

Changing scenario of global management for HR

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Abstract

In any organization, all its functions are interdependent and related to each other in some or the other way. But the HR function is one of the critical functions in any organization similarly as the finance function as it deals with the human capital of the organization and maintains the overall performance of the company in the competition. This research will mainly focus to find that how the sales targets can be achieved by adopting different training and development methods by Lebara Mobiles. This research will be able to explain about the effectiveness and the contribution of HR department through the training and development towards the overall performance of the company. This research will also talk about the remuneration part of Lebara and how it distributes the variable part of salary among its employees in the form of incentives and other perks and fringe benefits which works as the motivators through the rewards and recognitions to the employees. Sales is a vital part of any organization as it is the main source of revenue generation and for some it is the only source of the revenue. So it is important to focus on the employees involved in sales and keep reviewing the performance of the entire individual employees and train them regularly in accordance with the changes in the business environment and the market demand. The training module which is to be given to the employees should be designed in a way that it motivates the employees for the higher and effective sales figures and achieve the targets set for them for their performance and also by providing them the eligible incentives for their extra ordinary work.

Keywords: Changing scenario, global management, organization

1. Introduction

For being successful in the international market presence, a company has to be competent enough in terms of services as well as pricing the products it offers. Lebara as a telecommunication service provider has positioned itself as an economic call provider which makes it very competent in its international market segments. Any company being into a service industry has to focus on its employees to a large extent in order to make them efficient and effective in dealing with the customers; thus the study will mainly talk about the HR policies of the company and the Training and Development process in the company and its effectiveness in obtaining the set goals of the department in Lebara Mobiles. In order to know the effectiveness and the changes brought by the training and development, it is important to critically evaluate the boosted sales of the company.

Whenever control is talked about, it's taken as a negative connotation but for managing a company effectively it's important to have control to minimize the negative effects. For the overall development and the positive effect in the company, the training and development for the employees working there is very important.

1.1 Research Objectives

The research objectives being set for carrying out this research on the case of Lebara Mobiles are listed below:

- To determine that role of HR in the increase in the sales performance.
- To critically evaluate the effectiveness of the training and development for improving the sales performance for the overall organization.

- To study and comprehend drawbacks/loopholes in the current training development process
- To understand the training methods being deployed and its relevance to improve the overall performance for the sales target achievement.
- To assess the training and development effectiveness of Lebara Mobiles when being compared with its competition
- To find if there are any negative reaction to the training and development in the company, and the reasons causing the same
- To provide the suitable and beneficial recommendations to remove the flaws and improve the existing training and development system in the company, Lebara Mobiles.

1.2 Research Questions

The questions which the study will focus to answer are as mentioned below:

- Are there any negative reactions to the training and development system being deployed in Lebara Mobiles?
- What are the different factors in the company which affect the training and development practices being used in the company?
- What are the possible reasons for the negative reactions to training and development in the company and the measures to address them?
- What are the essential changes to be made in the training and development system of Lebara Mobiles?
- Are there any drawbacks and loopholes in the existing training and development system?
- What are the measures to rectify the loopholes in the currently used system of training and development?

1.3 Literature Review

There has been many studies conducted and theories developed on the control management to understand about the effect and the consequences of the control system in an organization. There have been many models on control management being evolved for the different organization with time and different management processes influenced and the community models have been made according to the processes. Initially the standard capitalist enterprise was brought forward which was owned by private individuals or shareholders, the control right of whose were based on income. The theory being developed next was mainly focused on an authoritarian nature of the organization, this focused on the relationship between employer and employee which was further transformed in generating new ideas and concepts. And it was the main and the most critical parts in an organization and also there have been rights which were shared with the employees in an organization with the help of which there are the social oriented ventures get formed across the organizations. Companies like General electric and the likes were able to implement the initiated control system successfully whereas the companies like the Enron got lapsed or failed in the successful implementation of the same.

Globalization is the function in which only the employees could function as the channel for this two-way communication in a service-oriented company like Lebara Mobiles. So it can be seen that the employees are attaining a more important position as globalization moves further ahead and Lebara Mobiles is no exception to this. In order to reorient the control strategies in favor of the employees and the customers thus becomes a mutually connected process.

Globalization is into air now in all segments of the world, playing vital role in the development of national economy. When talking about Lebara Mobiles, by adopting the approach of coordination instead of traditional methods of control, whether Lebara Mobiles could gain an advantageous edge over its competitors is the concern of this study. The measurement and feedback model of Training & development put forth by Flamholtz (1996: 53) forms the ideological and philosophical base for this enquiry whereby an attempt to measure the employee response towards Training & development in Lebara Mobiles is made by assessing their feedbacks.

“Every Coin Has Two Sides” similarly; Globalization if has increased the opportunities then it has also increased the threats like we can say it has added one new force to the Porter’s five model for the companies to strategize on and that can be referred as “soicio-cultural force” where companies has to know and understand about the society and the culture of the society they are entering in; and many more. The literature in the research has tried to explain the different aspects of the business and the role of different functions for the successful growth of the business. The objective of the literature presented to explore about the concepts and theories conducted earlier on the topic and the related to the subject of study contributing to the business. The research literature review focused the importance and the role of training and development in the employee motivation, production in the organization, performance, quality of work, job satisfaction, employee development, and engagement, and developing them for the future tasks and responsibilities and creating the future leaders assessing the same in context of Lebara Mobiles, UK to understand the company operation and business. The chapter

has also talked about the performance management through the development systems and the effect of Globalization on the business in current business scenario.

2. Research Methodology

2.1 Sampling Technique

For this research study Sample size is 15.

The target population is the employees of the Lebara mobile company. It is said by the researchers that methodology is the main part of the research so we will understand all the terms in depth for clear understanding of the research problem. Sampling technique is related to the methods which are used by the researcher to select the group of people from the population for the collection of data. In this Research we have taken Random sampling, in which we select any employee whether he/she is on upper or lower level in the company in research sample by using random sampling methods. The main purpose of this research was to understand the employee’s view towards the training and development policies of the company and also explore some new techniques through which they can motivate their employees to achieve sales target. This research was mainly focused to analyze the factors, because of that company sales is declining. The re-search was exploratory and descriptive.

2.2 Types of research methods

Types of Research methods depend on the objective of the study what we have undertaken. Research method depends on the objectives and the problem of the research, method varies with research problem which has to be solved in this research, the exploratory and the descriptive research methods were used in this micro level research.

1 Exploratory research

This Research method is helpful to develop the ideas and enhance the clear understanding of the problem. We can also identify the major up-and-down for the studies by conducting exploratory research. Apart from that, It provides flexibility for conducting the research and it is versatile in nature. Pilot studies, case analysis, experience surveys, secondary data analysis and focus groups are the various forms of exploratory research. As we know that exploratory research is helpful to understand the different kind of factors that influence the perception of employees towards the company. According to Saunders *et al.* (2007), the main advantage of exploratory research method is it’s the flexibility and adaptability towards the change. The exploratory research is usually undertaken in the study that conducts the interview with individuals.

2 Descriptive research

The descriptive research chiefly focuses on collecting information which is related to the present energetic state of affairs. The main cause to select descriptive method in this research is to investigate the situation at the time of this study. As we have already shown in the sample size that research study is being conducted on micro level, because the sample size is only 15, so this research method will be very economical and helpful for the Research purpose.

2.3 Collection of the Primary Data

In this research we have taken primary data for the analysis.

There are two kinds of methods which are used for the data collection one is questionnaires which have been mailed to the employees for taking their response and other is telephonic interviews through these methods we collect data. In questionnaire there are some question related to topic and also to the satisfaction level of the employees and telephonic interview have been conducted to collect insight of the employees which was not possible in case of the questionnaire.

1 Questionnaire

Researcher generally used this method to collect the primary data and it is perceived that by the researcher this method is very simple and less time consuming and easy to collect and easily proceed in the statistical analysis software. This method of collecting data from the target population is easy and convenient in nature for the research. This method is cost effective and save traveling time, because questionnaire can be posted, mailed, and faxed easily to the respondent. The core benefit of this method is that it can be used for interview, face-to face as well as telephonic. Questionnaire are shown in Appendix 1

2 Interviews

It is also an essential method for the collection of the primary data. Through this method we can also get the information which is not possible in questionnaire. We know that interview is another method for collecting appropriate primary data. There are two methods of interview for collecting data in qualitative research, one is face to face interview which is also known as direct interview and another one is telephonic interview Question can be structured or unstructured. There are different types of interview.

3. Structured interview

In this kind of interview, we generally asked that question which has already framed in proper manner. Generally in a structured interview, interviewers go in a pre-planned process and ask question in a sequence. This method is very helpful to the interviewer when question are more but easy and not irritating.

4. Unstructured interview

According to Saunders *et al.* (2007), the unstructured interview there is flexibility to Interact regarding research topic. The interview is mainly focused to the insight of the Respondent and how he actually feels on the topic can be easily observe by asking certain Questions. For this research, we have collected data by using face-to-face interview and Telephonic conversations. There are some question given below which have been asked by the Interviewer in telephonic interview.

2.4 Secondary data

As given in the Proposal secondary data will be collected through magazines, Newspapers, journals, and company website as well and we can also refer other authentic sources which are relevant to the study and collect data as much as required.

2.5 Data presentation, analysis and results

We analyze the collected data and make a report of those findings. In this chapter we used Graphs, table to explain the findings in a simple manner which can be easily understood by everyone, we explain entire aspects and throw a light on each points which directly or indirectly related to the research study. It is very important chapter in all the research, because in this we explain the findings for which we are looking for. Data presentation and analysis is group of different stages which show how to determine the findings, inspection and modeling of data with the predefined objectives, and finally we conclude it and provide support to them for whom it has been developed to make fruitful decisions. Ultimately the main objective of this chapter is to analyze and interpret the collected data. The data are presented in the forms of tables and figures. As we have discussed earlier sample size is 15 for the collection of data in which 5 are female and 10 are male. Interviews have been organized on the basis of the research questions and finally concluded their view regarding the research topic. We have presented findings of the all the question graphically. We know that quantitative tools for the analysis is only applicable when data which you have collected in a numeric form, So we will not use any statistical tool to interpret the findings or I mean to say that we interpret the findings only on the views which we have collected from the primary data sources (respondents). There are some factor those influence of the research have been analyzed Analysis & Presentation.

1. Gender

Gender plays an important role to make the perception different. Male and Female perception cannot be same for single things, Sometimes male are satisfied with the training which have been provided by the company but female are unsatisfied. So we cannot neglect gender in this kind of the research. For the collection of primary data, we have taken both the gender into consideration, because it reduces biasness and increase accuracy in findings, because the principle of the selection of sample size is that sample should represent the population as whole. We have found in much research male’s perception always different than female, for example if male like sound quality of music system, female perception will always have seen in style of the product and sometimes it may be same to some extent, so to consideration of gender in research is compulsory. In a graph 4.1, we have shown the no. of male and female respondent which has been taken in sample size.

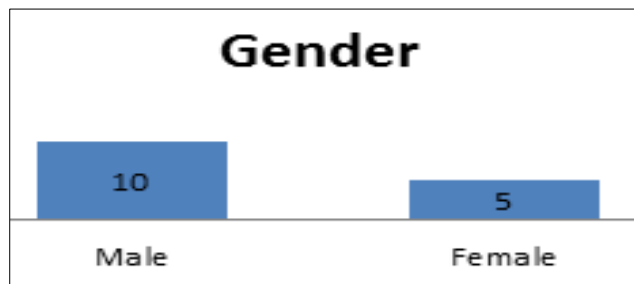


Fig 1: No. of male and female in sample size

This chart shows that how many employees have been selected for the Collection of the data and in which how many are male and female. In this Research total no. of the employees are 15 in which 10 are male and 5 are female respondents.

2. Age

As we know that people perception towards satisfaction level of the training also depend on the, so it is an important factor to analyze in any kind of research which are directly or indirectly associated to the research data and we should consider the respondent in research those are different in age, because it reduces the biasness in the research. Graph 4.2 shows the age and the no. of respondent. This graph shows selection of the respondent age-wise.

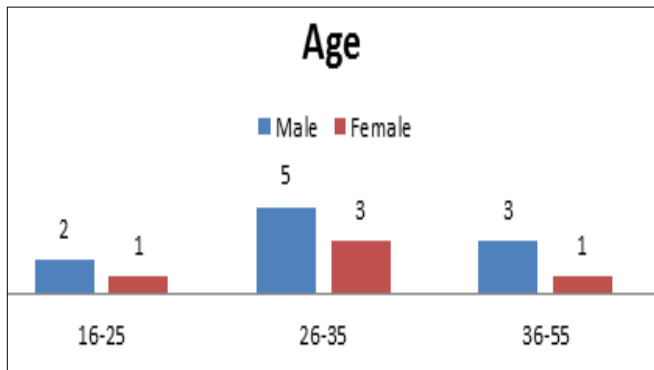


Fig 2: Graphical presentation of the Respondent age-wise

In an age group (16-25), 2 male out of 10 and 1 Female out of 5 have been selected as a part of the sample. In age group (26-35), 5 male and 3 female have been chosen randomly for study. Another age group (36-55), in which 3 male and 1 female has been selected for the collection of the data.

3. Education level

Education level is an important for the understanding purpose so we cannot neglect the education level of the respondent, if education level of the respondent is higher, it shows that he or she will analyze all kind of questions then give his or her views on them, but for reducing the biasness in the research we will consider all kind of respondent which belongs to the different kind of education level. As we know if level of the trainee is lower or he is not well educated and not having a sense to behave in a particular situation he cannot understand sales techniques well, so for the clear understanding of the sales strategy or tricks how can be achieve the sales target which has been offered by the company.

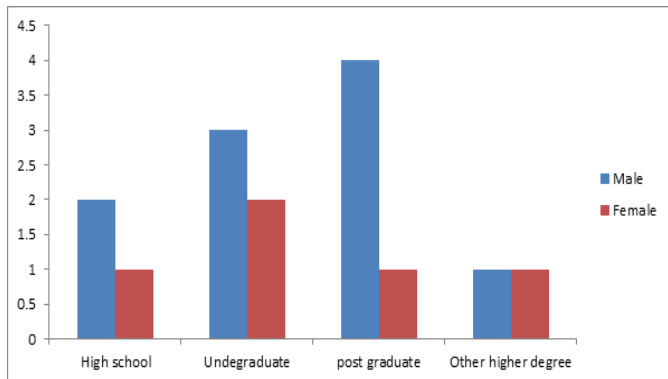


Fig 3: Education level of the respondent

Now we discuss over the findings part of the research and draw the graph accordingly, so on the basis of the respondent perception we draw the figure.

4. Employee perception

First question given in a questionnaire is that are training needs regularly assessed at your company?

There are four option have been given to them so obviously perception of the employees will be different because mind set is always different of all the people. These option are given below

a. yes, by human resource, b. yes, by outside trainer, c. yes, by department, d. No

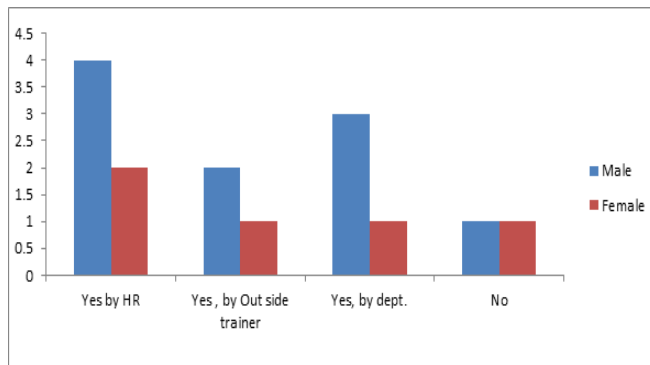


Fig 4: Perception of the employees for the organized training program

Above graph is showing that how many employees in the favor that they training from their department and how many from trained by outside trainer. In above graph 4 male and 2 female says that they have been trained by the HR, 2 male and 1 female trained by the outside trainer, 3 male and 1 female have been trained by the department itself and one male and female said that they do not get any kind of training. So this graph is a representation of the perception of the employees regarding the training.

5. Types of training

Next graph shows the representation of the perception that what kind have been provided to them or which kind of training have been mostly preferred by the employees.

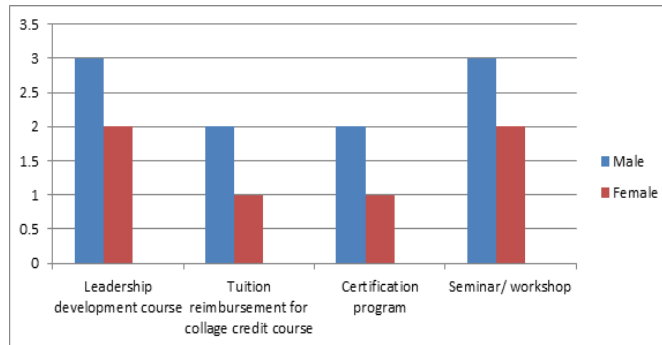


Fig 5: Types of training and employee preferences

Graph 4.5 showing that how many kind of training have been provided to the sales employees to achieve the sales target. In above graph There are four kinds of training have been provided to the employees namely Leadership, College credit

courses, Certification program and seminar/workshop, it is clear that in graph how many employees preferred which kind of courses.

6. Succession plan

There is a question no. five in questionnaire that do you have formal succession-planning program? Sometimes what happened in most of the organization that they have succession program which has been pre-scheduled by the department, so we will see what they perceived regarding succession plan in Lebara mobile.

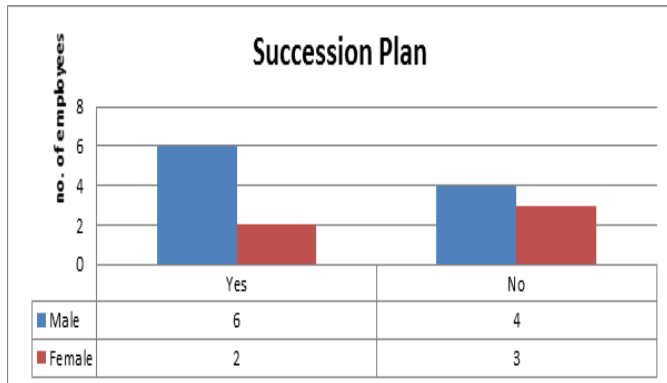


Fig 6: Employees view regarding succession plan

Above graph shown that how many employees are in the favor/against of the succession plan which has been organized for the improvement of the employees. There are 15 respondents from which 8 (6 male, 2 female) are in favor of the succession planning and remaining 7 (4 male, 3 female) are in against of the succession plan that it has been organized inside the premises of the company.

7. Training time

In next figure 4.7 we will see how much time, training has been provided to the sales personnel in a year. So question which has quoted in questionnaire is: What is the minimum hour per year in which employees must participate in training?

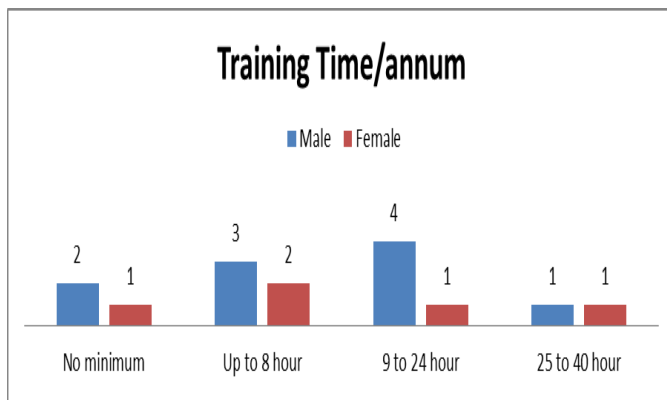


Fig 7: Employees perception for the training time/annum

As we have seen in above graph, what was the perception of the employees regarding the time period which has been allotted in a year. There is different time slot has given and no. of male and female employees those are in favor of the time slot has been shown in figure.

8. Time preference

Further graph has been drawn on the basis of employees perception regarding the offering of the time, mean at what time training has been provided and how many employees believes that the time is suitable for them, so it has been shown in this graph. The question which has mentioned in the questionnaire related to this graph is given here.

Que. Time of offerings: interested in (Please select all that apply)

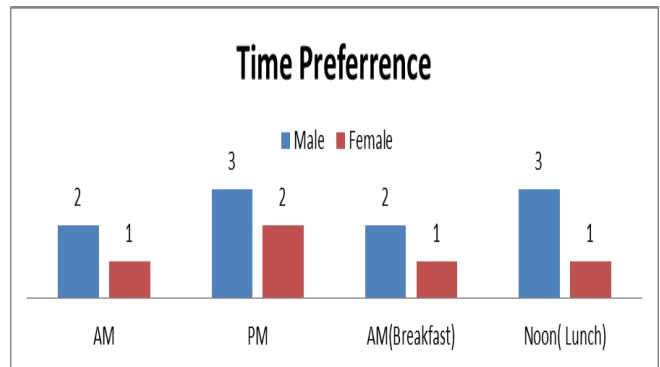


Fig 8: Time preference and offerings during training period

Description of the graph is given below:

It also matter, if people are more sensitive towards timing, for example if we organizing training at the time when people wants to enjoy so training will not be useful for the company, because people are physically present but mentally they are out somewhere. Another factor which has been shown in figure that what you are offering during the training period, if you are organizing training in morning then tea, snacks work as stimuli and at evening if you are offering dinner then employee will feel satisfied and the training session will leave an image which they never forget and next time when they will go for training remember the previous one.

Morning time has been preferred by 3 (2 male, 1 female) out of 15 and morning time with some offering like breakfast has been preferred by 3 (2 male and 1 female) out of 15 and the PM has been preferred by 5 employees in which 3 are male and 2 are female. Four employees are in favor noon with lunch in which 3 are male and 1 is female.

So these all are perception of employees towards the training policy of the company and on the basis of these findings we conclude this research. As we have already discuss in Research Methodology that research study is qualitative in nature, so we will analyze all the data and design the report

So it has been found after analyzing all the factor of the research that sales employee want some changes in training policy to improve their skill so that they can achieve their sales target.

3. Result and Discussion

In this present business world, if we want to achieve the target which has been given by the company, then we should focus our skills and also think that how can be increased our skills. Company provides training for the employees when they join and when they feel any problem in work place, this research has been conclude that there should proper planning for train the employee and give feedback time to time. If we talk about sales department which is directly related to the marketing so

sales-person should also know marketing strategy. Company is looking for the perception of the employees regarding the training and development policy, so that after applying the methods which is more preferable by the sales personnel company can achieve their sales and capture the mobile market. Each company wants to be a leader in the market and the main activity of all the business is marketing till sales personnel will not be satisfied and are unable to achieve the target till company cannot run well. So the research topic is relevant and beneficial for the organization. As we know in current business world everybody using mobile, but company purpose to change the market by offering customize services. In chapter 4 we have taken many graph related to the factor which affect sales directly or indirectly, for example we have taken time means how much time have training been provided to the sales personnel and what kind of stimuli given to him/her at the time of the training. So time is an important factor to understand the concept of training.

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