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**Title:** Competency of MNC HR Director

<b>Name of Author</b>	Marada An
<b>Name of University</b>	Victoria University
<b>Country of Study</b>	Australia
<b>Major</b>	Economic
<b>Degree</b>	Bachelor
<b>Course Title</b>	HRM
<b>Type of Document</b>	Assignment
<b>Year</b>	2016

# INTERNATIONAL HUMAN RESOURCE MANAGEMENT

## HRM – International Human Resource Management

### Assessment 1

#### Short Essay: Competency of MNC HR Director

Marada AN

Word Counts: 1006

## **Introduction**

In the current time, human resource directors are having the requirement of more diverse skills and expertise due to the reason that majority of the contemporary business organizations are having their businesses in different countries around the world. It is also important for the human resource directors to evaluate the trend in different countries rather than just initiating policies on the basis of only one region (Kramar, 2014). Thus, the competencies expected from the human resource directors in a multinational organization will be more diverse and vast compared to that of a domestic organization.

This essay will discuss about the different competencies that are expected from the human resource directors of a multinational organization. In addition, the competencies will be critically evaluated based on the views and opinions given by different authors.

## **Adjusting with latest communication mediums**

In the recent time of cross border business operations, communication mediums are also more updated than that with the domestic business operations. Thus, it is expected from the human resource directors that they will have the skill to get adjusted with the latest communication tools and technologies. According to Van Gramberg, Teicher and O'Rourke (2014), in the current trend of human resource management, electronic communication tools play an important role due to the reason that it is not possible for the human resource managers to communicate physically with all the stakeholders across the world. In addition, it is also being stated by the authors that traditional communication tool is not viable for continuous process of connecting with the stakeholders from different locations. Thus, the human resource directors should have the expertise of coping up with the latest electronic communication tool and they should have the knowledge about their operation.

On the other hand, some other authors such as Lounsbury, Sundstrom, Gibson, Loveland and Drost (2016) stated that having knowledge of operating the latest communication tools will not be enough but also the human resource directors should be productive and effective enough in communicating with the stakeholders. Thus, according to the authors, the expertise of the human resource directors in international human resource management should not be limited to have the idea about the latest communication tools, but they should also know about how to use it differently in dealing with different stakeholders from different regions.

**Capacity of working in diverse culture**

The next important expertise that is expected from the human resource directors is their capability to work in the diverse working environment. This is due to the reason that in the current business scenario, multinational organizations are having employees from different social and cultural backgrounds. These employees are having different approaches towards the organizational activities. According to Downey, van der Werff, Thomas and Plaut (2015), it is important for the human resource directors to have the competency of managing the diverse workforce in different regions. They have also stated that employees from different regions will have different approaches and it is important for the human resource directors to have the skills to manage all their requirements and expectations accordingly. It is also important for the human resource directors to have the idea about different cultural and social aspects that will further enable them to deal with them properly.

However, on the other hand, it is stated by Hsiao, Auld and Ma (2015) that human resource directors should have the ability to use their diversity management skills in accordance to the employee behavior in different regions. This is due to the reason that multinational organizations are having their operations in different countries and thus the employee behavior will differ. Human resource directors should have the skills of determining the trend of employee behavior in different regions and act accordingly. According to the authors, the more effective will be the adherence of the employee behavior, the more will be the probability of gaining positive response from the side of the employees and other involved stakeholders.

**Geocentric recruitment and selection**

In the multinational organizations, recruitment and selection is having different approach than that of the domestic organizations. This is due to the reason that in the case of the multinational organizations, recruitment process is being initiated on global basis and candidates are being attracted from different regions with having different social and cultural backgrounds. According to Ahmed and Akram (2016), it is important for the human resource directors to have the idea about geocentric approach of staffing. It is discussed in this article that having the understanding of geocentric staffing will help the human resource directors to recruit and select employees from different countries and cultures. Thus, it can be concluded that human resource

directors of the multinational organizations should have the understanding and knowledge about the geocentric approach of staffing.

### **Flexibility in cross cultural management**

It is also important for the human resource directors to be aware about the cross-cultural management. This is due to the reason that in the current trend of international human resource management, cross cultural management is being given the major focus in order to effectively manage the employees from different cultures. According to Bjorkman and Welch (2015), it is important for the human resource directors to be flexible enough in managing the employee from different cultures. This is due to the reason that if the employees are flexible enough in accepting the different cultural aspects, then it will be beneficial for them in managing the employees from different social and cultural backgrounds.

### **Conclusion**

Thus, it can be concluded that human resource directors of the multinational companies should have number of competencies in dealing with the international human resource management. This essay discussed about the major competencies for the human resource directors. In addition, the benefits that can be gained by the human resource directors from having these competencies are also being critically analyzed in this essay. The identified competencies are adjusting with latest communication mediums, capacity of working in diverse culture, geocentric recruitment and selection and flexibility in cross cultural management. This will help them to effectively manage the human resources in global scenario.

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