

Literature in Nutshell regarding Global Human Resource Management Challenges (HRM)- Literature Review

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Abstract: *The field of HRM is still in its process of growth and development. The organisms of HRM are still grown and developed from its past organisms. So it is difficult to identify one clear framework suitable for the existing scattered views. Up to date, the literature shows that the new trends continuously introducing by the different researchers as per their empirical and conceptual research. In this study, all those papers which are published in prominent HR journals were skimmed. Papers related to the global trends and its effects on organizational performance were categorized and observed in detail. Classification of the literature according to various measurements enabled the researcher to discover new areas that are sufficiently covered in the literature because this study is organized overview covering significant aspects. It was found that HRM is an area that continuous to evoke a lot of debate and the HRM is one of core management area which is directly affected by the Globalization.*

Keywords: *Human Resource Management Challenges (HRMC). Organization Objectives, HR Trends, HRM Framework, Globalization.*

1. Introduction

Nowadays organizations operating in a local or global environment, facing a number of new challenges day by day mostly include differences in language and culture of employees and variation in social structure. The most affected organizations are multinational companies which are working globally facing a problem that how to bring consistency in their human resource practices, how to create a coherence and hope to create an environment where diverse cultural background manager can easily work (Ananthram and Chan 2013). Globalization of firm's operations or an increased level of firm's involvement in exchanging goods and services, information, personnel across national boundaries create challenging for its human resource management (Rugman and Verbeke 2004). Due to cultural discrepancies, the way of communication is also changed. One of the biggest challenges is language (Marschan-Piekkari, Welch et al. 1999). Research on HR on international context has focused on three approaches to understanding the issues that arise in a global environment: international. Comparative and cross culture HR (Parry, Stavrou-Costea et al. 2011). The reason for that due to rapid growth in technology the most work is done by automation which changes the nature of work and responsibilities. These rapid and continuous changes in the responsibilities also create a lot of issues. In this changing scenario, survival is only to build and focus new capabilities (Hussain¹ and Ahmad 2012). Although the researcher is differed on the factors that affected the HR practices in a global environment. Most agree that the following variables influence these systems: (a) contextual variable (such as the host country's legal system, cultural distance between host country and employees country), (b) firm-specific variables(such as stage of internationalization, type of industry, link between strategy and structure), and (c)(situational variables (such as staff availability, need for control, locus of decision making) (e.g.(Budhwar and Sparrow 2002); (Schuler, Dowling et al. 1993); (Denice and Lawrence 1994). In fact, globalization poses various challenges for HR managers as well at a micro and macro level. At the micro level, some business still struggles with the extent to which human resource management (HRM) policies and practices are standardized while respecting local customs, traditions and needs. There may be further challenges but here we will only focus challenges related to Human Resource Management. It is not an easy task to move human resource personnel from one corporate culture to another corporate culture. The modern globalization has led not only to the expansion of the boundaries of market and communication but also a spread of culture awareness among consumer all over the world. In the first stage of the globalization social, economical and political activities are distributed across boundaries such as events, decisions, and activities. These activities and movements have consequences for individual and communities in the distant regions of the globe (Held and McGrew 2007). So the globalization actually creates an environment where the less develop and developed communities interact with each other (Mazrui 2001). In addition, the constructed environment of a city, the strong process of a globalization and localization clash. When we go through all literature regarding the human resource management most of the researcher focus on the policies and practices. In other words, they ignore the actual process or the symptoms by which these strategies are form and concrete. (Mansoor Hussain & Mushtaq Ahmed 2012). Available literature

reveals that HRM is the entire system of values, policies and practices which focusing the maximizing the performance of the people in the organizations, with a view achieving a dynamic balance between the personal interests and concerns of people and their economic added value. Becoming the world class at managing HR issues is a challenging for even the most highly regarded companies. Thus, the modern globalization not only affects the HRM, it affects an economy, culture, and technology (Brown and Lauder 1996). According to the Ananthram and Chan 2013, there should be multiple globalization, economic globalization, social globalization, political globalization, culture globalization and learning Globalization. In simple how education (Literature) should be responsive to the trend and challenges of the globalization has become a major concern in the policy making in these years.(Ayyar 1996) ;(Brown and Lauder 1996).

II. Literature Review

This part of study literature review includes obtainable research relating to the dimensions identified in the introduction. The material incorporated in this literature review is taken from different resources. Significant dig outs from research already done related to the above-revealed issues are reproduced below:

Author	Year	Source/Journal	Finding and conclusion
Dianna L. Stone, Diana L. deadrick	2015	Human Resource Management Review	The interesting finding of this paper is that the technological advancement will be the most challenging for the future HRM because due to one way of communication it will often create artificial distance between individuals and organizations(Stone, Deadrick et al. 2015)
Sachiko Yamao, Tomoki Sekiguchi	2015	Journal of World Business	This paper demonstrated the importance of English language proficiency of employees sharing their positive attitudes (i.e. commitment) to their firm globalization. This paper also finds that HR practices that facilitate learning English, such as language training and setting language skill as criteria for recruitment and promotion, may influence the commitment of employees to their firm globalization. (Yamao and Sekiguchi 2015)
Subramaniam Ananthram, Christopher Chan	2013	European Management Journal	At the core of struggle elucidated by these global HR executives at the macro, meso and micro levels is the desire to maintain a degree of internal consistency in the midst of institutional isomorphism. In another simple words that, these struggles are about finding out which HRM policies and practices could be held constant and which one should be localized.(Ananthram and Chan 2013)
Mark E.Mendenhall J. Stewart Black and Robert J. Jensen, Hal B. Gregersen	2003	Organizational Dynamics	The input of this study is that the largest globalization challenges HR executives confront are anticipatory change –changing before there is clear demand. While the challenging of the anticipatory change is not unique to globalization, the need for it that globalization is creating is nevertheless inescapable. (Mendenhall, Jensen et al. 2003)
Seyed-Mahmoud Aghazadeh	2003	Work Study	The paper finding says that due to globalization the even though there is a need to be re shape workplace. Today HR needs to be more than a simply expert on personnel issues. HR executive must also need to be an informed and skilled business person since HR professional must play a key role in helping their organization remain competitive in the marketplace.
Gooderham And Nordhuang	2010	Human Resource Management Review	Institutional context is highly relevant in a practice of HRM. HRM framework is essentially required which should be able to incorporate contextual factors in questions. Few suggest are: Culture Legislation Role Of the State Trade Union Representation institutional context (Gooderham and Nordhaug 2011)
Ahmad D Habir And Asti B. Larasati	1999	International Journal of Manpower	Human resource management facing globally numerous challenges arising out societal leading into the new millennium. These challenges are placing heavy demands on the owner of the businesses and their managers to build their organizations so that they may compete effectively in the context of such turbulence. (Habir and Larasati 1999)
McKenna and others	2010	The International Journal of Human Resource Management	Modern HRM practices afford an opportunity to gain increasing control over line managers, other employees, and their behavior. Critical approaches to management imply the need for skepticism about the purpose of the global transferability of HR ideas and practices. Moreover rather than focusing on whether practices can be transferred, the barriers to the transferred, a key theme into the critical approach in how work is designed and people are managed to achieve control necessary within organizational. Economic and societal contexts (Ashworth, Boyne et al. 2009);

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Keegan, Huemann and turner	2011	The international Journal of Management Science	Various HRM responsibilities of the manager especially in the project-oriented companies is a concern that is not given the attention by the HRM literature. More clear and specific elaboration of the responsibilities in contemporary organizations can increase performance at each level manifolds (Popaitoon and Siengthai 2014)
Appelbaum	2011	Management Decision	After globalization and ever expanding the organizations there is a need to adopt strategy and structures with cross culture operability to optimize the efficiency. This will warrant the need to redefine HR strategies to increase or maintain organizational performance. (Appelbaum, Roy et al. 2011)
Tony Eswards And Sarosh Kuruvilla	2005		The contribution of the paper has been twofold. First this paper pointed out the weakness in the way that the global – local question has been addressed and to concepts that have been used in either under development strands of the IHRM field or related field that can rectify these weaknesses. Secondly, this paper stresses the connections between the intuitional divides between countries, the organizational policies of MNCs and the international division of labor within them. These points have important implication for both practitioners and academics. (Edwards and Kuruvilla 2005)
Yin Cheong Cheng	2004	The International journal of Educational management	By keeping the increasing concerns about local and global positive and negative impact, the paper gives some justification how to manage and practices of globalization and localization in education for maximizing the benefits and minimize the disadvantages. After clarifying the related concepts of local knowledge and Global Knowledge in a context of globalization, a topology of multiple theories of fostering local knowledge and human development has been proposed to address this key concern namely as the theory of tree, theory of crystal, theory of birdcage, theory of DNA, theory of fungus and theory of amoeba. These theories have varied emphasis on global dependence and local orientation and, therefore, they have their own characteristics, strengths, and limitations in conceptualizing and managing the process of fostering local knowledge and human development. (Cheong Cheng 2004)
Steinmetz	2011	European Management Journal	Business strategies, Managerial style, and organizational culture moderate HRM policies. Moreover, it was found that HRM policies do not have a direct impact on organizational performance, but their impact is fully mediated employees skill, attitude, and behavior. (Steinmetz, Totzke et al. 2011)
Wesley A Scroggins And Philips G. Benson	2010	International HRM	The article highlights that as IHRM has emerged as an academic discipline, a variety of debates and issues have come to dominate the literature. For practitioners, a long –standing issue has been a delineation of specific practices to be used in the management of people within international organizations. Over time, practices have emerged, and texts today can readily be found that represent such practices for those working in MNCs as an HR manager (Festing and Maletzky 2011)
Zhongming Wang and Zhi Zang	2005	International Journal of Manpower	The result shows that both functional and strategic dimension of HRM could be identified which has differential effects on organizational performance and that the most successful local entrepreneurial firms were among the collective –based and globally oriented ones. In their further finding of two studies 1). The dimension of SHRM and its model across joint venture partnership 2). SHRM, innovation and entrepreneurship modeling largely supported or modified the four hypotheses. The result shows that there are mainly two dimensions among HRM practices in most Chinese companies: functional HRM practices and Strategic HRM practices. (Wang, Chen et al. 2005)
Thanosom Vongpraseuth and Chang Gyu Choi	2014	Land Use Policy	In this paper the key findings obtained from official documents, interviews and data from the urban development sectors revealed that FDI produces more economic growth than the domestic investment sector. This implies that the FDI is the leading phenomenon of globalization and development in the unique. There are many academic articles focusing on the global effects and power of FDI, which show an impact on both natural and planned growth patterns of urban boundaries(Yee Ng and Tuan, 2006; Aguilar and Ward, 2003). , (Blomström and Kokko 1998)

Syed Mahmoud Aghazadeh	1999	Management Research News	<p>This paper findings1). In regards to the personnel issues and challenges, the paper determined that the most successful organizations will be the one who can attract, develop and retain individuals who have the ability to manage a global organization that is responsive to the customers and opportunities being presented by technology.</p> <p>2)-The implementation of technology will continue to be a driving force in the success of the companies in future. The firms that know how to use technology find it an excellent vehicle for obtaining competitive advantages. (Krajewski, Ritzman et al. 1999)</p>
Chi-Mei Lu and others	2015	Journal of Business Research	<p>This study contributes to the HRM and Diversity literature from a different prospective, showing the demographic diversity positively moderates the HRM- store performance relationship. This finding implies that the greater age diversity strengthens the HPWS performance relationship. HPWS implementation fosters team autonomy and consequently corporation and communicate among the team members. Moreover, an organization with divers' age group can attract diverse customer groups; thus age diversity enhances the organization attractiveness. However, the moderating effects of professional tenure diversity and expertise diversity are insignificant. These finding regarding prominent diversity factors in organizations warrant further investigation. Diversity can be a complicated issue in the organizational context; however it can be pivotal in strengthening the HPWS-performance relationship.</p>
Ying Zhu	2004	Journal of World Business	<p>The challenge for the future development of Japan Human resource management is a tough one. Many economic indicators demonstrate that Japan already becomes a knowledge-based economy, but HRD legislation, Macro HRDC policy, and enterprise level HRD implementation do meet the requirements for a knowledge base economy. Labor markets needs are not yet reflected in legislation and policies. The government should also provide a guideline and financial incentives to lead enterprises to shift their strategies from focusing on meeting the short-term bottom line to emphasizing on developing individual and organizational learning capacity and long-term sustainable development. Furthermore, the problem of uneven distribution of training programs and opportunities should be gradually addressed by providing adequate funding for a certain group and industry sector. (Zhu 2004)</p>
Ferry Koster	2015	Employees Relations	<p>Based on the multilevel analysis mixed support is found for the hypothesis starting economic openness is curvilinear related (an inverted U) to the use of HR practices. While this holds for discretion, it does not for the skill enhancement. This study analyzed whether economic globalization has an impact on HR practices of organization based on survey data from employees in 23 European countries. The hypothesis was developed on the based on three different theoretical arguments to explain the relationship between economic openness and HR practices. Economic Globalization increased the need to be competitive, it can constrain the use of HR practices. Or these two mechanisms depend on the level of economic openness. (Koster 2007)</p>
Jack J. Phillips and Patti P. Phillips	2014	Management Decision	<p>This article details eight forces that have a tremendous on the effectiveness and efficiency of organizations. They are accountability and expectations, energy and environment, globalization and global economy, societal changes, shifting demographics, empowerment and engagement, technology and social media, and work/life balance. Globalization has brought a tremendous amount of outsourcing from developed countries to underdeveloped countries. The proponents of outsourcing suggest that it is a necessity in providing the lowest cost product or service. Economists argue that outsourcing is necessary to ultimately equalize wages around the world. However, it causes unemployment and structural changes in the job market. It requires countries to develop highly skilled employees while outsourcing the lower skilled jobs. Also, outsourcing involves more than just cost. Service, convenience and quality – often byproducts of outsourced products and services – can be just as critical. This is where HR can make a difference by challenging outsourcing decisions or at least raising questions about their impact. Is it necessary? Will it provide an improvement in all areas? Is there a way to work out the issues to prevent outsourcing? For example, a trend is emerging to move some outsourcing back to the US. Many firms,</p>

			such as General Electric, are beginning to bring outsourced products back from China for quality and service reasons. The same is happening for products and services outsourced to India. These problems could have been prevented if enough attention had been paid to the full range of metrics influenced in the outsourcing environment. (Kleijnen and Smits 2003)
Miguel González-Loureiro, Marina Dabic, Francisco Puig	2016	International Journal of Physical Distribution & Logistics Management	Top management teams (TMT) are crucial to managing SCML successfully in today's global organizations. Research on this intersection should draw attention to finding antecedents, consequences and the process showing how those talented people grouped in dispersed teams can be a source of competitive advantage. Six different areas of research are proposed. It is proposed that future research should focus on the human capital (HC); meaning those key individuals of an organization that makes things happen. In the near future, the global organization's competitiveness will be shaped by how the organization manages its HC in SCML. Methodologies such as meta-analysis are suggested to summarize the extant literature on IHRM when applied to SCML in global organizations. (Michael Harvey, Timothy Kiessling et al. 2014)
Danai Thienphut, Suriya Jiamprachanarakorn, Jiruth Sirasirirusth and Rachel Boonloisong Danai Thienphut	2016	Journal of Knowledge Management	The four KSFs were university positioning, talent capability, harmonization, and transformation. The SHCM formulation was categorized into two sections: components including strategy on thinking and planning, implementation and measurement; and procedures including HR policy committee, strategic and operational HR management. The HR proposal for implementation was emerging. (Biswanath Dutta, Devika P. Madalli et al. 2015)

Review enabled the researcher in developing the following understanding:

- 1.1. After reviewing the papers, the researcher comes to the conclusion regarding the challenges of the globalization that we cannot fix these challenges as a fix and final challenges for the human resource management. The reason is that in the modern globalization every field of knowledge now interlinks. It means that if some new innovation takes place in one field of knowledge it creates opportunities and challenges for the other fields as well. For example due to various innovations in the field of Information technology it created a lot of opportunities in the field of Human resource management. Various research showed that technology often decreases the administrative burden in human resource and increases efficiency (Stone and Deadrick 2015). Same way due to the introductions of various new theories and conceptual model in the field of human resources management it created challenges and opportunities in the field of strategic management. For example, nowadays for the effectiveness of the organization now it is the new trend to appoint HR related member on the board of directors. It means that now HR has got the strategic importance in the organizations. The new technology allows the field to contribute to the strategic direction of the organizations (Stone and Dulebohn 2013).
- 1.2. Another main thing which one can easily develop an idea after reading above literature reviews and findings that the globalization challenges are now mandatory challenging factors for every organization. One of researcher gave a very interesting example. In other words, the researcher really draws a good sketch that how the Globalization challenges suddenly occur before you encounter. According to (Black, Jensen et al. 2003). One day one there was one former who was very interesting to see the big elephant. One he knows by someone that there is a funfair nearby city, where the performer also showing the performance of a big elephant. The former become very happy and he thought that he will watch the performance of Elephant and he decided to go there. He also decided to sell some vegetable after watching the performance of Elephant by killing two birds with one stone. One the way to the city he saw a big crowd coming toward him. He saw there in a big elephant with around some horses and they are very speedily cross him. As a result, his vegetable become destroys. Although he saw an elephant but he suffers a huge loss as well. So what is a lesson the researcher wants to tell us that? The Globalization challenges are like an elephant. We do not need to wait for these challenges or these challenges effects are not very beyond from us. It can affect our organization without alarming. So to protect ourselves from these challenges we must be proactive interim of Human resource management.
- 1.3. The researcher found a direct positive association between two aspects of cultural diversity management and they suggest that the organization concerned is conveying to its employees that it take diversity management seriously and possibly (Leveson, Joiner et al. 2009). In the above articles, we saw that many researchers fix my hypothesis to prove the positive or negative relation between various independent variables and job satisfaction and then linked with the employee's performance and then made various

theories on the basis of their finding but now the globalization changed has changed the organizational culture. This change effect on these theories as well. In simple words there to need to test once these relations with the moderating effect of diversity.

- 1.4. The real focusing point is that there is more important than how the things are done than what is done. So although globalization itself a challenge for the organizations but it is now more challenge for those research work which is already done in the field of HRM. Because the modern globalization also makes it question marked.

III. Design/Methodology

In this research, all those papers which are published in prominent HR journals were scanned. Papers pertaining to the field of HRM and organizational performance were categories and examined in detail. The paper was qualitatively classified in accordance with selected dimensions, Process enables the researchers to carry out a systematic review and explore new dimensions and those not adequately covered in the existing literature. It is structured overview adequately reflecting upon salient and most pertinent aspects.

IV. Findings/Results

After deep analysis of available literature, it is made possible the researcher to explore new scope which is real input to the body of knowledge. It has been found that there is an increasing towards integrating traditional HR function into whole some strategic approach to the human capital management. Some integration opportunities include:

1. Now the scope of Human resource management is wider from personnel to a strategic level.
2. Human resource challenges are not limited only HR; the challenges can be raised due to new development in another discipline. Suppose introduction of new technology in another field need be realigned human resource as well to operate that technology.
3. Bring changes in recruitment system, assessing and evaluation of candidates through new ways rather than the written CV and certificates.
4. Identifying skills and competencies of top performers for retention and succession planning.
5. Make proactive planning in the field of Human Resource management to handle the globalization challenges' in a meaning full way.

V. Conclusion

Modern globalization brings significance changes in every field of human life. The management area is the one of the biggest areas which is more affected by this globalization. Although the management scholar contributes enough inputs in the field of human resource management, but due to rapidly growing globalization made these input to be more modernize. One the biggest influencing factor in modern globalization is innovation. The new technology totally changed the approaches of human resource management. By concluding the inputs of all above researcher, the true fact is that we cannot ignore the local factors and, in the same way, we cannot set aside the global factors. The fact is that we should adopt such kind of midway between local and global factors by minimizing disadvantages and maximizing advantages. The second concluding thing is that the policy implementers also train and reshape their expertise according to the global needs.

VI. Recommendations

After reviewing the inputs of the management scholar in which the most of the scholar prove the relationship among various factors of the human resource management, it is recommended that the now it is time to explain the links between the various disciplines as well. Especially the innovation, Information technology and the new approaches for the talent acquire.

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