Global HR Issues and Challenges for Managers

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Abstract: *When business operates across international borders, economic situations as well as diversity can affect your operations! And being a strategic business partner HR professional's contribution to the success of their organization can be really critical. And that can be from complying with different rules and regulations to integrating markets across nations and managing diverse culture of your workforce. With this in mind organisations specially the MNC's need to make an effective strategy to cope up with the needs and requirements of the Global Workforce. The paper here presents a brief insight to the problems and their remedies.*

Keywords: Globalization, Technology, Talents, World economic Forum, mobility, cultural agility

1. Introduction

Today's corporations are living in a brave new world with Globalization, technology, and the hunt for scarce talent pushing them into new territories and redefining the way they work, think and communicate. But managing a global workforce is no easy task, and not everyone will get to the finish line. So what does it take to win? "You must have a global mindset," says Flemming Poulfeldt, Professor of management at the Copenhagen Business School. "You have to be open to new ways of thinking, and you have to create an environment, both at home and abroad, that is welcoming and supportive to global workers." Add these keywords like strategic talent management, mobility, and cultural agility, which experts say are all necessary components in this brave new world.

With the World Economic Forum warning we are entering an "era of unparalleled talent scarcity," companies not only need to be able to find, attract and keep talent, but they need to be mobile enough to set up shop where the best expertise and cost can be found. As an example, we've opened a financial shared services centre in Budapest because the knowledge base for that is strong there. And, we have a water technology centre in Fresno, USA. IBM, for example -- which has more than 400,000 employees in 170 countries, was one of the first companies to encourage employees of Global Workforce.

2. Few Facts

- Today's corporations are operating in a world of global workforces
- Businesses need to have a global mindset to thrive
- Some businesses are changing corporate structures in response
- Others are still tripping over the Basics

3. Objectives of the Study

➢ To understand the various issues facing by HR functions for a global workforce.
➢ To know how the HR Managers are dealing with the challenges.
➢ Suggestions to solve HR issues for Global workforce

4. Major Issues of Global Workforce

Issue #1: **Culture and Communication**:
"When you take someone from one environment into another, there is going to be some adjustment [needed] in regard to culture and communication."

Issue #2: **Labour Law Conflict**:
For example, "Employment at Will" statement in US that states the company may terminate an employee at any time without giving any reason. Apparently this concept does not exist in India and other countries.

Issue #3: **Talent Gap**:
Finding and retaining the talent for highly skilled jobs or the one that knows the national and international markets can be tough. And you would need the help of immigration departments from your nation and from other nations as well to leverage the international talent pool.

Issue #4: **Interest Conflict**:
Successfully integrating markets across borders is critical when we talk about business! Even when we work in at a national level, your markets depends and varies from state to state. So what happens when it is global? And you have your employees working in other nations have their own national interest that conflicts with your corporate goals.

5. HR Managerial Challenges

- **Managing Change**: As the organizations are going global this one problem faced by many organization s of managing the change in the organization and how to make people acquainted with the changes.
- **Work Culture:** Due to acquisition and mergers taking place it becomes important for the HR Manager to develop the work culture.
- **Ethics and Values:** In the times when we are getting more professional and narcissist, it is very important to have ethics and values to be in place which also in the long run decides the sustainability of the organization
- **Managing Low Attrition Rate**: More competition also adds to high attrition. Now here is the opportunity for the HR manager to play and introduce good retention strategies.
- **Balancing work and personal life**: Huge responsibility is on the shoulder of an hr manager to create a balance between the work life and personal life by flexi work

hours, paternity leaves (yes it is what most companies are starting) and vocations are some of the options hand.

- **Stress and Conflict:** Long working hours, target pressures, high competition etc adds stress and conflicts in the organization. It is the duty of an hr manager to have proper responses to the stress and conflicts before it causes damage to someone's personality.
- **Restructuring and Organization**: As the trend is changing so as the organization structure. The organizations are getting more flat and simpler.
- **Globalization**: Companies are going global due to which the workforce diversity is increasing. Managing these people with different religious, cultural, moral background is a challenging task for the HR managers.
- **Consultative Approach**: Developing continuous dialogue, open communication, participative decision making is very important for implementing consultative approach. It is an HR manager who can facilitate such approach to procure participative and democratic cultures.

6. Suggestions to Solve HR Issues for Global Workforce

6.1 The Management of Workplace Diversity
Manager needs to change from an ethnocentric view ('our way is the best way') to a culturally relative perspective ('let's take the best of a variety of ways').

6.2 Planning a Mentoring Program
One of the best ways to handle workplace diversity issues is through initiating a Diversity Mentoring Program. This could entail involving different departmental managers in a mentoring program to coach and provide feedback to employees who are different from them.

6.3 Organizing Talents Strategically
Many companies are now realizing the advantages of a diverse workplace. As more and more companies are going global in their market expansions either physically or virtually (for example, E-commerce-related companies), there is a necessity to employ diverse talents to understand the various niches of the market.

6.4 Control and Measure Results
A HR Manager must conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess the progress over the long term.

6.5 Motivational Approaches
Workplace motivation can be defined as the influence that makes us do things to achieve organizational goals: this is a result of our individual needs being satisfied (or met) so that we are motivated to complete organizational tasks effectively.

6.6 Gain-sharing
Gain-sharing programs generally refer to incentive plans that involve employees in a common effort to improve organizational performance, and are based on the concept that the resulting incremental economic gains are shared among employees and the company.

6.7 Executive Information Systems
With Global workforce into picture it's becoming all the more difficult to deal with HR issues. With an EIS in place, a company can track inventory, sales, and receivables, compare today's data with historical patterns.

7. Research Methodology

Data's are collected through secondary sources like the websites, journals reports published on websites.

8. Conclusion

The role of the HR manager must parallel the needs of the changing organization. Successful organizations are becoming more adaptable, resilient, quick to change directions, and customer-centred. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.

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Author Profile

UMA S. N has completed Masters in Business Management with the specialization of HR and got 9 years of experience in corporate and academic field, worked with national and multinational companies and started carrier in Marketing Field as Business Development Manager and moved in to an interested core specialized filed of HR and served in different companies as HR specialist ,Regional HR Manager, performed core HR generalist role etc., and academic field as Asst Prof and Placement and training Head for PG courses. Exposure in teaching of HR subjects for MBA students in different colleges. Companies worked with-Dalmia India Ltd, Modi groups (Nature's Bounty, Revlon) VLLCC, VTS Ventus India PVT., (Europe based AHU Manufacturing Company) Etc., She helps candidates with the help of her own consulting firm by name "Hollyhock HR Services" providing Training and job opportunities to many fresher's and experience candidates. Past 4years already placed many candidates in Indian and MNC companies from the entry level to top level positions. Exposure in core HR generalist area of Talent Acquisition, Training & development, HR Operation, PMS, HR Polices, Statutory Compliances, Etc., She has conducted Training programs to many colleges for students' employability and provided placement opportunities to many students in different verticals. She has attended National and international Conferences and seminar and Published articles in different international publications.