

Table of Contents

<i>Abstract</i>	2
<i>Introduction</i>	3
Problem statement	3
Problem formulation	3
<i>Theory</i>	4
Literature review	4
Impact of Globalization on HRM.....	5
Recruitment and Hiring.....	6
Talent Retention.....	7
Business agility	7
Training and Development.....	8
Training and development strategies.....	9
Performance management.....	9
Global HRM (GHRM).....	10
<i>Analytical Framework</i>	11
Ulrich model of HRM	11
Hofstede’s Cultural Dimensions Theory	14
<i>Methodology</i>	15
<i>Analysis</i>	19
Strategic Partner Role	19
Strategic Partner Role and Hofstede’s Theory of Cultural Differences	20
Change Agent	21
Change Agent Role with Hofstede’s theory of cultural differences.....	22
Administrative Expert Role	22
Administrative Expert Role with Hofstede’s theory of cultural differences	23
Employee champion	24
Employee Champion Role with Hofstede’s theory of cultural differences	25
<i>Discussion</i>	26
<i>Conclusion</i>	26
<i>Bibliography</i>	28

Abstract

The topic of this thesis is strategic human resource management and the implications of globalization on HRM. Human resource management (HRM) has an essential role in the success of organizations that operate in a globalized business environment. The Ulrich HRM model, developed by Dave Ulrich, suggests that HR professionals can add value to their organizations by serving as strategic partners, change agents, employee advocates, and administrative experts. Hofstede's cultural theory, developed by Geert Hofstede, posits that cultural values and norms shape how people think, feel, and behave in different countries. This thesis examines the ways in which HRM practices can be influenced by cultural differences in the context of globalization.

By using a strategic holistic approach, the study found that Ulrich's HRM model is applicable in diverse cultural settings but must be adapted to account for cultural differences. Specifically, the study found that HR professionals who are able to understand and navigate cultural differences are better equipped to serve as strategic partners and change agents, and to support employees in a globalized business environment. The study concludes that HR professionals can enhance their effectiveness by integrating the Ulrich HRM model with Hofstede's cultural theory.

The data and evidence that either supports or counters claims made throughout the research of this thesis is mainly based on secondary sources such as reports, articles and academic papers and books. These various sources and their derived information, comments and claims are assessed and contextualized in order to examine the problem formulation of:

What is the best strategical approach and framework new HR-managers need to undertake and consider in order to ensure a competitive advantage in a global market

The thesis also consists of a literature review which provides a fundamental and foundational understanding of the main concepts and issues prevalent in the research field. The literature review is structured around highlighting the main and most important HR-practices and the issues facing HR-managers operating in a globalized market. The theory section introduces perspectives and frameworks to analyze, approach and deal with the main issues facing HRM. The selection of the analytical perspectives and frameworks are derived on the basis of the implications that globalization has on businesses operating in global market. The discussion section touches upon the general implications of the findings, the analytical framework and its efficiency in dealing with issues in the field of HRM. Finally, the conclusion summarizes the research and comments on the field of HRM and its future.

Introduction

Globalization has had a significant impact on human resource management (HRM) in recent decades. As the world becomes increasingly interconnected and interdependent, businesses are faced with the challenge of managing a diverse and mobile workforce across national and cultural boundaries (Harzing & Pinnington, 2010). This has led to a shift in HRM practices towards a more global perspective, with a focus on standardizing policies and procedures, leveraging diversity, and building cross-cultural competencies (Brewster et al., 2014).

One key aspect of globalization that has had a major impact on HRM is the increased mobility of labor and capital (Guzzo et al., 2013). With advances in transportation and communication technology, it has become easier for businesses to relocate or outsource certain functions to countries with lower labor costs (Brewster & Larsen, 2011). This has led to the proliferation of global staffing strategies, such as expatriation and international assignments, which require HR professionals to navigate complex issues related to cross-cultural communication, diversity, and inclusivity (Black & Gregersen, 2011).

Another important aspect of globalization that has impacted HRM is the increasing influence of multinational corporations (MNCs) on the global economy (Harzing & Pinnington, 2010). MNCs often have a decentralized organizational structure, with HR functions being managed locally rather than centrally (Brewster et al., 2014). This requires HR professionals to be knowledgeable about the local labor market and cultural norms in order to effectively manage employees and adapt to changing business environments (Black & Gregersen, 2011).

In summary, globalization has had a profound impact on HRM, requiring professionals to be more adaptable, culturally sensitive, and globally minded in their approach to managing a diverse workforce. As businesses continue to expand and operate across borders, it is essential for HR professionals to have a deep understanding of the global context in which they operate. Therefore, considering globalization and its challenges today, HRM requires a more strategic, global perspective on managing people and organizations.

Problem statement

In extension to the above introduction, the problem statement of this thesis revolves around the areas of strategic human resource management and competitive advantage. This thesis aims to investigate the significance of strategic approaches in light of the constantly growing globalization and the requirement for organizations to maintain a competitive advantage in order to compete successfully on the global market.

Problem formulation

Considering the problem statement and topic introduction presented above, the problem formulation is as follows:

“What is the best strategical approach and framework new HR-managers need to undertake and consider in order to ensure a competitive advantage in a global market”.

The definition of competitive advantage encompasses the aspects within HRM that contribute towards conducting effective business in today's world. Therefore, to investigate the problem formulation, this thesis consists of several sections. The following sections include a literature review, that establishes the main issues facing today's HRM, as well as an analytical framework and perspective to perceive the field of HRM. An introduction to the methodology will also be presented. This will include the methodological approaches. As well as an analysis section followed by a discussion section and ultimately a conclusion section.

Theory

The objective of this part of the thesis is to conduct a thorough research on literature most pertinent as it pertains to the problem formulation. In order to examine the problem formulation, the focus and concentration of the literature will be structured around globalization and its impact on HRM, organizational strategy and competitive advantage. The literature review will therefore examine the impact of globalization on HRM as well as identify issues and new trends within HRM. The reason for this is because, it is necessary and relevant to gain a deeper insight in these areas in order to answer and examine the problem formulation thoroughly. Furthermore, the interplay between the literature review and the analytical framework will collectively form the basis for answering the problem formulation.

Literature review

Human resource management (HRM) and globalization are two important and interconnected themes that have been widely studied in the field of business and management. HRM involves the management of an organization's human resources, including the recruitment, selection, training, and development of employees. Globalization, on the other hand, refers to the increasing interconnectedness and interdependence of economies, cultures, and populations around the world.

In this literature review, we will explore the relationship between HRM and globalization, examining how globalization has impacted HRM practices and the challenges and opportunities it presents for organizations. We will also consider the role of HRM in managing a diverse workforce and the cultural differences that globalization brings.

To provide a comprehensive overview of the existing literature on this topic, we will review a wide range of literature from various academic disciplines and sources. The focus will be on literature that has been published in the last two decades, as this period has seen significant changes and developments in the global business environment.

Overall, this literature review aims to provide a deeper understanding of the complex and dynamic relationship between HRM and globalization and to identify key areas within HRM that can be utilized to deal with the current challenges and contribute towards giving organizations a competitive advantage.

Globalization has had a significant impact on human resource management (HRM) in recent decades. Globalization refers to the increasing interconnectedness and interdependence of economies, cultures, and populations around the world. It has been driven by advances in communication, transportation, and technology, which have made it easier for organizations to operate across borders and in multiple countries.

One of the main impacts of globalization on HRM is the increasing diversity and complexity of the workforce. Globalization has led to the rise of multinational organizations, which operate in multiple countries and cultures, and must therefore manage a diverse and dispersed workforce. This requires HR professionals to be adept at managing cultural differences and adapting HR practices to local norms and regulations. Kumar states: *‘To achieve success in a global marketplace, the challenge of all businesses regardless of their size is to understand global corporate cultural differences and invest in human resources’* (Kumar, 84)

The need to consider cultural variations both in and outside of the workplace is a key effect of globalization on the development of human resource management. Businesses frequently have unique corporate cultures or methods of doing things, but people also differ in terms of their sociological and cultural backgrounds. A society's cultural norms have an impact on the workforce and how individuals regard their occupations (Natter).

Therefore, as Kumar states: *In many ways, the effectiveness of workplace diversity management is dependent on the skillful balancing act of the HR manager* (Kumar, 85)

Cultural differences can create a variety of problems in a global workforce. These cultural problems can arise due to differences in communication, work styles and expectations, attitudes towards authority, attitudes towards time, and attitudes towards work-life balance. Communication problems can arise, for example, when employees come from different countries. This can lead to misunderstandings and communication breakdowns, which can affect productivity and morale. Differences in attitudes towards authority can also create problems in the global workplace. Different cultures may have different attitudes towards authority and hierarchy, which can lead to misunderstandings and conflicts. Different attitudes towards time can also create problems in the global workplace. Some cultures may have a more relaxed attitude towards punctuality, while others may place a greater emphasis on punctuality. Finally, different attitudes towards work-life balance can create problems in the global workplace. Some cultures may place a higher value on work-life balance, while others may place a greater emphasis on work.

Overall, cultural differences can create a variety of problems in a global workforce, and it is important for HR professionals to be aware of these differences and to develop strategies to manage them effectively.

Nonetheless, having a multicultural workforce can bring a range of benefits to an organization. A diverse group of people with different backgrounds, experiences, and perspectives can bring fresh ideas and approaches to problem-solving, leading to increased creativity and innovation. A multicultural workforce can also improve decision-making, enhance representation and inclusivity, increase global competitiveness, and improve team dynamics. In today's global business environment, the ability to understand and navigate different cultures is increasingly important, and a multicultural workforce can be a valuable

asset in this regard. Overall, embracing diversity and inclusion in the workplace can lead to a more dynamic and successful organization (Hamel)

Numerous studies have found that companies with diverse teams outperform relatively homogenous businesses. According to a 2015 McKinsey report on public companies, those with the most ethnic and racial diversity in management were 35% more likely to be financially successful (Rock & Grant).

While a multicultural workforce can bring many benefits to an organization, the potential challenges and disadvantages cannot be neglected and overlooked. The communication barriers, cultural misunderstandings, resistance to change, the cost of diversity initiatives, and the difficulty in managing a diverse team. It is important for organizations to be aware of and address any potential disadvantages in order to effectively manage a diverse workforce and realize the full benefits of a multicultural workplace.

Recruitment and Hiring

Recruitment and hiring are one of the most crucial and important functions of human resource management (HRM). Recruitment refers to the process of attracting and identifying qualified candidates for job openings within an organization. This process may involve a range of activities, such as posting job openings, sourcing candidates through job boards, social media, or employee referrals, and screening and shortlisting candidates. Hiring, on the other hand, refers to the process of selecting and onboarding a new employee. This process may involve activities such as conducting interviews, evaluating candidates, extending job offers, and completing the necessary paperwork and background checks. The goal of recruitment and hiring in HRM is to identify and select the best candidates for open positions, and to do so in a way that is fair, efficient, and aligned with the organization's diversity and inclusion goals. Effective recruitment and hiring can help an organization attract and retain top talent, improve employee retention and engagement, and contribute to overall business success.

The relationship between human resource management (HRM) and globalization in terms of recruitment and hiring is complex and multifaceted. On the one hand, globalization can present a number of challenges for HR professionals when it comes to recruiting and hiring, such as talent shortages, cultural differences, and legal and regulatory differences. On the other hand, globalization also offers opportunities for HR professionals to tap into a wider pool of talent and to find the best candidates for their organization, regardless of location.

In a globalized economy, HR professionals may need to consider a wider range of factors when recruiting and hiring, including cultural differences, language skills, and regulatory requirements. They may also need to be more strategic in their approach to talent management, considering issues such as how to retain and develop employees who may be in different parts of the world.

An article in Forbes titled “Top five issues facing Human Resources in 2020” highlighted that finding and landing high-quality talent was as a critical challenge of HR-professionals (Friedman).

The competition for talent is becoming an increased area of attention for HRM under globalization. As organizations expand into new markets and compete for skilled employees,

HR professionals must find ways to attract and retain top talent. This may involve offering competitive benefits and compensation packages, as well as developing employee development and training programs (Larralde). A company's employer brand may also play a role in attracting the right talent to the organization. An employer brand is a company's reputation as an employer, which can be influenced by a variety of factors, such as the company's culture, values, leadership, benefits, and opportunities for growth and development. A strong employer brand can help attract top talent to a company, as it can signal to potential candidates that the company is a desirable place to work (Larralde).

Talent Retention

Talent retention refers to a company's ability to hold on to its best personnel and keep them from leaving (Briscoe & Schuler, 2017). Talent retention is a key concern for organizations as it can be costly and disruptive to constantly recruit and train new employees (Cotton, 2018). Human resource management (HRM) plays a crucial role in talent retention by implementing strategies and practices that support and retain top talent. One HRM strategy for talent retention is the development of a positive work culture and employee engagement (Armstrong, 2018). A positive work environment that values and supports employee growth and well-being can foster a sense of loyalty and encourage employees to stay with the organization. Another HRM strategy is offering competitive compensation and benefits packages (Daniels, 2018). By offering competitive salaries, bonuses, and benefits, organizations can attract and retain top talent.

However, there are several challenges that organizations face when it comes to talent retention. One challenge is the increasing competition for top talent (Furnham, 2018). As the labor market becomes more competitive, it can be difficult for organizations to attract and retain top talent, especially if they are unable to offer competitive compensation and benefits packages. Another challenge is the lack of career development and advancement opportunities (Briscoe & Schuler, 2017). Without the opportunity to grow and advance within an organization, top talent may look elsewhere for career advancement.

Talent retention is a key concern for organizations as it can be costly and disruptive to constantly recruit and train new employees. HRM strategies such as a positive work culture, employee engagement, and competitive compensation and benefits packages can help to retain top talent. However, organizations must also overcome challenges such as increasing competition and a lack of career development and advancement opportunities in order to effectively retain top talent.

Business agility

The ability of an organization to quickly react to and adapt to shifting market conditions and consumer needs is referred to as business agility (Paauwe & Boon, 2017). Human resource management (HRM) plays a crucial role in enabling business agility by ensuring that the organization has the necessary skills, knowledge, and resources to respond to change (Brewster, 2018).

The creation of a flexible and adaptive workforce is one HRM tactic for encouraging corporate agility (Daniels, 2018). By providing employees with the skills and training to adapt to changing circumstances, organizations can more easily respond to changes in the market. Another HRM strategy is the use of agile work practices such as project-based work

and cross-functional teams (Armstrong, 2018). These practices can help organizations to be more responsive and adaptable by enabling them to quickly pivot and redirect their efforts towards new opportunities.

When it comes to encouraging business agility, firms must overcome a number of obstacles. One challenge is the resistance to change among employees (Furnham, 2018). Without the necessary support and training, employees may be resistant to new ways of working and may struggle to adapt to changes. Another challenge is the lack of clear strategy and direction (Briscoe & Schuler, 2017). Without a clear vision and direction, organizations may struggle to effectively respond to change and may waste resources on initiatives that do not align with their overall goals.

In order for firms to react to and adapt to shifting market conditions, business agility is essential. HRM strategies such as a flexible and adaptable workforce, agile work practices, and clear strategy and direction can help organizations to foster business agility.

A study by Deloitte on global human capital trends states: “*Business and HR leaders can no longer continue to operate according to old paradigms*” (Pelster & Schwartz). The report claims that it is crucial for businesses to create new perspectives on their organizations and their talent. Business executives are aware that change is necessary. According to the Project Management Institute's thought leadership report "Achieving Great Agility: The Essential Influence of the C-Suite," 84% of the executives polled agreed that organizational agility is required to succeed in digital transformation. Furthermore, 92% of respondents thought that "organizational agility, or the capacity to adapt quickly to conditions in the environment, is essential to corporate success." Only 27% of CEOs thought their company was "very agile," nevertheless (Achieving Greater Agility).

Training and Development

Training and development refers to the procedures used by businesses to give staff members the expertise they need to do their jobs in an efficient manner (Cotton, 2018). Human resource management (HRM) plays a crucial role in training and development by identifying the training needs of an organization and implementing programs and initiatives to support employee learning and development (Daniels, 2018).

One HRM strategy for effective training and development is the use of on-the-job training (Armstrong, 2018). On-the-job training allows employees to learn new skills and knowledge in a real-work setting, which can be more effective than traditional classroom-based training. Another HRM strategy is the use of e-learning and online training programs (Brewster, 2018). With the increasing use of technology in the workplace, online training has become a popular and convenient way for employees to learn new skills and knowledge.

When it comes to training and development, businesses must overcome a number of obstacles. Lack of time and resources is one issue (Furnham, 2018). Training and development can be time-consuming and costly, and organizations may struggle to allocate the necessary resources towards employee learning and development. Another challenge is the lack of employee engagement and motivation (Briscoe & Schuler, 2017). Without proper motivation and engagement, employees may not fully participate in training and development programs and may not fully retain the skills and knowledge they have learned.

Making sure staff have the abilities and knowledge required to carry out their tasks successfully depends on training and development. HRM strategies such as on-the-job training and e-learning can help organizations to effectively develop their workforce. However, organizations must also overcome challenges such as a lack of time and resources and a lack of employee engagement and motivation in order to successfully implement training and development programs.

To accomplish tasks within the business, a corporation frequently has to train new personnel. Training and professional development have a new significance in global HR as businesses strive to close cultural differences. Globalization makes it possible for firms to interact with consumers in marketplaces all over the world, but it also necessitates the need to train staff in areas like cross-cultural communication, international solicitation laws, and language proficiency. By enhancing employees' skill sets and enabling them to conduct business beyond national borders, providing training opportunities aids in the company's expansion of its worldwide influence (Bradley)

[Training and development strategies](#)

In a Betterworks article titled "8 of the biggest challenges for HR in 2022" talks about training and development strategies. The article states how:

"In 2022, HR professionals will need to identify new solutions for training programs and continuing professional development. An effective training and development strategy must account for rapidly changing technical skills and long-term transferable skills" (Larralde)

It further elaborates on not devoting all of one's limited learning resources to technical training since technical skills have a short half-life in a workplace that is changing quickly. And advocates as much as feasible, to incorporate technical training into the workflow. It mentions that it is also simpler to update training to better suit your current demands when technical training is integrated into the job flow. It gives your staff an advantage because it takes a more flexible approach to technical training.

The articles also argues that *"Transferable skills have greater longevity and are cumulative because you can build on adjacent skills"* (Larralde). This consists of "soft" skills and abilities such as communication, emotional and social intelligence and critical thinking. In the new economy, transferrable abilities are particularly crucial as a basis for leadership growth. Today's (and tomorrow's) leaders must be able to help staff members and remove obstacles to their achievement in order to maintain projects on schedule. That necessitates, among other things, effective communication, empathy, and awareness (Larralde)

[Performance management](#)

Performance management is a process through which organizations aim to align employee goals with those of the organization, assess employee performance, provide feedback, and develop employees' skills and capabilities (Armstrong, 2018). Human resource management (HRM) plays a crucial role in the performance management process by providing the necessary support and resources for employees to meet their goals and improve their performance (Daniels, 2018).

However, firms encounter a number of difficulties when attempting to integrate efficient HRM and performance management procedures. One challenge is the lack of clear goals and objectives for employees (Furnham, 2018). Without well-defined goals, it is difficult for employees to understand how their work fits into the overall objectives of the organization and how their performance will be evaluated.

Another challenge is the lack of effective communication between managers and employees (Briscoe & Schuler, 2017). Poor communication can lead to misunderstandings and a lack of clarity about expectations and goals, which can hinder employee performance. In addition, organizations may struggle with the subjectivity of performance evaluations (Cotton, 2018). Personal biases and perceptions of an employee's performance can affect the accuracy and fairness of evaluations, leading to discontent among employees and a lack of trust in the performance management process. Furthermore, the lack of effective feedback and development opportunities can also be a challenge in performance management (Armstrong, 2018). Without regular feedback and the opportunity to learn and grow, employees may become demotivated, and their performance may suffer.

HRM and performance management are essential for coordinating employee goals with organizational objectives and enhancing employee performance. However, organizations must overcome challenges such as the lack of clear goals and objectives, poor communication, subjectivity in evaluations, and a lack of feedback and development opportunities in order to effectively manage employee performance.

Global HRM (GHRM)

Global Human Resource Management involves managing and developing the human resources of an organization that operates in multiple countries. The role and responsibilities can vary depending on the size and nature of the organization, as well as the specific HR needs and challenges it faces in different countries.

In general, the role of global human resource management is to ensure that an organization's HR practices are aligned with its global business strategy, and that they support the organization's operations and objectives in different countries. This may involve developing and implementing global HR policies and procedures, managing employee relations and diversity and inclusion initiatives, and providing training and development opportunities for employees around the world.

GHRM may also involve managing the impact of cultural differences on HR practices, as well as navigating local laws and regulations related to employment and HR in different countries. In addition, GHRM may involve coordinating HR activities across different countries and regions, and working with local HR teams to ensure that HR practices are consistent and effective. Overall, the goal of GHRM is to support the success of an organization's global operations by effectively managing and developing its human resources.

Globalization and the increasing interconnectedness of the world economy have led to a shift in HRM practices and the emergence of new trends in the field (Daniels, 2018). One trend is the growing importance of cross-cultural competencies for HR professionals (Brewster,

2018). As organizations expand into new markets and regions, they must be able to navigate and understand cultural differences in order to effectively manage their workforce.

The increasing use of technology in HRM procedures is another trend (Paauwe & Boon, 2017). From applicant tracking systems and online performance evaluations to virtual training and communication, technology has transformed the way HR functions operate and interact with employees. Additionally, there has been a move toward outsourcing HRM tasks (Brewster, 2018). Companies are outsourcing HR tasks such as payroll and benefits administration to specialized service providers in order to reduce costs and improve efficiency.

Furthermore, there has been a shift towards more strategic and integrated approaches to HRM (Paauwe & Boon, 2017). Rather than viewing HRM as a separate function, organizations are recognizing the importance of aligning HRM practices with overall business strategy in order to drive organizational success.

Trends within global HRM include the growing importance of cross-cultural competencies, the increasing use of technology, the outsourcing of HRM functions, and the shift towards more strategic and integrated approaches to HRM. These trends reflect the changing nature of work and the increasing globalization of the economy.

Analytical Framework

The following section will establish a framework and perspective towards how to approach and conceive the field of HRM in a global setting. The analytical framework in combination with the findings in the conducted literature review will collectively provide a perspective in which to tackle with the challenges brought forth by the processes of globalization.

Ulrich model of HRM

Ulrich's model of HRM is a framework that suggests that the role of human resource management (HRM) is to align the capabilities and resources of an organization with its business strategy (Ulrich, 1997). According to this model, developed by Dave Ulrich, a professor at the University of Michigan and a leading expert in HRM, HRM should be viewed as a strategic partner within an organization, rather than simply a functional department (Ulrich & Brockbank, 2005). In this model, HRM is responsible for four key roles:

Strategic partner: HRM helps to align the organization's business strategy with its people and culture, ensuring that the company has the right people in place to execute its strategy (Ulrich, 1997).

Change agent: HRM helps to drive change within the organization by identifying and addressing any issues or challenges that may be impacting the company's ability to achieve its goals (Ulrich & Brockbank, 2005).

Employee advocate: HRM works to ensure that the needs and concerns of employees are being addressed, and that they are treated fairly and with respect (Ulrich, 1997).

Administrative expert: HRM is responsible for the day-to-day management of HR-related tasks such as recruiting, training, and performance management (Ulrich & Brockbank, 2005).

Ulrich's model suggests that HRM plays a crucial role in helping organizations to achieve their strategic goals by effectively managing their human capital (Ulrich, 1997).

Strategic partner:

As a strategic partner, HRM helps to align the organization's business strategy with its people and culture. This involves working closely with senior leadership and other key stakeholders to understand the organization's goals and objectives, and then developing and implementing HR strategies and initiatives that support the achievement of those goals.

In this role, HRM is responsible for identifying the skills, knowledge, and experience that the organization needs in order to succeed, and then ensuring that the right people are in place to deliver on those needs. This may involve recruiting and hiring new employees, as well as developing and retaining current employees through training and development programs.

HRM also plays a key role in building and maintaining a positive company culture that aligns with the organization's values and goals. This may involve developing policies and practices that foster collaboration, teamwork, and a sense of purpose among employees, and creating an environment in which employees feel valued and supported.

Overall, the strategic partner role of HRM is focused on helping the organization to achieve its strategic goals by effectively managing its human capital and building a positive and supportive company culture.

Administrative Expert:

As an administrative expert, HRM is responsible for the day-to-day management of HR-related tasks (Ulrich & Brockbank, 2005). This includes tasks such as:

Recruiting and hiring: HRM is responsible for identifying the skills and experience needed for open positions, developing job descriptions and posting ads, reviewing resumes and applications, and conducting interviews (Ulrich & Brockbank, 2005).

Onboarding: HRM is responsible for welcoming new employees to the organization and helping them to get settled in their new roles (Ulrich & Brockbank, 2005). This may involve providing orientation and training, helping new hires to understand company policies and procedures, and introducing them to their colleagues (Ulrich & Brockbank, 2005).

Training and development: HRM is responsible for identifying the training and development needs of employees and developing programs to help them build the skills and knowledge they need to succeed in their roles (Ulrich & Brockbank, 2005).

Performance management: HRM is responsible for setting performance goals and expectations for employees, providing feedback on their performance, and conducting evaluations to assess their progress (Ulrich & Brockbank, 2005).

Compensation and benefits: HRM is in charge of creating and implementing competitive and equitable benefit and compensation plans that take into account employees' requirements and preferences (Ulrich & Brockbank, 2005).

Overall, the administrative expert role of HRM is focused on managing the day-to-day HR-related tasks that are necessary for the effective functioning of the organization (Ulrich & Brockbank, 2005).

Change Agent:

As a change agent, HRM helps to drive change within the organization by identifying and addressing any issues or challenges that may be impacting the company's ability to achieve its goals (Ulrich & Brockbank, 2005). This may involve working with senior leadership to identify areas of the organization that need to be improved, and developing and implementing strategies to address those issues.

In this role, HRM may be responsible for leading change management initiatives, which are designed to help employees understand and adapt to changes within the organization. This may involve communicating the need for change to employees, providing training and support to help them adapt to new processes or technologies, and helping to address any concerns or resistance to change.

HRM may also be responsible for leading organizational development efforts, which are focused on improving the overall effectiveness of the organization. This may involve identifying and addressing cultural or structural issues that may be hindering the organization's ability to achieve its goals, and implementing changes to improve efficiency and effectiveness.

The change agent role of HRM is focused on helping the organization to adapt and evolve in response to changing business needs and challenges, in order to remain competitive and achieve its strategic goals.

Employee Champion:

As an employee advocate, HRM works to ensure that the needs and concerns of employees are being addressed, and that they are treated fairly and with respect (Ulrich, 1997). This may involve developing and implementing policies and practices that promote diversity, equity, and inclusion within the organization, and addressing any issues or concerns that employees may have about their work environment or treatment.

In this role, HRM may be responsible for developing and implementing employee engagement and retention programs, which are designed to keep employees motivated and committed to the organization. This may involve providing opportunities for professional development, promoting a positive work-life balance, and recognizing and rewarding employee contributions.

Employee relations programs, which are intended to address any issues or complaints that employees may have about their working conditions or treatment, may also fall under the purview of HRM. This may involve providing resources and support for employees who are

experiencing workplace challenges and working with employees and management to resolve any conflicts or issues that may arise.

The employee advocate role of HRM is focused on ensuring that employees feel valued, supported, and treated fairly within the organization, in order to promote employee satisfaction and retention.

Hofstede's Cultural Dimensions Theory

The Hofstede model of cross-cultural implications is a framework developed by cultural psychologist Geert Hofstede to understand and compare cultural differences across countries. According to Hofstede, culture is the collective programming of the mind that distinguishes the members of one group or category of people from another (Hofstede, 2001). The cultural dimensions theory is a framework for cross-cultural communication that describes the effects of a society's culture on the values of its members, and how these values relate to behavior. The theory has been widely used to compare cultures and to understand how cultural differences can affect communication.

There are five dimensions to Hofstede's theory:

Individualism versus collectivism: This dimension looks at the relationship between the individual and the group. Individualistic cultures place a greater emphasis on personal freedom and individual rights, while collectivistic cultures place a greater emphasis on group harmony and the welfare of the community.

Power distance: This dimension examines to what extent does a society accept the unequal allocation of power. Societies with a high power distance tend to have a hierarchical social structure, with a clear division between those with power and those without. Societies with a low power distance tend to have a more egalitarian social structure, with less hierarchy and greater equality.

Masculinity versus femininity: This dimension measures the degree to which a society values traditionally masculine qualities, such as assertiveness and competitiveness, versus traditionally feminine qualities, such as caring and nurturing.

Uncertainty avoidance: This dimension measures a society's comfort level with ambiguity and uncertainty. Societies with a high uncertainty avoidance tend to have strict rules and regulations and a preference for clear, formalized procedures. Societies with a low uncertainty avoidance tend to be more relaxed and tolerant of ambiguity.

Long-term versus short-term orientation: This dimension measures the extent to which a society values long-term goals and perseverance versus short-term goals and immediate gratification.

Hofstede's model can be useful for understanding and navigating cultural differences in a globalized world, and can help organizations to develop strategies for effective cross-cultural

communication and collaboration. How HRM strategies and initiatives are implemented and are executed internationally may be influenced by cultural differences. The information of Hofstede's cross cultural implications theory is of both theoretical and practical value to HRM. Based on the insight, organizations that are expanding globally might learn more about efficient management techniques abroad. Similar to this, HR managers should think about adapting how they carry out the four HR roles in various cultural contexts.

Methodology

The methodology section of a thesis paper is a crucial component that outlines the various research methods and approaches used to gather and analyze data (Creswell, 2018). It is an important part of the research process as it provides a clear and systematic explanation of how the research was conducted and allows the reader to understand and evaluate the validity and reliability of the results (Miles & Huberman, 1994).

This part of the thesis is going to introduce the methodological approach of the research. This will provide insight to the overarching strategy and rationale behind the research. The purpose of this thesis was to examine and investigate the implications of globalization on HRM. Establishing a relationship between the field of HRM and globalization in order to answer the problem formulation of:

‘‘What is the best strategical approach and framework new HR-managers need to undertake and consider in order to ensure a competitive advantage in a global market’’.

In order to ultimately contribute towards providing further insight to perspectives of conceptualizing and dealing with strategic issues within HRM in a globalized context.

The nature of research

The two fundamental objectives of research are to establish what is and predicting what will be. People must interpret the research's findings in the context of their own lives; it does not dictate what ought to be. The development and assessment of theories are essential to research. Despite the fact that most new knowledge is often found and presented while adhering to established theory and knowledge. Through an inventive, inspiring, and creative method logic and persuasive arguments can be used to evaluate ideas after they have been formed.

Research philosophy

Research philosophy refers to the overarching beliefs and principles that guide research practices and decisions. It encompasses a researcher's beliefs about the nature of knowledge, the role of theory, and the appropriate methods for investigating research questions.

One common research philosophy is positivism, which is based on the belief that knowledge is objective and can be discovered through empirical observation and experimentation. (Crotty, 1998).

Another research philosophy is interpretivism, which emphasizes the subjective nature of knowledge and the importance of understanding the meanings and perspectives of individuals within their social and cultural context (Guba & Lincoln, 1989).

The choice of research philosophy is influenced by the research question being addressed, the discipline in which the research is conducted, and the researcher's personal beliefs and values.

Due to the research being situated on HRM in a global context, which deals with the management of different people with different beliefs and cultural backgrounds, the philosophy of this thesis draws on the research philosophy of interpretivism which focusses on the importance of understanding the meanings and perspectives of individuals within their social and cultural context. In order to effectively manage a diverse and multicultural workforce accounting for various social groups and their belief system is crucial to consider in order to approach the field of HRM the most optimal way. Individuals with certain beliefs and from certain cultural backgrounds collectively contain characteristics which knowledge about can be valuable when dealing with a global workforce as it can provide insight how to construct the most effective strategic initiatives and communication strategies.

Conceptual Research

Conceptual research is a type of research that aims to develop new concepts or theories, or to clarify existing concepts or theories (Creswell, 2014). It is often used to generate new ideas or to better understand complex phenomena (Sarkar, 2018). Conceptual research can be qualitative or quantitative in nature, and can involve a variety of methods such as literature review, qualitative analysis, or mathematical modeling (Sarkar, 2018). The goal of conceptual research is to improve our understanding of complex phenomena by developing or refining theories and concepts that can be used to explain and predict these phenomena (Creswell, 2014).

Conceptual research is typically more theoretical in nature and is often used to develop or refine theories and models, or to clarify and define concepts. It may involve reviewing and synthesizing existing research on a topic in order to develop a more complete understanding of the concepts and ideas being studied.

One key aspect of conceptual research is the identification and definition of key concepts. This may involve breaking down complex ideas into more manageable components in order to better understand their meaning and significance. Conceptual research may also involve the development of new theories or models that seek to explain or predict the relationships between different concepts. Conceptual research is often used in fields such as psychology, sociology, and business, where it can be a useful tool for developing and refining theories and models that help to explain complex phenomena.

By combining Ulrich's HRM model with Hofstede's cultural dimensions theory this research explored and attempted to develop a more complete understanding of the phenomenon globalization, and its impact on the theoretical field of HRM.

Research aims

When establishing research aims it is important to consider what kind of knowledge the research aims to provide. There are different types of research.

Basic vs applied research

Basic research and applied research are two broad categories of research that differ in their goals and focus. In the context of research methodology, basic research and applied research refer to the type of research being conducted and the purpose of the research. Basic research is focused on understanding fundamental principles and concepts in a particular field of study. The goal of basic research is to expand knowledge and understanding of a particular topic or phenomenon, without necessarily seeking to apply that knowledge to solve a specific practical problem (Crotty, 1998). Basic research is often conducted using theoretical or conceptual frameworks, and may involve the development and testing of new theories or models (Guba & Lincoln, 1989). It is typically funded by government agencies, foundations, and other sources, and is often conducted by academics and researchers in universities and other research institutions (Crotty, 1998). On the other hand, applied research focuses on identifying effective solutions to particular issues or problems. The goal of applied research is to take the knowledge and understanding gained from basic research and use it to develop new technologies, products, or processes that can be applied to solve real-world problems (Crotty, 1998). Applied research is often conducted using more practical and action-oriented frameworks, and may involve the development and testing of new interventions or solutions (Guba & Lincoln, 1989). It is typically funded by businesses, government agencies, and other organizations that have a specific need or interest in the research (Crotty, 1998), and is often conducted by industry, government agencies, and other organizations.

Both types of research play important roles in advancing knowledge and understanding in various fields of study and can be conducted using a variety of research methods and frameworks.

Exploratory vs explanatory research

Exploratory research aims are focused on identifying and defining a problem or question and gathering preliminary information that can be used to develop more refined research questions and hypotheses (Crotty, 1998). The goal of exploratory research is to explore new ideas, concepts, or phenomena, and to generate insights and ideas that can be used to guide further research (Krathwohl, 2002).

In summary, exploratory research aims are focused on identifying and defining a problem or question, and gathering preliminary information (Crotty, 1998), while explanatory research aims are focused on testing specific hypotheses or research questions and explaining the relationships between variables (Krathwohl, 2002).

Inductive vs deductive research

There are two types of logical argument that are frequently employed in research: inductive reasoning and deductive reasoning. Inductive reasoning involves moving from specific observations or examples to a general conclusion, while deductive reasoning involves moving from a general premise to a specific conclusion.

Inductive reasoning is often used in exploratory research, where the goal is to identify patterns or trends in the data and to generate new insights and ideas (Crotty, 1998). It involves starting with specific observations or examples and using those observations to form a general conclusion or theory (Krathwohl, 2002).

Deductive reasoning, on the other hand, involves starting with a general premise or hypothesis and using that premise to make a specific prediction or conclusion (Crotty, 1998). It is often used in explanatory research, where the goal is to test specific hypotheses or research questions (Krathwohl, 2002).

In summary, inductive reasoning involves moving from specific observations to a general conclusion, while deductive reasoning involves moving from a general premise to a specific conclusion (Crotty, 1998). Both methods of reasoning can be used in research to generate insights and understanding about a particular phenomenon or problem.

Types of Research Data

Data collection process

Primary data and secondary data are two broad categories of data that refer to the origin and source of the data. Primary data are data that are collected directly by the researcher for a specific research purpose, while secondary data are data that have been collected by someone else for a different purpose (Crotty, 1998).

Primary data are typically collected using a variety of methods, such as experiments, surveys, or observational studies (Krathwohl, 2002). They are collected by the researcher for the specific purpose of answering the research question or testing the research hypotheses (Crotty, 1998). Secondary data, on the other hand, are data that have been collected by someone else for a different purpose (Crotty, 1998). They may be obtained from published sources, such as academic journals or government reports, or from unpublished sources, such as databases or archival records (Krathwohl, 2002).

In this research, the use of secondary data has been applied to examine the research question. Data that has been gathered by a different party than the one using it for their research is referred to as secondary data. They are often collected for a different purpose than the current research, and they can come from a variety of sources, such as government agencies, research organizations, or businesses. It can also provide a broader and more diverse range of data than might be available through primary data collection methods. Overall, the use of secondary data in this study will provide a valuable resource for the thesis and will enable a more comprehensive understanding of the research question.

Analysis

This part of the thesis will engage in an analysis and argumentation of how through the combination of Ulrich's model of HRM and Hofstede's cultural analysis theory one can develop a theoretical framework in which to perceive the field and work of HRM from a more global and strategic perspective. This can potentially produce a strategic holistic framework to tackle issues and developments in dealing with globalizations implications on HRM. The argument of the analysis is that for multinational organizations and for businesses looking to become more internationalized, comprehensive knowledge of global business trends, cultural awareness, technical skills, and innovation are becoming more and more crucial.

As globalization continues to develop, the need for effective HRM becomes more and more important and strategic planning actions, more and more crucial. It is important for companies to recognize the strategic planning procedure that works best for their business. Ensure that their HR procedures are set up to complement the strategic planning and evaluate how well their HR procedures assist the creation and execution of their company's strategy and objective.

Ulrich's HRM model will provide a framework to analyze and illustrate the impact of globalization on strategic roles of HRM and Hofstede's theory of cultural differences will explore the influence of culture on HRM-practices. This will illustrate actions that could lead to increasing the value of HRM and competencies that work towards increasing the effectiveness of HRM, all which can improve the competitiveness of companies operating in a global market.

Strategic Partner Role

The four positions in Ulrich's (1997) HRM model each have a set of objectives. HR managers must coordinate HR activities with strategic organizational goals in order to fulfill the first function, that of strategic partner. An executed strategy that generates value in the eyes of key organizational stakeholders, investors, line managers, and employees is the objective for this function (Ulrich and Brockbank 2005). HR managers must process organizational, financial, and business skills in order to carry out their function (Brockbank and Ulrich 2003). In order for HRM procedures to be effective, they must be consistent with line management goals.

Global challenges:

There are several challenges that organizations may face when attempting to align strategic HR activities in a global context, including:

Cultural differences: Different countries and regions may have different cultural values and norms that can impact HR practices and policies. It is important for HR to consider these differences and ensure that HR practices are culturally appropriate and sensitive.

Legal differences: Different countries have different laws and regulations governing HR practices, such as employment laws, labor laws, and health and safety regulations. It is

important for HR to understand and comply with these laws and regulations in each country where the organization operates.

Language barriers: If an organization operates in countries where employees speak different languages, language barriers can make communication and collaboration more difficult.

Differences in HR practices: Different countries may have different HR practices and expectations, such as how work is organized and managed, how employees are paid and rewarded, and how employee benefits are structured. HR must be aware of these differences and adapt HR practices as needed to ensure alignment with local expectations.

Managing a dispersed workforce: When an organization operates globally, HR may need to manage a dispersed workforce across different countries and time zones. This can make communication and collaboration more challenging, and HR may need to use technology and other tools to facilitate communication and collaboration.

Aligning strategic HR activities in a global context requires careful consideration of cultural, legal, language, and HR practice differences, as well as the use of effective communication and collaboration strategies to manage a dispersed workforce.

Strategic Partner Role and Hofstede's Theory of Cultural Differences

One of the main ways in which HRM helps to align the organization's business strategy with its people and culture is by supporting the implementation of the business strategy. This includes aligning HR practices and policies with the overall business strategy and objectives, as well as supporting the development of a positive and supportive organizational culture that aligns with the business strategy.

For example, if the business strategy is focused on innovation and continuous improvement, HRM can support this by implementing processes for identifying and developing employee skills, promoting a culture of continuous learning and development, and creating opportunities for employees to collaborate and share ideas. HRM can also help to align the organization's business strategy with its people and culture by ensuring that the right people are in the right roles and that they are aligned with the business strategy. This includes recruiting and selecting employees who have the skills and experience needed to support the business strategy, as well as developing and training employees to ensure that they have the necessary skills to contribute to the organization's success.

There are several ways a company can align its HR activities and results with its company goals.

Set clear HR goals and objectives: HR should develop specific, measurable, achievable, and relevant goals that are aligned with the overall company goals. This helps to ensure that HR efforts are focused on areas that will have the greatest impact on the organization.

Communicate company goals to HR: It is important for HR to understand the company's goals and how they fit into the overall business strategy.

Incorporate company goals into HR processes and practices: HR processes and practices, such as performance management and employee development, should be designed to support the achievement of company goals.

Use metrics to track progress: HR should track and measure key metrics that are relevant to the company's goals. This can include metrics such as employee retention, productivity, and customer satisfaction.

Review and adjust as needed: HR should regularly review and assess the alignment of HR activities and results with company goals and make adjustments as needed to ensure that HR efforts are aligned and contributing to the overall success of the organization.

Top management may reject strategy plans that would take the organization into unexplored terrain, if uncertainty avoidance is strong. Italy, Mexico, Belgium, and Russia are countries with significant high uncertainty avoidance. HR directors in these nations should think about outlining specific plans and timelines that lessen uncertainty-related worry. When presenting strategic suggestions in workplaces with a high level of masculinity, the HR manager's style should place an emphasis on achievement and independence. Whereas in workplaces where the opposite is true the HR manager's approach should prioritize problem-solving and teamwork.

The cultural factor of individualism versus collectivism influences the execution of strategic initiatives as well. Countries characterized as collective, such as China, Japan, Indonesia, may be more at ease with team-based programs, whereas individualistic nations, such as USA, Britain, and Australia, may be more open to HR initiatives that emphasize individual achievement and accountability.

Clear communication and collaboration between HR and other departments, adoption of company goals into HR procedures and practices, use of metrics to track progress and make required modifications are all necessary for aligning HR activities and results with company goals.

Change Agent

Organizations must adjust to inescapable changes in the competitive environment, governmental rules, and the global economy in order to gain and sustain competitive advantage. HRM must put in place procedures that assist managers in observing and responding to significant alterations in their working environment. Additionally, HR managers must assist managers in creating and communicating clear future visions, creating policies that encourage and recognize conduct consistent with achieving goals, and overcoming employee resistance to change.

Global challenges:

Change agents working in HRM may face a number of global challenges, including:

Resistance to change: Change can be difficult for employees, and they may resist or be resistant to new HR policies or practices (Lussier & Hendon, 2015). Change agents may need to work to overcome this resistance and help employees understand the benefits of change.

Limited resources: Change agents may face resource constraints, such as limited budget or personnel, which can make it difficult to implement changes effectively (Bolman & Deal, 2013).

Political considerations: Change in HRM can often be politically sensitive (Bolman & Deal, 2013), and change agents may need to navigate political considerations in order to effectively implement change.

Legal considerations: Change agents in HRM must be aware of and comply with laws and regulations related to HR practices, such as employment and labor laws (Dessler, 2015).

Employee engagement: Ensuring that employees are engaged and committed to changes in HRM can be a challenge for change agents (Bolman & Deal, 2013). They may need to involve employees in the change process and communicate the benefits of the changes to employees in order to ensure their engagement and support.

Change Agent Role with Hofstede's theory of cultural differences

The implementation of changes in an organization can often be a complex and long-lasting process and this can potentially be a problem for companies that deal with short term orientation cultures. In short term orientation cultures such as United States and Canada it could be beneficial to implement strategies of frequent goal measurements and apply metrics that focus on measuring progress on a shorter time span. Companies operating in high-masculinity cultures may be reluctant to accept change agents who lead through collaboration and interdependence rather than independence and assertiveness. The strategic selection of the right change agents therefore necessitates a need for a clear understanding of the competencies required to effectively lead change. In other words, the change agent's leadership approach should be in line with the local way of life and the change initiatives should be consistent with the culture.

Cultures where there is a high uncertainty avoidance such as Italy, Korea, Mexico, Belgium, and Russia could require more attention on developing guidelines to deal with potential fears employees may have and work towards reducing the occurrence of unforeseen and uncommon events and move cautiously forward with gradual changes by preparing and putting rules, laws, and regulations into place.

Change implantations that focus on teamwork may meet resistance in cultures with high individualism and change agent should potentially look to select other techniques more consistent with the culture. The same with cultures where there is a high power distance because participatory decision making across the board may not be efficient and a change agent should maybe look to focus their attention on a more top down approach.

Administrative Expert Role

Administrative expert provides effective processes that make use of new technologies and enhanced methodologies, such as hiring, selection, training, compensation, benefits, work

force planning, and performance management. HR managers can recognize possibilities that provide value if they have a solid understanding of the HRM area and technical expertise. For instance, a human resources manager may think about using business service centers or outright outsourcing the function if they are aware that many tasks, such as benefits administration, are increasingly being outsourced. Employees and line managers may see value in the higher level of service and lower cost, respectively.

Global challenges

There are many challenges that organizations and individuals may face from a global perspective, including:

Cultural differences: Working with people from different cultural backgrounds can present challenges, as different cultures may have different values, norms, and expectations (Hofstede, 2001).

Communication barriers: Communication can be a challenge when working with people who speak different languages or use different communication styles (Bolman & Deal, 2013).

Political considerations: Organizations may need to navigate political considerations, such as laws and regulations, when operating in different countries (Bolman & Deal, 2013).

Economic differences: Organizations may face economic challenges when operating in different countries, such as differences in currency exchange rates, inflation, and economic development (Daniels, Radebaugh, & Sullivan, 2014).

Environmental differences: Organizations may need to adapt to different environmental conditions when operating in different countries, such as differences in climate, natural resources, and environmental regulations (Daniels et al., 2014).

Legal differences: Organizations may need to comply with different laws and regulations when operating in different countries (Daniels et al., 2014).

Administrative Expert Role with Hofstede's theory of cultural differences

The administrative expert role involves providing specialized knowledge and expertise in a particular area of administration. Administrative experts are responsible for ensuring that HR practices are efficient and effective, and for providing support and guidance to other HR professionals in their area of expertise.

The tasks that an administrative expert may be responsible for depend on the specific area of expertise they have. However, some common tasks that administrative experts may be responsible for include:

Providing specialized knowledge and expertise: Administrative experts should be knowledgeable in their specific area of administration and be able to provide guidance and support to others (Lussier & Hendon, 2015).

Ensuring efficiency and effectiveness: Administrative experts should be proactive in identifying opportunities for improving administrative practices and processes (Bolman & Deal, 2013), and should work to ensure that these practices are efficient and effective.

Providing support and guidance: Administrative experts should be available to provide support and guidance to other professionals in their area of expertise (Bolman & Deal, 2013), and should be able to help them understand complex issues and solve problems (Burnes, 2004).

Managing projects: Administrative experts may be responsible for managing projects or initiatives within their area of expertise (Bolman & Deal, 2013), which may involve setting goals and objectives, developing project plans (Dessler, 2015), and coordinating the work of other professionals.

Developing policies and procedures: Administrative experts may be responsible for developing policies and procedures related to their area of expertise (Bolman & Deal, 2013), and for ensuring that these policies and procedures are followed (Daniels, Radebaugh, & Sullivan, 2014).

Maintaining records and documents: Administrative experts may be responsible for maintaining accurate and up-to-date records and documents related to their area of expertise (Bolman & Deal, 2013).

Communicating with stakeholders: Administrative experts may need to communicate with a variety of stakeholders, including colleagues, management, and external partners (Bolman & Deal, 2013), and may need to effectively communicate complex information in a clear and concise manner (Burnes, 2004).

Employees can potentially be introduced to for example new technology in order to improve administrative efficiency processes. This can be a challenge in in high power distance cultures as there can be opposition from top management in implementing these tools and new technologies if they believe or are unsure that the new procedures will result in the promised improvements. The proper communication can be necessary to relay the benefits in a way that takes these factors into account. Leaders in high uncertainty cultures can need a lot of reassurance that the predicted return on investments is beneficial. This can be done through a continuous process of checking in with the progress and evaluation of work.

Cultural variables also have an impact on the speed of change. Companies operating in long-term orientation cultures such as, China or South Korea can be more receptive to new technology and methods that take time to adopt, although other businesses with a short-term focus, such as USA and Canada could need changes that are gradual and finished in a shorter amount of time. Knowledge about the characteristics of the culture one is dealing with can smoothen out potential complications even before they would occur.

Employee champion

Employee champion, the fourth role, maximizes employee commitment and contribution in two ways. HR managers begin by listening to employee needs and addressing them with the

tools at hand. Employee concerns can range from short-term to long term concerns. Second, HRM procedures improve staff members' expertise and capacity to contribute to the success of the company. Among the various initiatives that create value by coordinating personnel competencies with corporate goals are career planning, training and development, and mentorship.

Global challenges:

HR professionals face a number of challenges in their role as employee champions in a globalized world. One major challenge is the need to navigate and understand cultural differences among employees. When it comes to fostering diversity and inclusion in the workplace, this can be particularly difficult (McLaughlin, 2018). For example, HR professionals may need to find ways to accommodate cultural differences in communication styles, work habits, and preferences for feedback and recognition (Liang et al., 2020).

Another challenge for HR professionals in a globalized world is the need to communicate with employees who speak different languages. This can be challenging if HR professionals do not speak the same language as their employees, as they may need to rely on translation tools or bilingual employees to facilitate communication (Bartlett et al., 2016).

In addition to cultural and language differences, HR professionals in a globalized world may also need to be aware of and comply with different employment laws and regulations in different countries (Dowling et al., 2018). This can be challenging as HR professionals need to ensure that they are following the appropriate laws and regulations in each country in which their organization operates.

Remote work is another challenge that HR professionals may face in a globalized world. With more and more employees working remotely or in different time zones, HR professionals need to find ways to support and manage these employees effectively (Krambia-Kapardis et al., 2019). This may involve developing strategies for communication, collaboration, and providing support and resources to remote employees.

Finally, in a globalized environment, HR professionals may have difficulties in supporting and encouraging diversity and inclusion in the workplace (McLaughlin, 2018). This may involve finding ways to accommodate cultural, linguistic, and other differences among employees, as well as promoting inclusivity and combating discrimination and bias.

Employee Champion Role with Hofstede's theory of cultural differences

Maximizing employee contributions to the company and fighting for employee rights is one of the main goals of the employee champion function. The main means through which employees can boost their contributions and, thus, their rewards, is through career development and training. And in high uncertainty avoidance cultures employees may show more resistance to areas such as training and career development because of fear and anxiety to taking on new responsibilities. A way to mitigate this is to clearly communicate the benefits of development and put in place strategies that continuously measure progress so that

employees can see the measurable benefits during the process, which would be more motivating for them.

In cultures characterized by a high degree of masculinity could make it more complicating to advance the role of female employees into higher management levels. And advocating for employees on an individual basis could run into resistance in collectivist cultures. Development programs should therefore potentially be tailored around the culture in order to be the most beneficial. Similarly, in cultures of high-power distances advocating and providing career development opportunities for employees perceived as having lower status could be problematic.

Considering the time frame of career development and training programs is also important because long term plans may be an issue in short term orientation cultures such as Canada and less of an issue in long term orientation cultures such as China.

Discussion

The analytical framework of this thesis was situated on Ulrich's HRM model in combination with Hofstede's cultural theory. The combination of Ulrich's HRM model with Hofstede's cross-cultural analysis provides a framework and perspective in which to deal with the many implications globalization can have on businesses operating in a global market. The combination of the two perspectives on HRM in a more strategic and global setting allows for the argument to be made that considering that the complexity and multifaceted nature of globalization and its implications calls for evaluating strategic approaches on HRM.

As cultural diversity becomes more and more prevalent in the internationalization of business the need for deep understanding is called for. Equipped with theoretical and practical knowledge and know-how HR-managers and leaders can contribute to effectively implement various HR practices that are adaptable to changing business needs and can ensure competitive advantage simltanesly with being constantly innovative and apprehensive of potential future issues.

Applying the right strategical approach is crucial for professionals in HRM looking to strategically advance the respective companies in which they operate

Conclusion

The inspiration for this thesis comes from a personal interest in HRM as well as the undeniable need for examining implications the continuously fast evolving globalization has on the world. The purpose and intentions were to uncover some of these implications as pertains to the field of HRM.

Globalization has had a significant impact on businesses and the way in which they operate. Companies operating in a global context face the challenge of managing a diverse workforce and ensuring that HR practices are aligned with local laws and cultural norms. The emergence of multinational organizations and the increasing mobility of labor have also led

to the need for more effective cross-cultural communication and collaboration within HR departments. Effective HRM strategies in a global context must take into account these challenges and opportunities, and involve the development of flexible policies and practices that can adapt to changing business and cultural environments. This may include the use of technology to facilitate communication and collaboration across borders, as well as the establishment of HR policies and practices that are culturally sensitive and responsive to the needs of a diverse workforce. Overall, the globalization of business has had a profound impact on HRM, and HR professionals must be prepared to meet the challenges and opportunities presented by this rapidly changing business environment.

In a rapidly changing business environment, it is important for HRM to be proactive in order to effectively support the needs of the organization. This means anticipating future HR needs and taking proactive steps to address them, rather than waiting for problems to arise and reacting to them after the fact. One key aspect of being proactive in HRM is the development of strategies and plans that anticipate and address potential issues before they become major problems. This can involve conducting regular HR audits to identify areas for improvement, and implementing training and development programs to ensure that the workforce has the necessary skills and knowledge to meet future challenges. Being proactive in HRM can also involve staying up-to-date with industry trends and developments, and continuously reviewing and updating HR policies and practices to ensure that they are effective and aligned with the needs of the organization. This may involve working closely with other departments and stakeholders to identify potential HR issues and develop solutions that address them.

Overall, the need for HRM to be proactive is driven by the rapidly changing nature of business and the increasing complexity of HR issues. By anticipating and addressing potential HR problems, HR professionals can help ensure that the organization is well positioned to meet the challenges of the future.

The increasing globalization of business is likely to continue to shape the future of HRM, as companies operate in an increasingly interconnected and interdependent world. This will require HR professionals to be increasingly adept at managing cultural differences and developing strategies that are responsive to the needs of a diverse workforce. Overall, the future of HRM is likely to be shaped by these and other trends, and HR professionals will need to adapt and evolve their approaches in order to effectively support the needs of the modern organization.

Bibliography

Achieving Greater Agility - Project Management Institute. https://www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/achieving-greater-agility-series/essential-influence-c-suite.pdf?sc_lang_temp=en.

Armstrong, M. (2018). *Armstrong's handbook of performance management: An evidence-based guide to delivering high performance*. Kogan Page.

Brewster, C., Sparrow, P., & Vernon, G. (2014). *International human resource management: A critical text*. Taylor & Francis.

Brewster, C., & Larsen, H. H. (2011). *International human resource management: Policies and practices for multinational enterprises*. Routledge.

Black, J., & Gregersen, H. (2011). Developing global leaders: The role of global assignments. *Journal of World Business*, 46(4), 479-490.

Briscoe, J., & Schuler, R. S. (2017). *International human resource management: Policies and practices for multinational enterprises*. Routledge.

Brewster, C. (2018). *Global HRM: Managing people in international organizations*. Oxford University Press.

Bradley, Jeremy. "International HR Issues." *Small Business - Chron.com*, Chron.com, 29 Oct. 2018, <https://smallbusiness.chron.com/international-hr-issues-61937.html>.

Bradley, Jeremy. "Global HR-Related Issues in Business Settings." *Small Business - Chron.com*, Chron.com, 26 Oct. 2016, <https://smallbusiness.chron.com/global-hr-related-issues-business-settings-62258.html>.

Bruin, Lars de. "Hofstede's Cultural Dimensions Explained with Examples: B2u." *Business*, 19 Jan. 2020, <https://www.business-to-you.com/hofstedes-cultural-dimensions/>.

Brockbank, W., & Ulrich, D. (2003). *Competencies for the new human resources*. Ann Arbor: University of Michigan Press.

Bolman, L. G., & Deal, T. E. (2013). *Reframing organizations: Artistry, choice, and leadership* (5th ed.). John Wiley & Sons.

Brockbank, W., & Ulrich, D. (2003). *Competencies for the new human resources*. Ann Arbor: University of Michigan Press.

Burnes, B. (2004). *Managing change* (3rd ed.). Prentice Hall.

Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Thousand Oaks, CA: Sage Publications.

Cotton, J. L. (2018). *Personnel/human resource management: A functional approach*. Routledge.

Crotty, M. (1998). *The foundations of social research: Meaning and perspective in the research process*. Thousand Oaks, CA: Sage Publications.

Contributor, Chron. "Examples of Cultural Problems in the Global Workforce." *Small Business - Chron.com*, Chron.com, 5 Oct. 2021, <https://smallbusiness.chron.com/examples-cultural-problems-global-workforce-71072.html>.

Cappelli, Peter, and Anna Tavis. "Hr Goes Agile." *Harvard Business Review*, 27 Aug. 2021, <https://hbr.org/2018/03/hr-goes-agile>.

"Country Comparison." *Hofstede Insights*, 21 June 2021, <https://www.hofstede-insights.com/country-comparison/>.

Daniels, K. (2018). *Human resource management: A critical approach*. Routledge.

Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2014). *International business: Environments and operations* (15th ed.). Pearson Education.

Dessler, G. (2015). *A framework for human resource management* (7th ed.). Pearson Education.

Dowling, P. J., Festing, M., & Engle, A. D. (2018). *International human resource management: Managing people in a multinational context*. London, UK: Sage.

Guzzo, R. A., Yost, P. R., Campbell, J. P., & Shea, C. M. (2013). Teams in organizations: From input-process-output models to IMO models. *Annual Review of Psychology*, 64, 243-268.

Guba, E. G., & Lincoln, Y. S. (1989). *Fourth generation evaluation*. Newbury Park, CA: Sage Publications.

Kumar, Jai. *Impact of Globalization on Human Resource Management - IJSDR*.
<https://www.ijedr.org/papers/IJSDR1902015.pdf>.

Krathwohl, D. R. (2002). A revision of Bloom's Taxonomy: An overview. *Theory Into Practice*, 41(4), 212-218.

Krambia-Kapardis, M., Bakker, A. B., Demerouti, E., & Xanthopoulou, D. (2019). The impact of remote work on work engagement: A self-determination theory perspective. *Journal of Business and Technical Communication*, 33(1), 3-34.

Natter, Elisabeth. "Effects of Globalization on Human Resources Management." *Small Business - Chron.com*, Chron.com, 8 July 2020,
<https://smallbusiness.chron.com/effects-globalization-human-resources-management-61611.html>.

Hamel, Gregory. "The Advantages of a Multicultural Labor Force." *Small Business - Chron.com*, Chron.com, 26 Oct. 2016, <https://smallbusiness.chron.com/advantages-multicultural-labor-force-16678.html>.

Hunt, Dame Vivian, et al. "Why Diversity Matters." *McKinsey & Company*, McKinsey & Company, 12 Mar. 2021, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters>.

Rock, David, and Heidi Grant. "Why Diverse Teams Are Smarter." *Harvard Business Review*, 19 Mar. 2019, <https://hbr.org/2016/11/why-diverse-teams-are-smarter>.

Friedman, Eric. "Council Post: Top Five Issues Facing Human Resources in 2020." *Forbes*, Forbes Magazine, 14 Apr. 2022,
<https://www.forbes.com/sites/forbeshumanresourcescouncil/2020/04/06/top-five-issues-facing-human-resources-in-2020/?sh=6d07c34c48d5>.

Furnham, A. (2018). *Performance management: A critical review*. Routledge.

Larralde, Alex. "8 Of the Biggest Challenges for HR in 2022." *Betterworks*, 7 Dec. 2022,
<https://www.betterworks.com/magazine/8-of-the-biggest-challenges-for-hr/>.

Lussier, R. N., & Hendon, J. R. (2015). *Leadership: Theory, application, & skill development* (6th ed.).

Paauwe, J., & Boon, C. (2017). *Human resource management: A strategic approach*. Routledge.

Pelster, Bill, and Jeff Schwartz. "Introduction: Rewriting the Rules for the Digital Age." *Deloitte Insights*, <https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2017/introduction.html>.

Ulrich, D. (1997). *Human resource champions: The next agenda for adding value and delivering results*. Boston, MA: Harvard Business School Press.

Ulrich, D., & Brockbank, W. (2005). *The HR value proposition*. Boston, MA: Harvard Business School Press.

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, CA: Sage Publications.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Sage Publications.

Sarkar, M. (2018). Conceptual research: Definition, nature and scope. *Journal of Advanced Research in Dynamical and Control Systems*, 10(Special Issue), 2489-2494.

Harzing, A. W., & Pinnington, A. (2010). *International human resource management: Policies and practices for multinational enterprises*. Sage.

Bartlett, J. E., Ghoshal, S., & Birkinshaw, J. (2016). *Managing across borders: The transnational solution*. Boston, MA: Harvard Business Review Press.

Dowling, P. J., Festing, M., & Engle, A. D. (2018). *International human resource management: Managing people in a multinational context*. London, UK: Sage.

Krambia-Kapardis, M., Bakker, A. B., Demerouti, E., & Xanthopoulou, D. (2019). The impact of remote work on work engagement: A self-determination theory perspective. *Journal of Business and Technical Communication*, 33(1), 3-34.

Liang, D., Marler, J. H., & Tziner, A. (2020). Leadership in a globalized world: Challenges and opportunities. *Journal of World Business*, 55(1), 10-20.

McLaughlin, D. (2018). Globalization and HRM: Challenges and opportunities. *Human Resource Management Review*, 28(4), 401-413.

