A Role of global expansion as an emerging trend in human resource management

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Abstract- **This paper diversifies about how Global expansion as an emerging trend made a lot of changes to whole part of human resource management all over the world, there are lot of factors that would affect the process like cultural and language barriers, governmental policies and laws and other practices may differ from each country. Human resource management is a unique approach or strategy that every organization needs, to maintain a smooth practice pf HRM the organizations need to develop a strong and consistent way of talent acquisition and providing enough training and development to the employees and performance management across the world. Global expansion in HRM need to understand deeply about how the local culture and other practices and laws work in each country by creating effective strategy communication and being supportive to work environment and employees worldwide.**

Key words: **Human resource management, Global expansion, Compensation**

INTRODUCTION

Human Resource Management is organizations effective and administrative part the deals with all employee-related issues. Which include recruitment, selection and their work place safety other benefits, regarding compensation, training and development factors (wood, 21, May 2003). The human resource policy of every organization differs from each company and operates according to the country and labour laws and legislature. A lot of trends have come across human resource management to make it more effective and operative in organizations. One of it is Global expansion with the ever-changing factors of the business environment where they started expanding the flow of technology all over the world which started affecting the business operations (South-western, 2008). It's been difficult for the human resource operators to adapt to these changes, they role is very certain and critical as their duty is to ensure about recruiting and selecting the right people to the right job, not just recruiting but involving with employees' other factors and providing them the right compensation and taking care of their training and acquiring the best talents (Stone, june 2015). The main purpose of the human resource management in global expansion is to develop a talent strategy globally which includes the talents, skills and knowledge which is required to achieve the success in different markets and developing recruitment and retention strategies that attract and retain the top regions and which influences the organizations to recruit people from all over the world (legge). As Global expansion has become a major emerging trend in human resource management. The HR has to ensure that company's culture and values are maintained across various regions despite these factors of cultural and language differences that HR must also adapt and ensure that the employees also adapt, HR must take care of the legal and regulatory aspects of various countries (casey ichniowski, november 1995). Which involves understanding and complying it with the locals they must also ensure the policies and practices align with local laws and regulations to avoid any legal issues (A.A, 2015). Global expansion has given an opportunity to develop and implement training and development programs that motivates the employees to do better in achieving their goals. HR should try adapt and develop global talent strategy and help the employees to adapt and lean to adjust to the business environment (Anwar, jan-feb, 2021). Global expansion believes in decision making of human resource management which has become a complicated system that can understand the data to give the business insights, and antedate the future wants and devise strategies to cater to other needs (tiwari). The communication factor also plays a major role in human resource management the varying time zones of the work causes to severe issues for multinational companies operating in various countries like for instance the company head office starts the work and the company in the country might wrap the work (kled laursen, 16, december 2013). The HR teams must design specific communication strategies to build a well-balanced and coordinated workforce.HR policies without proper guidance and legal knowledge might create inclusive challenges for companies facing with the employee issues (Aycan, 25 december 2001). It's important to keep in mind that legal requirements might differ drastically from one nation to the next, so it's imperative to comprehend and abide by local regulations in order to stay out of trouble and avoid fines. (Rosenzweig)or instance, several nations have regulations governing the maximum number of working hours per day or week, the necessary minimum income, and the essential benefits like paid time off or health insurance (schuler). Other nations might impose limitations on recruiting foreign workers or demand that emFployers present proof of the employees' legal permission to work there. It's also crucial to keep in mind that certain nations could have various cultural norms and expectations when it comes to hiring and recruitment procedures (Jackson). For instance, in some cultures, it could be improper or disrespectful to question certain questions during an interview or to conduct background checks on job candidates. Understanding and respecting these cultural differences can help ensure a smoother recruitment process and avoid misunderstandings or miscommunications (Siddique, 17, februrary 2007).

LITERATURE REVIEW

Global expansion influences the organizations that have been competed for customers with high expectations for better performance, quality and cost, which tries to exert pressure on human resource management helping them to adapt to the ever-changing challenges which include cultural and language barriers. (Friedman, 17, july, 2007). This study talks about how effective has global expansion has become in corporate perspective, HR is a dominant feature in this increased globalised market competition. The paper discusses about the interdependence of the global expansion factors which helps in creating effective growth aspects (Puick). This paper takes us through the talents management and retention which plays an essential practice in business sustainability. It says about how HR has been playing an important role in implementing new policies and practices through global expansion in various countries (Doreen Akunda, april 9, 2018). The paper talks about the written vision of how the HRM works in multinational companies, how it varies from each countries the work culture, the language barriers and other factors like focusing the factors like providing technical and training and development facilities for the employees (Elaine Farndale). As Global expansion has become a major emerging trend in HR, it's something interesting aspect in Entrepreneurship which lets the human resource to evolve and explore all the developing aspects and other innovation and new venture creation and growth as well as appearances of specific entrepreneurs (Bostjan Antoncic). The necessity of the multinational firms to get adapted to and be as competitive in the global market as possible has increased dramatically over the past years. This paper explains us about how these acquiring Global talents management and challenges have been effective to human resource management, the kind of opportunities it has shed to HRM (Randall S. Schuler S. E., 2010). This paper intensifies about how globalizing international human resource management has been effective and helpful to understand the coverage of all cultural and regional factors, and how they learned to form or shape the theory and practice in the particular field (warner, may 2007). The agenda of this paper is to bring insights about the field of international human resource management for the transparent understanding about the benefits about the substantially the better concepts and practices with changing economic and business conditions (Randall S. Schuler p. S., 21 May 2003). The paper has very interesting approach towards the agenda and growing aspect of international HRM through AI (artificial intelligence) with exciting new stream of HRM practice AI content which has resulted in how work is organised in local and international firms with providing employment to the employees and other decision making and problem-solving features (Budhwar, 06 March 2022). International human resource interest has emerged from wide range of perspectives with the reflect of piecemeal approach to improving certain aspects with the subject to pay sufficient attention to underlying purpose of international assignments (Kamoche, 28 July 2006). The HRM provides a critical assessment of contemporary leading to challenges confronting organizations helping them to develop effective resourcing strategies in very wide environment (H. Scullion, march 2005). The article tells us about the benefit from extended agenda which helps the enterprise, beyond the theoretical resources to be brought to bear and greater attentiveness to the interpenetrating levels which the empirical worlds that are subjected to evaluation and explanation. The paper has tried to reflect on the opportunities for drawing on theoretical frameworks from the advanced areas of HRM (Delbridge, March 8, 2011). The article reviews about the present state of research how the systematic formulation of HRM is running in MNCs there is a wide range of trends been implemented in the companies to build a strong and developed version of management (cooke). The paper explains us about the globalized way and its importance that has affected its enterprises in a very efficient way how competent or understanding it has been and has been appeared in a peculiar way, the linkage of HRM and the strategy it offers to identify and develop (dowling) the employment. The paper wants us to study about the key issues which has been dominating the international HRM which is namely the global local question. The most likely question that has concerned is that how is it easy and possible to balance the pressure to develop globally (kuruvilla, 17 february 2007).

HYPOTHESIS TESTING

Null hypothesis: There is a significant relationship between global expansion as an emerging trend in Human resource management.
Alternate hypothesis: There is no significant relationship between global expansion as an emerging trend in Human resource management.

RESEARCH METHODLOGY

A qualitative research technique has been used as the primary research method. To create the survey questionnaire, existing literature, news articles, and reports were consulted. The reliability of the questions was assessed through Cronbach's Alpha, with all values exceeding 0.7, confirming their reliability. The finalized questionnaire was distributed to professionals from different corporate companies, and a total of 230 responses were collected through both offline and online (Google Form) channels. Multiple Linear Regression has been used to analyze the data and explore the relationships between variables.

Objectives of the study:

- To study about the relationship between Global expansion and Human resource management.
- To study how effective the trend of global expansion has given opportunity to hire employees all over the world.
- The study shows how can international human resource management bring out the equality of cultural and language barriers.
- The study helps us to learn about the technological and other developmental factors that differ from each country.
- The study was conducted by collecting primary data using sampling method to test null and alternate hypothesis.

Limitations of the study:

- The study just brings the effectiveness of Global expansion in human resource management
- The study is limited only to understand the differences between policies and practices of HR process that varies from each country.

DATA ANALYSIS AND INTERPRETATION

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.588	5	9.118	71.787	.045[b]
	Residual	28.722	225	.127		
	Total	74.310	230			

a. Dependent Variable: Technology can help HR professionals to overcome the challenges associated with managing human resources in the context of global ...

b. Predictors: (Constant), HR professionals should prioritize the development of a global HR strategy to effectively manage human resources in the context of global expansion., Global expansion requires HR professionals to be knowledgeable about different cultures and languages., Global expansion creates new opportunities for HR professionals to contribute to organizational success., Global expansion has increased the demand for international HR expertise., Global expansion poses significant challenges for HR professionals in terms of managing a diverse and geographically ...

From the above ANNOVA table , we can say that the model is significant and thereby we reject the Null Hypothesis and accept the Alternative Hypothesis i.e., there exists the relationship between the dependent and independent variable.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.781[a]	.610	.601	.358	1.741

R Square value of 0.610 i.e., indicates that the model is good-fit and Durbin Waston value of 1.741 there is no or less auto correlation among the variables.

Equation formed is as follows = 2.158 (0.384 * Global expansion has increased the demand for international HR expertise) + (0.456 * Global expansion requires HR professionals to be knowledgeable about different cultures and languages) + (0.211 * Global expansion creates new opportunities for HR professionals to contribute to organizational success) + (0.219 * Global expansion poses significant challenges for HR professionals in terms of managing a diverse and geographically dispersed workforce) + (0.121 * HR professionals should prioritize the development of a global HR strategy to effectively manage human resources in the context of global expansion)

Among all the variables considered knowledgeability about the different cultures and languages has got more weightage.

Summary of the Findings:
From the study , there is valuable insights about the relationship between the Global Expansion and HRM practices. Based on the ANOVA table , we can say that the model is significant and it indicates the meaningful relationship between the dependent and independent variables. The R square value of 0.610 indicates that the model developed is of good fit as the substantial part of the variance is explained. As the Durbin Watson value is 1.741 indicates that there is minimal autocorrelation among the variables. From the equation develop , we can say that there is relative weightage for the different factors contributing to the HRM in order to the global expansion . Out of all , knowledgeability about the different cultures and languages has got highest significance , and it indicates that with the knowledge of different cultures and languages , companies can function locally with the global goals. With proper training to the employees and managers about the culture and language , it will create the harmonious work environment and it will take in consideration of the diverse cultural norms , barriers to the languages. It will light the sense of inclusivity among the employees. It also highlights the significance of seeking compliance support to navigate the variations in the governmental polices , rules and law across the different countries of the world. There should be standardized training programs with the ready to change or adaptations to the local requirements , with the customized talent acquisition strategies , organisations can attract and retain the right talents for the work. There is a great need for the cohesive performance management system which should be aligned with the global expansion objective , there also need for the effective communication , collaboration and effective establishment of the supportive environment to work for the employees. HRM practices should be tailored to suit the diversified cultural norms.

There should be continuous and regular evaluation , improvement , feedback from the employees , managers and other stakeholders. It will also create the new opportunities and even organisations can get benefited from the locally available talents.

Recommendations :

- For companies expanding globally, it's crucial to provide cultural and language awareness training to HR teams and employees. To create a more inclusive and harmonious work environment, it's important to understand diverse cultural norms and language barriers in different regions.
- Local Compliance and Legal Expertise: Given the variations in governmental policies and laws across different countries, it is imperative for organizations to seek local legal expertise and compliance support. Local employment laws and regulations must be kept in mind by HR departments to ensure smooth and legal HR practices in each location.
- In order to maintain a consistent approach to HRM, organizations should create customized talent acquisition strategies for each region. To attract and retain the right talent in diverse locations, it's essential to consider local talent pools, skill gaps, and recruitment practices.
- It's crucial to have a reliable and uniform training and development program for workers across the world. Effective upskilling of an organization's workforce can be achieved by providing standardized training modules and incorporating region-specific content.
- Performance Management Alignment: Establish a cohesive performance management system that aligns with the organization's global expansion objectives. This should include setting clear performance metrics, regular evaluations, and fair feedback mechanisms for employees in all regions.
- To achieve success in global HRM, effective communication and collaboration are necessary. Encourage open and transparent communication channels between HR teams and employees worldwide. Leverage technology and platforms to enable seamless collaboration and knowledge sharing across various locations.
- Supportive Work Environment: Foster a supportive work environment that recognizes and respects cultural diversity. Promote an inclusive and cohesive global workforce through cross-cultural collaboration and teamwork.
- Acknowledge that HRM practices may require adjustments to cater to different regions' particular requirements. Embrace flexible policies and practices to accommodate diverse cultural norms.
- Continuously evaluate and improve global HRM strategies by regularly requesting feedback from employees across various regions. Improve HR practices and identify areas for enhancement by using this data.
- Empower Regional HR Representatives: Empower regional HR representatives to act as cultural ambassadors and key points of contact for employees in their respective regions. By using this approach, it can help in better understanding and resolving local HR issues.
- In conclusion, successful global expansion in HRM requires a strategic approach that takes into account cultural, legal, and practical differences in each country. A harmonious and efficient global HRM system that supports growth and the well-being of a diverse workforce can be established by promoting cultural awareness, fostering collaboration, and adopting flexible practices.

CONCLUSION:

Today, organisations are going global by expanding their operations across different countries. Today's workforce is being increasingly diverse as they interact and work with people all across the globe. In such a scenario, the HR domain will have to face various difficulties in terms of talent acquisition, Learning & Development and many more HR related activities. Employees from different countries are different in terms of culture, language, believes, opinions etc. HR processes cannot be standardized and will have to be customized based on the country. Thus, organizations will have to bring HR policies which accommodate the people from diverse backgrounds. HR policies should be framed keeping in mind cultural and language barriers present in the organizations. When HR polices are framed for a more diversified workforce, there is harmony and transparency in the organization. HR departments should be open to understand the difficulties faced by employees in coordinating with employees with whom they cannot relate to easily. Organizations will have to come up with strategies to ensure that the employees across geographical boundaries are connected and have a positive relationship with each other. Only when employees work together, the organizational goals will be met. As more and more organizations are going global, the global workforce will increase significantly. Thus, managing a global workforce will be a necessity in future.

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