RUNNING HEAD: Memorandum

Memorandum

[Name of the Writer]

[Name of the Institution]

MEMORANDUM

**To:** ABC, CEO

**From:** XYZ, HR Leader

**Date:** April 24, 2019

**Subject:**

This memorandum provides the two most critical issues HR is facing. Talent management and performance management have remained the key issues in the context of international staffing. There is no doubt that the induction of human resources to our organization is essential in order for sustainable development in the competitive environment. Our organization engages a wide area of customers not only in the home country but in other mainstreams of business including Australia, China and Brazil. In our effort to increase productivity and human resources, I have conducted extensive research on the attributes associated with talent induction and performance management. This memo presents the critical information about the issues impacting HRM practices globally, the strategies by the management for MNCs, cultural diversity that exist across the borders and some hidden institutional issues that affect human resource management practices globally.

My research not only identifies the issues but recommends some globally applicable practices for HR operations. Based on the observation and analysis, my proposal is to create a systematic harmony among various cultures exist in the organization. The cultural harmony can minimize the distinction among individuals and the help them to match their frequency with the organization. The shift from traditional HR functions towards new and modern functions in alignment with the development and sustainability of organizational capacities, abilities keep the focus on talent management and managing the performance of individual and the organization as a whole. The challenges are obvious but if tackled with proper strategies, we can convert these threats into opportunities for the organization. In such a scenario, the efficient role of HRM will provide a significant impact on performance as a whole.

***Globalization***

The increasing globalization in business tends to force managers to handle and effectively manage the complex problems that are essential for sustainability in a competitive environment. Due to that increased globalization in the competitive market, human resources are greatly needed to implement effective business strategies effective globally (Mensah, 2012). The need for proficient skills and the managerial competencies have now become a matter of international market (Ayentimi et.al, 2018). The process of staffing in Multinational Corporations (MNCs) includes both coordination and controlling the operations of a firm globally. This results in evaluating the individual’s performance and in return measure the influence on the performance of MNCs as a whole (Caligiuri, 2011). Talent identification and determination provides the basis for MNCs execution, subsequently, MNCs need to guarantee they select the correct individuals to the correct positions. Nonetheless, recognizing and choosing the correct abilities who have the correct aptitudes is viewed as one noteworthy test for contemporary MNCs. It is additionally proposed that talent management ought to centre on top-level, superior workers, yet in addition think about various dimensions of appointees, particularly by seeing the number of options in contrast to conventional, long haul emigrant assignments are expanding.

The impact of globalization on HRM is found in various aspects including unaware rules and regulations, languages, procedures that are being followed, sense of competition, approaches and the styles of leadership and management. As a result, diversity became the core feature of human resources who are deployed and working at different places geographically within and may be outside the nation. This results in raising the need for effectively managing various cultures and other differences exist between the countries participating in the business development of the same firm Mehjabeen (2015). This makes sense that there exists a strong confrontation between HR managers and distinct functions and features of an employee. So, it is extremely essential for the managers if they are willing to enhance the productivity of the firm as a whole.

***Diversified Culture***

Introduction to the authoritative culture is indispensable for every single new joiner. Chiefs need to comprehend the elements of culturally diverse adjustment. The systematic approaches to managing intercultural requires the capacity to get inside the head of individuals from others to know how and why they anticipate the worldly situation with their essential qualities and convictions and take care of issues Schall (2016). Intercultural correspondence and the executive's abilities cannot be learned by basically assembling data about different societies. This may lessen some vulnerability and diminishing bias, however, it doesn't give valid culturally diverse information. The main way we learn intercultural correspondence and the executives is through a type of involvement, combined with diversely approved administration standards.

The organizations are always likely to constitute various types of culture. These cultures also contain some inherent attributes which may be highly differentiated with other individuals within the same organization. The GLOBE studies provide valuable distinction among different parts of the world including Eastern Europe, Germanic, Latin American and Anglo purely based on their cultural differences. The report presented some interesting features as an essential dimension of culture and these are listed as under:

* Making effort.
* Having determination.
* Working hard.
* Positive approach.
* Knowledge seeking.
* Strong minded.

The significant findings of GLOBE's report are that pioneer viability is logical. What it means is that it is installed in the authoritative and societal standards, convictions, and qualities, of the general population being driven.

It is evident from various studies that culture has its direct impact on the abilities, roles and the activities of HR (Tang, 2012). We can find variations in HR roles as per the different types of cultures in the firm. In the presence of cultural diversity, it is difficult to understand the individual's needs and so the expectations. The lack of such understanding creates gaps in HR practices and eventually, the goals of organizations cannot be achieved. Associations in individuals arranged and responsibility based societies additionally will in general receive and cultivate the connection between authoritative procedure and HR capacities (Park and Kim, 2018). HRM researchers have argued through the source-based approach and it is suggested that companies can take advantage of competitiveness for sustainability development only if the managers are able to align their HR practices with the overall capacity and organizational competencies. This helps in forming a very efficient organizational strategy.

***Institutional Issues***

We belong to a firm and a firm is surrounded by institutional environments. This structure forms a significant impact on many organizational practices especially HR practices. We can find various researches that focus on the enhancing the productivity, profitability and effectiveness of a firm. All these achievements are strongly linked with the institutions exists within the firm. In order to gain support and authenticity, the organization greatly need to establish an alignment of the rules and procedures with the overall institutional environment. Adjusting to the competitive nature of the environment does not really infer that the most the powerful and proficient alternative is picked, which infers that profitable achievement and authenticity is conceivably conflicting objectives. There should exist an equilibrium between the differentiation and the conformance among practices and the institutional approaches.

As per the institutional point of view, hierarchical practices like HRM is moulded by the institutional setting. Institutional fit happens through a procedure of isomorphism, which is an obliging procedure that powers one unit in a populace to take after different units that face a similar arrangement of institutional conditions (Foley at al., 2012). Institutional powers make a condition that is comparable for various associations in a specific hierarchical field bringing about an expanding likeness, likewise concerning HRM. Deephouse (1999) likewise contends that components of the "general condition" outside this field, for example, sociocultural, mechanical, and financial patterns, impact hierarchical practices.

Our firm possesses a dynamic structure capable to cope with the dynamic nature of competition. In order to compete with and sustain in such an environment, there is a need for enhancing the capabilities of human resources in the firm. The process of staffing is considered among the key initiatives of talent management globally. The staffing consists of the systematic procedures of recruitment and selection of suitable personnel to develop a skilled team with various competencies. The recruitment process increases its criticality when the recruitment is going to deal with developing team working from home, host and to recruit for the branch in another country. It is essential to induct in other countries as the process of enhancing business and so to deal with respective operations for the smooth functioning of the organization at the international level. Identification of right personnel with key talents who possess a bunch of right expertise and skills is also considered a challenge and thus required enough skills by the HR to recruit and induct such skilled personnel.

We as a team aim to enhance the manpower and human resources of the firm. This is not an isolated approach as an enormous amount of researches have been conducted in Central Eastern Europe (CEE) and the purpose was to identify HR needs and suggest some ways to capitalize advanced talent pool. Such approaches helped to enhance and mature the roles and HR proficiencies (Brewster, 2014). Team building involves talent identification and talent management that have gained a lot of attention of scholars worldwide. Talent management and human resource management are strongly interlinked attributes of a firm and are concerned with HR functions.

We, in this organization, perform talent management activities which shows alignment with other organizations at the international level to perform the best, but in this regard, to strengthen communication mechanisms between various organizations and but having common interests and a broader range of goals to achieve. Ideally, contemplations of ability the management ought to saturate all parts of the association—especially its senior-level administration and administration structure—despite the fact that ability the board may be operationally focused in the HR work. Talent management activities create challenges for the management of the organization when the association works crosswise over national and social fringes. Talent management across these boundaries is obvious for our firm as

1. It operates in many countries with a dedicated home country where firms headquarter is situated and shows a tendency to expand.
2. To some degree, for transnational partnerships that have tasks all the more equally scattered all through different nations.

In these fringe crossing settings, ability the board needs to manage issues of worldwide breadth, both as far as getting to ability related open doors all through the company's whole operational range and in perceiving and creating an ability that would not have been accessible locally.

***Conclusion***

In the light of extensive literature review focusing on the key HR issues, this memo identifies that there are many institutional issues that affect the smooth functioning of HR practices. The presence of diversified culture and the selection of inappropriate strategies also give create problems for HRM. Based on the critical analysis of literature and performing the observational study, I suggest introducing some policies that promote cultural harmony among these diverse cultures in the organization. If the management succeeds in aligning these cultures with the uniform culture of the organization, then there will not present any kind of ambiguity in the minds of workers regarding the goals and objectives of our organization.

The analysis performed on the key issues faced by HR suggests that if we focus on the six areas, the organization will be capable to deal with talent management challenges efficiently. These six areas are as under:

1. Effective resource allocation from current tasks or operation to future opportunities.
2. Identification of suitable alternative candidates because of turnover.
3. Making plans that remain keeping in mind the boundaries and limitations of the organization.
4. Building a logical link between modern and succession processes.
5. Implementation of business analytics among leaders.
6. Making essential investments in modern ways of HR practices like advanced technology and generating new platforms of improvements.

There exists a systematic alignment between HR and different leaders performing specific business operations. This alignment is the need of the organization that contains hidden benefits for the organization in the long run. The memo hence recommends the adoption of new ways in HR practices like Human Resource Information Systems (HRIS) that are capable to provide mutual benefits to the organization. The use of innovative methods or processes leads to reduce cultural conflicts and many other institutional issues. Hence, the application of professional techniques at all levels of organization helps in effectively manage talent and performance of the organization as a whole. We can find variations in HR roles as per the different types of cultures in the firm. In the presence of cultural diversity, it is difficult to understand the individual's needs and so the expectations. It must be taken into consideration is that Intercultural correspondence and the executive's abilities cannot be learned by basically assembling data about different societies.

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