

# THE IMPACT OF TECHNOLOGICAL AND GLOBALIZATION CHANGES ON HUMAN RESOURCE MANAGEMENT “A CASE STUDY ON JORDANIAN TELECOMMUNICATION COMPANIES”

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## **Abstract**

*Technological and globalization changes are producing tremendous changes in the nature of jobs and work. The current research study aims to find out the impact of the technological changes on human resource management. A questionnaire has been designed for this purpose, and it was distributed to random sample of employees working in Jordanian telecommunication companies. The number of questionnaires analyzed were (100) questionnaires. Resolution data were analyzed using the statistical program SPSS. The study concluded that the technological changes have great impact on job performance and accordingly on human resource management, and the study also recommended that management should work on adopting the technological changes that's bring easier and better performance of job and they should consider implementing technology in their planning process in order to create operations using the best technology available.*

**Keywords:** Technological changes, Globalization, Human resource management, Jordanian Telecommunication Companies.

## **1. Introduction**

The successful manager is not always the one who laid brilliant plans, draw clear organization charts, setup modern assembly lines and use sophisticated accounting controls most managers whether presidents, generals, governors, or supervisors, have been successful even with inadequate plans, organization or controls. They were successful because they had the knack for hiring the right people for the right jobs and motivating, appraising and developing them. In other words, the work force and the company's inability to recruit and maintain a good work force that does constitute the bottleneck for production, and if the company is in shortage of cash, this will not stop good ideas, vigor, and enthusiasm of a good selected, trained labor force (William & Keith, 2007).

Technological change will continue to shift employment from some occupations to others while contributing to a rise in productivity. For example changes are taking place in office automation, where personal computers, word processing, and management information systems continue to change the nature of office work. Also telecommunications already makes it relatively easy for many to work at home. Robots are also taking man place especially in the heavy industries. The globalization concept refers to the trend of shifting products to outside parties or new markets abroad. Production is becoming globalized; manufacturers around the world are putting their manufacturing facilities where they feel it is more advantageous. This globalization of markets and manufacturing has vastly increased international competition. Throughout the world firms that formerly, competed at the national level, now are competing internationally. (Kumar, 2010).

Technological and globalization changes are in turn producing changes in the nature of jobs and work. Technological changes including computers, servers, websites and personal digital products, information technology have allowed companies to relocate operations to locations with lower wages (Osmond, 2016).

An enormous change from manufacturing jobs to service jobs is also taking place in Jordan and the world. The percentage of work force in the field of producing and delivering services is increasing. The technological changes are not limited now to certain types of industries, it is comprehensive, vast and it includes all types of industries. These jobs, in turn, will demand new types of workers and new human resources management methods to manage them. (Sarkar, 2009).

## **2. Study Problem**

Business technology has revolutionized the way companies conduct business. Organizations can implement business technology and level the playing field with larger organizations. Technological changes and globalization increase the competitive advantages in the economic marketplace.

Not implementing technology in the planning and operational process will create operational problems and end by losing the competitive advantages in the market place.

### 3. Study Importance & Objectives

Small business owners can use technology to reduce business costs. Business technology helps automate back office functions, such as record keeping, accounting and payroll. Business owners can also use technology to create secure environments for maintaining sensitive business or consumer information. Many types of business technology or software programs are user-friendly. This allows business owners with a minor background in information technology to use computer hardware and software.

### 4. Literature Review

Business technology can be considered one of the most important factors of business development. It can help small businesses improve their communication processes. Emails, texting, websites and personal digital products applications, known as "apps," can help companies improve communication with consumers. Using several types of information technology communication methods allow companies to saturate the economic market with their message. Companies may also receive more consumer feedback through these electronic communication methods. These methods also allow companies to reach consumers through mobile devices in a real-time format. Technology allows organizations to reach new economic markets. Rather than just selling consumer goods or services in the local market, it also can reach regional, national and international markets. Retail websites are the most common way small businesses sell products in several different economic markets. Websites represent a low-cost option that consumers can access 24/7 when needing to purchase goods or services. Organizations can also use Internet advertising to reach new markets and customers through carefully placed web banners or ads (Osmond, 2016).

Business technology allows companies to outsource business function to other businesses in the national and international business environment. Outsourcing can help company's lower costs and focus on completing the business function they do best. Technical support and customer service are two common function companies outsource. Organization owners may consider outsourcing function if they do not have the proper facilities or available manpower. Technology allows businesses to outsource function to the cheapest areas possible, including foreign countries (Osmond, 2016).

Every organization has its own culture. Organizational culture is the products of all the organization's feature; its people, its success and its failures. Organizational culture reflects the past and shapes the future. It is the job of human resources specialists to adjust proactively to the culture of the organization. For example objectives can be achieved in several acceptable ways. This idea is called equi-finality, which means that there are usually multiple paths to objectives. The key to success is picking the path that best fits the organization's culture (William & Keith, 2007).

There is often conflict between organizational culture and employee's attitudes. Conflict arises because dualities between the personal goals and the organizational goals in general.

Development is a continuous process and it accommodates in itself many changes that occur in science and technology, economy, market, political environment, education, knowledge, values, attitude and behavior of people, culture etc. Human resources development is a part and parcel of human resource management. It is the main function of human resource management. Every organization and its management have the responsibility to develop its human resources if at all it wanted to remain in business, face the completion and go on towards prosperity and growth. In the modern times of growing awareness the human resource development is the task number one for any organization. The survival and growth of the organization depend on human resource development (Albert, Maria, Virginia, 1994).

Human resource development programs have become routine now in the organizations. The days when employees were treated as part of the machine are gone. Now new awakening has emerged. Organizations have now realized that employees are human beings and if they are treated well and their talent is development they can be of immense help to them in fostering organizational growth.

This has given rise to the emergence of new relationship between employees and management. Autocratic ways of supervising are gone. Employees are looked as having a tremendous potential. This potential needs to be developed and exploited for the organization's growth and prosperity by rewarding the employees suitably. Now all round efforts are devoted to employee development. The organizations are making efforts to increase workers influence. Committees are set up to study their problems and are finding new approaches to solve their problems. An open door policy is being adopted to redress their grievance. Efforts are made for their career development. Human resource development is the centre point of human resource management (Albert, Maria, Virginia, 1994).

All activities of human resource management are aimed towards development of human resources. There are many ways of human resource development which include training and development of employees and executives, career planning and development and conducting workshops for that, development of technology, job enrichment, various job experiences, team building, leadership development, building up of better subordinate- supervisor relationship.

Human resources development programs are set up by the organization to develop their employees and executives to carry on with the supervisory and managerial responsibilities. Growth of modern technology, new business and industrial dynamism, need for highly skilled and competent staff have made it necessary to have well trained and developed staff to meet the challenges of modern times. There is a feeling among the employees that the introduction of new technology will take away their job. It is the responsibility of the human resource manager to eliminate this feeling from their mind and reassure them that nothing of the sort will happen. Once this fear is removed they will readily accept the new technology and develop themselves to suit the requirements of changing times. Organizations need the committed efforts from the employees. By giving the employees the change to make new automation this will build confidence in them. While providing training to the staff certain aspects must be taken into consideration they are: - (Conger, 1993)

1. Encourage the persons who wanted to do something new, such action will motivate others.
2. Avoid paper work.
3. Don't conflict with egos rather protect them. To avoid clash of ego choose executives trainers for training executives, employee trainer for employee training, engineering trainer for engineers, and supervisory trainer for supervisor.
4. Training programs must be designed by the top managers after going through the requirements and don't allow executives, supervisors, engineers or employees to design training for themselves. Determine the need for it and then design. The object of the training should be such that the employee should be able to use the knowledge in day today's work.

There is a wide scope for human resources development. Organizations provide training to newly employed, is known as orientation training. Everyone needs training for his development whether he is new or old.

There are many types of training such as, leadership training, development of interpersonal skills, training for trainer, team building listening, reading and writing skills, decision making and problem solving skills, training for operating computers other machines, training in respect of safety etc. The main purpose of various training is the development of the human resources of the organization to take on expanded responsibilities. Organizations are designing in house training and development programs for their employees and executives. If the need arise they take the help of external agencies.

Training and development program must be integrated with the organization's strategy. For providing better customer services and building up of relationship with suppliers and other agencies the organization has to make efforts to train and develop such other people who are not its employees. This is because of the development of network organizations and joint ventures. It has to build up long- term relationship. Large organization spent quite substantial amount on training and development (Jackson, Randall, 2006).

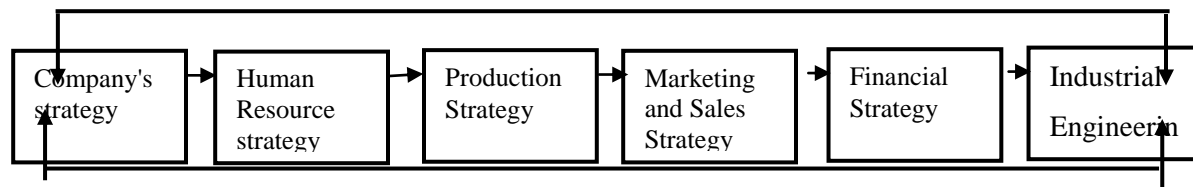
There is a close relationship between human resource planning and human resource development Human resource planning helps in identifying the number of persons required and the jobs they have to do and the skills they required to do the jobs. Accordingly human resource development executive can design HRD programs. He can also assess the amount to be spent on training the personals. As a result of explosion in education and training available before employment, the organization can hire highly qualified and well, trained people to save the cost of training during initial stages. (Kenneth Nowack, 1994).

Human resource development is also closely associated with performance evaluation. It enables human resources executive to know whether the employees are performing according to the expected standards or not or they require further training. He can then design the training and development program. Human resource development is pivotal in human resource management and a vehicle for implementing change, adopting total quality management and carrying on with organization development (AST, 2006).

Human resource development is regarded as the process of increasing knowledge, competence, capacities, intelligence, and talents of the members of the organization in particular and all of the people of the society in general. Human resource development if viewed from the economic, social and cultural points of view it help people to lead richer, satisfied and fuller life which is not bound by traditions. It opens the door to modernization. It can be said with firm contention that human resource management is not possible without human resource development.

Human resource development, facilitate organization development. An effective human resource development program must also meet the needs of the organization (Emmanuel, 2010).

Human resources development is the prime responsibility of the human resources department but other departments cannot escape from this function. They have to take initiative and inform the training requirements of their staff so that the human resources department can come into action and design a training and development program for their staff and executives. For effectiveness and smooth working of organization all the departments must work in unison. The strategies of all the departments along with human resource strategy should be integrated with that the corporate strategy. Human resource development and management has become very important in modern times. Its importance has been realized by the business and industrial corporations, and now giving recognition to it. More and more attention is being paid to human resource development as they see their development with human resource development. They are (formulating human resource strategies and integrating them with those of other departments and of the corporate. All this is done because every corporate wants to be rated high in quality of management, quality of products, innovation, investment, financial stability and in attracting the best human resources available in the country (Murray, Poole, Jones, 2006)



The strategies of all functional departments and of human resource department are fixed in unification with the corporate strategy. Every decision is taken in view of the corporate strategy. Formulating human resource strategy is not an easy process. Formulation of strategy is very dynamic in nature. It has to change as per changes in external and internal environment. Once the corporate strategy stabilizes the human resource strategy is to be formulated in the light of corporate strategy. Strategy is made to fulfill the needs of future, which is uncertain; therefore it is necessary that the strategy should be flexible in order to accommodate the changes expected in the future. The formulation of human resource strategy should consider entire human resources of the organization (Aswathappa, 2013).

## 5. Method

The primary data needed to achieve the study objectives were collected through a questionnaire which has been developed and distributed among a random sample of employees working in the telecommunication working in Jordan. Total of hundred (100) questionnaire was distributed, Ninety Three (93) , were recovered, which means that, ninety three percent (93%) of it was valid for analysis. Table (1) shows these results.

Table (1):

| Items                      | No. | Percentages |
|----------------------------|-----|-------------|
| Questionnaires Distributed | 100 | 100%        |
| Questionnaires recovered   | 93  | 93%         |
|                            |     |             |

The data were analyzed using the statistical program SPSS. Other data is collected from secondary sources. Secondary data is collected from articles published by the well-known periodicals, books, and dissertations.

### 5.1 Study Hypothesis

H01: There is no statistical significance between technological changes and human resource management.

H02: There is no statistical significance between globalization changes and human resource management

### 5.2 Study Results

Cronbach Alpha: This measure was used to test the reliability, and the credibility of the study. As (Sekaran, 2003), explained, internal reliability coefficient between answers that statistically acceptable, if the value for this measure is (60%) or more. The results of calculation showed that, reliability of constancy in paragraphs was (86%) which is high.

### 5.3 Statistical Analysis

| Table (2): Hypothesis | Arithmetic Means | Calculated t | Tabular t | Sig   | Result |
|-----------------------|------------------|--------------|-----------|-------|--------|
| H01                   | 3.33             | 3.40         | 2.04      | 0.002 | Reject |
| H02                   | 3.05             | 10.36        | 2.04      | 0.00  | Reject |

Table (2) illustrates sample test results, (One Sample t-test) to examine the first and second hypothesis. It is noticed from Table (2) that the value of (t) calculated, concerning first hypothesis equals (3.40), and the level of significance is (0.002), which is higher than tabulated (t) which equals (2.04), as the value of (t) calculated is higher than tabulated (t), we reject nihilism hypothesis, which means that, technological changes has an impact on human resource management of the Jordanian telecommunication companies.

It is noticed from Table (2) that the value of (t) calculated, concerning second hypothesis equals (10.36), and the level of significance is (0.00), which is higher than tabulated (t) which equals (2.04). As the value of (t) calculated is higher than tabulated (t), we reject nihilism hypothesis, which means that, globalization changes has an impact on human resource management of the Jordanian telecommunication companies.

### 6. Conclusions & Recommendations

According to Data Analysis, and Hypothesis testing the study had concluded the following:

- There is an impact of the technological changes on human resource management of the telecommunication companies working in Jordan.
- There is an impact of the globalization changes on human resource management of the telecommunication companies working in Jordan.

According to the study conclusions the researcher recommends the following:

- management should work on adopting the technological changes that's bring easier and better performance of job and they should consider implementing technology in their planning process in order to create operations using the best technology available.
- We have to choose the management strategies which enables periodical appraisal and monitoring of environmental threats in light of weakness and strength points of the organization.
- Human Resource Development should be carried out continuously through adopting the suitable technological changes, training programs, and through the one team efforts.

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