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Transferring Western Human Resource Models to Transforming and Developing Economics: Bangladesh Perspective

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Abstract:

This paper comprises of an analysis of the western human resource models, practices, and policies to the developing economies like Bangladesh. In the new era of business, industry, and globalization western HR models and strategies are enormous influences the newly developing economies. Many of the human resource models and procedures are used in present management literature which invented from western nations and especially from the United States and the United Kingdom that has a strong impact on the economic success of the industrialized world. From this industrial inspiration of HR procedures in developing nations, many developing nations are now choosing to use the western HR practices, exceptionally ignoring the central differences in socio-cultural methods, native situations, and environments. However, the idea "western" HR procedure is too largely centered because even amongst the western nations the cultural norms are diverse. These possessions have been observed in the extraordinary restructuring of administrative standards, outlooks, and actions as described in a diversity of annoyed social training. This paper explains the picture on literature towards the discussion of the transformation of western HR models and procedures for developing nation Bangladesh and a structure which is used to examine the organizational stories to comprehend the influence of national culture and culturally original and unknown HR policies and implementation on company's usefulness amongst worldwide companies. Consequences of the study finding, and additional research chances in this area have conversed as well.

Keywords: Transformation, Harvard, Michigan, guest, western HRM, developing nations, organizational effectiveness

1. Introduction

At the time of modern economy and mechanization, human resource determined as an essential and most prominent feature of the organization (Moyeen & Huq 2001, Schuler 1990, Werther & Davis 1996). As reported by (Dessler 2007), human resource shapes the methods and practices together with planning, recruitment, selection, compensation, and administration also performance assessment (Werther & Davis 1996). To achieve any kinds of effective goals for an organization, it is measured that organization should maintain a committed, brilliant and skilled human resource. According to (Budhwar & Debrah 2001), in this challenging, innovative era the accomplishment of managers would absolutely lean on the proficiency of human resource. The partial development of sophisticated skill, information, and connections of inventive technologies that have celebrated that, most of the developing nations like Bangladesh is preparing to practice new culture, strategies, investigation and also effective solutions within present products, procedures, systems and technology which is widely transferred as nation's innovation. Therefore, it has been largely agreed that effective and efficient HR strategies are imperative in eliminating optimistic work culture behaviors between employees which is lucratively guide towards organizational modernism (Damampour & Gopalakrishnan 1998, Tan & Nasuridin 2010). On the other hand, Harter, Schmidt, and Hays (2002) stated that the performance of human resource, knowledge, motivation, cooperation, and pledge can guide an employee succeeding in the organization on the basis of continued modest improvement for the organization. This paper will illustrate a literature towards conversion the limits of cultured foreign HRM performance in developing nation Bangladesh. This paper is all about the western human resource models and procedures which can reshape and restructure the organizational competencies in Bangladesh as a nation of importance over globalization. On the contrary, this paper will also describe how the western innovative HR models can modify the organizational culture, cultural variety and labor law performance in Bangladesh. Additionally, a common outline of how organizational competence is affected by micro and macro levels (social-cultural and political) of the organization and original labor culture is discussed.

2. Methodology

Research is simple and important which identify the knowledge and it's a method and technique as well. The control of the outcome of something for the reason of shortens to intention, correction, and verification to help the structure of an idea or an art. This report comprises some of the flexible and actual research techniques and models. A secondary research has been performed with the help of literature reviews and the main reason for this research is to

identify the transformation of modern and western HR models into transforming nations. Alongside with the background and literature, the general aim of this report is to identify how the western HR strategies can shape up the developing countries HR system, organizational culture, cultural diversity, and implementation. It is known that human resource does narrate to exact observes, official rules and attitudes which are intended to fascinate, progress, inspire and recollect employees who guarantee the operative working and endurance of the organization. More distinctively the research will concentrate the cultural diversity, employee and employer relationships through Talent management and distinctive labour laws and innovative western HR strategies. For this report, the researcher used journals, article, online resources, books and other resources.

3. Discussions

The business atmosphere in developing nations is one of the significant difficulties which states post colonial pressure. Like for an example, English in India or Spanish in Latin America. On the other hand, the conventional value scheme is influenced through culture/norms. That is why there are very few developing nations pick the system of global transformation and particularly HRM. Bangladesh is becoming a developing country where the general circumstance is analyzed through some obstacles towards introducing modern HRM models, for example, organizations do not want to practice or take any initiative to reform and economizing without the endorsement of trade unions. But according to (Absar et al., 2014; Khan, 2013)HRM in Bangladesh is still being alike to the individual management practices, for the organizational progress Bangladesh need to implement strategic HRM. On the basis of Jackson (2004a)the post neo-colonial heritage is distinguished towards the effects of HRM and organization. Therefore the organizational management system associated with hierarchy and different management system and orientation. According to the Jackson culture in developing nations on the basis of Hofstede's (1991)measurements, Punnett (2004)identify assessment method which is reflective of post-colonialism and also represent traditional view, people in poor developing nations rely on trade unions and groups rather than individualistic opinion. Comparably, in developing nations like Bangladesh, most public and private sector organizations are packed with full of stuff and worse operating system, however the trade union uncommonly maintains the reshuffling because they're unskilled union members could lead to job losses. But in Bangladesh labor law strict about the recruitment procedure where states that organization should hire part time based employees and could change the employment contracts. In this inflexible narrow atmosphere HRM managers should introduce new and effective HRM models in their organization (Mahmood, 2008;Sarker, 2006).Human resource management models which are strategic, implemented in the western world include organized features and thoughts of the practitioners. According to Davenport and Prusak (2000)and also Nonaka (1991)strategic HRM models and frameworks is a combination, judgment and assimilation of experiences and information that obtain position and also the investigators ideas could be useful. On the other hand Stone (2004)stated that HRM is actually a part of the organization which brings people towards work and progress productivity for the organization. There are diverse western HRM models that can be implemented in developing nations like Bangladesh to progress the organizational effectiveness.

3.1. Michigan/Matching Model

This model of HR is 'Hard' HRM model because it concentrates on employees to achieve the organizational strategy. Hard HRM focuses on employee like a resource of the organization and deliberate on the competitive success of the organization. This model wisely deals with the external atmosphere of the organization, focusing on the organizational advantage to showing notice towards features partially under the control of management, like strategy, structure, culture. In Bangladesh work place politics strongly affect the working culture and atmosphere. Most of the business people have strong affiliation with political figures, which has strong affection in organizational recruitment, selection, promotion, salary adjustment, management-union relationship strategies. Political ideology becomes well-known in HRM strategies in private and public sector in Bangladesh. According to (Chowdhury & Mahmood, 2012)recognize that, private business owners sometime maintain strong political linkage to achieve their long term organizational and financial success. That is why Michigan model could be an appropriate model to control the organization strategies and HRM with its hard approaches. In Michigan model, HRM selection, appraisal, development, rewards and distributes and dependent on advanced organizational effectiveness. The Michigan model gives importance on a strategic determination on a towering level of thinking about the organizational strategies. Subsequently Clark, (1999)and Fombrun (1984)argues that, Michigan model focuses on remuneration and reward management of the organization also which can attain acceptable behavior in the organization. This model emphasizes on individual and organizational performance, on the basis of strategic manage and organizational formation scheme for managing human resource and achieve strategic goals. According to Devanna (1984)Michigan model concentrates on Hard HRM which highlights on organizational advantage. Michigan model basically deals with human resource management where employees are simply tools for the production. It's constructed with some factors, like high performance, high productivity of the organization.

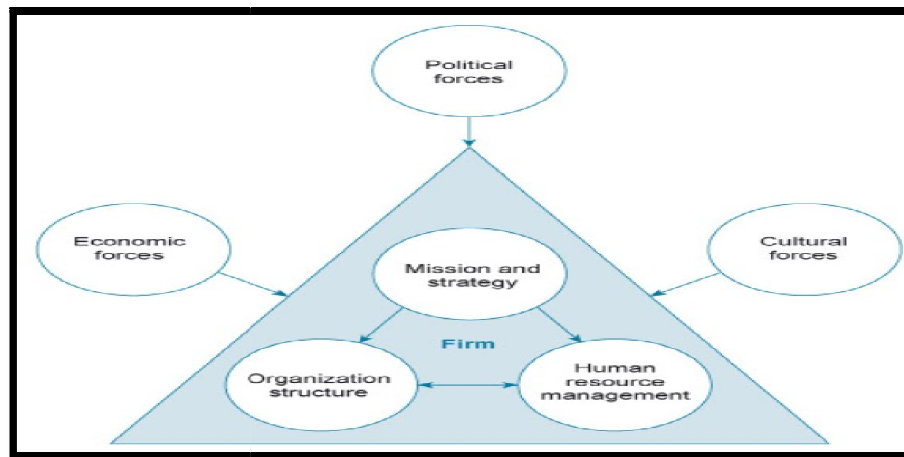


Figure: 1 Michigan Model
Source: Model, U.2018

For the long term industrial progress, successful business owners should aware of the organization HRM strategies and disconnect themselves from political issues. For strategic HRM, managers should aware of implementing western HRM models and practices to their organization and moving beyond the traditional view and political linkage (Hossain., 2012). Furthermore the human resource department deals with labor performance, monitoring and equitable spread of reward to control the employees (Devanna et al., (1999). However, Truss (1999) specified that, Michigan model is a perception, but Edwards (2000) said it is normative. It is normative and assists HRM performance with strong and hard advancement of HRM cycle, strategy, environmental demands, performance appraisals, development, recruitment and selection. (Cakar et al, 2003, Legge 1995)

3.2. Guest's Model

According to Armstrong (2003) cited that HRM is a strategist, coherent process and most important method of the organization, wherever the employees are working independently and cooperatively to contribute to acquire organizational objectives. On the other hand Becher and Becher (1997) stated that HRM holds some components recruitment, selection, training and compensation system and this has linkage for the organizational effectiveness. The guest's model usually emphasis on the discrimination among the compliances and obligations. According to this model, organizing and planning is involved to pursue the enhancing business through integration and proper utilization of HRM. Bangladesh is one of the considered supplier of products towards MNCs in the garments, electronics, pharmaceutical and other industries where big employers around the world keep complaining about the poor HRM system in Bangladesh. According to (ILO, 2013) Bangladesh is very far away from applying equivalent employment possibilities and comprehensive employment practice. In Bangladesh disable people, women and minority groups are always deprived the rights of employment opportunities and HRM managers always facing difficulties to solve these vital problems. They tried sometimes to change the employment policies like health and safety, childcare issues, working hours and many more (Bowden, 2014). In this situation organization's in Bangladesh can use the western HRM model like Guest's model which deals with 6 dimensions of the analysis of HRM strategy, HRM outcome, HRM practices, performance outcomes, financial outcome and behavioral outcome. This model is founded on the statement where HRM is diverse from the traditional personal management and this model also having a direct correlation with different consequences of company. According to (Stone, 2013) Guest agrees that HRM in an organization must be involved in designing and practices, policies and strategies of the organization and achieving the result of the company with a high commitment of the employee, deliberate combination and high level of liveness for the workers. Strategic incorporation guaranteed that the business plan is applied throughout the correctly designed rules and performs of the HRM. Although Bangladesh is a country which has plentiful labor, employers always complain about a shortage of skill, professional as well as senior level employees. In the absence of incorporating national education and HRD procedure learning institutions producing non- technical and non-professional people. In this situation, according to Huselid (2010) stated that Guest proposed four conclusions of the HRM assist in any organization towards achieving stronger outcomes of difficulties solving capabilities, high level performance, enhance the cost effectiveness and reliability with the deliberate goals. Guest's established these models because after implementing his model organizational outcome could be achieved if the organization use a logical strategy with incorporation into the business strategy. For the strategic outcome organization can use some policies regarding: Recruitment, socialization and selection, flows of the labor, communication system, Job and organizational design, formulation management and implementation of the change. The guest's model developed in 1997 where he stated that, this is a Hybrid model which includes certain factors like organizational efficiency, performance based payment system, work hour, work stress and high performance, diverse innovation system. In Bangladesh still there is a huge imbalance in the professional field with unemployed, highly educated people where industries looking for knowledge-intensive skillful employees. In this situation, according to Guest, To accomplish the competitive improvement organization must change

their old fashioned ways to the behavior of the business. As stated by Armstrong (2014) first of all line managers perform a very vital role by making diverse HRM strategies and responsible for the implementation of dissimilar HR practice (Huselid, 2010).

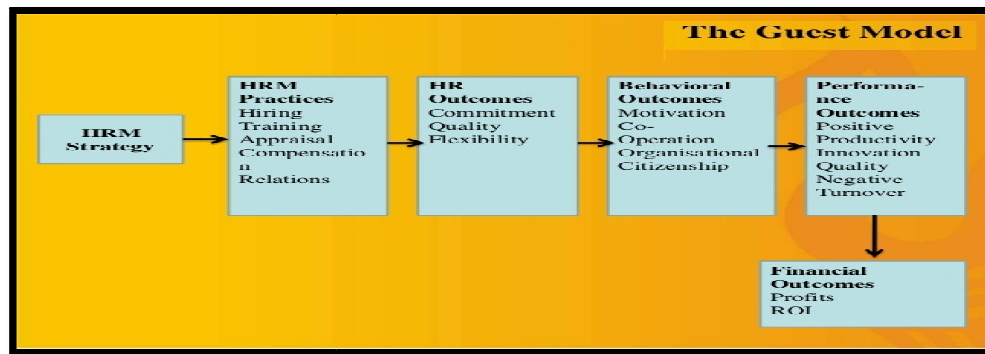


Figure 2: The Guest Model

In order to make the change and manage with the environment, HR managers and employees should maintain a good relation and both of them should require skills because the production can be generated. Recent years in Bangladesh the free market economy has exaggerate in diverse industries and organization facing competition to recruit and maintain talented employees. On the other hand, anticipation of the innovative generation is quite diverse and traditional method of HRM is no longer effective to train and maintain the employee in the new labor marketplace. On the basis of this kind of situation in the organization (Wright & McMahan 2012) stated that the HRM department should train and support the HR manager and will try to identify the skills, core knowledge and abilities of employees achieve the competitive advantage. The HRM should create a positive atmosphere in the organization and maintain a collaborative environment.

3.3. The Harvard Model

HRM procedures in Bangladesh influenced through western HRM practices and the rising contribution of MNC in Bangladesh. Many MNC's nowadays operating Bangladesh for a long time and they have better performance compared towards local organization. While Bangladesh is moving forward towards developing economy to emerging economy, employees and employer viewpoint is also changing. While previous generations scared about job security. The young generation is concerned with employee, employer relationships, work life balance. Young innovative skillful generation is curious about HRM that refers to the kind of HRM where employees will treat as humans not only like to produce. The Harvard model is appropriate in that kind of atmosphere. This model consists with factors that are role with top management, line management, stakeholder interests. Though beginning of the basis of this concept, this model should be recognized on people, based on individual authority, work system, inflow and outflow of human resource and logical strategies. Clark (1999) stated that Harvard model is influential highlights on human relations, culture, tradition and influence for modern HRM success. Though Torrington and Hall (1998), Lundy and Cowling (1996) accepted that Harvard model is an analytical system, but Storey (1994) and Guest (1999) argued that this was perspective and expressive strategy correspondingly. According to (Chowdhury & Mahmood, 2012; Mahmood, 2014) stated that in Bangladesh MNC organizations is trying to implement western HRM models, but it faces a dilemma because of the local subsidiaries, cultural and institutional diverseness.

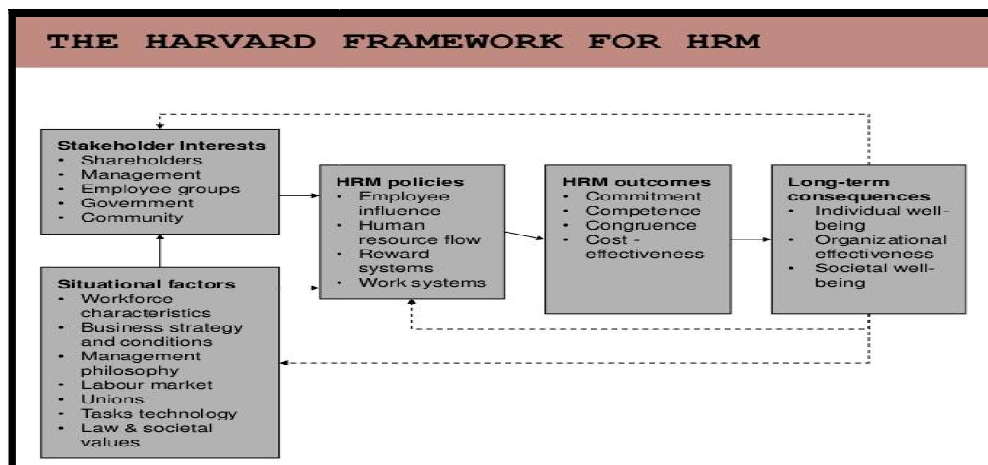


Figure 3: The Harvard Framework
Source:-Beer Et Al. 1984

Beer, Spector, Lawrence, Mills & Walton (1984: 17) determined on the flexible feature of HRM and developed this "The Harvard model" that work in a strategic map towards the guide of all managers in the relationships with employees. In the same way Huczynski and Buchanan (2001) and Loosemore et al (2003) added that, this model has provided the link, which is badly needed for the organization for strategic decisions and the business environment and the organizational effectiveness. It provides an open option of how strategic HRM procedures influences diverse organizational features and is controlled through stakeholders and environmental factors. On the other hand Walton (1985) enlarged the model by the importance of mutuality. The Harvard model promotes the mutuality, like mutual goal, mutual respect, mutual reward, mutual responsibility and mutual commitment.

4. Findings and Analysis

The expression 'developing countries' are exercised in a wide common logic and used to symbolize all countries rather than advanced modernized nations which we called developed nations. There are various authors who used this term in diverse ways such as, 'less developed nations', rising nations, 'transitional nations' transferable to developing nations (Austin, 1990; Kiggundu, 1989; Warner, 2000). According to (Napier and Vu, 1998) developing nations are those nations which are in the process of industrialization and financial progress otherwise non-developed. It is an explanation that all developing countries have their diverse stages of economic success. According to (Guest 1998) stated that, HRM underlined the main ideas of procedures and strategies which is entangling rules for recruitment and selection, reward management, labor laws, employee engagement with overachieving business strategies, flexibility which submits towards the employee resource to develop the business needs and quality connection between employee and organization in terms of products and services. There is a concern from new management that, HRM has regularly originated from the USA and is connected to the business to lead closer towards the consumers in an ever-intensifying viable atmosphere (Hollinshead and Leat 1995). According to (Giddens 2006), an innovative international order has emerged, where national areas have been delivered extra through influential flows of cross-border deal and production. This kind of arrangement by (Ohmae 1990, 1995) refers to a world where there will be no borders in which global market services place nationwide management in a situation of comparative incapacity. On the other hand, it is disputed that most of the professional life is being the international project which is responsible only towards the international capital marketplace (Edwards and Rees 2006).

Human resource management performs in developing countries like Bangladesh which used to be similar to personal management procedures in which the role of HR managers was administrative lawful matters, occurred like other developing and emerging nations. (Budhwar & Debrah, 2001; Mahmood & Baimukhamedova, 2013). To gain the organizational competencies and success in private and public sector in Bangladesh, organizations need to follow the western HRM practices through the implementation of diverse models. Though Bangladesh is a developing country and still have a diverse policy system and interval in period of developing definite institutional agreements for the dissimilar nationwide HRM model. (Chowdhury & Mahmood, 2012; Khan, 2013). On the basis of discussions of western HRM model implementation in Bangladesh, this paper could have some discovery and procedure for Bangladesh and other emerging nations. First of all it discovered the new HRM process in both private and public Ltd companies in Bangladesh, Managers need to adjust the western HRM models of advancement otherwise the organization will suffer from the old-fashioned HRM policies. Secondly the organizations of Bangladesh should introduce the psychometric tests, ability test for the recruitment and selection procedure to attract the talented skillful employees. This kind of new HRM practices could inspire the public and private sector to reform their traditional selection process. Thirdly employees are still in crisis for training and development in Bangladesh. On the other hand fourthly organization's in Bangladesh should introduce new and advanced HRM performance appraisal procedure and pay system. In today's developed countries the achievement of economic success is one of the diverse compared to developing countries supported that, western HR theories are positive to accomplish financial wealth and western beliefs and strategies has a various ways to donate to supervisory ineptitude in the developing nation's that will not divide the same accuse systems (Kanungo & Jaegar 1993). According to (Austin, 1990; Jaeger and Kanungo, 1990; Kanungo, 1995; Kiggundu, 1989; Kiggundu et al., 1983; Warner, 2000) explains that, there are very few literature deals with the distinct countries like Bangladesh and work for few researchers which are a very small number that has been written about HRM in developing nations. This was mainly on the basis of the small number of reachable themes in mostly little economics and small wage service division. On the other hand on the basis of (United Nations, 1998:9), last past two eras, FDI (Foreign Direct Investment) has come to developing nations and brought their share of 23% and rapidly increased 32% in 1997. But the increasing number of percentage of foreign direct investment in developing economies decreased to 28% in 1998 due to a financial crisis in Asia (UNCTAD, 1999). On the other hand (United Nations, 1998) stated that 53,000 multinational organizations with 450,000 associates working around the world, a total of 230,696 connects are now on the basis of developing nations (United Nations, 1998). As a consequence of that kind of expansions, there is now a day a rapid research interest in HR in developing nations (Academy of Management Journal, June 2000). The highlighted facts with huge level are both developed and developing nations now become dependent on each other. On the basis of (Debrah et al., 2000), it is also marked that the formation of different global trade unions and 'growth triangles'. Though it's very significant to identify that the 'state-of-the-art' human resource procedures and strategies are ordered through an exclusive configuration of diverse nation's and institutional issues, but developed in the sense of western cannot be uncritically accepted in transforming nations (Mendonca, 2000). Human resource is one of the dynamic and vital mechanisms of today's organizational progress. Today world becoming competitive day by day and through HR procedures, the industrialized organization supported industries are looking to achieve viable compensations at all price (Sparrow, Schuler, & Jackson, 1994). There are different authors explained the HR process, Schuler and Jackson

(1987) stated that structured HRM presents a system which demands, progress and inspires the employees to operate the employment and the continuation of the involvement and its supporters. Also, human resource executes, the way of a recognized guideline for the employees to accomplish the organization's goal (Delery & Doty, 1996). After a diverse conversation about developing nations and implication of, HR procedures (Negandhi 1975) found that first of all the HR management process and strategies should be very simple and they should worth reproduce of local culture and shouldn't contain traditions of opposite culture. The external and internal environment near the organization and the HR observes powerfully assist to control a high-quality fit and among these two environments accomplish organizational efficiency. So it can be said that it is essential for every developing nation, including Bangladesh to develop the most relevant HR process and strategies on the basis of the local environment and social-cultural services. So consequently it's important that, the framework of economic, political and social-cultural difference between developing and developed nations that are properly developed and adjust the information and talent which is the main admirable and suited towards managing an organization in those areas. Increasing the cultural mixture the world requires identifying and increasing the global leader's competencies. So, according to (Sinha & Kao 1988), it is reasonably clear that newly developing countries like Bangladesh, India, Korea, Taiwan, Singapore and many more needs effective HR strategies and procedures to compete and run through by the organization to achieve the organizational goal. Therefore, it can be said that there is need lot of research and underline what kind of HR procedure and practices are applicable to developing nations. On the basis of this, what are the strategies will take to develop the HR future scenarios in the organization compare to developed nations (Blunt and Jones, 1991; Kiggundu et al., 1983). Consequently, for the expansion of suitable theory and practice, it has become essential for the academics recognize how HR's directed and what main issues will establish HRM in developing nations.

5. Recommendation

According to (Kufidu and Vouzas, 1998; Papalexandris, 1993; Kanellopoulos, 1990) western human resource models and practices giving more concentration on employee satisfaction, benefits and judge employees as an asset of the organization. On the other hand Western HR practices also deliberate management affiliations and work life atmosphere. On the other hand Brewster & Bournois (1991) believed that, the idea of human resource management and its birth is in the USA and analysis of the idea in Europe, where EU study development data are observed. Dissimilarity is also found in diverse European countries to implement the so called USA models of HRM. So it is opposed that, the model should develop on the basis of countries socioeconomic conditions and there is a need to coo-relate the American literature to European HRM (Brewster et al, 1991). There is a divergence among the old managers and young manager's perception of thinking to apply the strategic goal in an organization, where one wants to implement a traditional process of HRM and other want to impose a progressive model. Though the majority of the European countries have given relatively strong value towards HRM. Like most of the Greek organizations have deserted human resource matter. Most of the European countries and North American continents try to follow the upgrading HRM practices, they basically emphasis on social values, controls, industrial relationships, cultural managers. But on the other hand, there are some European countries, including the UK, France, Austria, focuses on skilled labor, talented individuals, technological advancement and high performance. HRM practices in these countries are quite dissimilar in nature.

6. Conclusion

This report commences with the consideration of the transformational western HR practices to the developing nation, Bangladesh. Developing countries like Bangladesh need to acquire knowledge about the procedures and dynamics of HR techniques from western nations to produce and practice the strategies in their nations as well. The increasing dominance of globalization is determined by many factors like shortage of talented individuals in Bangladesh, the availability of low-cost labor and growing customers in developing nations, present economic downtown, and unemployment. So transferring the western models of HR and strategies could be an ironic initiative to reshape the developing nation's managerial atmosphere. HR models and processes are a diverse and geographically isolated workforce that is a key role of human resources. It is too vital that businesses now a day's not only popular with the limited ways of doing business; understand the needs of the home customers, but also builds up an international attitude with their employees.

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