Preface

OVERVIEW

Organizations have witnessed many significant changes at the same level and pace that their environment with phenomenon of (economic and social) globalization, technological growth and tougher competition that have particularly led (inter alia) to demographic changes (including employees’ priorities and capabilities), labor-market changes, growing intensification of work, managerial competence, new composition of the workforce etc. All these changes have had far-reaching implications for human resource management in organizations affecting employee efficiency and organizational performance.

Human Resource Management has evolved considerably over the past two decades and as result nowadays represents strategically the most important sustainable competitive advantage in organizations. Since, product innovations can be duplicated, but the synergy of an organization’s workforce cannot be replaced so consequently it needs to retain and maintain satisfied employees (ensuring attention to their priorities and needs) in order to be successful.

In this line, the evolution, which Human Resource Management has gone through, has made it a strategic function. HRM has developed especially from managing personnel recruitment and payment to become a strategic function aligned closely with the organization’s global strategy. The evolution of the concept of Human Resource Management has gone through several phases such as period before industrial revolution, period of industrial revolution (1750 to 1850) and post industrial revolution. These phases led to the transition from the administrative and passive personnel management approach to a more active and dynamic human resource management approach that considers employees as a valuable resource. The traditional approach tended to attach rigid and bureaucratic regulations whereas the human resource approach gives importance to values, persons and organizational mission. In this regard, Human Resource Management is assuming more critical role today. Nowadays, HR Management is defined as an organizational function designed to maximize employee performance in line with the organizations’ strategic objectives. Therefore how to manage people should be revised and adapted to changing employees preferences, capabilities and needs as a consequence of developments in society and environment.

In this regard, Human Resources Management carries out very important role at organizations demanding a integrated, global and updated approach at an individual and organizational level in order to survive on current environment under circumstances of increasing complexity and uncertainty. The response to the changing environment (updating) is needed for integrated and strategic Human Resource Management both individual and organizationally. At a individual level require that the HR manager responde to all the new employee preferences or priorities as a consequence of environmental and organizational changes, following best and modern human resource concepts, strategies, practices and ways such as
work-life balance, work force diversity, emotions management, internal market orientation (employees are customers), ethics and corporate social responsibility, organizational change management, external consulting model providing service, talent management, cultural intelligence, etc. At an organizational level involves a strategically integrated approach of HR department within organization because of HR function is connected to global strategic objective in order to improve performance.

It is clearly time to make a quantitative and qualitative leap aiming for including in Human resource background those new practices, concepts or ways that take the new employees demands, priorities and needs. In order to achieve this objective the current book seeks to bring togethers some of the most novel, important and current theorical concepts of HR functions from a practical perspective in real organizations. This book aim to provide a global and renewed perspective of Human Resource Management with the contributions of international academics and human resources managers from diverse sectors. A updated and integrated human resources management approach may ultimately be a competitive and differenciation factor, in the not too distant future, for organizations that seek to survive in a changing and highly globalised environment.

This discussion will serve for proposing a comprehensive strategy for creating an global Human Resources management agenda, one suitable for addressing the to meet the demands of modern organizations in a global competitive and global enviroment and one that will affirms the many initiatives developed by HR today’s profesional. The comprehensive theoretical analysis of HR management from a practical perspective in a competitive and dynamic environment will provide an overview very close to reality of organizations.

Definitely, this book represents an important contribution to the body of HR field and it will serve as a concise reference in the study of human resource management for postgraduate students and researchers working and human resources professionals who seek to develop an strategic and integrated management in their work day. The first major audience consists of students of HR management who will find in this book useful blend of Human Resource Global theory and practice. The second consists of HR professionals who seek a integrated, global and strategic vision of main functions of Human Resources Management.

**BOOK’S VALUES AND HIGHLIGHTS**

As said, the merciless changing organizational landscape results in the emergence of many human resource management challenges which will continue to evolve for years to come. One of the most important and urgent is to address how an organization survive over time which is in the ability to overcome the so-called tyranny of dilemma: how preserve the fundamental, intangible resources, and responding quickly to the urgent demands of the dynamic and changing environment.

The human resource management theory has attempted to provide answers to alleviate in part the solution to this fundamental and enduring problem. From the classic instructions/orders-based management by values-based management, throughout to objectives-based management, concern has been identical: what to do to make an organization efficient and effective over time.

This concern is not insignificant, as indicated by its overcoming in the organization can turn this into a winner. Although, if you consider that the environment is constantly versatile the win-win position is ephemeral, so that the speed of response and adaptation to the environment would be a necessary but not sufficient condition, however, if it can know what is truly important for the organization—human
resources—and safeguards, then if may reach the podium organizations success permanently. In this sense, to adapt to the environment with guarantees of success it is imperative primarily to manage the intangible essence - that is, the individuals who make up the organizations. With this aim in mind, to place on the table new ways of doing things is essential to achieve it. This is, to address challenges such as diversity, the change management, ethical and responsible action, to manage employees as internal costumer, to manage flexible work with adequate work-life balance policies, to manage emotions at works, etc. In this regard, through the 14 chapters of this book, several critical insights emerge that will help the reader find an answer in the context that I have just outlined. Expert on the matter develops different key themes, subjects and processes. In Chapter 1, “International Human Capital as a Source of Competitive Advantage for Organizations: International Human Resource Management,” María Bastida focus on international human capital as a strategic resource of organizations and potential source of sustainable competitive advantage. She highlights the role of international human resource management as a driver to developing global skills in leadership. Concluding by discussing the difficulties in terms of cost and effectiveness that such management reports that might be outweighed by other alternative ways as short-term expatriates, virtual, self-initiated and in patriation. In Chapter 2, “Talent Management Integrated Approach for Organizational Development,” Neeta Baporikar underlines the importance of talent management for Organisational Development (OD). The author has deepened in organizational development because of its importance for planning development, improvement, and reinforcement of the strategies, structures, and processes that lead to organizational effectiveness. Thirdly, in the chapter titled “In Search of Balance between Talent Management and Employee Engagement in Human Resource Management” Wilson Ozuem, Geoff Lancaster and Harshika Sharma review talent management in connection with employee engagement providing a systemic framework in order to facilitate their understanding. In Chapters 4 and 5, Organisational Change Management is reviewed as a phenomenon that has gained particular importance over this last decade. Such phenomenon that it has been defined as ‘the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers’ (Moran & Brightman, 2001, p. 111) has been a predominant and constantly recurring topic for organizations in order to manage variability and complexity of today’s environment. In Chapter 4, Sofía Conredo provides a reflection on external consulting methodology in change processes. She concludes that using a participative approach supported by external consulting would facilitate the implementation and sustained over time about changes delivered at organizations. For its part, in the Chapter 5 titled “Managerial Practices as Antecedent of Employees’ Resistance to Change: Organizational Change and Human Resource Management” Antonia M. García-Cabrera et al. discuss about the three components of resistance to change in employees: cognitive, affective, and behavioral. Concluding that “cognitive and affective resistance are conceptually different, have different antecedents, and exert different effects on the behavioral resistance. Moreover behavioral resistance is jointly determine by the cognitive and affective components of resistance to change”. In sixth place, the issue of diversity at organizations is analyzed. Ashanti De León and Wilson Ozuem overhaul diversity in management focusing on top management diversities, for example, the barriers and challenges women faces in management positions. In this line, it appropriates to focus on culture intelligence. Since and according to Early and And (2003) cultural intelligence is defined as “an individual’s capability to deal effectively in situations characterized by cultural diversity. In this sense, it is both sensible and time-effective the Manuel Moyano’s chapter’s titled “Cultural Intelligence in Organizational Contexts and Human Resource Management”. The author introduces the concept and summarizes research about the topic, emphasizing relevant aspects for human resources professionals. In Chapter 8, the experts on ethics
and social responsibility Mercedes Ruíz and Rafael Ruiz have generously offered us their vision about CSR take into account the human resources context. In this regard, Xiana Ferreira-Cotón and Adolfo Carballo-Penela ask a question about same topic in their chapter titled “Why Manage Human Resources from a Social Responsibility Perspective? An Analysis of the Job Seekers’ and Employees’ Perceptions”. Such research also analyses both the differences between the importance given to conventional HRM practices and SRHRM by employees and job seekers and the differences between women’s and men’s perceptions of every practice. Continuing with social aspects, in Chapter 10 titled “The Social Role of Human Resources Teachers,” Agustin Galán and Roberto Fernández consider interestingly urgent to think about the need to shape a new Corporate Social Responsibility since human resource managers need to be competent in social skills, proactive, a specialist in avoiding conflict and a true part of the company’s social aspect.

In Chapter 11, “Internal Market Orientation and Strategy Implementation,” Jose Ruizalba and Anabela Soares highlight the role Internal Marketing Orientation (IMO) as a key element that enables organisations to focus on the needs and priorities of their employees by defining them as primary internal clients. The twelfth chapter emphasises the importance of emotions management at organizations, in particular explores the construct of job involvement in its emotional dimension. Moreover, Ana Mª Lucia-Casademunt, Antonio Ariza-Montes and Teresa Montero-Romero deepen in the tourism sector since the human element in it is critical for service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance (Kusluvan et al., 2010).

Special attention is also given to issues such as franchising chains, in Chapter 13 titled “The Key of Franchising Chains and Human Resource Management: A Question of Commitment” where Ana Branca Carvalho and Fernanda Nogueira develop a theoretical and practical framework about franchising in human resource field. Since in recent years, there has been an increased interest in human resources problems and in new forms of organizations such as franchises. Authors encourage the study of franchises attending two aspects: the relation based in trust and a group that develops an innovation idea.

Last but not least, a well-intentioned topic of growing interest and importance for individuals and organizations: work-life balance. In recent years the increased participation of women in the labour market is now more evident, which does necessarily require new policies and practices that to make it easier specially for women in top positions. In this regard, in Chapter 14 titled “Work-Life Balance and the Importance of Human Resource Managers’ Role”, Susana Pasamar and Macarena López-Fernández explore the role of human resource managers in work-life balance, analysing the evolution of women’s role in society and in the labour market and underlining the effective implementation of family-supportive policies designed to alleviate such conflict.

REFERENCES
