



GLOBAL DIVERSITY – A BIG CHALLENGE FOR HUMAN RESOURCE PROFESSIONALS

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Abstract: *This article examines the challenges faced by Human Resource Professionals in comparison to other occupations, while working in a foreign country. Global Diversity is far above the traditional employment criteria of Race, Color, Religion, Gender, Physical status etc and has different effect on workforce with different skill sets. Occupational Diversity is about variety of Languages, Education System, Tolerance, Laws, know-how, Prefereces, Cross Cultural Support & Advancement across Globe. The Research is conducted with 34 HR & Non- HR Indian Professionals migrated from India to Canada, UAE, Australia, Ethiopia & UK as most preferred countries of their choice for Professional development. The Article includes Reasons of Migrations, Global Expectations and Challenges due to diversities related to Cross country Languages, Education system, Local Work Experience Preference, Local Legislations & Employment Rules, Preference to Local citizens for employment etc. Country specific Global Social challenges and Challenges related to HR Role while working at foreign country. The research is made in context of Indian Professionals' in HR and Non- HR function but the content and crux of the article is applicable to expatriate professionals across globe.*

Keywords: *HR Professionals; Occupational Challenges; HR Challenges, Global Diversity*

INTRODUCTION

The Human Resource Function across Globe is people centric function. Professionals in this function sets organization principle, vision, business strategy and thereby directly contributes in Business development. Over the period of time HR Professionals have transformed their image of Time Keepers to Business Partners, they have aligned themselves with changing time and expectations and expanding their geographic boundry and going global for personal or Professional reason. The Globe is bursting with diversities of Languages, Culture, customs, Employment Rules etc. which gives big challenge to HR Professionals to perform in a foreign country.^{1,2} Human Resource Function is compared with other occupations and study reveal that HR Professionals facing more challenges due to the nature and requirement of Human Resource Job, whereas the skills in other occupations are



more or less similar across globe therefore Non- HR Professionals find it comparatively easy to work overseas.

Growing internationalization of business has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics etc. makes HR managers job more difficult.

This Article is focused on the wide-ranging Global challenges to the Role of HR Professionals in comparison to the Professionals of Other Occupations like Engineering, Medical, Pharmacy, Hotel Management, Nursing, Physiotherapist, Operators and Technicians, Research and Development scientist etc. The Non HR Professionals are more focused on their Occupation related skills and they may require basic knowledge of Language for communication with their peers and colleagues. The Skills related to Medical, Engineering, Hotel Management etc remains same across globe, there may be technical advancement in their occupation but more or less their skills remains same.

It reveals from research that the HR Professionals must have knowledge of migrated Country's Employment Rules, Local Legislation, Education system, working languages, Compensation and Benefit structures etc to effectively deal with internal employees and stake holders whereas professionals in other occupations are comparatively more expected to have knowledge of their functional area and basic knowledge of local language.

Multiculturalism has always been the most important measurement of diversity in Western countries, including the EU nations, Australia and New Zealand, where there are a large number of international migrants with diverse cultural backgrounds.

This article is in context of Indian HR Professionals migrated to Other Countries but challenges mentioned in this article is applicable to Expatriate HR Professionals of any country.

GLOBAL EXPECTATION AND CHALLENGES

Due to cut throat competition and for sustainable Growth, Companies are expanding their business across globe. Cross Country Mergers and Acquisitions, Joint Ventures become regular phenomenans. With aspiration to grow business in foreign markets companies especially in Pharmaceutical, Food and Beverages sectors comply with international regulatory requirements. Third party manufacturing, packaging and tie up with foreign company for marketing is now a days common strategies for expansion of business.³⁻⁶



The Competencies to work in Human Resource functions varies from country to country and therefore the demand of Human Resource Professionals needs advance education such as Globally accepted certified HR Professional courses, Proficiency in Working language in addition to English language, Prior Experience of working in that country etc., which becomes challenging for Human Resource Professionals, though in many cases they are more competent compared to local employees of host country.

It is not only companies that expand their business globally but employees irrespective of their occupation having aspirations to work with MNC Companies and that too they wish to work overseas. Students along with their masters education wish to go for language proficiency test or learn Foreign languages so that they can become eligible for job in multiple countries. Global level academic institutions offers certified courses in various occupations which makes student / employee suitable to work globally. Emerging trend of online Study through internet provides sufficient opportunities for aspirants to take overseas degree or certifications to be eligible for overseas jobs.

Working and staying abroad with family in lavish environment was always tempting to every student and employees, Saving money after currency conversion added value to the aspiration of going abroad.

Migrated Country's Expectation from expatriate Professional are Local Language proficiency, i.e. Ethiopia expects knowledge of Amheric Language, Kenya expects Swahili language, UAE expects knowledge of Arabic language, Europe French language, Canada French & Mexican language, Thailand Thai Language etc. Professionals with local working experience and secondary, tertiary or Graduation level education from that country are always on priority list for shortlisting for job. In addition to these, HR Professionals are expected to have knowledge of local legislation, employment Rules & Compensation and Benefits offered to various category of employees in that country.

Due to cultural diversity in terms of traditions, beliefs, Family centric and individual centric approaches makes families uncomfortable to stay for long time, which in turn poses challenge to HR Professionals to reduce Employee Attrition.

Strategy to improve profitability margin by employing low cost employees show the way to companies to change in employment policy and invites skilled labor from abroad. Certain Occupations where skill expectations are more or less same across globe like Engineering,



Hotel Management, Doctors, Nurses, Physiotherapist, Operators and Technicians, Research and Development are in demand. Whereas Management Functions are less in demand due to the required skills are locally available.

HR ROLE COMPARED TO OTHER OCCUPATION

As compared to knowledge requirement of Human Resource function with other Technical and Non- Technical Occupations, Human Resource Professionals are expected to have strategic understanding of geography and other resources. HR professionals must know the Host country immigration laws applicable to various foreign nationals so that while working on recruitment profile HR Professionals can draft job duties in a way that it is favorable to obtaining a visa. This does not mean that duties should ever be misrepresented, but that critical duties are emphasized to parallel those regulations.^{7,8}

Apart from Local language and Legal Legislations knowledge, HR Professionals must have information about academic Institutions, Organizations in same sector, Government Offices so that they can take strategic decisions of hiring fresh talent and compliance to meet business requirement. Knowledge of Provinces where required skill set is available can help HR to conduct interviews in that province to get right manpower for right positions, Knowledge of Prevailing compensations according to Provincial Laws can help HR to review existing salary packages to bring it at par with other companies. Knowledge of academic Institutions can help HR to get talent etc.

HR interacts with employees frequently therefore knowledge of writing and speaking local language with right accent of that country is expected. Moreover, every foreign country expect HR to be familiar with HR Practices of that country as the compensation and benefits rules of each county varies in terms of Social & Insurance Benefits, Tax Rules, Leave & Vacation Rules, Family benefits, Unemployment rules etc.,

Doctors, Nurses, Physiotherapist, technical jobs in Oil and technology & Engineering related occupations are in demand in UAE Countries, professionals in these occupations are expected to have basic level proficiency in English language and skills related to their occupation but HR Professionals are expected to have expertise in their function as well as fluency in Arabic language or other Provincial Language so that they can effectively communicate with employees. Many times due to diverse customs, expatriate HR professionals are not preferred.



The Research is conducted with 34 HR & Non- HR Indian Professionals migrated to Canada, UAE, Australia, Ethiopia & UK to underline challenges faced by HR (depicted in Chart-1) & Non HR Professionals (depicted in Chart-2) on various aspect. The endresult of these research is as below :

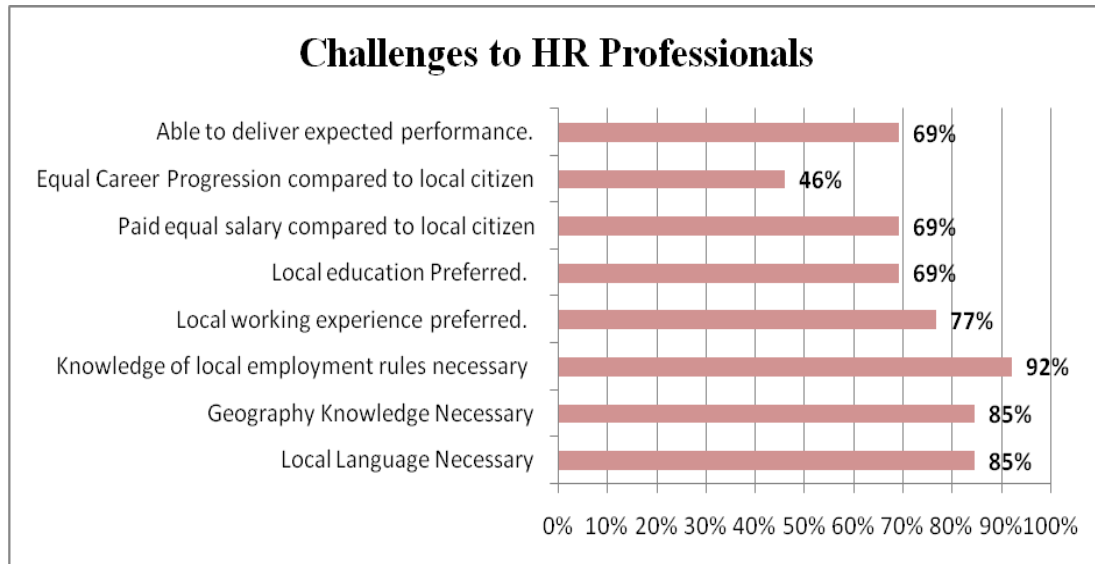


Chart-1: Challenges faced by HR professionals

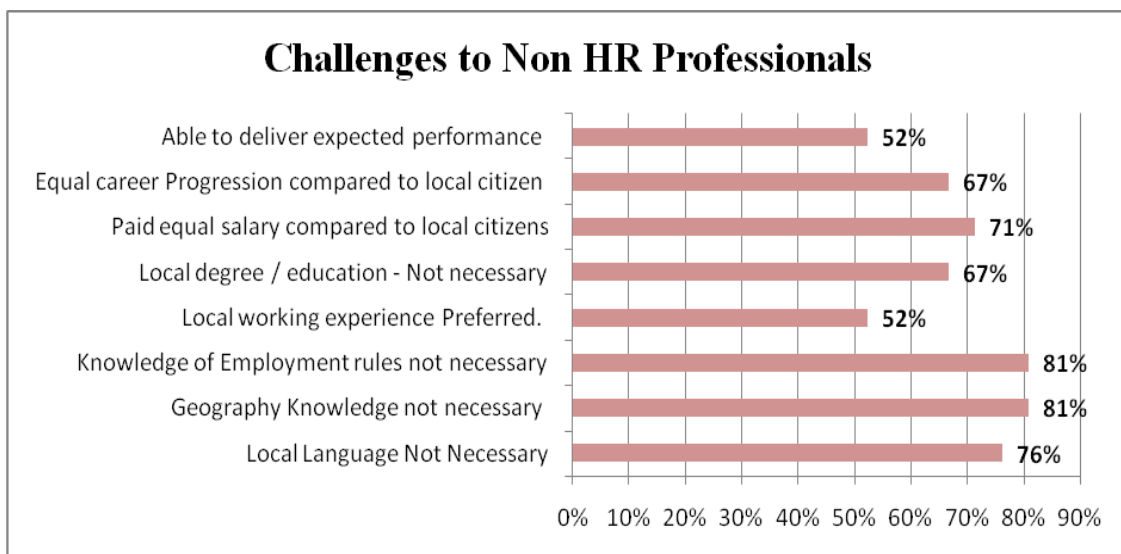


Chart-2: Challenges faced by Non-HR professionals

Out of total Participants 69 % HR Professionals responded that Local Education preferred whereas 67 % Non-HR Professionals responded that Local Education is Not Necessary as they have required skills to perform their job. 92 % HR Professionals responded that Knowledge of Local Employment Rules are necessary in dealing with employees while doing recruitment and working on compensation and benefits, payroll etc., whereas 81 % Non-HR Employees responded that they do not need to have knowledge of Local Employment Rules.



85 % of HR Professionals responded that Knowledge of Local Knowledge is necessary whereas 76 % Non-HR Professionals responded that Local Language is necessary only to the extent of communicating with their peers and colleagues, otherwise not necessary. Due to nature of job and challenges involved only 46 % of HR Professionals responded that equal career progression is offered to them whereas due to similar nature of job and less intricacy of job 67 % Non-HR Professionals are happy to get equal career progression opportunity.

GLOBAL DIVERSITY- HR VIEWPOINT

The Research articulates that the HR role varies from country to country and mainly the labor and Taxation Laws are different. There is a demand of HR Professionals but constraints are knowledge of Prevailing compensation Packages, Interview skills, Strategic Expertise related to Hiring of employees, Availability of Talent Pool from particular location etc is lacking.^{9,10}

The HR Professionals having expertise in Payroll, compensation and statutory compliances facing it more difficult to go overseas because every country having diverse set of Payroll & Compensation Rules, Social Taxes, Income Tax, Leave Rules etc., therefore HR Professionals with these expertees need to acquire these competencies before wanting to go overseas. HR Automation in Payroll is highly valued in Multi national companies therefore experience of working on ERP Softwares is Preferred.

In JAPAN, Due to improving economy, growth is observed in manufacturing and financial services and therefore demand of recruitment specialist is higher who can handle large numbers of vacancies and have experience of the whole recruitment process. Knowledge of Local language and local experience is constraint for expatriate candidates.

In CHINA, demand of Middle level candidates at local private-owned companies is increased, companies are willing to pay a much higher remuneration package to attract candidates who can bring more value to the business through their systematic HR approach gained from MNC work experience, this leads to fierce competition amongst expatriate candidates and domestic candidates. Professionals with fluency in their local language have better chances for employment.

In SINGAPORE & MALASIYA, HR Business Partners, Change Managers/Organisational Development Consultants, Compensation and Benefit Consultants, Recruitment Managers, who can effectively execute change and assist in achieving business targets are in demand.



Companies are taking longer to recruit such competencies even from abroad and ready to pay higher salary provided all Job Requirements are fulfilled.

In INDIA, Majority of the working conditions are driven by various Labor and Employment Laws and service conditions are largely as per Standing orders mentioned under the Law, whereas in many countries working conditions between employer and employee are based on collective bargaining and not much driven by law.

In INDIA, Overtime working is compensated by paying double of ordinary wages to those who work on manufacturing shop floor and 1 & ½ times to those who work in offices. Whereas **in Ethiopia** Overtime work performed between 6 am to 10 pm is compensation by rate of one and one quarter of ordinary wages. Overtime work performed between 10 pm to 6 am compensated at the rate of one and one half of ordinary wages. Overtime work done on weekly off days is paid by double of ordinary wages and Overtime work done on public Holidays paid by rate of two and one half of ordinary wages. **In Switzerland**, Overtime must be compensated with a premium of 25%. However Premiums may be excluded in writing.

Swiss law does not specify any minimum wage or average earnings. In most cases, pay levels are agreed between the employer and the employee during the recruitment process, whereas **in India**, Minimum Wages changes every six month based on consumer price index.

In India, employees are paid on monthly basis whereas in other countries employees payment is decided on per hour basis and paid daily, weekly, quarterly or Monthly as per agreement. Job role comfortability-analysis is depicted in chart-3.

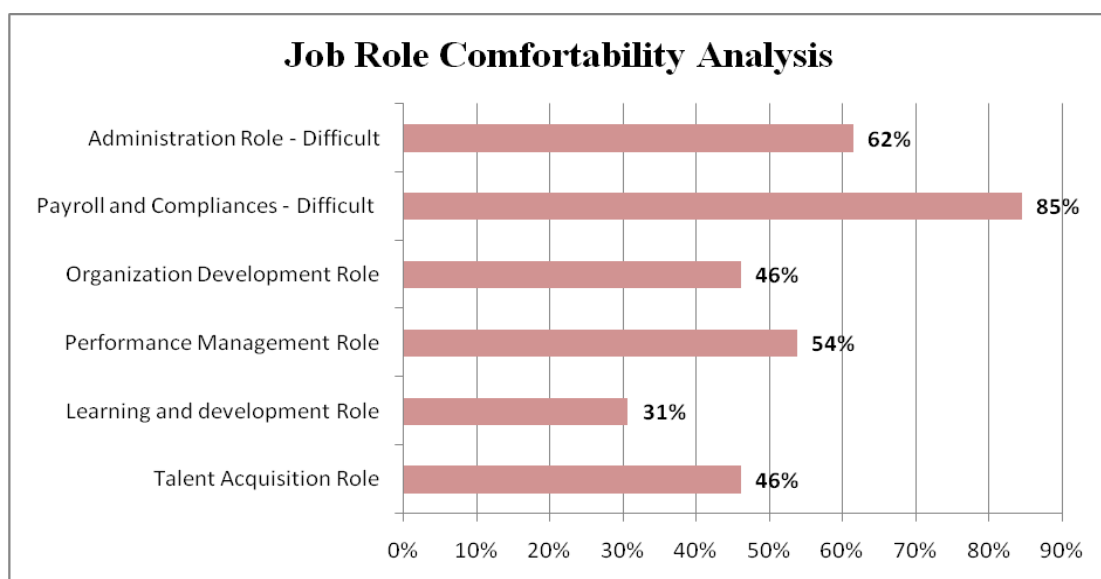


Chart-3: Job role comfortability-Analysis



The research reveal that 85 % HR Professionals having Role of Payroll and Compliances are finding it difficult to perform due to diversity of Local Legislations applicable to employees. 62 % HR professionals indicate that Administration Role which is above maintenace and cleaning of property and includes liaison with Government and various Agency is difficult. Only 46 % HR Professionals who are in Talent Acquisition Role feel comfortable rest all find it difficult due to less proficient in local language and challenges of provincial Rules of compensation and benefits while recruiting candidates.

Once the HR Professionals completes the job of recrutiement of overseas employee, the next process will be to train the employee on various factors, that may include familiarizing him and his family with host country culture, traditions, behaviors at various occassion in company and while being in society. Training on interculture communication – spoken and written, provincial and country level Employment Rules including compensation and benefits, tax rules, Admission of his children in school etc. Post Recruitment activity some times involves high cost and does not include only Recruitment cost but also includes cost of accomodation, local transportation, food etc as per company policy of employee onboarding.

Selecting employee from other country is challanging for HR because the employee might be doing well in his own country but when it comes to work in foreign country with multiple languages, culture diversity, policies and practices it may difficult for him to perform consistantly good.

GLOBAL SOCIAL CHALLENGES

The Social challenges plays important Role to settle at foreign country irrespective of occupation but for HR Professional working on recrutiment it will be recruitment error, if he recruit an employee who is unable to settle at foreign country. The Social challenges are largely same for HR and Non HR Professionals.^{11,12}

The main factor of employees irrespective of their occupation, chosing to go abroad for their career developement is their salary package, Academic development of their kids and over and above how much money they can save after currency conversion. Among all Global Social Challenges like settlement with Family, School admissions, Food Problem, Buy House/car, security of Life and Property is prime concern of any Professional (depicted in chart-4).

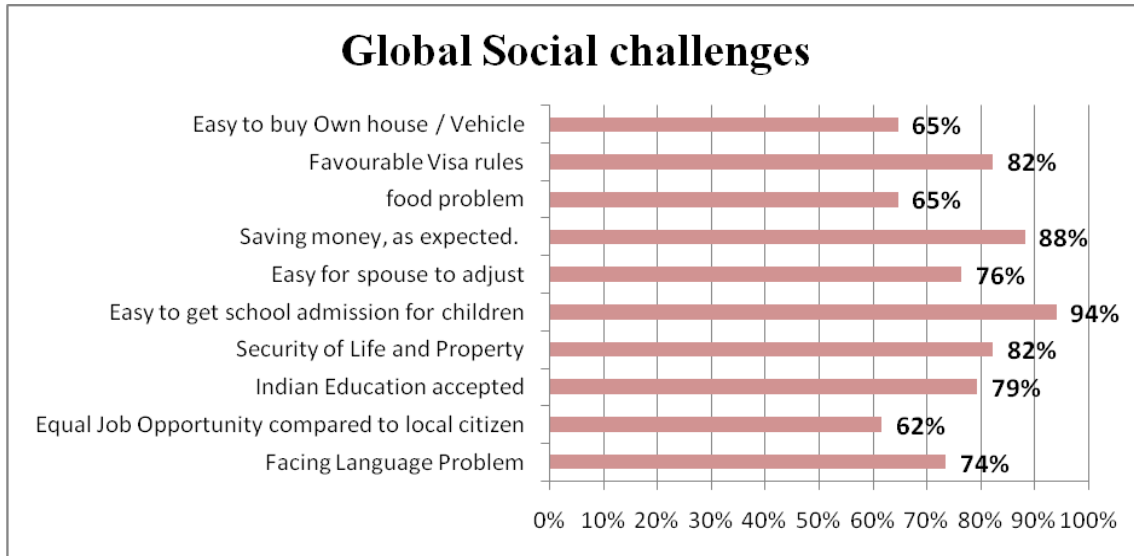


Chart-4: Global social challenges

88 % of professionals responded that after migration to foreign country they are able to save money as expected. 76 % professionals responded that their spouse were adjusted in new environment. 82 % Responded that their life and property is secured in foreign environment. 65 % Responded they are facing food problem and 65 % find it easy to buy own house / car etc.

The Research reveal that 65 % Professionals migrate for higher job satisfaction, 91 % Professionals migrate for earning and saving money, Advance Culture, Better Employment opportunities are also important areas of their dream. The reason of migration is depicted in chart-5.

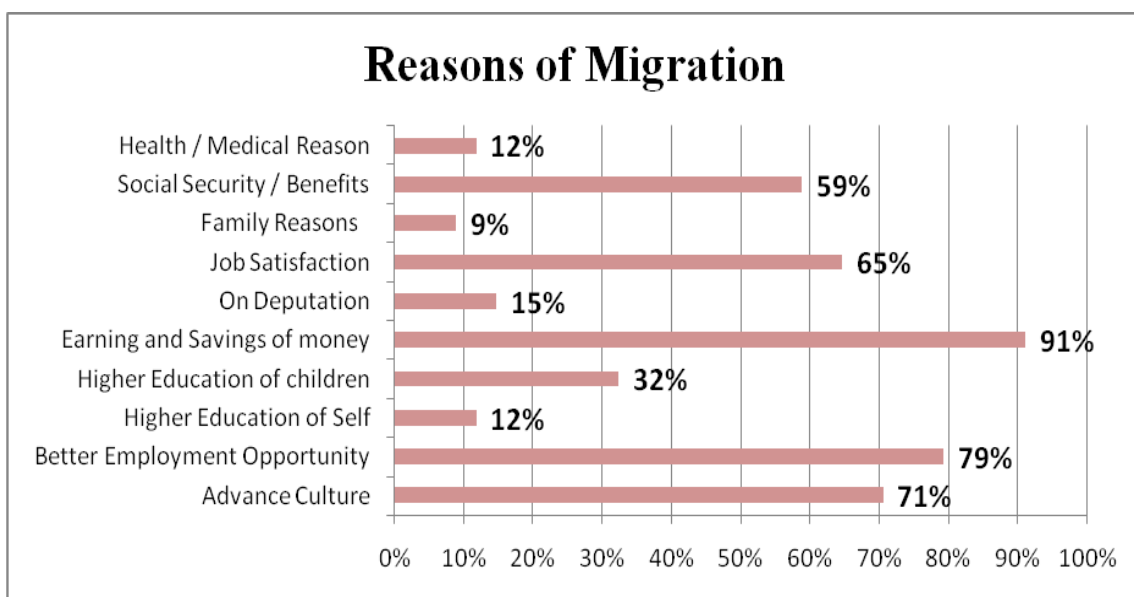


Chart-5: Reason of migration



Managing Workplace Diversity:

One of the big challenge for HR Professionals migrated abroad and working their is Managing workplace Diversity. Multinational companies having operations on a global scale and employ people of different countries with ethical and cultural backgrounds, the HR Managers working in such companies need to have 'Think Global, Act Local' approach to motivate a group of professional that are highly qualified but ethnically miscellaneous.

Per Capital Income of Country:

Per Capita Income is not the average income but serves as an indicator of a country's living standards. Professionals in various skills and sectors always opt for higher pay and improved living standards, As said above Professionals with Globally accepted skill set are easily accepted by other countries and offered comparitively good salary packages. Per Capita income of few countries mentioned below (depicted in Chart-6).

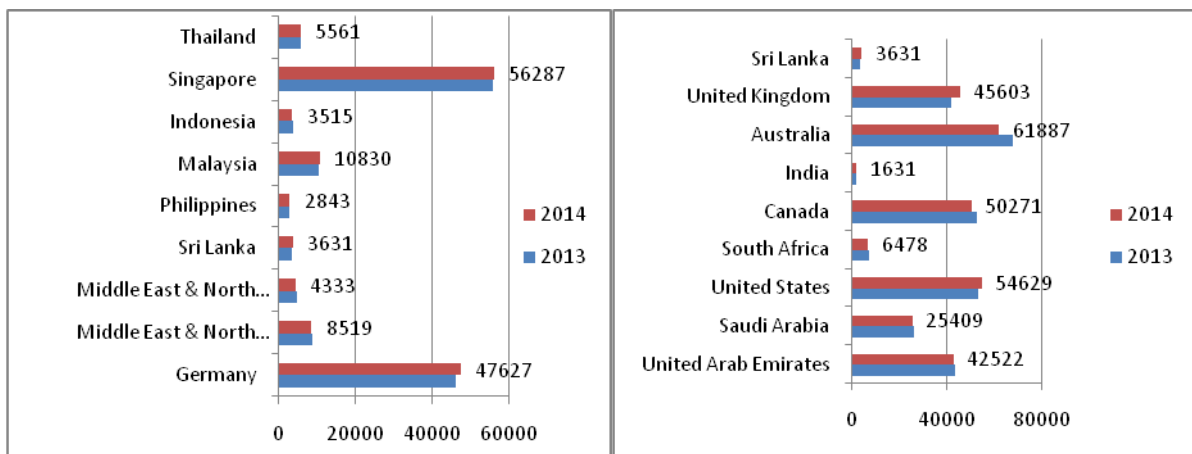


Chart-6: Data Source : World Development Indicators, Updated date : 01/07/15, indicator Name : GDP Per Capita (Current US \$)

Demand V/s. Supply of Manpower:

Demand and Supply of manpower professionals in various sectors fluctuate based on skill set requirement. Some of the Skills in Medical, Science and Technology & Engineering where skill set are more or less similar across globe are in demand but supply is very less due to which the salary / pay demand is high. Professionals with such skills always look for higher payment with higher standard of living, which they find overseas.^{13,14}

Professionals in the field of Management, Law, HR, finance with limited skills struggle for job where Supply is high but demand is less, in such circumstances professionals are ready to



compromise with their academic and experience background and find an option to look career at overseas in any other field which is available to them for their career progression.

Global Education:

Education standards in various countries vary based on advancement. Professionals with ambition to develop their career at International level always thrive for education which is acceptable at global level. Many countries prefer to employ HR professionals having CHRP (Certified Human Resource Professional) certification.. Professionals with such global certification look for job options available abroad. English Proficiency test like IELTS, French Language test like DELF etc. are preferred for migration. 79 % of research participants responded that Indian Education is accepted, but proficiency in language and local education in relevant subject is necessary for career progression and sustainable performance.

VISA Rules:

The world is referred as global village, every country is offering education, employment and business visa to other country citizens based on their forecast of economic development, locally available skill sets and manpower requirement. Professionals in Civil, Mechanical, Electronics, medical, Nursing, Research and Development, Pharmacy are getting employment Visa with less barriers, where as professionals in HR and other Management discipline face lot of barrier to get VISA. Research Reveal that 82 % Professionals find comfortable Visa Rules.

MOST PREFERRED COUNTRIES FOR MIGRATION AND CHALLENGES

Migrations of the people are largely influenced by international economy, cultural and political interrelations. Majority of migrants moving to UAE countries are for employment in Labour category. Australia, Canada, New Zealand and the USA offers Permanent Residency permits and some countries in Middle East permits international migrants for fixed terms.

Indian Professionals have been immigrating overseas in huge numbers over last many years to secure a better future for family and themselves. The Indian migrants at overseas nations are making a significant contribution in the economy of that country.

The most preferred countries for Indian Professionals are Canada, Australia, UK, UAE, African Continent. The research objective is to study the social and professional challenges faced by Indian Non – HR and HR Professionals at these countries.



CANADA:

Canada is most preferred country for immigration and known internationally as the poster country for multiculturalism. In about 20 years, Statistics Canada predicts that about a quarter of Canada population will be foreign-born.

Government of Canada made Federal Skilled Workers (FSW) program to attract professionals who, based on their human capital, will succeed in the Canadian workplace. A 2008 parliamentary report revealed that 60 per cent of skilled immigrants work at a lower occupational level than they did before moving to this country. **Migration and Challenges in Canada for Non-HR Professionals is depicted in Chart-7 and same for HR is depicted in Chart-8.**

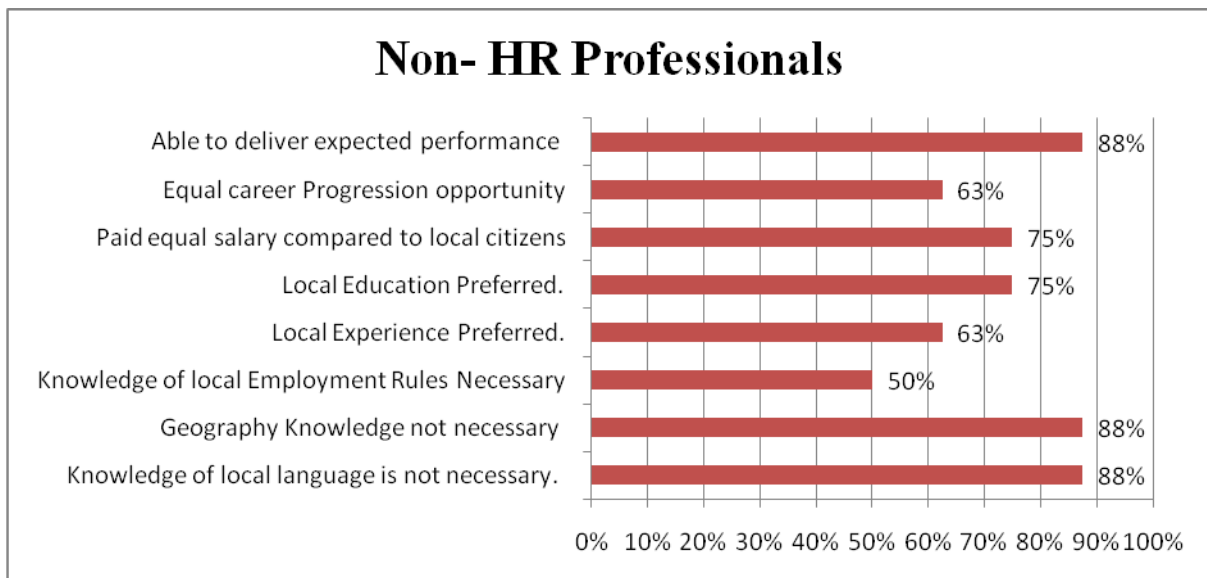


Chart-7: Migration and Challenges in Canada for Non-HR Professionals

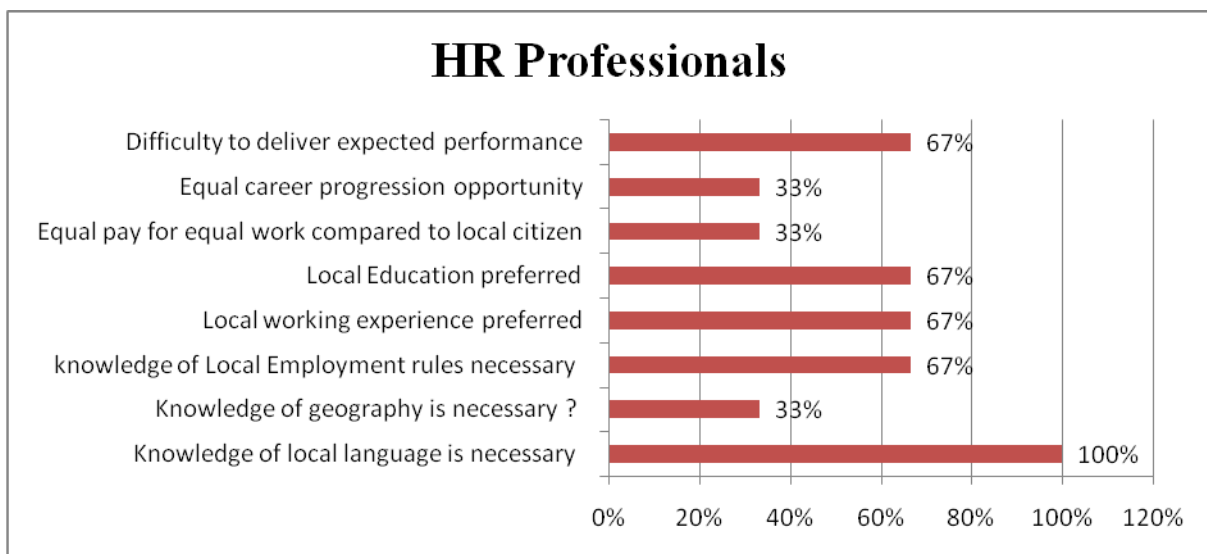


Chart-8: Migration and Challenges in Canada for HR Professionals



The Research reveal that 67 % HR Professionals migrated to Canada responded that Local Working experience, Local Education & Knowledge of Local Employment Rules is necessary for working successfully in HR. Whereas 75% Non HR Professionals responded local Education is preferred. 63 % Non-HR responded local experience preferred. Only 50 % Non-HR Professionals responded that Local Employment Rules necessary for their own knowledge, otherwise not necessary.

Australia:

Australia is the country with diverse landscape and diverse culture. Wide range of Indian Professionals substantially contributes in the economy of Australia. Indian Professionals are preferred by employers for employment in their organization. Migration and Challenges in Australia for Non-HR Professionals is depicted in Chart-9 and same for HR is depicted in Chart-10.

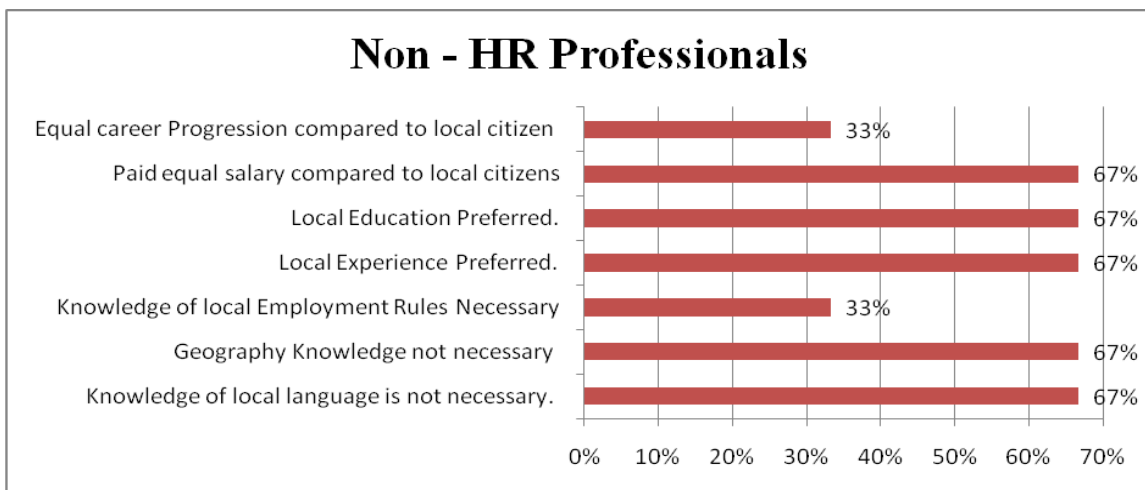


Chart-9: Migration and Challenges in Australia for Non-HR Professionals



Chart-10: Migration and Challenges in Australia for HR Professionals



Research reveal that 67 % of Non HR Professional responded Knowledge of local language is not necessary due to their job profile whereas 100 % HR Professionals responded that fluency in local language (mainly accent) is necessary to perform better. 67 % Non- HR Responded that local education & local experience not preferred as they are in technical jobs where as 100 % HR Professionals responded Local education is preferred and 50 % HR Professionals responded local working experience is necessary for professional growth.

UAE

India has emerged as the top source country for professionals moving to UAE. The most preferred sectors for Professionals are architectural, engineering, Insurance, financial services, Information Technology, retail and consumer products, whereas most common is Sales and Marketing, Accounts and Project management. Migration and Challenges in UAE for Non-HR Professionals is depicted in Chart-11 and same for HR is depicted in Chart-12.

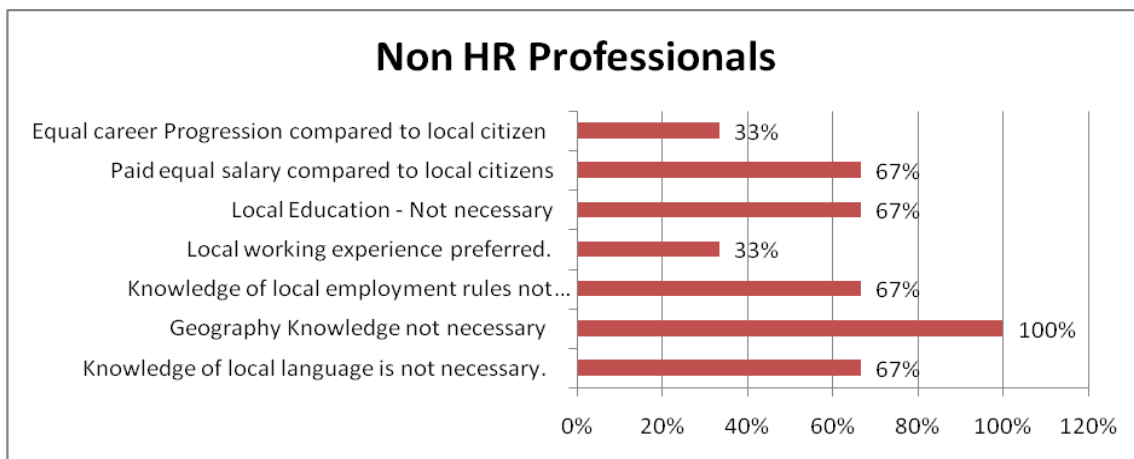


Chart-11: Migration and Challenges in UAE for Non-HR Professionals

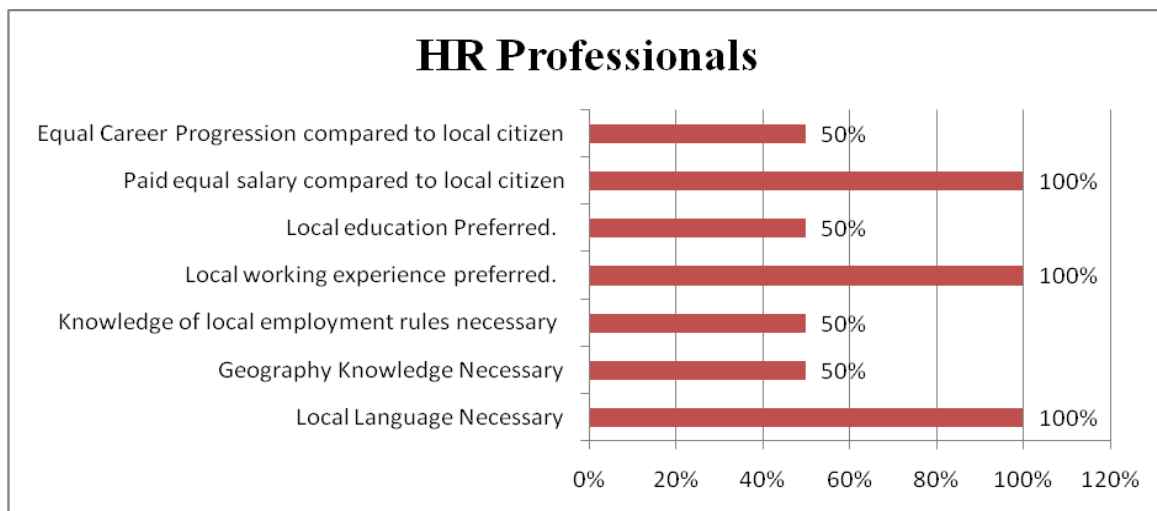


Chart-12: Migration and Challenges in UAE for HR Professionals



67 % Non HR Professionals responded Knowledge of Local language and Education is not necessary whereas 100 % HR Professionals responded that the knowledge arabic language is necessary to work effectively in UAE and 50 % HR Professionals responded the knowledge of Local Education system is necessary to understand the suitability of candidates for the job while recruiting .

Ethiopia:

The Ethiopian government has maintained double digit growth for the last decade while the number of young migrants has increased year after year. Ethiopia is expanding its higher education Institutions, with a view to general development of country, however the Ethiopia needs high skilled Professors, lecturers from overseas to add value to their education. Most of the lecturers to day in Ethiopia is from India. Migration and Challenges in Ethiopia for Non-HR Professionals is depicted in Chart-13 and same for HR is depicted in Chart-14.

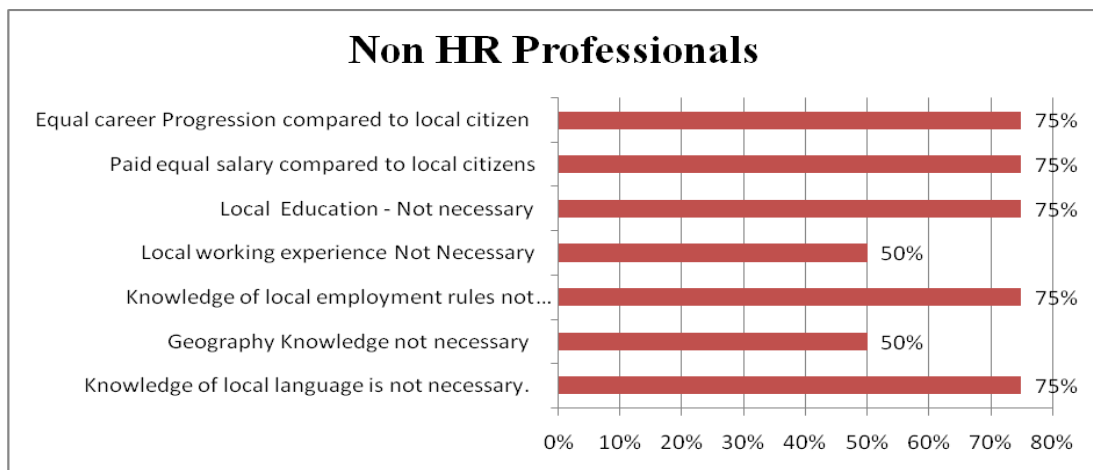


Chart-13: Migration and Challenges in Ethiopia for Non-HR Professionals



Chart-14: Migration and Challenges in Ethiopia for HR Professionals



Research in Ethiopia reveal that Non HR Professional responded that Local Education is not necessary since these professionals are technical people and carry much better knowledge than local expertise. Whereas HR Professionals responded that Local Education is necessary from their own point of view for doing their job better. Local Experience is preferred by employers as local employment rules and compensation vary by Profession and requirement of skills based on demand. Professors and lectures are in demand.

UK

The UK is one of the most preferred destination due to its advance culture, Best Working Environment and highly preferred standards, rules and discipline set by UK. Payment in Great Britain Pound (GBP) which after conversion to INR tempting Indians to save huge amount of Money. Permanent Residency of UK is always a dream for Indians. Migration and Challenges in Ethiopia for Non-HR Professionals is depicted in Chart-15 and same for HR is depicted in Chart-16.

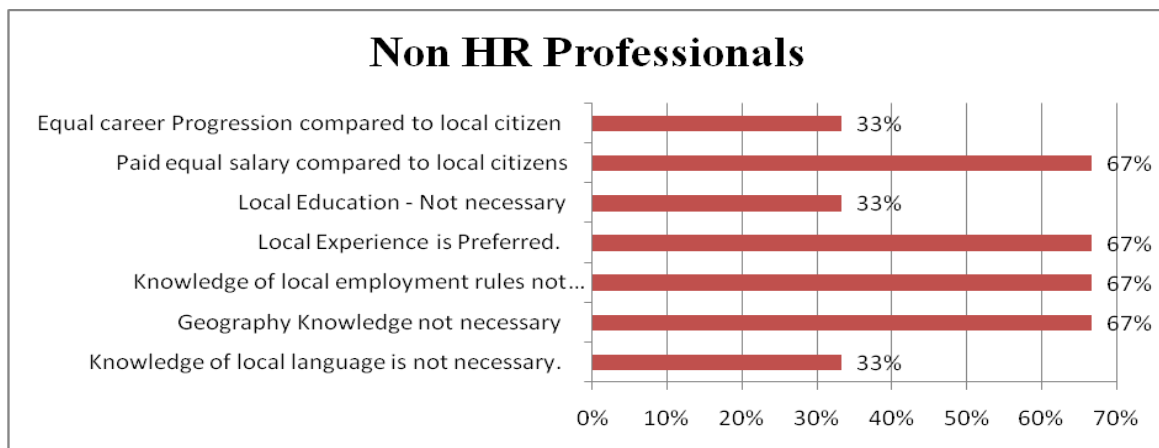


Chart-15: Migration and Challenges in UK for Non-HR Professionals

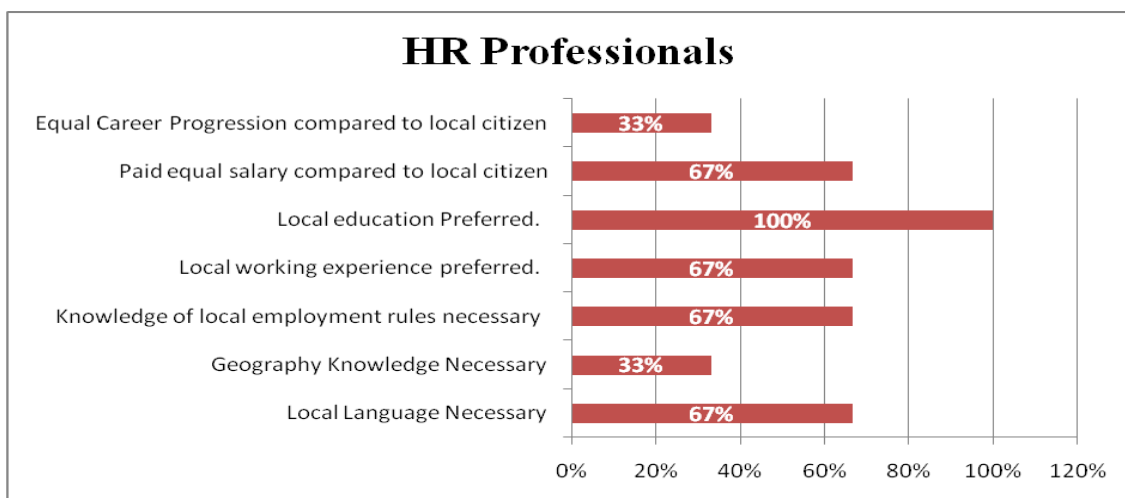


Chart-16: Migration and Challenges in UK for HR Professionals



Non- HR Professionals responded that Local language is Not necessary but 67 % HR Professionals responded that Local Language is necessary, while categorically asking why Local Language is necessary since majority of Indians are fluent in English, they responded that they face difficulty in understanding English Accent. As far as Education is concern UK prefers local education, hence 100 % HR Professionals responded local education is necessary whereas 33 % Non- HR Professionals who are in Technical jobs responded that they started job as strugglers but parallel education specific to their job helped them get the job.

CONCLUSION

In conclusion, the finding in the study illustrate that HR Professionals are facing difficulty in their performance deliverables due to people Centric Role of HR Function which includes communication with Internal and Outside Stakeholders like internal communication, Policies, Practices etc and therefore Fluency in Local language is necessary, where as the Non- HR Professionals are more skill Centric and therefore they need to be more focused on their job and may not need much interaction with the organization Stakeholders. The Preferences for local education, Experiences etc vary from company to company and largely based on Education and Social Advancement of the country. HR Professionals need to know the Local Legislations which also vary from country to country and therefore HR Professionals need vast knowledge of Legal Legislations and Provincial Knowledge which in comparison to Non- HR Professionals more challenging.

HR Professionals are across Globe and working as Business Partners for Local and Multinational companies. In order to be Globally Competent HR Professionals always thrive for enhancing their capabilities pertaining to Language proficiency, Academic Enrichment, accept Global Social Challenges and transformed them as Global HR Partners and contributing in the economy of migrant country.

RESEARCH METHODOLOGY

In order to explore these Challenges 34 Indian Professionals with HR and Non-HR functions, who were migrated Canada, UAE, Australia, Ethiopia & UK were either interviewed telephonically or through Research questionnaires. Table 1 presents a summary of the participants' background. The Participants were chosen through Authors'' personal contacts. The conditions of selection were the participant should be Indian Professional and



must be working or have worked at foreign country. The Professionals are selected to have worked in various functions like Finance, Logistics, Product Development, Quality Assurance, Quality Control, R & D & Clinical Research, Production, Engineering, Human Resource, Administration, Nursing, Marketing etc.. The questionnaire for telephonic interview and Question Papers are same to maintain uniformity of assessment. The interview was pilot tested to avoid any misunderstanding on questionnaires and after validating and ensuring clear understanding the process was executed. On average telephonic interview took 25 minutes and the participant who participated through question paper were briefed properly about question to avoid any misunderstanding (as depicted in Table-1).

Table - 1

Sr.	Participant	Functional area	Base	City
1	Dr. Bhaswat Chakraborty	R & D & Clinical Research	Canada	Ottawa, Toronto
2	Ms. Rupal Bhatt	Human Resource	Canada	Alberta
3	Mr. Ritesh Patel	Human Resource	Canada	Ontario
4	Ms. Bhavini Thakar	Human Resource	Canada	Ontario
5	Mr. Nayan gandhi	Production	Canada	Ontario
6	Mr. Diptanshu Patel	Science	Canada	Alberta
7	Mr. Vipul Pandya	Quality Assurance	Canada	Ontario
8	Mr. Vijay Patel	Chemist	Canada	Ontario
9	Mr. Jignesh Panchal	Engineering	Canada	Ontario
10	Mr. Ashish Patel	Quality Control - Chemist	Canada	Ontario
11	Mr. Jitendra Panchal	Production	Canada	Ontario
12	Ms. Jigisha Shah	Administration	Australia	Adelaide
13	Mr. Palkesh Shah	Logistics	Australia	Adelaide
14	Ms. Prabha Athle	Finance	Australia	Adelaide
15	Ms. Kreena Patel	Nursing	Australia	Adelaide
16	Mr. Dhaval Garg	Human Resource	Australia	Adelaide
17	Lt. Col. S. Venkatraman	Human Resource	Ethiopia	Adis Ababa
18	Mr. Satyendra Kumar	Marketing	Ethiopia	Adis Ababa
19	Mr. D. K. Singh	Marketing	Ethiopia	Adis Ababa
20	Mr. Pravin Sama	Human Resource	Ethiopia	Adis Ababa
21	Mr. Sathish Thalapalli	Human Resource	Ethiopia	Adis Ababa
22	Mr. Abhinand S.	Software (IT)	Ethiopia	Adis Ababa
23	Mr. Venkat Reddy	Technician	Ethiopia	Adis Ababa
24	Mr. Vivek Mishra	Human Resource	Soudi Arabia	Al Khobar
25	Mr. Pranay Trivedi	Information Technology	UAE	Abudhabi
26	Mr. R. Manikaran	Finance	UAE	Abudhabi
27	Mr. Ravi Ghangda	Human Resource	UAE	Abudhabi
28	Mr. Hardik Vasavada	Engineering	UAE	Abudhabi
29	Ms. Jyoti Patel	Human Resource	UK	London



30	Ms. Neepa Modi	Human Resource	UK	London
31	Mr. Alap Suthar	Human Resource	UK	Aylesbury
32	Mr. Ashok Patel	Finance	UK	Aylesbury
33	Mr. Jignesh Pareek	Engineering	UK	Aylesbury
34	Mr. Krunal Gor	Finance	UK	Aylesbury

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