The Changing State Of Human Resource Management in the 21st Century: Advice for Managers

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ABSTRACT
This work deals extensively with the factors that affect human resources management in any society which every manager should take into consideration in other to succeed. This work stipulates that managers should consider and take into cognizance international standards of practice in their actions and inactions, and their modes of operations in general. It is stated that the political factors and political environment, economic factors and economic environment, social factors and social environment, cultural factors and cultural environment, technological factors affect human resources management in every society and this should not to be treated with levity by all managers. Areas needing urgent attention by human resource managers were also highlighted in this work. The method of data collection for this study is basically secondary sources. Some recommendations were proposed which includes among others that: Managers should consider the various factors that affect human resources management in its area of operation. This will guarantee the continuous safety of the organization; every manager should ensure that the citizens of their areas of operation are not neglected or marginalized. Managers have to also incorporate the support of the citizens, in their areas of operations; Managers should take note of the industrial rules and regulations in their various societies of operation. However they should devise reasonable means to resolve conflict when it arises with their exogenous audience; Managers should be quick to adapt to innovations and ensure that employee can favorably compete with other counterparts in other parts of the World.

Keywords: Changes, Human Resources Management, Human Resources Managers, International Human Resources Management, and Human Capital Development.

INTRODUCTION
Brewster & Harris (2005) noted that critical challenge for organization from both the public and private sectors in the twenty first century is the need to operate across national boundaries. This therefore calls for well seasoned professional, managers and administrators that are dexterous, innovative and result oriented. The thrust of this paper is of double fold. One is to identify the factors that influence organization behaviour. That is, to unearth the factors that exact great deal of influence on organizations. Therefore managers should take note of these factors, if they want to succeed in their various states or countries of operation. In other words, the level of organizations response to the factors that affects organization behaviour will to a great extent determine their level of satisfactory performance. This therefore, calls for a well informed international Human Resources Management. Secondly, to identify the areas that managers should catch up with because these areas have changed in recent times.
In the twenty first century, the world has been turned into a global village that managers and employee, buyers and sellers, management and staff, employers and employee, government and their citizens interact from continental boundary. This calls for managers to key into the new changes in various aspects in the 21st century. This is especially visible in the area of Information Communication Technology. In various aspects of

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International Human Resources Management, it is important to examine the issues involved in International Human Resources Management (IHRM), the practice of Global Human Resources Management (GHRM) and the management of expatriates.

Human resources management is a series of activities in which the job, the individual and the organization; all interact as each develops and changes (Sharma, Sadana, Harpreet, 2011). Human resources is concerned with obtaining the best possible staff for an organization and, having got them, looking after them so that they would want to stay and give their best to their jobs (Cuming, 1968 in Onah, 2014). It is obvious that job, individual and organization interact, but this does not take place in a vacuum. There are endogenous and exogenous organizational influences which impact directly or indirectly on organizations. Most managers and directors in both private and public organizations have been found unable to adapt to their job requirements in recent times and as such have been thrown out of job. As earlier mentioned, it is the thrust of this paper to identify the areas that managers should catch up with because these areas have changed in recent times.

This paper will enlighten our audience and managers to formulate strategies, means, and techniques to achieve the objectives of targeted results within and outside the organization. This will enhance profitability, performance, and productivity. However, this requires involving an implementation plan in terms of action programme, responsible for each stage, resources required, proposed arrangement for communication, consultation involvement, training and change management, and project arrangement (Armstrong, 2004). This is imperative because of the changes that takes place in the environment were such human resources management takes place. It is therefore, necessary for managers to be dexterous and brisk in taking action that will suit their environmental job requirement that is in constant state of flux.

Theoretical Framework

This work is anchored on the Diffusion of Innovation theory, (DOI), which according to Rogers (1995) "is the determinant in explaining the adoption and spread of new technologies or ideas in a community over a period of time". Jhingan (2011) describes innovation as (1) the introduction of new product (2) the introduction of a new method of production; (3) the opening up of a new market; (4) the conquest of a new source of supply of raw material or semi-manufactured goods; and (5) the carrying out of the new organization of any industry like the creation of a monopoly. According to Schumpeter, innovation is the introduction of a new product and the continual improvements in the existing ones that leads to development. The following are some of the tenets of the Diffusion of Innovation theory:

- ❖ Diffusion is the process by which an innovation is communicated through certain channel over time among the members of a social system. Diffusion research centre on the conditions which increase or decrease the likelihood that members of a given culture will adopt a new idea, production, or practice. According to Rogers, people's attitude toward a new technology is a key element in its diffusion.
- ❖ There are four main elements involved in the diffusion of new ideas; they are (a) the innovation (b) communication channels: (c) Time and (d) The social system.
- ❖ Innovation involved the perceived new idea; in this case the success of the innovation will depend on the rate of acceptance by human resources managers to the degree to which the new innovation is perceived to be useful more than the already existing ideas.
- ❖ The flexibility and ease in adopting the new technology is perceived as a means of knowledge dissemination. The medium of transferring the information to sensitize the employee and the public contributes a lot to its acceptance. This medium can be through mass media, internet, workshops and seminars; while time involve the period it takes in the decision making process to know if the idea will be accepted or not.
- ❖ The social system constitutes the interrelated units involved in problem solving to achieve a common goal; the members of this unit may be individuals or management. In this case, managers should always

be ready to introduce and accept innovation which is the only assured means of progress. The introduction of new innovation can be possible when managers take proactive measures to properly disseminate and communicate to their employees and the public the new innovations. However, it is only through the acceptance of innovations that managers can only be equipped to face the various factors that changing environmental factors can offer. Managers are therefore charged with the responsibility to transfer, teach, and disseminate the new innovations to their subordinates, when this happens it will affect positively, human resources management in their various areas, states or countries of operations.

Human Capital Development
The constantly changing business environment requires firms to strive for superior competitive advantages via dynamic business plans which incorporate creativity and innovativeness; this is essentially important for their long term sustainability. Undoubtedly, human resources input play a significant role in enhancing a firm's competiveness. At a glance, substantial studies were carried out on Human Capital and their implications on firms' performance. The result showed that Human Capital enhancement results to greater competitiveness and performance (Agarwala, 2003; Lumpkin & Dess, 2005). Oluwatobi & Ogunrinola (2011) posited that Human Capital Development has been recognized globally as one major factor that is responsible for the wealth of nations. Marimuthu, Arokiasamy, & Ismail (2009) sees Human Capital as a process that relates to training, education and other professional initiatives in order to increase the level of knowledge, skill, abilities, values, and social assets of an employee which will lead to the employees satisfaction and performance, and eventually on a firms performance. Rastogi (2002), Stated that Human Capital is an important input for an organization especially for employees' continuous improvement mainly on knowledge, skill, and abilities.

Recent challenges such as globalization, knowledge – based economy and technology evolution have prompted many individuals, establishment, organization, governments, countries and continents to seek new ways to maintain competitive advantage. In response to the prevailing circumstance, it is obvious that the success of organizations and firms depend to a large extent on the people with higher level of individual competence. In the end, the people become valuable assets and are recognized within a framework of Human Capital. Human Capital Development presupposes investment activity and processes that produce desired result in various fields of human endeavour. This is because one of the greatest challenges facing the 21st century is the challenge of 'development'.

International Human Resources Management
International human resource management is the process of managing people across international boundaries by multinational companies. It involves the worldwide management of people, and not limited to expatriates alone. Companies that function globally, international and multinational firms are those where operations take place in subsidiaries overseas that rely on the business expertise or manufacturing capacity of the parent company, they may be highly centralized with tight controls. Multinational firms are those that own a number of businesses in different countries which are managed as a whole from the centre. The degree of operational autonomy of these companies will vary from one country to the other as a result of the varied laws, belief, religion and ideology of these states.

Dictmans cited in welfare (2006), believes that the main contrast between national and global HR practice is the need to see the bigger picture. The difference is the higher complexity and the need for sensitivity to different cultures and different environment. He stated that understanding the local context is key and an international HR person needs to be asking questions such as: What is business environment here? What is the role of the trade unions? What is the local labour law? Are these people different? Are their motivation patterns different?

A separate body of knowledge and practice has emerged in recent years with the label of IHRM (International Human Resource Management). Tayeb, (2005) argued that the reason for the introduction of the IHRM is that

the interest in IHRM has paralleled the internationalization of business whereby large corporations increasingly produce and market beyond their countries of origin. This process has also signaled the internationalization of employees as well, which has shifted HRM to a business activity of strategic importance (Myloni 2002). It could be argued that the practice and study of international HRM has evolved alongside globalization; business is operating in an increasingly international environment. In fact, 'International HRM' is often the term given to the management of HR in Multi National Corporations (MNCs) (Almond, Clark and Tresgaskis 2004: 606). IHRM concerns the extent to which core tasks change when HRM is practiced across national boundaries. Torrington, Laura and Stephen (2005) argue that International HRM is also concerned with decentralization: As an organization increases its international activities, it inevitably steps up the degree of decentralization, but internationalization is not simply a form of decentralization. It is the most complex form of decentralizing operations and involves types of difference in language, culture, economic and political systems, legislative frameworks, management styles and conventions – that are not found in organizational growth and diversification that stay within national boundaries. How the international HR manager identifies and copes with these 'types of difference' is very imperative.

Issues in International HRM

There are a number of factors that specifically influence the practice of international as distinct from domestic HRM. These are the impact of globalization, the influence of environmental and cultural difference, the extent to which Human Resources Management policy and practice should vary in different countries (convergence or divergence), and the approaches used to employ and manage expatriates. The first major challenge to employer of labour in International Human Resources Managers (IHRM) is, and will continue to be managing and valuing diversities. Multinational understanding is very crucial for public managers who supervise the work of employees from diverse backgrounds and such understanding can be enhanced through programmes designed to bridge cultural gaps (Pitts, 2009; Adler, 2002). Human Resources Managers should take note of these international issues. The above mentioned factors influence organizations' behaviour.

Globalization

Globalization is the process of international economic integration into the worldwide markets. It involves the development of single international markets for goods or services accompanied by an accelerated growth in world trade. Any company that has economic interest or activities extending across a number of international boundaries is a global company. This involves a number of issues not present when the activities of the firm are confined to one country. Ulrich (1998) puts it that globalization requires organizations to move people, ideas products and information around the World to meet local needs. This change from time to time occurs and managers should be mindful of the global trends.
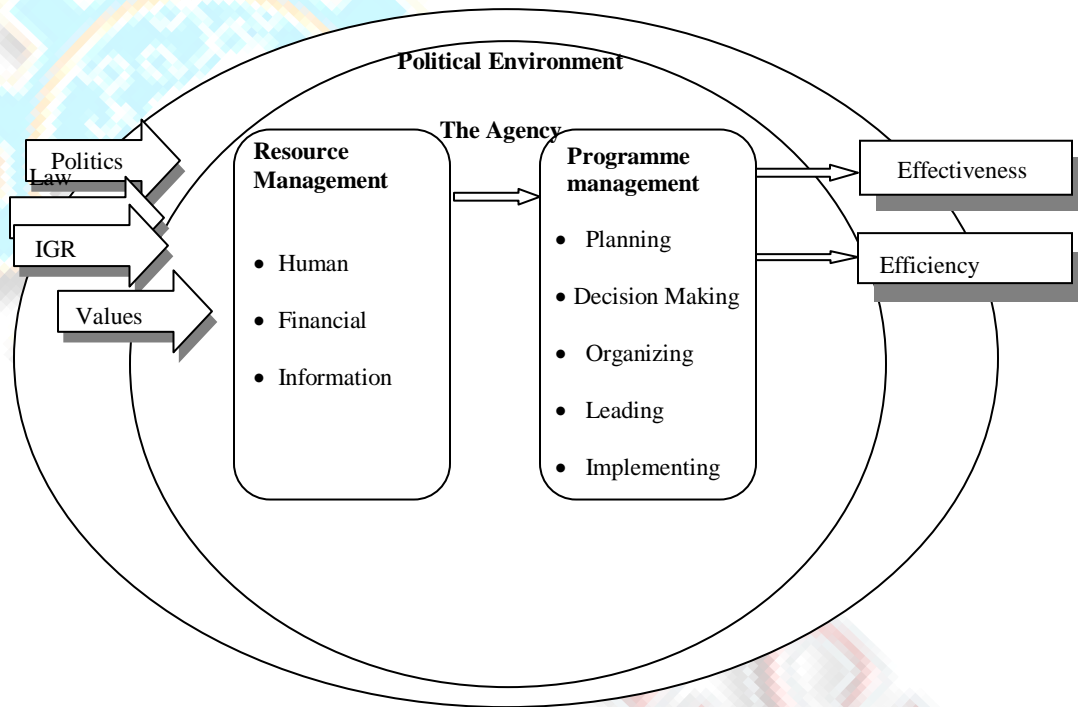
Imperative Requirements for Managers

Management is the act of getting things done through others. Management is the coordination of all resources through the process of planning, organizing, directing and controlling in order to attain stated goals. Management is a distinct process performed to determined and accomplished stated objective by the use of human being and other resources (George cited in Vishnoo & Vidya, 2009). Sapru (2013) is of the opinion that managers ought to possess managerial grid as proposed by Blake & Mouton. A managerial Grid is based on the styles of "concern for people" and "concern for production". Concerns for is meant to convey 'how' managers are concerned about production or 'how' they are concerned about people. "Concerned for production" includes the attributes of a supervisor towards a wide variety of factors such as the quality of policy decisions, procedures and processes, creativeness of research, quality of staff services, work efficiency and volume of output. "Concern for people" includes such elements as the degree of personal commitment towards goal

achievement, building self esteem among workers, provision of good working conditions and maintenance of satisfying interpersonal relations.

Grover (2011) posits that a public manager's job is complex and, requires a range of skill. Although some management theorists propose a long list of skills, the necessary skills for managing any public sector organization can be summarized in three categories: political management, programme, and resources management. The figure below explains the above mentioned management skills.

Figure1. **The Process of Public Administration**

Source: Grover Starling, (2011:15) Managing the public sector 9th edition.

Factors that Influence Organizations Behaviour

The following are factors that affect organizations and human resources management in every society; therefore every manager should be mindful of these factors although it varies from one society to another.

1. Environmental Difference

Environmental differences between countries have to be taken into account by all managers, globally. As described by Gerhart and Fang (2005), that environmental differences include difference in the centrality of markets, institutions, regulations, and collective bargaining and labour-force characteristics. For example: in United States, Canada and Japan. Works councils mandate law in Western European countries like Germany, but not in Japan or the United States. In China, Eastern Europe and Mexico, labour costs are significantly lower than in Western Europe, Japan and the United States.

Human resources are cardinal elements of management. Human resource management is therefore an integral part of management and a specialized one. Why is human resource management important to all managers? Dessler (2001) noted that it is easier to answer this question by listing some mistakes a manager would not want to make while managing an organization or firm. For example, he would not want to:

- Hire the wrong person for the job.

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- Experience a high turnover.
- Find his people not doing their best
- Waste time with useless interviews
- Have the company taken to court because of discriminatory actions.
- Have the company cited under federal occupation safety law for unsafe practices.
- Have some of the employees think their salaries are unfair and inequitable relative to other's salaries in the organization.
- Allow a lack of training to undermine the department's effectiveness
- Commit any unfair labour practice.

Onah (2010) revealed that the efficiency with which an organization can perform will depend, to a large extent, on how its human resources can be managed and utilized. Every manager must therefore be able to work effectively with people and also be able to solve the varied problems the management of people may entail. For example, the type of leadership, which characterized our organization in the first half of the 20th century, is no longer sustainable in the present working environment. The leadership was arbitrary and autocratic in its relations with subordinates. Today, things have changed. Employees are better educated and their orientation and value system is not the same as those of the past. In addition, most organizations are becoming more complex in nature and, therefore, leaders in these organizations are expected to have greater technical competence and a better understanding of human behaviour and changes in the environment. Organizational human resource have become of strategic interest to upper management recently because the effective use of people in organization can provide a competitive advantage (Mathis & Jackson, 1997). This is because high quality staff is a necessary criterion for organizational success in modern times.

2. Political and Legal Environment

Let us use Nigeria as an example, Nigeria's political environment is characterized by instability, the frequent changes in government orchestrated by coups d'eta and counter-coups d'eta. The country has witnessed a period of about 28 years of military rule out of its 54 years of independence. Hitherto, only seven distinct democratic governments (1960-1966, 1979-1983, 1999-2003-2007-2011-) have exercised authority in the country. Military and totalitarian regimes are usually domineering and as a result enunciate obnoxious policies such as wage/salary, retirement benefits and employment freeze. This was the situation in Nigeria from about 1983 to 2003 during which there was a freeze on public sector employment. A freeze on employment has a constraining effect on supply forecasting, which is a crucial activity in manpower planning, since it makes it impossible for organization to replenish shortfalls in their manpower needs.

A wage freeze in turn has a demotivation influence on employees and thus lowers their productivity. Between 1987 and 1988, the salary levels of public servants were actually stepped down by two steps in Anambra State. Even though the two steps were later restored, such a policy no doubt had a negative effect on employee morale (Okoli, & Onah, 2002). Another feature of the Nigerian political environment is the undue political interference in the bureaucratic processes. Specifically, pressures from Legislators, local government Chairmen, Commissioners, Ministers, Governors and the Executive arm of government, must be considered in taking decisions by the bureaucrats. In Nigeria, political stability is not guaranteed; and it becomes difficult to predict the state of affairs of the Nigerian polity.

In the United States of America, U.S managers are accustomed to a stable legal and political system. Changes are slow, and legal, political procedures are well established. Elections are held at regular interval, and even when the political party in power changes after an election, it's unlikely that anything radical will happen. The stability of laws allows for accurate predictions. However, this certainly isn't true for all countries. Managers

must stay informed of the specific laws in countries where they do business. Therefore it is important for managers to take adequate consideration of the political situation in their country of operation and in Nigeria, the situations calls for absolute carefulness and rational decisions for managers.

Also, some countries have risky political climates. Chicago-based Corporation's political risk assessment found that businesses faced the highest level of risk in Iran, Nigeria, and Venezuela. A level of elevated risk was present in 13 other countries: China, India, Mexico, Turkey, Saudi Arabia, South Africa, Argentina, Thailand, Colombia, Pakistan, the Philippines, Algeria, and Egypt. Managers of businesses in countries with high risk level face dramatic uncertainty.

A country's political/legal environment does not have to be risky or unstable to be a concern to managers. Just the fact that it differs from one state to another or from one country to another is an important fact to take note. Manager must recognize these differences if they hope to understand the constraints and opportunities that exist.

1. The Economic Factors and Considerations

A global manger must be aware of economic issues when doing business in other countries. First it is important to understand a country's economic system. The two major types are a free market economy and a government controlled economy. A free market economy is one in which resource are primarily owned and controlled by the private sector. A government controlled economy is one in which economic decisions are planned. For instance, the United States and United Kingdom are at the free market end of the spectrum but do have some governmental controls. The economies of Vietnam and North Korea are more planned. China is also a more planned economy, but it is moving towards being more free market. It is necessary for managers to know a country's economic system because it has the potential to constrain decisions both on trade and investment. Other economic issues managers need to understand include currency exchange rates, inflation rates and diverse tax policies. In Nigeria, managers need to be fully aware of the privatization and the commercialization policies of the government. This will guarantee that they make informed decisions that will be to the best advantage of their various organizations.

The World Bank and the International Monetary Fund (IMF) induced Structural Adjustment Programme (SAP) which led to the introduction of stringent economic measures in Nigeria in 1985. Such measure includes reduction in government expenditure, reduction in employment through lay-offs, and the removal of government subsidies on essential commodities such as kerosene, fertilizer and petrol. Managers should therefore take note of the above situations. For example in Nigeria, the issue of fuel subsidy removal is still an issue under debate and must be a matter of concern to managers.

2. Technological Factors

In general terms technology may be considered as a system or combination of factors which results in the better production of commodities and makes the delivery of services more efficient (La Auyane 1986:52). Though Nigeria is still classified as technologically backward in the global context, she is undergoing a rapid technological change. The computerization of many administrative processes is illustrative of innovations. This development calls for planning for the acquisition of employees with the required special skills irrespective of the existing manpower level. This will invariably raise both manpower productivity and cost (Olakule, 2007).

Furthermore, Ige (2002) also posit that Information Communication Technology as a term encompasses the notion of the application of technology to information handling and other areas of human endeavour. Today's web of computers and what we call ICT (Information Communication Technologies) have proliferated to such a degree that they impact on virtually every aspect of our daily lives. In addition, Schools for teaching and learning, administrative institutions and offices are witnessing a paradigm shift brought about by the use of ICT. Managers should not only recognize this but key into the new technological inventions and understand the various ways these technological inventions can impact on their organizations and employees' generally.

5 Socio-Cultural Factors/ Environment

These consist of issues relating to family ties, culture, and general social attitudes towards government and government agencies. The Nigeria social environment is characterized by heterogeneity. As Nwosu (1977:16) points out that society in Nigeria vary considerably in terms of their cultural heritage, language, religion, and population. It is believed that there are over 250 ethnic groups in the country and more than 400 languages. There are cultural, religion diversity, uneven educational development, and perceptual psychological distance between the groups. As a result of the existing cultural difference, internal conflicts impede cooperative action, which is a cardinal principle of administration. Ethnicities, favoritism, and nepotism are also brought into administrative processes including manpower planning. Managers should therefore take note of these variables in the Nigerian setting.

6 The Cultural Environment

Managing today's talented global workforce is not easy. A large multinational oil company found that employee productivity in one of its Mexican plants was of 20 percent and sent a U.S. manager to find out why. After talking to several employees, the manager discovered that the company used to have a monthly fiesta in the parking lot for all the employees and their families. Another U.S. manager had canceled the fiesta, saying they were a waste of time and money. The message employees were getting was that the company didn't care about their families anymore. When the fiestas were reinstated, productivity and employee morale soared (Robbins, & Coulter, (2009). At Hewlett-Packard, a cross global team of U.S. and French engineers were assigned to work together on a software project. The U.S. engineers sent long, detailed e-mails to their counterparts. This made the U.S engineers think that the French were hiding something from them. The situation spiraled out of control and negatively affected output until team members went through cultural training. It is important therefore that managers in Nigeria for instance learn about the cultural beliefs, behaviour, and conduct of people in   their various areas of operation. For example, establishing a gulder or star brewing factory in the Northern part of the country (Nigeria) may be counterproductive because it is against the belief and the culture of the Northerners, to drink alcohol. That is why Okoli (2004) posited that managers and administrators who fail to recognize the societal values in Nigeria are doomed and guaranteed to fail.

Interrelation between Environmental factors and Manpower Planning in Nigeria

We have already discussed the factors that influence the behaviour and the activities of public and private organizations with special emphasis on managers in Nigeria. A useful spring board to this effect is therefore to identity the factors within the environment and how they impact on manpower planning and the activities of employee in organization setting. These factors below should always be given urgent attention by managers.

Factors Needing Urgent Attention of Managers

The following factors and variables should be quickly addressed by managers any time they arise and should also be always put in check by managers:

1. Demographic Trends: besides changes in the political-legal environment, HR managers must be concerned about trends in society, especially racial diversity and the age-structure of the workforce, that is the ratio of older workers to younger works (Grover, 2011).

2. Legislative and court decisions affecting the rights of public employee with respect to political activities, freedom of speech and privacy.

3. Other major federal laws relating to Human Resources Management.

4. Laws of the International Labour Organisation (ILO)

Management in a Global Environment

Assuming that you're a manager transferred to work for a branch of a global organization in a foreign country, you are therefore expected to know that your environment will differ from the one at home, but how? What should you look out for? This happens mostly in multinational companies. Just like Jhingan (2013) stated that multinationals corporations overwhelmingly dominate not only global investment but also in international production, trade, finance and technology. It is necessary for the multinational corporations to operate within the orbit of the expected behaviour and conduct required from them.

Any manager who finds himself or herself in a new country faces this challenge. We looked at some of these challenges. Although our discussion focused on Nigeria but it is applicable in any place in the world. This paper could be very useful to any manager, regardless of national origin, who are or are not in foreign environment.

CONCLUSION

This study looks at the dynamic nature of the society in which managers of organizations and business entities operate. The factors which constantly keep the society in a state of flux, ranges from environmental differences, political and legal environment, economic factors and economic considerations, technological factors, socio-cultural environment, all these exact great deal of influence on the behaviour of managers. The study aimed to enlighten managers to observe the expected code of conduct in any society they may find themselves. The study established that managers should recognize the idiosyncrasies that exist among various societies, as the observance of this will to a large extent determine their success. This study was anchored on the "Diffusion of Innovation" theory (DOI) as its theoretical framework. The area that should be treated without levity by managers operating in Nigeria was mentioned and recommendations which were geared towards improving performance and profit maximization by managers were equally mentioned.

RECOMMENDATIONS

1. Managers should consider the various factors that affect human resources Management in its area of operation. This will guarantee the continuous safety of the organization

2. Every manager should ensure that the citizens of their areas of operation are not neglected or marginalized. Managers have to also incorporate the support of the citizens (Oguonu, & Ikeayibe, 2010). In Nigeria for example managers should observe the principle of federal character and quota system and should employ the principle in all the undertakings of their organization.

3. Managers should take note of the industrial rules and regulations in their various societies of operation. However devise reasonable means to resolve conflict when it arises with their exogenous audience (Amujiri & Okolie, 2010).

4. Managers should be quick to adapt to innovations and ensure that employee can comfortably compete with their counterparts in other parts of the World.

5. Managers should ensure that the employees are ICT compliant. This will make both management and employee poised to predict the future state of affair of the organization. This will also help employee to easily access information across the Globe and facilitate employee efficiency and effectiveness by gaining new ideas in electronic resources.

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