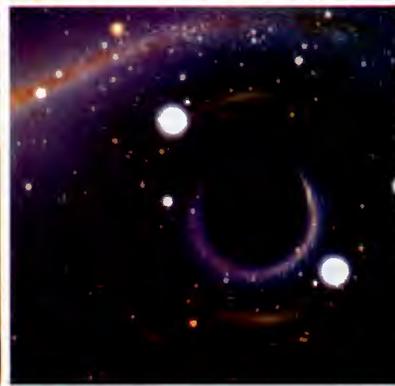




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HUMAN INTEGRATION IN GLOBALIZATION: THE COMMUNICATION IMPERATIVE

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Abstract

The term globalization pervades the international business world. Globalization refers to the shift to a more integrated and interdependent world. Businesses leave their countries of origin to invest in or start new businesses in other countries. With the growing interaction between nations and the increase in the flow of goods, services and capital there is the need to integrate the human resource working in these transnational companies. The failure to do so could be likened to keeping dry gunpowder near to the fire. There must be an explosion. Now we do know that explosions are costly in terms of the physical resources that may be wasted and the man hours that may be lost. This paper examines what globalization is and proposes ways to integrate all that are involved through effective communication.

Key Words: Globalization, media, communication, integration and technological determinism.

Introduction

Globalization is the present but nebulous catch word in international business. It is a central theme running through debates where business investors establish businesses in places other than their home countries. Usually, it manifests in the pronounced increase of flow of goods and services between two or more countries. Labour and capital are also involved. This means that globalization increases the interdependence of nations on each other in terms of trade and investments. Trade is carried out through the multinational companies, their affiliates and subsidiaries.

Common policy shifts across the world of states include closer integration with flows of trade, investment and finance. These render macroeconomic policies weaker while ensuring the shrinking of the state through reduction in social expenditure. No matter the volume of trade or

investment, or the shrinking of the national economy, the human resource is at the core of any business. In its re-making of national and international economies and sharp political and cultural changes, globalization creates new realities by touching people and changing human lives. Some of the changes may be disorienting. People are similar, and at the same time different. They must interact with each other in the work environment. Globalization has stretched social relations.

The collection of rules, techniques and practices to drive a new vision may not be easily accessible to individuals. Even where these may be available, they may not be uniformly understood. Communication should be tailored to build a spirit of solidarity and enlarge the capacity of men and women to make good decisions by removing hindrances to meaningful exchanges among the different people who play diverse roles. The decisions made or the events that occur in one part of the world have consequences for other people living elsewhere. It is almost impossible now to live without the disquiets of the widening reach of society's network and political power. Lemert, Elliot and Chaffee (2010, p. 203) raise the concern that globalization that is meant to signify interaction and unity has proved to be polarizing as the Cold War it supplanted.

As Bales and Gilliam point out, effective communication makes people see issues from different viewpoints. But ineffective communication makes people see issues from their own limited point of view. Whenever this happens, "stereotypes are reinforced, civic participation is suppressed, and hopelessness confirmed." In his book, *The Consequences of Modernity*, Giddens (1990) accuses globalization of being the central driving force behind the rapid social, political and economic changes that are re-shaping our modern society and the world order. Therefore, communication must shape and re-shape the complex forces of economic trade that drive globalization. This is what makes the integration of the human resource - through effective communication- in the globalization process compelling, even as the great debate over globalization rages.

Beyond the traditional functions of educating, entertaining and informing, the mass media can effectively be deployed to provide pieces of information that enhance communication, build understanding and strengthen relationships in our rapidly changing environment dictated by the present pace of globalization. The mass media assiduously homogenize tastes, styles, and points of view among many consumers of its products across the globe. They have effectively helped in fading away national

distinctions and growing mass uniformity as they create, distribute and transmit the same entertainment, news and information to millions of people in different nations.

Theoretical Framework

The theory of technological or media determinism was postulated by Marshall McLuhan in 1962. It states that media technology primarily shapes how individuals think, feel and act as the society moves from one technological age to another. Technological determinism postulates that new technologies bring new changes to the society. Technology is seen as the primary propeller of changes in the society and not human beings. Chandler (1995) writes that human agencies, factors and social arrangements are secondary causes of societal change. Postman (1983, p. 24) observes that 'the effects of technology' are always inevitable and 'always unpredictable'. According to Beard (1927) "technology marches in seven-league boots from one ruthless, revolutionary conquest to another, tearing down old factories and industries, flinging up new processes with terrifying rapidity."

According to McLuhan, there have been four technological ages: tribal, literate, print, and electronic. Folarin (2002, pp. 128- 129) interprets these ages to be the oral, visual/linear, electric-electronic and space-satellite stages of human communication. The oral era was the time when people lived in villages or were *tribalized*. Communication was oral. Information shared were recollections of the past. In the visual/linear era, printing and literacy made it possible for men to share information beyond their immediate neighbourhoods. They became *detribalized*. The electric-electronic age introduced television and instant world-wide communication, effectively making our world a *global village*. The space-satellite stage has ushered man into inter-terrestrial communication and the information highways powered by digital computers and satellite technology. It is a continuation of the electric-electronic era. These two ages *re-tribalized* man again.

Communication methods shape human existence. Changes in communication technology inevitable create changes in both culture and the social order. Baran (2004, p. 22) agrees that new communication technologies cause cultural changes. The need for man to communicate has created new technologies that eliminate time and distance barriers in the communication processes through virtual extensions. These eliminations have created what McLuhan describes as the *global village*. The basic precepts of his theory are:

1. All technology is an extension of the human body that allows us to communicate further through time or space. McLuhan's (1962:13) central postulation is "that all media, from the phonetic alphabet to the computer, are extensions of man that cause deep and lasting changes in him and transforms his environment".
2. These extensions imitate the human body, for example, vehicles extend our feet; machines extend our hands, while radio extends our voices. The media literally extend human sight, hearing, and touch through time and space.
3. All media are either "hot" or "cool." The *temperature* of the medium is determined by the level of audience or user interactivity or participation with the given medium. *Hot* media, like newspapers, magazines, radio, television, films and photography make the users passive because they have limited interactivity with these media. They are filled with details that the media consumer has little or nothing to contribute. Impersonal media disseminate impersonal messages. The *cool* media allows for user interactivity through feedback and their active participation. Their contents are more personal and users can even create their own contents, for example, in telephone conversations and e-mailing.
4. No one can fully understand a medium until it is no longer the predominant one. Its patterns and special effects can be seen through the lens of the new dominant one. The new media makes users to have another look at the older ones.

For McLuhan the content of the message is meaningless since they are ineffectual in shaping human relationship. He believes that the *medium is the message* because it is the present communication technology or means of conveyance that causes changes. Baran and Davis (2012:274) explain that the *medium is the message* is McLuhan's assumption that "new forms of media transforms our experience of ourselves and our society, and this influence is ultimately more important than the content of specific messages". In other words, the medium - not its contents - determines social changes simply because the way we live is largely a function of the way we process information. This is in agreement with Postman's (1979:39) declaration that "the printing press, the computer, and television are not therefore simply machines which convey information. They are metaphors through which we conceptualize reality in one way or another. They will

classify the world for us, sequence it, frame it, enlarge it, reduce it, and argue a case for what it is like. Through these media metaphors, we do not see the world as it is. We see it as our coding systems are. Such is the power of the form of information."

McLuhan explains that the contents of a new or current medium are patterned after its successor. He illustrates that film is a combination of photography, the phonograph (sound recording), the dialogue of books and the action of stage plays. The Internet is a combination of television, photography and text.

It is important to point out that some scholars like Wajcman (1997; 1999) and Williams do not agree with the thesis of technological determinism. Wajcman (1997: 3–14) does not agree that technologies determine our societies or social changes. Rather, the social, economic and political forces determine technologies and the uses they are put to. Williams (1990) believes that it is human beings that cause social changes, and not technology

Globalization Explained

The recurrent theme in the debate on globalization is not the question on the extent the nation states are disappearing, or failing in their context of global economic integration, but of the integration of the human resource elements from both the investing countries and those being invested in. Multinational or transnational companies play the key role of relocating the production process. For them, the production process must be cost effective to compete in the marketplace. Therefore, they locate their production facilities wherever they will get the most advantage at the least cost. Their *cost cutting* strategies compel national and municipal jurisdictions to adopt policies that reduce friction for capital but enhance the market's role in investment decisions.

Globalization refers to a shift towards a more integrated and interdependent world economy. Jones (2010:4) sees globalization as "the growing inter-connectedness and inter-relatedness of all aspects of society". Four authors have tried explaining this interconnectivity in different ways. Giddens (1999: 6-19) remarks that globalization stretches social relations in all its forms by extending our experience of time and space in what he calls *time-space distancing*. This stretching is facilitated by information, communication technology, the global media and transportation. He explains that globalization is a process involving the sweeping transformation of

relationships between individuals, groups and organizations in such a way that whether or not individuals become more globally mobile, other numerous distant effects touch their lives. Appadurai (1990: 296-303) refers to globalization as *deterritorialization*, where social relations become disconnected from their places of origin and are transferred to new locales or *re-territorialized*. Appadurai views globalization in terms of transborderness. Relationships move across borders. Wallerstein (1994:11-17) sees globalization as the growing union of nation states that are connected to the market forces in a global trading system. Held and McGrew (1999:7-9) share the view that globalization is a development of many processes which can be grouped into four: extensification, intensification, velocity and impact. Extensification is the stretching of social relations; intensification is the increasing intensity of exchange; velocity is the speeding up of global flows or social life due to the emergence of 24/7 media culture while impact is the propensity of global interconnectedness.

Globalization has two main components:

- The globalization of markets
- The globalization of production (Hill, 2008).

Globalization of Markets

This refers to the merging of *distinct* and *separate* national markets into one huge global marketplace using some standardized products. History and geography ordinarily separate these markets. Market globalization rests on the tastes and preferences of consumers in different nations converging on some global norm. This convergence is what creates the global market. Levitt (1983: 92-102) observes that the taste and preferences of consumers in different nations are beginning to become alike and more similar. This means that the worldwide acceptance of consumer products such as *Coca-Cola*, *Levi's jeans*, *Sony's Walkman*, *Bournvita*, etc. are seen as prototypical examples of this global trend. The makers of these products offer standardized products worldwide. Thus, they help to create a huge global market.

Globalization of production

This is the tendency of firms or corporations to source for goods and services from locations around the globe in order to take advantage of national differences. These differences are in the cost and quality of the specific

factors of production such as labour, energy and capital. For example, by going to countries where labour is cheap, such firms hope to reduce their overall cost of production. Similarly, by relocating to where quality is emphasized, such firms work to improve on the quality or functionality of their products. They thereby give themselves the liberty to compete more effectively.

Metthee (1994:13) tells that Boeing, the manufacturer of commercial jet airliners, makes use of a global web of suppliers from Japan, Italy, Singapore and everywhere else to supply major components. He exemplifies that a Boeing 777 contains 132,500 major parts produced by 545 suppliers. He reasons that this gives the firm a greater share of the market over its rival, Airbus.

Propellers of Globalization

Giddens (1999:12-19) points out that globalization is the worldwide interconnection of the cultural, political and economic spheres ensuing from the elimination of communication and trade barriers. Whether it is the globalization of products or of markets, there are some factors pushing globalization forward. These factors are:

- Decline in barriers
- Technological changes

Decline in Barriers

There has been a wide decline in barriers to the flow of goods, services and capital all over the world, especially since the end of World War II. The 1920s-30s witnessed the deliberate erection of formidable barriers to international trade and foreign direct investment by many nations. These nations sought to protect their own domestic industries from adverse foreign competition. They, therefore, put in place tough deterring measures against foreign trade such as high tariff on imported goods. Other countries did similar things in retaliation. The end result was the Great Depression of the 1930s. Since the depression helped nobody, Bhagwati (1989) reports that the industrial nations of the West banded together under the banner of the United States of America to dismantle trade barriers and allow for the free flow of goods, services and capital between, and among the nations. In 1947, these goals were packaged in the treaty known as General Agreement on Trade and Tariff (GATT).

Under GATT, there have been eight rounds of negotiation among the over 130 nation members aimed at furthering the lowering of barriers to the free flow of goods and services. Williams (1994: 8) reports that the most recent is the Uruguay Round of December 1993. This particular round further reduced trade barriers; extended GATT to cover services as well as manufactured goods; provided for the protection of patents; trademarks; copyrights; and established the World Trading Organization (WTO) as the policeman for international trade.

According to the 1997 United Nations *World Investment Report*, many nations made changes to further liberalize their countries' foreign investment regulations. From 1991-1996, more than 100 countries made about 600 changes in their laws, making it easier for foreigners to enter their markets and to invest. There was also a dramatic increase in the number of bilateral investment treaties between countries to protect and promote investments. The report observes that as at January 1, 1997, there were 1,330 of such treaties involving 162 countries. Blocs of nations have gone further to consolidate and strengthen their common trade fronts while restricting others who do not belong to their groups. Today, we have the Economic Community of West African States (ECOWAS), African Union (AU) and European Union (EU). The United States and Israel signed a ten-year Free Trade Area (FTA) agreement in 1985 phasing out all tariffs and quotas except in certain agricultural products. In 1989, America and Canada signed an FTA phasing out tariffs and quotas. Both are each other's largest trading partner. The North American Free Trade Area (NAFTA) is a trade agreement between the United States, Canada and Mexico to encourage investment and reduce trade barriers and quotas. Similarly, Nigeria signed a bilateral agreement with the Republic of Benin to facilitate the importation and exportation of goods between them. In other words, the lowering of barriers to international trade have made firms to see the whole wide world - not just a single country - as their trading market.

Consequently, the lowering of trade and investment barriers allows firms to take the decision to locate their production facilities at optimal locations and from there, serve the world. For example, a firm may design a product in country A, produce the components in countries B and C, assemble the products in country D and from there, export the finished product around the world. Indeed product fragmentation is an essential part of the internationalization of the global process.

Technological Changes

Changes in technology and its reducing costs have led to changes in the way of carrying out business. Technology has created major changes in communication, information processing and transportation. As Wilson (2008:2) points out "human development is today powered by the driving force of technology which is largely regarded as a critical sum in our drive towards development". Telecommunication is actively creating a global audience. People can talk with others in any part of the world on phone. With conference calls, a caller can talk with as many people as can call into the conference. The conference call service allows you to speak with up to five people at the same time. Other people who call into the conference pay for their own calls. Now with video conferencing, not only do callers talk with each other, they also see one another on screens once they have installed the necessary equipment. Thus, a businessman in Lagos can have a video conference meeting with key executives in Japan while still seated in his office. This saves him the time, cost and inconvenience of air travelling.

Another technological change that has pushed globalization forward is the development of the microprocessor. This in turn has led to the explosive growth of high power but low cost computers. Computers process information at super high speed as well as store them. Global communication has been further revolutionized by developments in satellite, optical fiber and wireless technology. Today, the Internet and the World Wide Web connects host computers to each other. Individuals can send instant electronic mails (e-mails) to any person with an e-mail address. The web is emerging as the great equalizer. It removes the constraints of geographical and physical location, scale and time zones. It allows businesses - both small and large - to expand their global presence at lower costs than before. Hill (2008: 9) confirms that as at July 1998, 36.8 million host computers were connected to the Internet. By year 2000, the 300 million projections for that year had been far surpassed.

In the area of transportation, rapid changes in technology have led to the development of commercial jet aircrafts and super freighters. Before, it used to take weeks to cross the Atlantic on ship. Today, it takes just a few hours to do so by air. The containerization of goods makes it easier to preserve and transport bulky goods across the continents.

What are the implications of technological changes in globalization? Low cost transportation has made it more economical to ship products around the globe and to create global markets. Low cost jet travel has

resulted in the mass movement of people between countries. This movement has reduced the cultural distance between the countries of emigration and immigration. This in turn has brought about some convergence of what consumers want and prefer. Low cost global communication networks like the World Wide Web and the Internet are daily creating and increasing the electronic global marketplace. Wilson (2005) says that the global communication "forms part of the globalization rhetoric and is essentially a reference to the world's information gathering and dissemination system which takes into account the whole world and its people".

People now shop on line. Similarly, the global media are creating a worldwide culture. Until his death, what Michael Jackson, a United States pop singer wore became the global fashion craze for millions of teenagers and the young at heart. When the Nigerian-born Afro singer, the late Fela Anikulapo Kuti jumped on stage with his Afro centric dressing, this too became the vogue for all those who believed in him and in *Africanism*. Television networks such as CNN, AIT International and NTA are received in many countries around the world. Hollywood, Nollywood and Bollywood films are showing all over the world.

Now, we do know that the mass media are the primary conveyors of culture. As the global media are developing and growing, so is the global mass culture. It is therefore not surprising that a global market has emerged. Yet, globalization is changing to higher gear! Consequent on this, therefore, it will be no surprise to buy a Sony *Walkman* in Lagos, Nigeria as it is possible in Japan, or to walk into Golden Gate Restaurant in Victoria Island, Lagos to eat Chinese noodles with chopping sticks as you can in Tokyo.

The Human Asset

Globalization cannot take place without the human asset. The human assets are the human elements that think up new products through research and development; modify existing ones and do all that are necessary for the maintenance and improvement of the existing culture. We do know that no firm can be more than the human constituents that make it up. Multinational companies or any business cannot therefore be more than the people leading or managing it.

As organizations increasingly engage themselves in cross border trade and investment, it is necessary for them to examine ways of integrating the human assets for a clement industrial weather and assured harmony.

Globalization includes the flow of people, information and culture. This means that managers must recognize that the task of managing the human resource in a purely successful domestic business is totally different from that of managing those in an international business. Failure to recognize this and to integrate the human elements spells doom for the organization; for the organization needs the human resource to function. Like Hill (2008:25) has pointed out, the most fundamental of the differences arise from the simple fact that countries are different as they differ in their cultures, legal, political and economic systems. They also differ in their level of economic development. And it must be added that the people differ too.

The Need For Human Integration: The UNDP Human Development Report of 1999 (pp. 2-19) observes that globalization is characterized by “shrinking space, shrinking time, and disappearing borders”. This implies that globalization has opened new doors of opportunities. This same report also says that “globalization is also increasing human insecurity as the spread of global crime, disease and financial volatility outpaces actions to tackle them”. The need for human integration is hinged on the fact that the global economy has impact on life chances and on human survival. Bauman (1998) claims that the human consequences of globalization have forced people to live their lives in what he calls a “liquid frame of experience - experience of the self and others, of space and time, of life’s possibilities and risks - that erodes long term thinking and fractures human bonds.”

Human integration deals with the nature of power, capital and labour. Multinational companies operate in what they consider a global market, altering the meaning of space, economic location, alliances and belongings. Multinational companies are groups in the international society. Ignoring what they are doing is deliberately ignoring the fact that they are major players in the economies of their nations and other communities. They have the capability to bark and bite. But the society can control them by deciding to knock off some of their teeth.

It appears as if workers are largely invisible. Yet, these workers are the wealth creators and the most important in the organization. They are involved in production processes that have international reach. The percentage of labour involved is relatively low but this number is growing most rapidly. We have already established that no organization can function without the human resources who create wealth. Wealth transforms and

creates societal stability. Poverty strangulates and creates disharmony. It can lead to chaos and acute distress.

Castles and Miller (2009) and Hatton and Williamson (1998) observe that the expansion of trade and capital mobility from 1870-1913 were followed by mass migration. Lambert and Casperz (1995: 569-588) remark that Asia's industrialization is threatening to expand the number of workers in global competition. Increasing globalization of economic activities bring more and more people from different cultural backgrounds to work and compete as the global workforce. Workers suffer from *labour* and *cultural shock* or disorientation because they discover that their ways of working in the countries where they come from are now different in their present locations. An Italian may find it discomforting that work is not built around the family if he goes to England. An Englishman may find it unpleasant in Japan to see that promotion at work is not based on merit but on your loyalty and length of service in the company.

Workers and peasant organizations may pose as opposition to the neoliberal globalization project. Using different strategies and for different reasons, workers pose threats to globalization and the creation of international regimes by creating opposition and unrest. Of course the workers know that they are important because of their productivity. Peasants - not political and economic elites- cause social unrest. Social unrest is an imminent danger to internationally backed plans for financial restructuring. It is a common opinion that the workers in the developing countries have resisted the International Monetary Fund and World Bank *rescue packages* because they believe that such packages cause more damage to their national economies and that they themselves bear the cost of such restructuring. Some global peasant alliances are emerging to challenge the ideas on liberalization, consumption and even environmental restriction. For example, the peasants and aborigines of the Zapatista rebellion in the Southern Mexican state of Chiapas were against the Mexican government's plan to liberalize agricultural land holding in the run up to NAFTA.

The Peoples' Global Action (PGA) is a union established to co-ordinate global opposition against free trade, WTO and trade liberalization. It uses confrontational but non-violent disobedience in the pursuit of its goals. It organizes conferences approximately three months to the biannual Ministerial Meetings of WTO to update its manifestos and co-ordinate global and local actions against free trade. Here in Nigeria, ethnic communities in the Niger Delta area have devised different strategies to paralyze the work of

the oil-drilling companies. They accuse them of destroying their lands and of corporate irresponsibility. Some of them have had to close shop or to accede to the demands of their host communities. All these point to the need for greater human integration.

The Communication Imperative: Strategies For Human Integration In Globalization

It has been established that the value of the human resource cannot be compromised. An organization is as good as the individuals that make it up. Communication is the foundation for the integration process. Why is this so? Anaeto (2008: 67) responds that "knowledge and information are essential for people to respond to the opportunities and challenges of social, economic, and technological changes. But this will not make any meaning except when they are communicated. It is when they are communicated that they become useful". The different strategies to get the human resources integrated in globalization are built around the communication process, for the exchange of meaningful information between people, either in writing or in speech. These strategies include:

Institutional Principles: Transnational firms are institutions. Every institution has its own in-house style or procedural policies on different issues. They can use their human resource management policies to best integrate their workforce. Dowling, Schuler and Welch (1993) write that human resource management are the activities that organizations carry out to use their human resources effectively. These include the strategies, staffing, performance evaluation, management development, compensation, and labour relations. They explain that the need to examine human resource management is simple: it influences the character, development, quality and productivity of the firms' employees.

Amfuso (1994:112-120) examines how *Coca-Cola* has used human resource management as an integrating tool through:

i. Propagation of a Human Resource Philosophy: No matter the part of the globe the employee may be located or come from, they are trained to have the common mind-set that they belong to the *Coca-Cola* family. However, the national businesses have freedom in the conducting of their operations in manners appropriate to their markets.

ii) Developing a Group of Middle Level Executives: A cadre of internationally minded and oriented middle level personnel are trained for future senior management positions. They can be posted to any part of the world. The executives in this *global service programme* are given a United States compensation benchmark and this is usually higher than that of the country they are coming from.

As much as possible, *Coca-Cola* tries to staff its operations with local personnel because it believes that these locals are far better equipped to do business in their home locations. Expatriates with specific skills that are absent at particular locations are used to improve or train other employees. Thus *Coca-Cola* uses its human resource management as a tool to promote its culture of *thinking globally but acting locally*. With this approach, it integrates its workforce as well as its host nations.

Training and development are human resource management tools that can be used in further resource integration. Training includes:

- a) **Cultural Training:** This is for the employee to appreciate his host country's culture. An appreciation of this reduces his cultural shock and makes him to empathize with the nationals. It also enhances his effectiveness whenever he has business to do with the locals.
- b) **Familiarization Forms:** This is to make the new expatriates know their physical environment.
- c) **Language Training:** This is to build easy, oral rapport with the local employees and improve the manager's effectiveness.
- d) **Practical Training:** This is to establish a routine and ease in the day-to-day life in the host country. The earlier and easier a routine is established, the better is the prospect of the expatriate adapting successfully into his new environment. The company may also give tacit support to the *community of expatriates* in that locality to help and integrate the new person. It is always a welcome experience to hear somebody who speaks your dialect in an alien country where you feel you are abandoned to stay alone.

The second institutional tool is using management development as an integrating tool. Management development is aimed at increasing the manager's skills over his career span in the firm. It might be necessary for the firm to post managers to other countries other than that of their birth/origin to increase their *cultural sensitivity* and experience. Specifically, development includes:

- a) **Educational Institutions:** Sending managers to management educational schools to learn more.
- b) **Socialization:** Socializing new managers into the norms and value system of the firm. This builds up a unifying corporate culture.
Example: Twice a year, the Corporate Human Resources Management of *Coca-Cola* organizes a two-week human resource management orientation session for the Human Resource staff from each of its 25 operating divisions just to give an overview of the company's human resource management principles and talk about how local businesses can translate this into their own specific policies. *Coca-Cola* operates in about 200 countries. Nearly 80% of its profits come from outside its home in Atlanta, United States.
- c) **Off-Site Interactions:** Deliberate encouragement is given to off-site interaction among the staff to foster *esprit de corps* or spirit of togetherness.
- d) **In-House Training:** This is to develop technical competence for the job. Bartlett and Ghoshal (1999, pp.20-22) report how the Swedish Telecommunications Company - Ericsson - used these principles. First the company demands inter-unit co-operation as a channel for the transference of technical know-how and core competencies from the parent to foreign subsidiaries, from foreign subsidiaries to the parent and between foreign subsidiaries. To facilitate co-operation, it transfers large numbers of people to and from its corporate headquarters and the subsidiaries. Teams of 50-100 engineers are sent from one unit to another for a year or two. These movements help the employees to build networks of interpersonal relationships; solidify the common corporate culture and co-ordinate the company's global operations.

It is also necessary for an organization to develop a human resource re-integration programme for the expatriates who are coming back to work in their home countries of origin after completing their overseas assignments. Failure to do this may mean these returnees leaving their jobs shortly after returning. These are big losses for the company as it will not be able to tap into the knowledge such employees have acquired abroad.

The Family: A staff may be sent to another country at short notice. For a married man this may cause an upheaval in his family. What does he do with his spouse and children? Should they be uprooted? Should they leave their

jobs and the lives they have known for a foreign service? Wise men and women are reluctant to sacrifice their families for career gains and economic comfort, especially where their families are young. The firm must therefore think of how to use the family to integrate its workforce.

Shell Petroleum had to recognize that the family - not the individual - is the basic unit of expatriation. Since its operations are global and employees can be sent to different nations, Shell developed strategies for integration. Shell has to help with the education of the children of its employees by establishing primary schools where there are none; giving grants to local secondary schools for their upgrading and providing educational supplements to help the expatriates send their kids to private schools in the host countries. It also set up an Employment Centre to provide career counseling and assistance in locating employment opportunities for spouses both during and immediately after an international assignment. Shell also reimburses up to 80% of the costs of vocational training and further education. For those that have to be re-accredited, the company pays them up to \$4,400 per assignment (Smockum, 1998: 22; Frazee, 1998: 50-54; and Sievers, 1998: 75-76).

Still on its integration strategy, Shell has set up a global information and advice network known as the *Outpost* to provide support for families contemplating a foreign posting. Spouses staff the *Outpost*. The Living Faith Church Worldwide (aka Winners' Chapel) is a Pentecostal assembly, headquartered in Ota, Nigeria that has gone worldwide with the gospel of Jesus Christ of Nazareth and the word of faith. Because it has churches planted in different parts of the world, and because pastors and mission staff can be transferred at short notice, the Church has developed strategies for the quick integration of its personnel. It provides furnished accommodation for these personnel. The transferred staff is expected to move with his family. If the spouse meets the employment requirements, the Ministry offers her an immediate job. Most of the parishes have schools or are building nursery, primary and secondary schools to attend to the educational needs of the children of the staff.

Communication Technologies: The rapid growth in communication technology has given multinational companies the liberty to integrate their human resources even more closely. Communication technology networks are getting better by the day. The networks are the basic underlying group of electronic devices and connecting circuiting systems that share information.

Kelly (1998:2) says that they are global and favour intangible things. These intangible things are ideas, information and relationships. These intangibles create the new type of market and society: one that is rooted in ubiquitous electronic networks. They include phones, television, computers, satellite and wireless telephony. The present communication technologies affect our social institutions, cultural processes and even our private lives making it almost impossible for people to find secluded places to hide away.

Texas Instrument is the United States' electronic giant that has about 50 plants scattered in 19 countries. Dicken (2003) observes that a satellite based communication system with 300 remote job entry terminals, 8,000 inquiry terminals and 140 mainframe computers allows it to send vast amounts of information all over the world. This information has to do with production planning, cost accounting, financial planning, marketing, and customer service and personnel management.

Communication technology has enabled Hewlett-Packard to integrate globally using satellite communication and information processing technology to link its worldwide operations. Hewlett-Packard has new product development teams located in different countries. These personnel use video conferencing to meet on a weekly basis whenever new products are to be developed. The teams communicate with one another on phone, through e-mail and fax. All these save the time needed for developing new products, and add to its advantages.

The Mass Media: The media are purveyors of the mass culture. Therefore, they can be used for mass integration since they cater to a mass audience. Koc (1994) says that discursive or cultural integration through multicultural interaction is possible. Many television networks are received globally. In Nigeria, we receive Cable Network News (CNN), British Broadcasting Corporation (BBC), and other networks. The indigenous African International Television (AIT) has gone international to share the African dream and celebrate *Africanese*.

As the global media evolve, they are evolving into agents of integration. People tend to believe what they see with their eyes. As an old Chinese adage says, a single picture saves a thousand words. A Stanford research says that 89% of what we learn is visual, 10% is auditory and the remaining one percent is learnt through other senses.

Not only can the media be used to facilitate learning, they can also be used to carry the good news of globalization to the people. Visual global media can

be used to integrate the people by carrying out the functions of educating, informing and entertaining simultaneously. With the new development in satellite technology and computer revolution, whatever is happening in any part of the world can be instantaneously transmitted from the scene of the action for the whole world to see. Indeed, the world is now a global village. With multimedia technology, messages of peace, love and brotherhood can be passed to millions at once. When Michael Jackson sang *We are the World* in a Live Aid Concert for Africa in 1985 with the USA (United States Artistes) under Bob Geldof and *Heal the World*, people from different parts of the world stood still to smile and embrace one another. The concert raised millions of dollars for famine relief in Africa. Jackson believes that the world could be a better place if only we can heal the world and make it a better place to live in for the entire human race.

The mass media increase global social unity through shrinking time and space. Producers, directors and other creative people are working more with digital technology to create programmes they hope will be distributed around the world on the Internet (Wilson and Wilson, 2001: 49). Even now, the world media are still spending millions of dollars in seeking to increase the capability of transmitting wide data streams across the Internet to homes around the world that are equipped to receive such high quality feeds.

Stable Global Governance: Global governance is the recognition that the whole of humanity is best served by identifying a set of core rights and responsibilities with the common commitment to uphold respect for life, liberty, justice and equity, mutual respect, caring and integrity (*The Commission on Global Governance*, 2002). Globalization is making national economies to merge into inter dependents. Supranational governance must expand to a world order. There must be shared principles embraced by all people of the world. Underlying the interpretation of each principle is the unification of distinct regions, political identities and cultures whether through a process of homogenization or unity in diversity.

Policies should be collectively harmonized and should not be under the jurisdiction of any individual government. The World Trade Organization (WTO), World Bank and International Monetary Fund (IMF) and other similar bodies should not be seen as servants of the West neither should they portray themselves as if they are: out to enrich the industrialized nations and impoverish the developing ones. Indeed the citizens of the latter countries might be right in their assumptions that their cure pills only cause more

constipation and disruption of their economies and lead to loss of national sovereignty. All identified inequalities should be addressed.

The United Nations has enunciated the basic human rights for all citizens. Specifically, it has drawn up charters for women and children that have been signed by different nations. The charters show the basic expectations from the governments. Stable global governance will lead to the provision of global public goods - defence, peace, democracy, justice and health. It is most doubtful that people will take up arms against others, especially on perceived agents of globalization, once they are assured that their interests are well taken care of. The international agenda should include immigration. Immigrants should be integrated into the life of the nation they have moved into by having their rights and demands for citizenship defined. In fact, global citizenship should be canvassed and recognized.

Stable global governance will foster harmony and minimize conflict between the nations. The rapidly growing economies raise different issues for businesses and nations. They also create opportunities. When there is full and purposeful integration of humans, the challenges may not be so daunting after all. History has repeatedly shown that every challenge has in it, the seed of its own solution. Workers must not be seen as mere factors of production but must be made to be visible. Attention must shift from foreign economic policies, incorporate markets, firms and trade liberalization to the labourers. Social forces and other non-elite movements should be fully addressed. Why? The integration of the human factor in production is intrinsically the connection to the issues of transformation, global stability and governance. With a widely dispersed shareholder community and geocentric recruitment policy, globalizing firms cannot afford to do otherwise. Labour markets must be made more flexible with the provision of a minimum income level or wage subsidies. International agreements on labour relations- either to strengthen or weaken labour relations- must be firm.

Radice (1998) says that economic integration erodes national differences. Because of the erosion, a transnational class emerges. Samuelson (1998: 42) points out that the spreading of capitalism is not just an economic re-engineering process but an assault on other nations' cultures and politics. According to him, this guarantees a collision. He points out that even though some countries adopt some trappings of capitalism, they do not adopt the same basic values that make the system work. The aim of global governance is to avoid such collisions through strategies aimed at integrating the man.

Summary

This paper has examined that globalization is the increasing trans-border flow of goods, services, capital and labour. It can be seen in the globalization of markets or of production. Decline in trade barriers and technological changes are the two factors fuelling globalization. The role of the human asset in the process is to think up, modify and produce goods and services. The multinational company, or any business for that matter, cannot do without the human resource. The need for human integration is based on the fact that the growing interdependence of economies impact on human survival. The survival of the workers determines the survival of the firms. Strategies for human integration include the use of institutional principles, the family, communication technology, the mass media and stable global governance.

Conclusion

Globalization is driven by technology and market forces. However, the human elements involved in this process should not be ignored. Communication technology should be used to keep the human resource integrated in the globalization processes. Effective communication enhances productivity.

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