

# **Leveraging Employees' well-being and Organization Behavioral attributes within its HRM practices: Asia versus Europe**

Tarnima Warda Andalib<sup>1</sup>, Mohd Ridzuan Darun<sup>2</sup>  
Noor Azlinna Azizan<sup>3</sup> and Dil Rowshan Zinnat Ara Nazneen<sup>4</sup>

## **Abstract**

HRM policies in the organizations of Europe and Asia focus on distinct, different external and internal factors, implement ideas of divergent theories or models and finally practices the HRM policies in the organizations' customized ways. Few practitioners have integrated the concepts of researchers using the humanitarian methods, which include and support the UDHR (Universal Declaration of Human Rights) to reduce the human rights violations by building up a bridge between the theories and the practices, whereas some other practitioners have applied other methods based on the organizations' requirement along with emphasized internal and external factors. In this paper, the organizational behavioral attributes and employees' well-being conditions are found and discussed through the affecting HRM factors and applied customized models. Here, HRM practices from different countries are brought into a platform to analyze and to find out the gaps of HRM policies in Asia and Europe.

**Keywords :** HRM, Models, Practices, UDHR, ILO, Asia and Europe

## **Introduction**

Human Resources Management are formed, implemented in unique ways in the East as well as in the West. However, International Labour Organization (ILO) has got the universal protocols for all the labours of the world irrespective of the East and the West.

<sup>1</sup>\*School of Management, Universiti Sains Malaysia, Malaysia

<sup>2</sup> Faculty of Industrial Management, Universiti Malaysia Pahang, Malaysia

<sup>3</sup> College of Business, Prince of Sultan University, Saudi Arabia

<sup>4</sup> Faculty of Political Science, University of Dhaka, Bangladesh

"People are one of the most important factors providing flexibility and adaptability to organizations" (Khatri, 1999, p. 569). Therefore, people as in employees or labours are the core element of HRM system. The common themes of the typical definitions of HRM is:

"Human Resource Policies should be integrated with strategy business planning and used to reinforce an appropriate (or change an inappropriate) organizational culture, that human resources are valuable and a source of competitive advantage, that they may be tapped most effectively by mutually consistent policies that promote commitment and which, as a consequence, a foster a willingness in employees to act flexibly in the interests of the 'adaptive organizations' pursuit of excellence." (Legge, 1989, p 35)

According to Becher & Becher (1997), thorough employment process, detailed remuneration package, career developmental training and seminars are included in the HRM policies. HRM is applied in complex systems to increase success of people as well as to decrease errors of humans. HRM practices of an organization can implement the strategized policies since, prediction is highly possible (West and Berman, 2001). Therefore, HRM policy must include certain protocols irrespective from whichever part of the world it is from.

## **Methodology**

Content Analysis has been applied thoroughly. Literature review process followed tremendous scrutiny of several scholarly articles, newspapers, dissertation papers, books and etc., collected from Various Journals, Academic Databases like Proquest, DOAJ, Emerald and discrete libraries like EconLit, IBSS: International Bibliography of the Social Sciences, RePEC, Cabell's Directories, Scopus, Elsevier well known Journals etc. After the collection, all articles have categorized into two sections, which are: 1. Journals on International HRM Models, those were divided into two significant eras i. During cold war era and ii. Post-Cold War era and 2. Journals on HRM Practices of Western and Eastern part of the world, found with various HRM implications and prioritized factors.

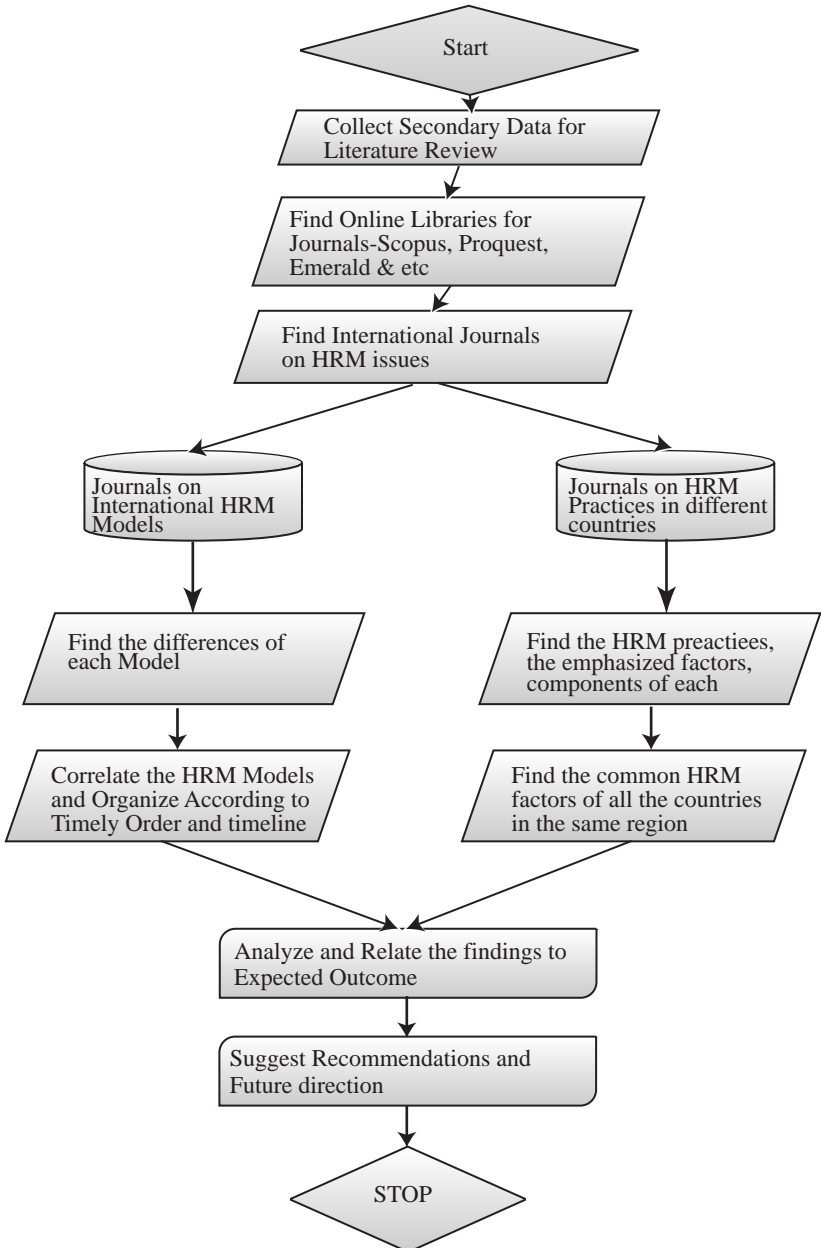


Figure 1: Methodology of the Research Study

## Literature Review : Content Analysis

At different times, researchers, practitioners around the world have discovered, developed, analyzed, proposed and articulated concepts about HRM concepts, models or frameworks. These various dimensional, uniquely designed and customized framework simulations have been assisting the HR practitioners of various organizations to administer the human resources commendably .

According to **Ehrhart and Chung-Herrera (2008)**, Strategic Human Resource Management (SHRM) is a significantly mapped bundle of HRP, Organizational culture and distinct business stratagems to achieve the organizational advancement. Different HRM models were invented, implemented and tested in different companies across the organizations in the world at different decades. It can be considered as 'different decades of HRM'. All these changes were lead by the above-mentioned factors and components. We can segregate the HRM eras into two categories mainly.1. 1980's to 1990's: Cold War Era and 2. 1990's to 2000's and afterwards: Post Cold War Era. (**Ehrhart and Chung-Herrera, 2008**).

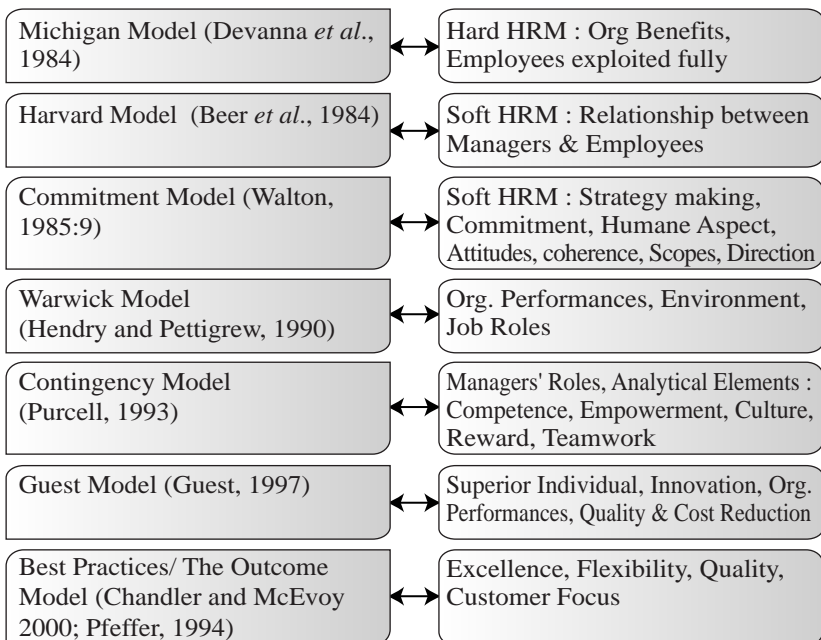


Figure 2: HRM Models and HRM Practices

## Human Resources Management Practices in Asia

As per Andalib et al., (2019) the Asian HRM practices have significantly discrete nature than the European HRM practices.

**Iran:** *Yeganeh & Su (2008)* have reviewed the HRM functions of the Iranian public sectors. They mentioned that staffing is marked by pervasiveness of networking, entitlement, compliance with Islamic/revolutionary criteria and high job security; compensation is described by features such as fixed pay, ascription/seniority-based reward, and hierarchical pay structure but, training and development programs are found to be unplanned and spontaneous. Furthermore, performance appraisal function is mostly based on subjective behavioral manners. (*Yeganeh et al.,2008*).

**Jordan:** HRM practices have got two folds according to *Aladwan, Bhanugopan & Fish (2014)*. The prelude fold is to estimate the concealed aspect structure of human resource management practices scales, and then to assess the kind of HRM practices in the Jordanian context. Authors have also identified some probable potentiality of advancing strategies and planned outcomes regarding HRM in Jordan.

**Japan:** The Japanese Style HRM model's transformation has made an impact of the HRM policies of Japan. Researchers named *Rose & Kumar (2007)* mentioned about the Japanese-style of human resource management (HRM) models or simulated frameworks are transferred to affiliates.

**China:** According to (*Wang, 2011*), Chinese HRM practices focus on their strategic goals by effectively managing and developing talents. Also chinese HRM policies are governed by an overwhelmingly strong and autocratic culture, traditions and values due to control an immense population but has got huge work stress and strict long working hours.

**Hongkong:** *Ngai, Law, Chan and Wat (2008)* have highlighted the insights of the prominence of the internet and online atmospheres in human resource management (HRM) models that assists and accelerates the HRM functions.

**Vietnam:** According to *Bartram, Stanton & Thomas (2009)* the HRM policies of Vietnam companies are going through structural changes and challenges, where HRM practices are directed by state-owned enterprises (SOEs), few licensed private companies and few International joint-ventures (IJVs).

**Taiwan:** Human resource management (HRM) practices in Taiwan have gone through scrutiny by re-evaluating the restraints factors for globalization, inward and outward investment patterns, multinational companies (MNCs), indigenous cultures and institutions. The alterations and vital facets of HRM in South Korea and Taiwan are analyzed and compared by the authors (*Bae, Chen & Rowley 2011*), that examined the impacts on HRM policies- particularly employment security, extensive training, performance based pay and employee influence - and the role of a core-periphery model along with Time effects, country effects and the interaction between them are explored.

**India:** *Rao (2013)* identifies the role of national cultural dimensions of power distance, uncertainty-avoidance, in-group collectivism, and future-orientation on "best" HRM practices. In India, they have a strong focus on employee referrals (collectivist orientation), elaborate training and development (future orientation), developmental performance management (collectivist orientation), egalitarian practices (power-distance), and family friendly practices (collectivist orientation but also has got problems with work load, working hours.

**Sri lanka:** Values of work orientation (MVWO) are an element of national culture in predicting HRM policy-practice design choices in Srilanka. Twenty-six HRM design choices were clustered into four components: career and empowering system, performance-based reward system, generic functional perspective of job-person fit, and competence and rewards are the four HRM preferred practices in Srilanka (*Chandrakumara et al., 2004*).

**Bangladesh:** According to *Absar, Nimalathasan & Mahmood (2012)*, the impact of human resource management (HRM) practices of manufacturing industries in Bangladesh the systematic and efficient

HRM practices are quite missing which if included can achieve higher competitive advantages. Efficiency, equality, workspace, working hours, leadership role, pay structure has huge differences in the public and private organizations of Bangladesh public.

**Malaysia:** *Hasan (2010)* have talked about the HRM systems in the ISO certified companies of Malaysia, which are perceived to receive a moderate rating; because these companies are flourishing their career management policies, strategic contextual analysis and quality services. On the other side, the non-ISO certified SMEs are quite behind in the HRM practices in terms of career system or quality orientations. But, overall, Malaysian organizations' follow family-friendly atmosphere. *Andalib et al. (2020)*, explored the enhancement of career developmental significances that can also create a separate entity by being part of HRM in the Malaysian context.

**Indonesia:** *Habir and Larasati (1999)* mentioned about three mini-cases to argue that human resource management in Indonesia is a complex process with both national and international influences where the cases suggest national conditions need not hinder the adoption of international best HRM practices focusing on participation, empowerment and incentives leading to competitive behavior.

## **HRM Practices in Europe**

*Brewster & Bournois (1991)* and *Andalib et al, (2015)* discussed about the critiques and concepts of HRM practices of Europe and USA, where research data significantly reveals notable differences with that of Asia. Several discrete customized frameworks and models got established due to the customization and differences in requirement of the country several times (*Brewster et al, 1991*).

**Turkey:** As per *Aycan (2001)*, Turkey's economic situation has given a new direction to HRM practices, where it is given highest priority to maintain organizational effectiveness and competitiveness even though hindrances during applying any new system is quite huge. Researchers declared that the initial segment discusses the modes of emphasized environmental factors and the latter segment describes the organization of the key HR functions in Turkish corporations with some forecast.

**Ireland:** According to *Harney & Dundon (2006)*, the notion of a normative HRM model has been rather reactive than consistent and the emergent HRM related processes has been rather in manager legitimacy, control and jurisdictional reinforcements than flexible. Researchers revealed that acknowledging both the HRM factors, internal and external regarding HRM becomes crucial when too much heterogeneity is present in the local SMEs' (*Harney et al., 2006*).

*"In Irish organizations several considerable changes regarding employee relations have been observed and witnessed since 1980s by several management commentators and analysts, some of which are precisely vague in nature also. Employee relations management in Ireland has traditionally been associated with a strong collectivist, industrial relations emphasis." (Gunnigle, 1992).*

According to Patrick (1992), In 1980s the change of employee relations have been an extended management approach where the particular issues of industrial conflicting conditions, structural changing patterns and employment structures in the Irish context are observed thoroughly.

**United Kingdom:** The HRM issues in the UK manufacturing sector are evaluated by line managers as the intensities of strategic mapping of human resource management (HRM) and elaboration of responsibility. *Budhwar (2000)* summarizes with the theoretical debates of HRM literature and empirical study results and also highpoints the "subject-matter experts" perspectives and logical factors. *Redman & Allen (1993)* states about HRM practices in North east England that personnel functioning is important in the organizations where roles and status play as important factors and also recommends that during requirement, the HRM consultants functions in a way enhances the functional capability as well as augments the organization's reputations.

**France:** In France, HRM is functioned by culture. *Brunstein (1992)* mentioned that in France, the company's sociocultural environment is influenced and affected by the Cartesian patterns of analytical



thinking, the passion for anti-authoritarian individualism, and the reduction of disorder through legislation and bureaucracy, which is a continuous influential process that takes place through educational outlets, trade union and executives' status (*Brunstein, 1992*)

*Emphasis is put on the concept of ubiquity in HRM; it is at the intersection of all the other corporate functions and its role is shared with the line managers at the technical, relational and strategic level. Future perspectives, like the introduction of new technologies, may impose a new ethical dimension for HRM against the "gospel of efficiency" (Brunstein, 1992)*

**Estonian & Finland:** *Vanhala, Kaarelson & Alas (2006)* mentioned about the divergence-convergence debates of European human resource management (HRM), where continuous comparisons between Estonia and Finland based on HR strategies, policies, practices are always happening and matter of discussion among the Nordic and EU-15 countries .

**Croatia:** According to *Taylor, E & Walley. (2002)*, evolving HRM practices and applicability of western management models are key issues in Croatian HRM policies. A cross-matrix is designed with criterias named as sleepers, doers, thinkers, strivers or leaders depending on the employees' progress in the organizations; Nevertheless, the clash between the 'elder managers' and 'younger managers' also gets highlighted since the initial group try to keep the old traditional working system but the latter ones try to go with a progressive flow (*Taylor et al. 2002*).

**Denmark:** Danish human resource management policies are more focused to the theoretical framework and grounded on empirical research of Danish companies from 1989 to 1991. Danish organizations are shifting the HRM attitude by implementing new converged techno-human paradigm organization (*Bevort Pedersen & Sundbo, 1992*). However, this techno-human paradigm are incorporated with number of challenges also.

**Georgia:** HRM policies of Georgia are derived from the cultural base of North American and Western European public sectors' orthodox HRM practices according to (*Common, 2011*). Therefore, researchers revealed that the conceptual position of the institutions

and cultural contexts are highly required for any sort of change in the HRM reform.

**Austria:** *Mayrhofer (1995)*, highlighted the HRM practices of Austria with prospective forthcoming advances for which he developed a frame to analyze Austrian HRM, concentrating on the governing atmosphere where impactful factors are geo-politics and economy . Therefore, the researcher uses the pragmatic data from the report of the Cranfield Network on European HRM (CRANET-E) to identify the characteristics of HRM functions of Austria, which are future developments, theory and practices.

**Czech Republic:** *Mills (1998)* encompasses the human resource management in the Czech Republic, where stakeholders, organization environment and government regulations are prioritized in the HRM theorizes, while developing the model. Furthermore, linking those with historical and cultural context by bringing forecasted corporate governance under the same umbrella reveals the detailed process.

**Greece:** *Panayotopoulou, Vakola & Galanaki (2007)* mentioned that the Greek firms use the internet and technology to properly function HR's roles. Due to the downfall of Greek economy, Greek enterprises are struggling enormously with HRM issues and have mostly neglected the human resources' well-being or rights or benefits (Kufidu and Vouzas, 1998; Papalexandris, 1993; Kanellopoulos, 1990). In last 15 years, Greek industrial organizations and its conditions are scrutinized by the academicians and managers in the organizations have started keeping a separate HRM function or unit as a very recent phenomenon (Ball, 1992; Vouzas, 2004; Kufidu and Vouzas, 1998; Papalexandris, 1993; Kanellopoulos, 1990; *Vouzas, 2006*)

**Hungary:** *Richbell & Vitai (2010)* postulates a unique depiction of human resource management (HRM) activities in the SMEs in Hungary, while exploring the functions of the organizations based on their size and performance.

### **Found Gaps between HRM policies of Asia and Europe:**

The HRM practices implemented in the technology companies of Asia and Europe have revealed the factors they are emphasizing as

well the ideas of the HRM models that they are following in their HRM Policies. It has been found that factors that Asia is giving importance are different that the factors given importance in Europe. Therefore, significantly there are some gaps addressed in these two zones' HRM policies.

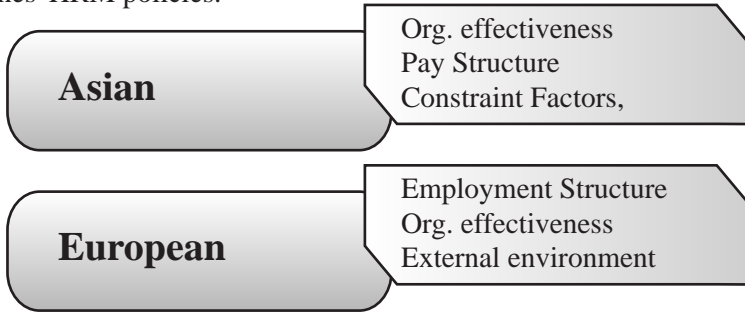


Figure 3: Factors in HRM policies of East and West

Table 1: Factorial Matrix of Asia vs Europe cases

Case & Country	Continent	Emphasized Factors	Relevance to employees' well-being
Iran - Jordan	Western Asia	Fixed pay, seniority based reward and promotion, subjective appraisal, cultural and traditional norms, high job-security, family-friendly environment, strategy formulation, religious implementation in the organizational policies, subjective appraisal	"strong"
Japan, China, Hongkong, Vietnam	Eastern Asia	Leadership, management protocols, online support system, online usage, traditional governance, talent pool development, highly extensive training	"weak"
India-Srilanka-Bangladesh	South Asia	Elaborate training, qualification and skill-set, family-friendly environment, government guidelines, empowerment,	"strong"

		career management labour union	
Taiwan- Malaysia- Indonesia	South East Asia	Empowerment, leadership, competitive behavior, cultural context, career enhancement, employee security, extensive training, performance-based pay	"hybrid"
Ireland- UK- France- Denmark	Western Europe	New technologies, trade union, education system, employees' perspectives, convergence, control,	"hybrid"
Estonia- Finland	Northern Europe	Strategies and plans as per employees' perspectives	"strong"
Austria- Croatia- Czech Republic- Hungary	Central Europe	Organization size, performance, government regulations, stakeholders, cultural environment, geo-politics, economic influences, employees' mindsets	"weak"
Greece- Georgia- Turkey	Southern Eastern- Europe	Leadership, culture, socio norms	"weak"

### Future Directions

The components that put positive changes and inspire for enlightened pathways but are missing in the HRM practices of certain portion of the world can be included in their existing HRM practices for a better outcome. The HRM policies of some countries in Asia showed that even though most of the companies have HRM policies, human rights components specially some major protocols of ILO and UDHR seem to be absent there in some HRM policies. Therefore, These Zones can include HRS here to improve their HRM policies. On the other hand, most of the companies in USA, Canada and Europe have HRM policies that are implemented strictly, some along with HRS protocols but the working atmosphere is not quite relaxed or flexible therefore, they need to include some family-friendly atmosphere component in their HRM policies. As per Andalib (2018), HRM framework needs to have all the required components to address almost all the functions properly under the same platform.

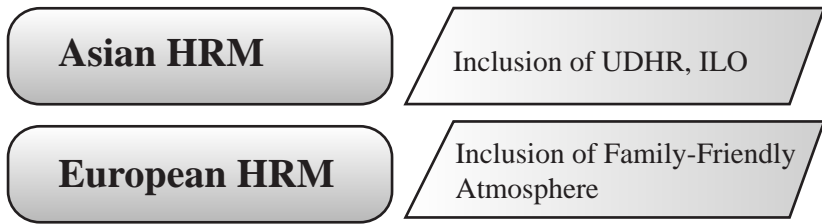


Figure 4: Inclusion of components in the regional HRM policies

Therefore, from the above figure, we find that in the major areas trend of HRM Policies are distinct. In different regions of the world, different factors or components of HRM are given importance. American, European HRM Practices focus more on employee benefits, health and well-being besides open labour management issues.

Asia's HRM Policies are quite diversified, where employees' qualifications, skill-set, qualifications, competitiveness, empowerment, training, egalitarian practices, family -friendly atmosphere, cultural alignments, higher job-security and critical leadership roles are emphasized more. European HRM Policies focus more on managers' roles, high performance benefits, legitimacy, control, heterogeneity, techno human paradigm, longitudinal perspectives, culture, high incentives, firm performances and corporate governance. All these facts can be measured as the base of HRM and can lead towards a standardized model of HRM that can be followed everywhere universally.

## Conclusion

The overall study of this paper mainly summits about the diverse factors related to HRM policies practiced in distinct countries of Asia and Europe by inspiring the innovations of dynamic and distinct versions of HRM models or framework simulations. In this study, HRM factors that affect HRM policies are found and discussed and the Models that are based on these factors are also observed and analyzed. Study shows that each countries' HRM practices emphasize on certain factors based on local culture, social norms and values, economic conditions, political state, demographic environment along with requirement of each organization. Furthermore, the

organization's behavioural attributes and employees' well-being conditions based on these factors are disclosed through this scrutiny as well. Nevertheless, from this paper we can suggest that if the left out factors from each zone are included in their own HRM policies then a positive change can occur in both of the Zones. In the European companies we can find inclusion and implementations of UDHR, ILO issues in the HRM Policies more along with managers roles in blending the organization's needs and employee needs by keeping the company as a 'high performance' company; whereas, the Asian companies do not implement UDHR, ILO issues in their HRM policies that much but has got more flexible working environment with 'high competitiveness' and empowerment at the same time. Andalib and Halim (2020) discussed about the conceptual HRM frameworks that eventually can be modified and enhanced with more specific necessary factors besides where, Andalib et. Al (2014)'s mentioned processes can be inserted to make a single HRM platform for a fruitful outcome.

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