A REVIEW: GLOBAL HR PRACTICES & EMERGING TRENDS OF LEADERSHIP STYLES

[1]Manpreet Kaur, [2]Dr. Divya Jyoti Thakur, [3]Dr. Pankaj Sharma, [4]Neha Lather, [5]Hemant Kaushal, [6]Tamanna Gothi

[1456]Research Scholar, Department of Business Management and Commerce IEC University, Baddi H.P. India
[2]Associate Professor, Department of Business Management and Commerce, IEC University, Baddi H.P India
[3]Associate Professor, Department of Hotel Management, Travel and Tourism IEC University Baddi H.P India

Abstract

Applications of information technology represent the discourse of human resource management. The purpose of this paper is to analyze how human resource management can improve the quality and HR efficiency at global level. This paper reviewed the relationship between Human Resource Management and innovation to achieve the global objectives. Technology changing day by day, so this is the big task to human resource management essential part of the organization deals with the effect of the changing world of work. Equivalently for HR people have to understanding their collisions of globalisation, corporate layoff, changing skills required, emergent workforce, workforce diversity, continues improvement initiatives, centralization & decentralization.

HRM is a medium of bringing people and organization together, to fulfill each other's objectives together. Globalization is a big challenge for the organization as global human resource management. Its prominence on number of functions and authorities such as inclination, transfer, and language translating services to helps the employees to adapt to new and different environment. HR managers in formulating processes, maintaining relationships, policies, motivational strategies and value in administration, need further necessary attention. With the help of this paper, you can understand global HR practices and emerging trends of leadership styles. In this paper, two types of leadership styles have been told i.e., responsible leadership style and servant leadership style.

Keywords: HRM, Centralization, Decentralization, Initiatives, Diversity, Globalization, Administration and Administrator

INTRODUCTION

Emerging trends in Human Resource Department (HRD)

The field of HRM is constantly evolving with new research and improvement of old concepts and practices. Some of these emerging trends in human resource management may be concepts and practices are understood by research professionals, physicians and applied by research scholar.

Managing people as one's workforce:

Customization is ready to renew the way organizations work save your people. They will no longer consider themselves workforce as a unit, but instead consider each employee as an "employee of one". All kinds of institutions have been out of treatment for a long-time customer as a "one-stop shop", customized & offered to them personal buying experience. The concept of the customization and technology that made it possible & has generated one of the world's biggest success

stories from last 25 years: Dell (custom PC), Amazon (Books & other product recommendations just for you) and Netflix (movies that fit your profile) etc.

When it comes to talent management, many organizations still use one-size fits all HR exercises. Such uniformity exercises help the companies to achieve their salient goals to achieve their stability, competence & fairness mindset of your people. Yet businesses and employees tend to be persecuting organizations to get out of the old standard employment deal. People now expect on-demand customization in the workplace as well. Because they have experienced it in their daily lives consumer. For the present, shifting in population has made the workforce is more diverse in terms of age, gender & desires of life, cultural, norms, values & with the rise of more complex knowledge work, there are jobs standardization, and is becoming increasingly complex for companies struggling to find qualified workers. It will all make today's common, one-size-fits-all folk exercises quick obsolete - if not harmful to the company's bottom line.

Expanded staff growth organization:

Organizations will envisage new expanded employees: an external contractor, a non-segregated crisscross of outsourcing partners, Vendors & other non-traditional employees. HR will redefine its mission and move forward to get the most out of it strategic cost of detailed employees. In the future, organizational competition will be a complete success depends on a very unlikely factor: employees who are not employees absolutely.

Definition of the terms

HRM: HRM stands for Human Resource Management, which means managing the human capital of the organization also this is a strategic approach of the effective and efficient management of people in a company and helps to gain business competitive advantages to achieve their goals. It is design to maximize the performance of an employee in the service of employer's strategic objectives and boost the employee's performance.

Centralization: It is a configuration of organizational structure where the decision-making ability lies with the top management. In centralized organization, top management sets the rules & procedures, which are then, communicate to lower-level employees, who are expect to carry out this without questioning authority. In simple meaning consolidate; centralize all the data in one file.

Decentralization: Transfer the control of an activity or organization to several local offices or authorities rather than to a single one in simple words organizational structure that functions by assign the decision-making capabilities to multiple teams across geographic regions. People from middle level to lower level of management take organization planning, strategies and implementation of decisions.

Globalization: Globalization refers to the movement of movements and exchanges (humans, goods and services, capital, technologies or cultural practices) across the world. It is the spread of products, technology, information and jobs across national boundaries and culture. In economic terms, it describes the independence of nations around the world through free trades. Corporations in developed countries can gain a competitive advantage through globalization.

Diversity: It means understanding that each person is unique, and recognizing your individual differences. These differences may lie along the dimensions of race, gender, ethnicity, gender and sexual orientation.

Administration: Administration refers the control or act of managing something, for example a system, an organization, or a business. It is the management of government or large institutions. In Human Recourse management the meaning of administration is to manage all the activities relates to business like policies, employees' records, production etc.

Administrator: A person who manages or has a talent for managing the things into the organization or beyond the organization.

Administrator is the person whose job is to control the operation of a business.

Review of Literature

HRM is an altering system because it answers to the altering business environment (Kumar, Bhusan 2018). Human resources meant for management of an organization's policies & processes related to its employees. However, with globalization & the rise of information media, the world is becoming a smaller place; even small businesses are now interlaced across cultural and geographic boundaries. As globalization continues to grow, organizations are looking to increase market share across borders, competing not only for business, but also for talent and sustainable labor costs. Human Resources (HR) is at the heart of this global revolution. Involved in both acquiring and deploying the talent needed to achieve global expansion goals (Harris & Martin 2014).

Good human resource management in multinational companies comes down to acquiring the right job at the right place, at the right time and at the right price. These global managers should then be associated as in unity network in which they identify and support good ideas around the world (Quelch and Bloom 1999). The last ten years escort an avalanche of change in the HR industry like the rise of artificial intelligence, Growth of the gig economy, Increased push towards greater diversity & more recently, a global pandemic that has changed the reality of millions of people & defined where & how work happens (Totah 2021).

According to Boxall and Purcell (2008), HRM can be defined as "all the activities are connected with the management of people". These types of activities are commonly referred to as HR practices such as recruitment and selection, employee training and participation and are designed to create benefit to the organization. Accordingly, a major goal within the HRM Performance Research Section has been conducted to gather evidence for this additional value. Research of over two decades has led to a general conclusion that HRM really

matters. In recent study, Saxena and Tiwari, (2009) examined HRM practices implemented by major IT companies like Tata, Infosys and Wipro in India. He has developed HRM practices profiling and identified Training and Development, Employer-Employee Relations, Recognition through awards, culture building, career development, Compensation and benefits as important HRM practices.

From the views of Yang Shi, Maolin Ye (2016), Responsible leadership has attracted substantial attention in modern management scholarship. As a new leadership theory, responsible leadership transcends the traditional dyadic leader-subordinate relationship, and focuses on a full-range approach to the leader-stakeholder relationship, effective against new challenges from all sectors of society.

From the study of Sunil Kumar (2018), Servant leadership is working directly and indirectly on the behavioral factors of the followers in the organization to achieve desired goals at the individual and organizational levels. People who accept servant leadership are exploiting higher satisfaction, trust, creativity, recognition and autonomy in their work. The servant leader focuses on the level of the individual job; the approach that every unit is equally important is creating transparency, loyalty in the workplace. Desired goals can be achieved by using servant leadership without the use of situational and authoritative power.

Leaders are known for the impact they are able to exert on themselves follower leaders influence the actions and behavior of their followers. The aim of the study was to establish a link between responsible leadership style and civic behavior displayed by employees. Appropriate statistical tools have been used to show that differences in gender, qualifications, age, experience, responsible leadership style and level of organizational citizenship do not account for the difference.

Significance of Study:

•   It helps to understand the global human resource practices.

• Provides wide knowledge to understand the HR practices and trends at global level.

• This study examines the key factors that have led to the need for innovation in human resource (HR) practices.

• Effective utilization of HR technological solutions as an facilitator business strategy.

• The study also focused on identifying key staff and organizational outcomes that were potentially influenced by innovative human resource practices.

Objectives of Study:

• To determine global aspects of the functional areas of human resource at global level.

• To know the global factors of Human Resource practices and emerging trends of leadership styles.

• To understand the emerging trends of human resource department for the development of human resource.

Research Methodology:

This paper is based on secondary data. The data is collected from internet through blogs, articles and research papers.

Global Human Resource Management and Staffing Policy

The challenge here is to develop a tool to promote a corporate culture that takes into account local sensitivities, and is almost the same everywhere. At the same time, it becomes very difficult to decide on top management or key positions. Is it important to choose a local person from the host country or to place someone from the HQ (headquarter) for a key position, whether there should be a consistent recruitment policy globally remains a major challenge?

The following global staffing policies are:

Ethnocentric: People from the country of origin fill the key management positions here.

Polycentric: The host country's citizens manage the subsidiaries while the citizens of the parent company hold the head office positions.

Geocentric: This policy helps to find the best and most qualified people for key positions as disregarding of nationalities. Conversely, when recruited on a geo-centric basis, human resources become a little more expensive. In addition, national immigration policies may limit implementation.

Responsible Leadership Style

The increasing dynamism and complexity of daily business, different lifestyles and beliefs about right or wrong, as well as different legal regulations make the task of leading responsibly in a globalizing economy more difficult, complex and uncertain. Furthermore, major challenges such as global warming, rising inequality, global migration and poverty put pressure not only on governments and international organizations, but also on business firms to contribute to a sustainable future for people and the planet.

Demand for responsible leadership

Because of the above, firms in leadership positions find themselves facing demands to assume responsibility not only towards the shareholders but also towards the society and the environment. Social groups and NGOs demand lucidity of business conduct as well as socially and ecologically responsible decisions from business leaders. Therefore, the concept of responsibility is clearly important for any firm operating in the 21st century. Yet, unlike other traditional aspects of business, the responsibility investigation raises many questions that are not always simple to answer.

Who create a responsible leader?

According to Thomas Mack and Nicola Place's Holistic Approach to Leadership, a responsible leader should have considers the following four elements: Leader as an individual, Roles of the leader, the relationship between the leader and the follower, and the moral responsibilities of

the leader (Thakur & Sharma; 2019). The focus of his article was the relationship dimension and the need for dialogue between leader and follower, which they claim, is "one of the most important determinants of current and future organizational viability and business excellence".

Role of Responsible Leader

Leader as servant: As mentioned earlier in the section on Servant Leadership, leadership is not about leader. It is about those who served and ensured their growth. Leader as manager: Stewardship is about bringing vision to life. A responsible leader is the "guardian of" Social, ethical and environmental values and resources".

Coach as leader: It is the duty of a responsible leader to create an environment of learning and support. His job to bring people from no-identical conditions together and create a sense of 'team'. This not only wills it create collaboration, but it will encourage every member to contribute.

Leader as Architect: To contribute to the best of their abilities, provide people with a motivating and auxiliary work site. The leader's job is to create an environment where they can "feel sensed, respected, recognized and included".

Leader as storyteller: Leaders must have tools to help them deal with problems of an intangible nature. Stories can transfer core

values, activate moral interest, and help build a moral community.

Leader as change agent: It is self-explanatory. Leaders should be mindful and think for the coming generations about the long term for both the company and the world.

Servant Leadership

According to Robert Greenleaf, slave leadership, as its name implies, is everything about serving others. The main attraction for slave leaders is again confidence: Lok Sevak leaders follow because they trust them (Thakur & Verma; 2020). Green leaf indicates that slave leaders, by Putting other people's needs first Contribute to their own, development of his followers. This increase relaxes Mainly on Ethical principles of the leader. Led by a servant can be compared with the mother nourishes the child (who sees him as one leader) and the child trusts the mother to do so.

Servant Leadership Model
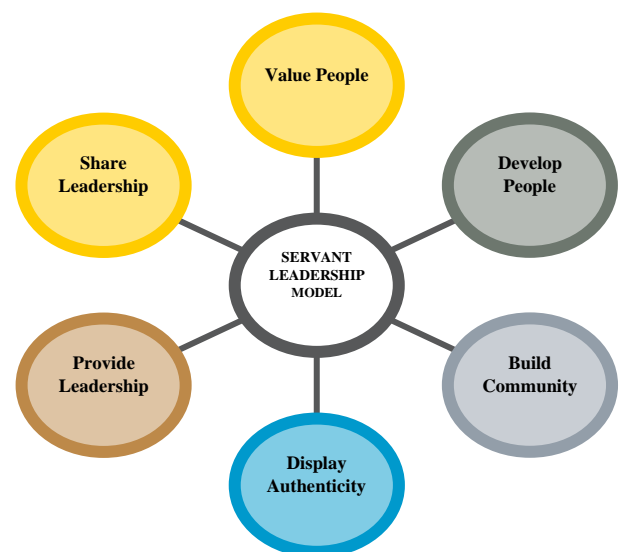
How to Become a Servant Leader

According to Larry C. and Robert K. Spears, there are the 10 most important characteristics f servant leaders:

1.   Listening.

You serve people much better when you make a deep commitment that you will listen carefully and understanding what they have to say. To enhance your listening skills, pay close

attention to people, pay attention to their gestures, avoid cut ins and respond to them before they speak.

2. Empathy

Servant leaders try to understand the intentions and behavior of others. You can become more empathetic by temporarily setting aside your own perspective, appreciating the perspectives of others & approaching situations with an open mind.

3. Healing

This trait is related to people's emotional health and "wholeness", and includes supporting them physically and mentally. First, make sure your audience have knowledge, support & resources they need to do their jobs successfully, and have a healthy workplace after that take steps to help them be happy and engage in their roles. You can also use tools like "Triple Bottom Line" to think about how you and your organization can generate a positive impact on the people you lead and your customers.

4. Self-Awareness

It is the ability to look at yourself to think deeply about your feelings and behaviors & consider how they affect the people surrounding you and how they align with your values.

5. Motivation

Servant leaders use motivation to motivate people to take action, rather than their authority. They aim to make consensus among the groups, so that everyone supports the decisions. There are lots tools and models you can use to motivate yourself more without harming connection or taking benefits of others. You also have to build your expertise – when people see you as a specialist, they are more likely to listen when you try to talk someone or inspire them.

6. Concept

This trait is related to your ability to have "great dreams," so that you can see the bigger picture beyond the realities of daily life. If you are a higher authority in your company work on it and develop a strong organizational strategy. Then, whatever level you are, create a mission and vision statement for your team, and explain how people's roles align with the long-term goals of your team and organization.

7. Farsightedness

Foresight is when you learn from experiences, recognize what is happening now, and understand the results of your decisions to make predictions about the future. You can use tools like SWOT & PEST analysis to analyses your current situation and environment, while visual analysis helps you understand what the future holds. Use the ORAPA checklist to learn from the experience and make sure you consider all angles when making a decision.

8. Trustee

Supervision is about taking responsibility for your team's actions and performance and being responsible for the role that team members take part in your organization. Whether you are a formal leader or not, you are, responsible for everything that happens in your company. Give the time to think about your values, as well as the values of your organization, so you know what you stand for and what does not. Also, lead by setting an example by displaying the values and behaviors you want to look in others.

9. Commitment to People's Development

Servant leaders are dedicated to the personal and professional enhancement of everyone on their teams. To develop your people, make sure you use training needs assessment to know their growing needs and provide them the skills they need to complete their jobs effectively.

10. Community Hall

The final feature is to create a social bond with your organization. You can undertake this by giving people in the company a chance to talk to each other. For example, you can arrange social events e.g., team lunches and barbecues, design your workspace to cheer people to talk informally away from their desks, and have the first few meetings. Dedicate minutes to non-work-related conversations.

Nature of Global Human Resource Management

Global Human Resource Management (GHRM) is the procurement, distribution, utilization and promotion of human resources in the international arena. GHRM is critical to the strategy and success of global operations. There are evidence that cultural and folk issues are the biggest obstacle to global success. It has also been found that the problem of hiring qualified workers is one of the main factors hindering the expansion of US foreign investment in Japan. These problems can be avoided by hiring people with significant experience in foreign and international affairs. The distinctive features of international HRM are multiculturalism and geographical spread, as well as the need to address issues such as international taxation, relocation and the status of foreign cultures. IHRM also creates greater involvement in the lives of employees. An international business must obtain, motivate, retain and use the services of the people in the corporate office and its overseas plants.

Changes in the international arena require new and more challenging requirements for current and future managers. For example, it is becoming increasingly necessary for managers to have a basic understanding of the structure of the global economy in which they operate. In addition, with more freedom, firms now need to sell, invest and operate around the world to understand the potential for stability and growth of individual countries and their markets. In short, knowledge of how nations, firms and individuals can address the issues raised by globalization has arguably become an essential resource for every administrator. Awareness of how to do business with people from many cultural backgrounds is important for the enhancement of an organization.

Findings & Discussion

Finding of the study is a HR having strong responsibilities at global level and emerging trends in global HR practices and leadership styles. People who work in human resources department is not only answerable for hiring

and firing rather they are also responsible for protecting the nature. It is true that anyone who works in the HR department "A people must be individuals". It has also founded that the problem of hiring qualified workers is one of the main factors hindering the expansion of US foreign investment in Japan. These problems can be avoided by hiring people with significant experience in foreign and international affairs.

Conclusion

The ability to provide essential benefits to an organization when analyzing a human resource management function is not different from other business features. It becomes clear that many business procedures and practices affect the efficiency of employees' efforts and capabilities in providing products & services to customers. People who work in human resources department is not only answerable for hiring and firing rather they are also responsible for protecting the nature. It is true that anyone who works in the HR department "A people must be individuals". With the current pressure on strategies to engage employees, attract higher talent and contribute at a lower level, changes become necessary. Human Resource management must build competitiveness and benefits by building strong organizations, leaders, teams, managers and employees. If HR is there as an important supporter of business strategies, it must be seen as a syllabic contribution to the final decision through cost reduction or profit gain, risk reduction and talent management.

References

[1] A Bradley Jeremy, "Global Trends That Will Affect Human Resources" https://smallbusiness.chron.com/global-trends-affect-human-resources-61643.html,2013.

[2] Lintern Mark, March 19, 2014, https://blogs.oracle.com/oraclehcm/post/top-10-best-practices-for-global-human-capital-management

[3] Quelch John A. and Bloom Helen, (1999) https://www.strategy-business.com/article/9967, January 1, 1999 / Second Quarter 1999 / Issue 15, published by Booz & Company.

[4] Totah Zachary (2021), https://www.google.com/amp/s/www.selecthub.com/hris/hr-trends/amp/

[5] Mahapatra Indu Bhusan Kar Ajit Kumar (2018), https://www.researchgate.net/publication/333917134_HR_practices_trends-_Understanding_global_HR_practices

[6] Boxall, P. and Purcell, P. (2008), Strategy and Human Resource Management, 2nd ed., Palgrave Macmillan, Basingstoke.

[7] Saxena Karunesh & Tiwari Pankaj (2009), A Study of HRM Practices in Selected IT Companies of India", AIMS Journal of Management, Vol.1, No.3,pp.29-44.

[8] Shi, Y. and Ye, M. (2016) Responsible Leadership: Review and Prospects. American Journal of Industrial and Business Management, 6, 877-884. doi: 10.4236/ajibm.2016.68083.

[9] Kumar sunil (2018) "Servant Leadership: A Review of Literature", Pacific Business Review International, Volume 11 Issue 1, July 2018, page- 43-50.

[10] Larry C. "Character and servant Leadership: 10 characteristics of effective caring leaders", "The Journal of virtues and Leadership", Vol. 1. Issue 1.

[11] Thakur Divya J. and Sharma Dipanker, "Responsible Leadership Style and Organizational Citizenship Behavior: A Relationship Study",Pacific Business Review International, Volume 12 Issue 3, September 2019.

[12] Thakur Divya J. and Verma Pooja, "THE IMPACT OF LEADERSHIP ON EMPLOYEE"S TURNOVER INTENTION", "PalArch's Journal of Archaeology of Egypt/ Egyptology" Vol-17(6), 2020.

[13] Kar Ajit Kumar, Mahapatra Indu Bhusan, "HR practices & trends: Understanding global HR practices", "International Journal of Multidisciplinary Education and Research", Volume 3; Issue 4; July 2018; Page No. 15-21.

[14] Kantharia Bharat N., "Servant Leadership: An Imperative Leadership Style for Leader Managers", "SSRN electronic Journal", January 2011.