Reinventing Human Resource Management

Global Dimensions

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Dr. Chandan Medatwal
Dr. R. A. Gupta

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Global Dimensions

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Preface

In the VUCA World- (Volatile, Uncertain, Complex and Ambiguous), competition has become knowledge centric and hence sustainability is the major aspect which any organization strives. Enormous issues in the field of Human Resource management are underpinned day by day which shows the complexities in the world and try out solutions to deal with the complex intelligently.

The compilation of this book combines esteemed contributions from scholars across the globe. Reinventing HRM: Global Dimensions compiles the scholarly work by authors covering width as well as depth of HR domain. The book reflects the major outcomes in terms of conceptual and empirical investigation and shows the agility aspects to strive for development and revolution.

In the developed, developing and underdeveloped countries, HR issues in terms of technology, sustainability and productivity are the major issues. Attaining sustainable advantage is the prime concern for emerging economies. Talent management and Talent retention, Digital competencies for self-development and empowerment, workplace culture, psychological contract, work life balance, resilience measurement, employability skills of management graduates and diverse issues related to human resource management in the organizations. The power of knowledge and its impact could be a solution to the VUCA problems.

A problem is the one which itself has solution in it. In rediscovering Human Resources aspects throughout the world, the VUCA solution (Vision, Understanding, Commitment and Adaptability) paves the way ahead cutting the rough edges.

Dr. Chandan Medatwal

Dr. R. A. Gupta

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Acknowledgement

The world is culminating with enormous ideas, concepts and creative solutions to the problems. The Book- Reinventing Human Resource Management: Global Dimensions cover the burgeoning aspects in the same line.

We extend our heartiest thanks to all the Authors/ Contributors for their esteemed contribution on this book. We profusely thank to the ARISE Society, Researchers, Academicians, Corporate who painstakingly supported to make this First volume of the Book- Emerging Issues in Human Resources Management: Perspectives and Avenues.

We also would like to thank our publisher and his editorial team for relentlessly turning this project into such edifying book.

In addition to the foregoing, we appreciate all the management fraternity across the world for their unwavering assistance in this endeavor.

We offer this book with a prayer in our heart, heartfelt regards for our families, friends and esteemed professional network.

Dr. Chandan Medatwal

Dr. R. A. Gupta

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Prologue

Human factor, by far, is the most significant factor of production. Regardless of nature of organization and scale of its operations, human beings form an important element or input. Human beings are the most dynamic organ of any organizational system whatsoever! The rest of the inputs are useless without human beings. Whereas money, machines and materials represent the 'mechanics', human beings represent the 'dynamics' of an organization. In fact, the success of every business enterprise is dependent on its human element. It can be understood this way that the physical resources such as technology, infrastructure, machine, material etc. alone cannot implement strategies whereas the human element offer skills, capabilities, system, practices, bonding and behaviour which helps in executing organizations strategy successfully.

Human being is a centre and yardstick of everything as they have the ability to innovate and we all know that innovation is the key to competitive advantage. It is a fact that if any problem is analyzed, what management is one of our most complex, cumbersome and challenging fields of endeavor. The human resource manager has to greatly concern with the expectations of employees, management and the society in general.

This book reinvented the HRM issues and draws the conceptual attention in crucial fields like Talent management and Talent retention,Digital competencies for self-development and empowerment, workplace culture, psychological contract, work life balance, resilience measurement, employability skills of management graduates and diverse issues. The research implications in the book, authenticates the scenario and gives the light to the existing domains a new bourgeoning lance to investigate and broadens the reader's mind.

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Innovations at various levels to get solutions of existing problems in a creative manner is the heart and essence as remedy which strengthens the further experiments in people management in the VUCA environment. The agile environment's biggest need is the agile workforce which lucratively handles the work scenario and paves the way to success of individual and organization.

Our former president, his excellence, Dr. Abdul Kalam has pointed out the role of youth, and has rightly said that India was never so young before as it is today, because of the greatest number of young people! Well educated, skilled and trained people are the demand of modem India vis-a-vis the advanced countries of the world. Intellectual Capital therefore needs to be managed in a managed and structured system. This is a great initiative by Dr. Chandan and Dr. R A Gupta to take ownership of presenting towards us an idea in the form of the Second volume of the book-Reinventing Human Resources management: Global dimensions.

Rita Singh

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Measurement of the Staff Resilience of the Technological Institute Lazaro Cárdenas

Dr. José G. Vargas[1], Dr. Ofelia Barrios Vargas[2], Sergio Mercado[3] & Adan Rubio[4]

Abstract

The objective of this work is to show the importance and measurement of the resilience of the personnel of the Technological Institute of Lázaro Cárdenas Michoacán in scale of Resilience Mexican RESI-M. An analytical review is made about resilience, with emphasis on central aspects such as its origin, definition and the factors that determine the application of resilience, indicators and disruptive situations. The models that establish different authors, classified in size and factors of resilience follow different patterns according to sex, age and schooling. A group of 100 top-level teachers was evaluated. We conclude that the level of resilience in women and men is significant.

Key words: Measurement, resilience, disruptive situations.

JEL: C8, D83, I11, I12, M12.

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Introduction

The resilience measurement of the staff of the Technological Institute of Lázaro Cárdenas Michoacán de Ocampo is achieved, starting from the development of the resilience measurement scale with Mexicans (RESI-M), by Joaquina Palomar Lever, Ph.D. in Psychology, and Norma Edith Gómez Valdez, bachelor in psychology, based on two scales that measure resilience in adults: The Connor Davidson Resilience Scale (CD-RISC) by Connors & Davidson (1999) and The Resilience Scale for Adults (RSA) by Friborg, Hjemdal, Rosenvinge and Martinussen (2001), obtaining as a result an instrument of 43 items, classified into five factors: 1) Strength and self-confidence, 2) Social competence, 3) Family support, a) Social support and 5) Structure.

The concept of resilience has been handled for some time. It refers to the human capacity to face, and overcome adversity. That is, the quality of people to resist and rebuild despite adverse or traumatic situations, which implies assuming a different view of the world and the relationships of the human condition, from a personal and organizational point of view. Resilience allows adaptation to changes, contributes to innovation, transformation in organizational processes and behaviors and minimizes the vulnerability of modern companies. The process of resilience arises at the moment in which each person faces adverse circumstances, activating their personal skills and relying on resources, on the people who are around them, managing to overcome situations, grow and develop professionally.

Conceptual Theoretical Background

The term resilience comes from the Latin of the word "*resilio*", which means to go back, to jump back, to rebound (Kotliarenco, Cáceres and Fontenecilla, 1997). Resilience is understood as the resistance of a body, or the ability of a material to regain its original shape after being subjected to pressure. This concept comes from the area of physics and chemistry and civil engineering. That subsequently was adapted to different disciplines:

1) In the social sciences and in the pedagogical area, it is considered as the capacity that communities or populations can have to face difficulties and be strengthened.
2) In the health sciences, studying clinically the relationship of stress in therapeutic processes.