing actions, managing resources, managing people, managing information, managing energy, managing superiority and managing projects (MCI Management Standards, April, 1997). Finally, Huselid, et al (1997) identified two sets of HR personnel competencies as important for HR personnel: (1) HR professional competencies and (2) Business-related competencies. Henceforth, based on the fact these can also be tried and tested in the Indian context by the firms operating in India irrespective of its place of its origin.

HR specialized aptitude illustrates the up to date HR knowledge, proficiency and skill pertinent for performing outstandingly within a conventional well-designed HR department such as staffing and selection, training, compensation, etc. This proficiency insures that technical HR knowledge is equally present and used within a firm (Huselid, et al., 1997). Business-related capability refers to the amount of business knowledge HR personnel have had beyond the serviceable HR field. These competences must ease the selection and execution of HRM strategies and practices that fit the distinctive features of a firm including its size, strategy, structure, and culture (Jackson & Schuler, 1995). In other words, these capabilities will facilitate the HR personnel to be acquainted with the company's business and realize its economic and financial capacity essential for making rational decisions that hold up the company's strategic plan based on the most precise information possible.

Conclusions

This paper depicted as a contribution to the discussion on the interface of globalization and business performance especially with a flavour of the challenges from the perspectives Human Resource Management practice in a developing country India. Furthermore, it also presents a framework for Strategic Human Resource Management as a response to prepare organizations for the challenges of globalization in particular to the HRM practices in a nation like India. It has been found that by and large organizations have achieved comparatively low levels of success in implementing Strategic Human Resource Management (SHRM) practices (Huselid, et al., 1997). If the suggestions outlined above are maintained, then 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.

As governments and corporate bodies brace up for the new decade that is been considered by an ever-increasing global challenge, the developing countries like India have no choice but to develop and continuously upgrade the human resource and business proficiencies of the workforce of the country. In the cases of developing nations like India, unique competencies are important to deal with not only the HR issues but also others including joint ventures in economic recovery particularly in South East Asia, dealing with the “big boys”, i.e. the fund managers, the concerns over likelihood of scam in E-commerce with quick spread of Information Technology and last but not least, executing recommendations for revival and growth, taking into considerations of the development plans and unique situations of individual countries. Dealing with these issues is an essential stride in the direction of facing the challenges of globalization especially in the HR arena into the next decade.

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