

HRD STRATEGIES FOR A SUSTAINABLE VIRTUAL ORGANIZATION: A CASE STUDY OF ORACLE CORPORATION

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ABSTRACT

With the use of many online tools, soft phones and collaborative products the world is quickly becoming a much smaller place than it use to be. Employees are no longer limited by their physical location, they Can work on projects with team members in different time zones or locations.Information technology makes it possible for people to work together without sharing the same physical space, thus, creating Virtual organisations. Thèse organisations, basically consistes of networks of individuals/groups having complementary capabilities, join hands till a goal is met (short-term existence) and, at times, continue to work together towards newer goals. As Virtual organisations are likely to grow further in émergence aspect, a number of behavioural and organisational aspects becomes signifiant. This paper highlights the Case Analysis of Oracle Corporation as a virtual organization and emphasizes the virtual management practices of the organization and brings the problems faced by the HR department of the organization. Finally concludes the HRD strategies to overcome this set of problems.

INTRODUCTION

Virtual organization is used to describe new organizational business forms that emerge with the application of information and communication infrastructures. . Members of Virtual Organization can be great trusts as well as small one person firms. It is imaginable that a self-employed consultant becomes a member of virtual organization and of a multinational corporation at the same time

LITERATURE REVIEW

Perspective	Author	Terminology
Structure	Byrne (1993) Aken et al. (1998) Strader et al. (1998) Wildeman (1998) Grenier and Meres (1995) Wütrich and Phillips (1998) Mertens et al. (1998) Goldman et al. (1995) Davidow and Malone (1992)	Network Network Network Alliance Alliance Form of co-operation Form of co-operation Combination of core-competencies Combination of activities
Process	Hale and Whitlaw (1997) Venkatraman and Henderson (1998) Mowshowitz (1997) Katzy (1998)	Continuous or institutionalized change Strategic approach Management approach Action or ability

Adapted from (Saabel et al., 2002) shows how the literature reflects the two views.

METHODOLOGY OF STUDY

A Case study methodology is adopted by interviews of various employees and field observations at Oracle Corporation.

CASE STUDY: ORACLE CORPORATION

Oracle Corporation is an American multinational computer technology corporation that specializes in developing and marketing enterprise software products — particularly database management systems. As far as Human resource practices are concerned, recruiters at Oracle Corporation will use the technology available to them to source, attract and hire candidates for roles in countries/cities outside of their location.

In oracle corporation recruiters will find jobs for people and hiring managers they may have never physically met. As technology continues to develop to allow us to do many of the things Oracle is a "workplace" is where we will see more people working in virtual teams and offices. Most of the people in Oracle organization will work in a virtual team - colleagues are based around the world with people in Europe, Africa and North America regularly. We all know what we have to do and work together with a common goal of finding the best people for Oracle. For example a person is based in Melbourne, Australia have successfully placed candidates into roles here at Oracle across Australia, New Zealand, Philippines, India and Singapore. There have been times where the people worked together with Managers and Candidates who have never physically met - the relationships with some of the on-line networks is stronger than what some people have with their real world contacts.

ORGANIZATIONAL STRUCTURE LEVELS AT ORACLE CORPORATION

It consists of

1. **Individual level or sub-intraorganizational** is regarding local tasks involving a group of people in a distinct organization via distance communication process.
2. **Organizational level** when information technologies are used to coordinate the activities of the organization as integration.
3. **And interorganizational level** is the last layer where numerous organizations utilize the information technologies to coordinate an economic activity (see the picture below).



Fig II: Typology of VC

The virtualization process of an organization may outcome a:

Virtual team, which is the simplest form of a VO, is a local team using information technologies to coordinate their connectivity and share their knowledge at lower cost. **Virtual project** can involve several people or organizations in the realization of certain task which are a beginning and designated end.

	Virtual Teams	Virtual Projects
Range of Involvement	Internal to an organizational function or departmental unit	Across functions and organisations
Membership	Small, local	Indeterminate
Mission	Teams on specific, ongoing tasks	Multiple organizational representatives working on specific projects
Length of Project	Membership varies, but form is permanent	Temporary
Uses of IT	connectivity, sharing embedded knowledge (e-mail, groupware)	Repository of shared data (databases, groupware)

ORACLE CORPORATION PROBLEMS IN THE VIRTUAL ORGANIZATION

Since Oracle Corporation adopts special “virtual” nature of the virtual enterprise, the human resources management department faces new problems:

1. The problem of lacking a same goal.
2. Communication problems.
3. Problems caused by lack of trust.
4. Culture differences in member companies.
5. Employee incentive problems.
6. Problems relating to performance feedback
7. Problems relating to rewards and recognition

SUSTAINABLE HUMAN RESOURCES MANAGEMENT STRATEGIES IN VIRTUAL ORGANIZATIONS

For the human resources management problems in virtual organizations, it is critical to timely identify and fix them effectively, other wise there will be loss of talent. This is imperative to ensure the positive development of the enterprise.

1. Must establish a common goal.
2. Develop trust and good relationship
3. Cross cultural training
4. Assist employee personal development.
5. Maintaining a Good Communication
6. Scheduling Meetings and Online Conferences
7. Ongoing Feedback and Support

CONCLUSION

Virtual organisations are a reality today as economies are forcing organisation to reduce costs, improve productivity. There is a downside, however. Physical and emotional contact is absent and there are inhibitions arising from the lack of face-to-face interactions, creating anonymous organisations. So the HR department in organisations must ensure a framework that is needed to ensure that trust among employees , self regulation, by the employees and monitoring mechanisms ‘human-ness’ in organisational and managerial dealings of the organisation.

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