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Changing values of HRM: An alternative to personal development

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ABSTRACT

World is more competitive, dynamic, uncertain and volatile. Many firms have to compete globally. Global competitiveness and technological innovation shifted economies based on production. Knowledge based capital requires skills and knowledge, an alternative to personal development.

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1. Introduction

Dramatic changes contributed to the evolution of MNCs in the world.¹ World level network of organizing roles and activities heightened the need for cross-functional interdependence; increase the role of human resource manager. It shapes a culture of external linkages. This facilitates the integration of internal and cross functional relationships. The global network settings further increase the complexity of the system.²

2. Shift to Strategic Global HRM

Human Resource Management concerned mainly the short-term implementation of personnel policies in legal and labour market policies in tradition times; focused on instrumental applying techniques, performance assessment, education and training. Now there is a fundamental change in this approach and shaking up the internal organization. Organizational design, its structure, composition of functions and tasks, are more important.³ This involves successful managing of international human resources,⁴

and the shift from SIHRM to SGHRM is crucial to the needs of organizations.⁵ It can be used the tangible network design elements and emphasize the social infrastructure and human activities.⁶

3. Role of HR Manager

Universal HR managers are required to enact systems⁷ and are obliged to manage collaboratively, within their individual organizations. Shift to intangible dimensions of strategic global HRMs role orientation in global networks is shown in Table 1.

Traditional SIHRM perspective is dominated by control and monitoring issues and structural aspects of HRM hierarchy. The shift in HRM perspective is a logical extension of the movement toward a more decentralized decision-making perspective in global organizations. The four modes of SGHRM leadership, shown in Table 2, provide the necessary flexible networking capacity needed among members in a global organization.

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Table 1: Transformation of intangible dimensions of human resource perspectives

Traditional Hierarchical	Evolving Network
SIHRM	Hierarchy
Agency	SGHRM
Control/monitoring	Stewardship
Information asymmetry	Trust/commitment building
Unidirectionality	Knowledge sharing
Structure-oriented	Reciprocity
Behavioural consistency	Process-oriented
Fit	Cognitive reference
Hierarchy	Flexibility
Oriented toward cost	Hierarchy
Formal rules	Oriented toward value
HQ-initiatives	Informal norms
Functionalism	Subsidiary-initiatives
Administrative spirit	Cross-functionalism
	Entrepreneurial spirit

Source: www.businessballs.com/personaldevelopment.htm

Table 2: Modes of strategic human resource leadership within a global network environment

Hierarchical Market-Based	Stable Leadership	Dynamic Leadership
Network Member-specific	Network members assumed to be policy takers for human resource management initiatives	Network members assumed to be opportunistic vs. human resource
	Trust-Based Leadership	Management initiatives
		Real-Options Leadership
Scope of MNC's Global Strategic Orientation	Network be trustworthy in human resource management initiatives	Network members assumed to Network members assumed to be optimisers of human resource management initiatives

Source: www.businessballs.com/personaldevelopment.htm

4. Competencies Required for SGHRM

Important managerial competencies relevant for SGHRM are:

1. Relational competence is through consensus building, accountability charting, conflict management, performance contracting and innovation management;
2. Managerial competence to design creative human resource allocations, negotiate concerted strategies, and structure multiparty relationships;
3. Symbolic management of global network, cohesion through shared values and meanings in human resource management systems;

4. Motivational leadership to demonstrate and share skills at joint human resource management problem solving;
5. Cross-functional competence in auditing managerial loss of control and difficulties in assessing network accountability in terms of human resource management adaptations.

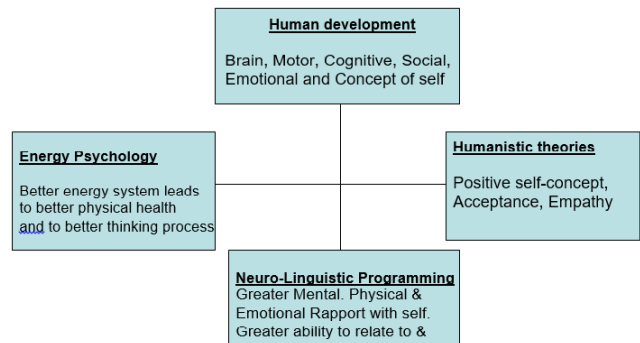


Fig. 1: Modern personal development applications

Source: www.businessballs.com/personaldevelopment.htm

5. Integrated Personal Development

This is gaining ground today offers useful alternative methods compared to coaching and mentoring. The integrated approach is highly beneficial for most people to help them cope with the demands of a global human resource management.⁸ Figure 1 explains the four different areas of Integrated Personal Development.

6. Human Development

It is a lifelong process over a number of years has stages of developments like, brain, motor, cognitive, social, self-concept, basic trust, and emotional development.⁹

7. Humanistic Theories

Humanistic theories help individual to have a better understanding of self which then can be extended to others. This consists of humanistic approach, humanistic theories, acceptance and empathy, humanistic perspective purports and humanistic psychologists considering mental health.

8. Neuro-linguistic Programming

This aspect gaining ground globally; is to bring about a better mental maturity coupled by better communication skills that promote good inter-personal relations.¹⁰

9. Energy Psychology

It is a technique that combines eastern approaches to western psychology and psychotherapy ideas. This achieves

observable and measurable results^{3,11} include worries, fears, anxieties and phobias. Painful memories, grief and traumatic experiences, stress, burnout, exhaustion, anger, rage, resentment, irritability, moodiness, sadness, depression, insecurity, low self-worth, relationship difficulties, performance issues, and limiting belief are also considered.

10. Conclusion

Massive transformation is seen in human resource management due to globalization. This has led to greater emphasis on acquirement of new skills to compete with the global demands. A shift towards this has paved the way for better management of human resources. Success of a flexible global human resource management system rests on human resource manager's ability to assert leadership, identify and clarify key roles in the global network, and facilitate building the culture of increasing social capital. Thus HR manager of today, in a better position, affect a sea change in the employees' attitude to eventually compete with demands of globalization.

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12. Conflict of Interest

None.

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