

The Effect of International Human Resource Management Practices on Military Assignment Effectiveness among Leaders Deputed on United Nations Missions

Fayez Hamed Al Shdaifat (Ph.D. Candidate & Corresponding Author), Dr. Subramaniam Sri Ramalu
Dr. Chandrakantan Subramaniam
College of Business, University Utara Malaysia, 06010 UUM Sintok Kedah Malaysia
Email: fayezh999@yahoo.com, Email: subra@uum.edu.my, Email: chandra@uum.edu.my

Abstract

Human resource management practices HRMP is an important issue related to the performance. The importance of HRM primarily stems from the fact that selecting the right leaders, modern training, and high motivation can facilitate environmental adaptation, thus improving adaptive performance. Researchers focus on strategies for the implementation of international HRMP, including the selection of leaders of peacekeeping forces, training and reward & compensation. Moreover the top four HRMP include efficient recruitment and selection of leaders, contingency and reward systems, training and development, and performance management. Empirical studies also, indicate a strong and positive association between HRMP and performance. Lastly previous studies reveal that efficient implementation of HRMP enhance performance at an individual level (adaptive performance).

Approach: The literature was explored to acknowledge the accessible relationships among Human resource management and adaptive performance among military leaders deputed on United Nations peace keeping missions. **Conclusions:** This conceptual paper provides an updated review of the literature on Human resource management practices and adaptive performance. The practical implications as well as academic contributions were also presented.

Keywords: Human resource management, selection and recruitment, training, reward & compensation and Adaptive Performance.

1. Introduction

The goals of HRM is to ensure that the employees of an organization are used in such a way that the employer gets the greatest benefit from their available abilities and the employees obtain the material and motivational rewards from their performance (Graham, 1978). HRM involves all management decisions and practices that directly or indirectly affect the HR working for the organization (Armstrong, 2006). Empirical studies also indicate a strong and positive association between HRMP and performance (Katou & Budhwar, 2007). Moreover, several studies in the United States and Europe examine the relationship between HRMP and performance and reveal that HRMP positively influences performance (Boselie et al; 2005).

Wright et al (1999) confirm the existence of a direct relationship between training and performance. Wright and Gardner (2003) denote that both organizational commitment and HRMPs are significantly related to operational measures of performance. The top four HRMP include efficient recruitment and selection of leaders, contingency and reward systems, training and development, and performance management (Boselie et al., 2005). Moreover, Mansour (2010) examines the relationship between HRMP (selection, training, and compensation) and the corporate performance of companies in Saudi Arabia. Mansour found that HRMP has appositive influence on the performance of different businesses.

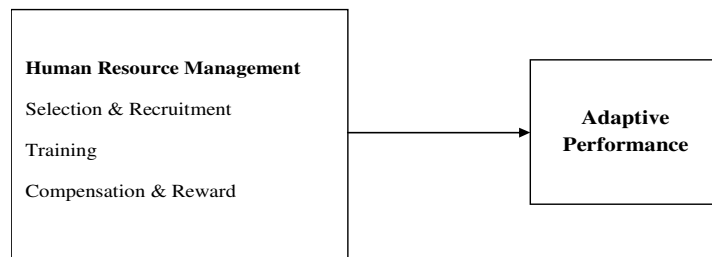
2. Theoretical Development

Human resource management refers to the organizational activities directed at managing the Human Resource pool and ensuring that resources are employed toward the fulfillment of organizational goals (Schuler & Jackson, 1987). Human resource management is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competences. (Price, 2004, p.32-35). Bratton and Gold (2007) defined "HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities are critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices."(p.7). in a military perspective, HRM is defined as "a series of integrated decisions about the employment relationship that influence the effectiveness of employees and organizations" (US Army War College, 2007).

The concept of adaptive performance has been broadly applied at many levels, from individuals (Burke, Pierce & Salas, 2006), to entire nations or cultures (Gaillard, 2007). Regardless, adaptability always has to do with effective change or adjustment in response to changing conditions (Mueller-Hanson, White, Dorsey & Pulakos, 2005). A recent report defines adaptability as "the ability and willingness to anticipate the need for change, to

prepare for that change, and to implement changes in a timely and effective manner in response to the surrounding environment.” (Defense Science Board, 2011 p. 3). In addition the new rapidly changing global environment, the ability of military personnel [leaders] to adapt is important to successful performance.

Campbell (1999) reveals that performance factors concerning how individuals adapt to changes in job requirements and conditions are beneficial to the dimensional taxonomy of job performance of individuals. The findings of Campbell have led to the expansion of theoretical models on job performance, which now includes an adaptive performance dimension.



3. Materials and Methods

In this paper we will provide a logical understanding of HRMP and adaptive performance contributions on United Nation peace keeping missions. For this purpose, a thorough search of doctoral dissertations, research studies, journal articles, and web sites were done. We developed a comprehensive model that contains the relationships among HRMP and leader adaptive performance. Finally, our discussion consists of three sections and each section literature to support the relation between the HRMP components selection and recruitment, training and reward & compensation and the adaptive performance.

4. International Human Resource Management Practices and Adaptive Performance

HRM involves all management decisions and practices that directly or indirectly affect the HR working for the organization (Armstrong, 2006). Wright, McCormick, Sherman, and McMahan (1999) examine the influence of HRMP (selection, training, compensation, and appraisal) and the performance of 190 petro-chemical refineries in the United States. According to them, HRMP (selection, compensation, and appraisal) are positively related to firm performance only under highly participative systems. Chang and Chen (2002) study 62 firms in Taiwan to determine the effects of HRMP on business performance. They find a positive relation between the two factors HRM and performance. Empirical studies also indicate a strong and positive association between HRMP and performance (Katou & Budhwar, 2007). Moreover, several studies in the United States and Europe examine the relationship between HRMP and performance and reveal that HRMP positively influences performance (Boselie et al; 2005).

Researchers indicate that essential HRMPs include training and development (Kundo, 2003), recruitment and selection (Kulik, 2004) and compensation and reward (Milkovich & New men, 1999). Ahmad and Schroeders (2003) find that the seven HRMPs, namely, selective hiring, use of teams and decentralization, compensation/incentive, employment security, extensive training, and sharing information, have significant relationships with performance. The top four HRMPs include efficient recruitment and selection of leaders, contingency and reward systems, training and development, and performance management (Boselie et al., 2005). Mansour (2010) examines the relationship between HRMP (selection, training, and compensation) and the corporate performance of companies in Saudi Arabia. Mansour finds that HRMP has appositve influence on the performance of different businesses. Wright et al (1999) further confirm the existence of a direct relationship between training and performance. Wright and Gardner (2003) denote that both organizational commitment and HRMPs are significantly related to operational measures of performance.

4.1 Selection Recruitment and Adaptive Performance

Selection strategy is dominated by different factors such as psychological and bio-data, which include personality characteristics, international experience, and language fluency. These factors are important for international assignee adjustment and performance (Caligiuri et al; 2001; Bhaskar-Shrinivas et al., 2005).

Kuo-Hsiung et al (2011) study assignment selection systems in an environment in which expatriates need to work effectively. Most multinational companies acknowledge that the wrong person in an expatriate assignment can result in poor individual job performance, early repatriation, or other emotional problems (Caligiuri et al., 2001). Moreover, Harel and Tzafrir (1999) have found a significant relationship between effective selection practices and performance. Selecting the best international assignees is “a complicated process but absolutely critical to the future success of multinational organizations” (Scullion & Collings, 2006). Selecting individuals

for international assignments is unique given that the selection system focuses on predicting the job context (working internationally) rather than job content (duties and tasks) (Mol et al., 2005).

Effective international managers have to be open-minded, adaptable, flexible, and proficient in international languages (Smith, 1992). Selecting a suitable expatriate is crucial. Therefore, a valid reason should be present when choosing a particular person for an assignment, and not just selecting this person to fill the vacancy (Osland, 2002). HRM should identify all the desired skills and search for the best candidate even though finding the ideal person who is both able and willing to go overseas is ultimately impossible (Caliguiri & Cascio, 2002). According to Bratton and Gold (2007), selection is “the process by which managers and others use specific instruments to choose from a pool of applicants the person(s) most likely to succeed in the job(s), given management goals and legal requirements” (p. 239). Companies that use good selectivity in hiring ensure getting right-skilled and qualified people for the right job (Huselid, 1995).

4.2 Training and Adaptive Performance

Training is the effective preparation before starting an overseas assignment. Cross cultural training should include values and attitudes in different stages. Peacekeeping officer’s leaders should participate in cross-cultural training to meet a certain level of satisfaction and to increase chances of adapting when living in a host country environment.

Gregersen and Black (1992) show a negative relationship between length of pre-departure training and adjustment to the general environment. Expatriates want their organization to eliminate all constraints in their host countries (Gomez-Mejia, Balkin & Cardy, 2004). Consequently a positive relationship exists between training and development, and performance (Fey & Bjorkman, 2000). In a related study, Abdullah (2009) examines the effect of HRMP in light of the performance of private companies in Malaysia. Abdullah reveals that training and development has a positive and significant influence on business performance. Eschbach, Parker, and Stoeberl (2001) find that cross-cultural training could aid in hastening and improving the cultural adjustment of trained managers, which enhances performance. Lee and Li (2008) suggest that cross-cultural training could ease adjustment by providing expatriates [leaders] with cultural behavior norms that can facilitate their adjustment. The level of satisfaction when living in a host country also has a positive influence on the anticipated duration of stay and adaptability.

Furthermore, Black and Mendenhall’s (1990) study on cross-cultural training denotes that training is effective in reducing cross-cultural conflict. Empirical evidence demonstrates that cross-cultural training programs could improve the job performance of expatriate managers. Eschbach et al (2001) also denote that managers with cross-cultural training have experienced decreased adjustment time, less culture shock, and decreased time needed to become effective and productive in overseas assignments. Cross-cultural training is an important factor in adaptive performance in overseas missions (Eschbach et al., 2001; Lee and Li, 2008 & Abdullah, 2009). Leaders who have undergone cross-cultural training are able to smoothly adjust in the host country and perform better than those without such training.

4.3 Compensation & Rewards and Adaptive Performance

Motivating employees through rewards can be difficult and challenging for general managers because rewards can positively affect the behavior of employees toward their jobs (Ali, 2009). Bratton and Gold (2007) define reward as “all of the monetary, non-monetary and psychological payments that an organization provides for its employees in exchange for the work they perform” (p. 358). Armstrong and Murl (2007) are stated that “reward strategies are an important part of an organization’s HR strategy and should be bundled with other HR strategies, so that they complement and reinforce one another” (p. 34). Abdullah (2009) examines the effect of HRMP on the performance of 153 managers in private companies in Malaysia. Its show’s that compensation/incentives have a negative influence on business performance. In another study, Anastasia (2008) find that the relationship between HRM compensation and incentives and organizational performance in Greece is mediated through HRM outcomes.

Batt (2002) reveals that compensation and reward have a positive effect on performance. Dowling et al. (1999) state that compensation and benefit packages are provided to convince expatriates to accept a foreign assignment, to be prepared to accept a standard of living overseas, and to take advantage of the financial opportunity through higher income (Andreason, 2003). Compensation packages are often critical factors in motivating expatriates not only to accept international assignment but also to perform jobs in a difficult area (McNulty & Tharenou, 2004).

Huselid (1995) has found that motivation through a good reward system results in increase in employee productivity. Similarly, Kalleberg and Moody (1994) state that some forms of compensation, such as profit sharing, are used as strategic variables to improve firm competitiveness because compensation ties the interests of workers more closely to that of the organization; thus, enhancing their efforts results in better performance. Similarly, significant empirical studies reveal a positive relationship between HRMP and job performance (Fey et al., 2000; Lee and Li, 2008).

5. Conclusion

This paper reveals the importance of HRMPs and adaptive performance of peacekeeping leaders during missions in a host country. Previous studies reveal that efficient implementation of HRMP enhance performance at an individual level. According to the review of previous empirical studies on HRMPs facilitate the adjustment and adaptive performance of UN peacekeeping leaders in overseas missions. Therefore, the adaptive performance of leaders should not be neglected in research concerning the determinants of successful UN assignments. Finally based on the literature work the above proposed model is presented with an intention to test it empirically in future.

References

- Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5(4), 270-279.
- Anastasia A. Katou. (2008). Measuring the impact of HRM on organizational performance. University of Macedonia (GREECE).
- Andereason, A. W. (2003). Direct and indirect forms of in-country support for expatriates and their families as a means of reducing premature returns and improving job performance. *International Journal of Management*, 20(4), 548-555.
- Armstrong, M. and Murlis, H. (2007). *Reward Management (5th edition)*. London: Kogan .
- Armstrong, M. (2006), *A Handbook of Human Resource Management Practice, 10th Edition*, London.
- Batt, R... (2000). managing customer services: Human resource practices, quit rates, and sales growth. *Academy of Management Journal*, 45(3): 587- 597.
- Boselie, J. P. Dietz, G. Boon, C. (2005). 'Commonalities and contradictions in research on human resource management and performance. *Human resource management*. 15 (3). pp. 67-94.
- Bratton, J., and Gold, J. (2007) *Human Resource Management: Theory and Practice, 4th Edition*, Houndmills: Macmillan.
- Caligiuri, P., Phillips, J., Lazarova, M., Tarique, I. and Bürgi, P. (2001) 'the theory of met expectations applied to expatriate adjustment: the role of cross cultural training.' *International Journal of Human Resource Management*, 12(3): 357-372.
- Campbell, J.P. (1999). The definition and measurement of performance in the new age. In D. R. Ilgen & E. D. Pulakos (Eds.), *the changing nature of performance: Implications for staffing, motivation, and development*: 399-429. San Francisco, Calif: Jossey-Bass.
- Chang, P. L., and Chen, W. L. (2002). The effect of human resource management practices on firm performance: empirical evidence from high-tech firms in Taiwan, *International Journal of Management*, 19 (4), pp.622-38.
- Defense Science Board. (2011). *Enhancing Adaptability of U.S. Military Forces*. Washington, D.C.: Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics. Downloaded 8 February 2011 from: <http://www.acq.osd.mil/dsb/reports/EnhancingAdaptabilityofUSMilitaryForces>.
- Dowling, P. J., Welch, D. W., & Schuler, R. S. (1999). *International Human Resource Management (3rd Ed)*. Cincinnati: *International Thompson Publishing*.
- Eschbach, D. M., Parker, G. E., & Stoerberl, P. A. (2001). American repatriates employees' retrospective assessment of the effects of cross-cultural training on their adaptation to international assignments. *International Journal of Human Resource Management*, 12(2), 270-287.
- Fey, C.F., & Bjorkman, I. (2000). The effect of human resource management practices on MNC subsidiary performance in Russia. SSE/EFI Working Paper Series in Business Administration.
- Gomez-Mejia, L., Balkin, D., & Cardy, R. (2004). *Managing Human Resources (4th Ed)*. New Jersey: Pearson.
- Graham, H.T. (1978) *Human Resource Management*, 2nd. plymouth: MacDonald & Evans.
- Gregersen, H. B. & Black, J. (1992). Antecedents to commitment to a parent company and a foreign operation, *Academy of Management Review*, 35(1), pp. 65-90.
- Harel, G.H., & Tzafirir, S.S. (1999). The effect of human resource management practices on the perceptions of organizational and market performance of the firm. *Human Resource Management*, 38: 185-200.
- Huselid, M. A. (1995) .The impact of human resource management practices on Turnover, productivity, and corporate financial performance, *Academy of Management Journal*, 38, 635-672.
- Kalleberg, A.L. and Moody, J.W. (1994). 'Human Resource Management and Organizational Performance', *American Behavioral Scientist*, 7(37): 948-62.
- Katou, A.A., & Budhwar, P.S. (2007). The effect of human resource management Policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49, 1-35.

- Kulik, C.T. (2004). Human Resource for the non-HR Manager, *New Jersey: Lawrence Erlbaum Associates Publishers*.
- Kundu, S. C. (2003). Workforce diversity status: a study of employees' reactions Industrial. Management & Data Systems, 103 (4), pp. 215-226. 173 *European Journal of Economics, Finance and Administrative Sciences - Issue 24* (2010).
- Kuo-Hsiung Chen¹; Jui-Mei Yien; Chien-Jung Huang and Kai-Ping Huang. (2011) .Social support, overseas adjustments and work performance of foreign labors in Taiwan. *African Journal of Business Management* Vol. 5(22), pp. 9231-9239, 30, ISSN 1993-8233.
- Lee, L. & Li, C. (2008). The moderating effects of teaching method, learning style and cross-cultural differences on the relationship between expatriate training and training effectiveness. *International Journal of Human Resource Management*, 19(4), 600-619.
- McNulty, Y.M., & Tharenou, P. (2004). Expatriate return on investment. *Academy of Management Best Conference Paper*, 1-6, Paper presented at Monash University Melbourne, 26 August.
- Milkovich, G.T. and Newman, J.M. (1999). Compensation, New York: Irwin/McGraw-Hill. Moilanen, J., & Craig, D. (2000). Leader development in a transforming Army. *Military Review*, 12-15.
- Mol, S., Born, M., Willemsen, M., & Van der Molen, H. (2005). Predicting expatriate job performance for selection purposes — a quantitative review. *Journal of Cross-Cultural Psychology*, 36, 590–620.
- Mourad Mansour. (2010). HRM Practices Impact on Firm Performance. An Empirical Study.
- Osland, J. (2002). What do expatriates want from HR departments? *HR.com*. Available at www.hr.com.
- Price, A. (2004). *Human Resource Management in Business Context*, p. 32-35
- Schuler, R. & Jackson, S. (1987). 'Linking competitive strategies and human resource management practices', *Academy of Management Executive* 1(3): 207-219.
- Smith, P.B. (1992). Organizational Behavior and National Cultures. *British Journal of Management*, 3, 39-51.
- U.S. Army War College. (2007). How the Army Runs (Carlisle, PA: U.S. Army War College, Department of the Army), 295.
- White, S. S., Mueller-Hanson, R. A., Dorsey, D. W., Pulakos, E. D., Wisecarver, M. M., Deagle, E. A., et al. (2005). Developing adaptive proficiency in Special Forces officers.
- Wright, P., & Gardner, T. (2003). Theoretical and empirical challenges in studying the HR practice – firm performance relationship. In D. Holman, T.D. Wall, C. Clegg, P. Sparrow, and A. Howard (Eds.), *The New Workplace: People Technology, and Organisation*, Sussex, UK: John Wiley and Sons.
- Wright, P. M., McCormick, B., Sherman, W.S. and McMahan, G. C. (1999). The role of human resource practices in petro-chemical refinery performance, *International Journal of Human Resource Management*, 10(4), 551-571.
- <http://www.un.org/News/press/docs/2012/org1549.doc.htm>.
- Zaini Abdullah. (2009). The Effect of Human Resource Management Practices on Business Performance among Private Companies in Malaysia.

This academic article was published by The International Institute for Science, Technology and Education (IISTE). The IISTE is a pioneer in the Open Access Publishing service based in the U.S. and Europe. The aim of the institute is Accelerating Global Knowledge Sharing.

More information about the publisher can be found in the IISTE's homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

The IISTE is currently hosting more than 30 peer-reviewed academic journals and collaborating with academic institutions around the world. There's no deadline for submission. **Prospective authors of IISTE journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> The IISTE editorial team promises to review and publish all the qualified submissions in a **fast** manner. All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Printed version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Recent conferences: <http://www.iiste.org/conference/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

