Role of HR in the competent globe

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Abstract— **This paper discusses the Human resource management (HRM) has always been a very challenging aspect of any business. Especially with so much happening in the world of Human Resource, change, indeed is the constant when we talk about Human resource management. There are new trends in the world of HR emerging every now and then and it is extremely important for anybody remotely associated with the world of business to know about such contemporary emerging issues. In this era globalization human resource walks into has walked into a zone of new technology and certain emerging issues of management. So, it is necessary for the management to invest considerable time and amount, to learn the changing scenario of the HR department in the 21st century. In order to survive the competition and be in the race, HR department should consciously update itself with the transformation in HR and be aware of the HR issues cropping up. With high attrition rates, poaching strategies of competitors, there is a huge shortage of skilled employees and hence, a company's HR activities play a vital role in combating this crisis.**

Keywords— **Strategic Focus, Trends in HR, Organization Development, Social Responsibility and Retention force.**

I.   INTRODUCTION

The management of Human Resources has now assumed strategic importance in the achievement of organizational growth and excellence. As globalization advances and we move into the information age, organizations need to adapt to the changes in technology and the changing issues in management of people.

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Some critical issues have clearly emerged - planning, acquisition and development of human resources, responding to the demands of the work place and, above all, evolving a strategy of dealing with industrial conflict. As a management practice, it covers all the conventional areas of personnel management and industrial relations, as well as the relatively new areas such as communication, counseling, training and development, and job enrichment. An attempt has been made in this paper to point out the experiences on the emerging issues in managing human resources.

The competitive advantage is dependent on the apt application of knowledge of good. The factor of managing men is no more the only important function of HRM; the function has gone beyond that into four major generic areas that include 1) roles 2) relationship 3) strategic focus and lastly 4) learning focus. These areas are different from that of the conventional ones like traditional, transitional and knowledge.

The innovation of HRM happens to be the most striking part of the latest emerging issues in the world of human resources. Crafting of new business strategies in the light of human resource is a major emergence in this particular field. Organizational restructuring is just another important and notable aspect of emerging human resource management issues. Creation of social networking in support of business is a notable aspect of the new trends. Enabling companies to global, leading to superior performance and creating knowledge workforce are other notable part of these emerging issues.

Emerging issues in recruitment are extremely relevant. Recruitment has become a twofold approach now. This is the reason that today both the organization and the employee has become a lot more expecting of each other than they were before .The first approach is using resume data base for recruitment .The other trend that has gained prominence and utility is corporate poaching. Corporate poaching is the trend to recruit key employees of the other organization. Human Resource Management has evolved considerably over the past century, and experienced a major transformation in form and function primarily within the past two decades. Driven by a number of significant internal and external environmental forces, HRM has progressed from a largely maintenance function, with little if any bottom line impact, to what many scholars and practitioners today regard as the source of sustained competitive advantage for organizations operating in a global economy.

II.   OBJECTIVES

- ➢ To analyze the importance of HRIS in HRM.
- ➢ To analyze the current changes in Human Resource Management.
- ➢ To analyze new trends in Human Resource Management.

III.   METHODOLOGY

The article has been written on the basis of secondary information. The secondary information was collected from published books, journals, research papers, and official statistical documents.

IV.   THE CHANGING NATURE OF HRM FUNCTION

Today, competitive advantage is based on the successful application of knowledge. Managing people, as an HRM function, has broadened, to include managing organizational capabilities, relationships, learning and knowledge. These functions include four generic areas, i.e., (i) Roles, (ii) Relationships, (iii) Strategic focus, (iv) Learning focus. These areas are different from each of the economy functions, like traditional, transitional and knowledge.

a.   Innovate HRM:

1. Crafting creative business strategies
2. Organizational restructuring
3. Creating social networks
4. Invoking new challenges
5. Shifting approach
6. Enabling companies to go global
7. Leading to superior performance
8. Creating knowledge work force

b.   Human Resource Information System (HRIS) for Effective HRM:

In today's competitive business environment, the cutting edge for any organization is given by the speed with which it takes decisions to respond to changes in the environment, internal or external. A well-designed computerized HRIS alone can provide the information and analysis within the shortest possible time. Now-a-days, many organizations are using the computerized HRIS. They keep records in a compact manner, enabling access and retrieval, in a flexible way.

c.   Benefits of HRIS:

- ❖ Simplified data entry
- ❖ Less paperwork
- ❖ Fast and accurate
- ❖ Better use of feedback
- ❖ Increased efficiency
- ❖ Improved tools for data analysis

HRIS has great significance in every sector and it can play a vital role. It helps to have a better communication process in the organization and we can offer better service with less effort at reduced cost. Most importantly, organizations can hire and retain top performers, improve productivity and enhance job satisfaction of the employees.

d. **Formulation of HRM:**

1. Human Resource Planning
2. Recruitment
3. Selection
4. Placement
5. Inductions
6. Transfer & Planning
7. Job Analysis
8. Performance Appraisal
9. HR Audit
10. Total Quality Management
11. Quality of Working Environment
12. Quality Cycle

e. **HRM in the Present Scenario**

➤ Low motivation or mounting frustration
➤ Promotions are consolations for transfers
➤ Cadre conflict
➤ Reward and punishment system
➤ Development of strong training system

V. CHANGES IN HRM

Some of the significant changes that are likely to take place in the human resource management are as follows:

- **Increase in education levels**: Due to technological progress and the spread of educational institutions workers will increasingly become aware of their higher level needs, managers will have to evolve appropriate policies and techniques to motivate the knowledge of workers. Better educated and organized workforce will demand greater discretion and autonomy at the work place.

- **Technological developments:** This will require retraining and mid-career training of both workers and managers. Rise of the international corporation is proving new challenges for personnel function.

- **Changing composition of work force:** In future, women and minority groups, SCs and STs would become an important source of man power in future on account of easy access to better educational and employment opportunities. Therefore manpower planning of every organization will have to take into consideration the potential availability of talent in these groups. Changing mix of the workforce will lead to new values in organizations.

- **Increasing government role:** In India, personnel management has become very legalized. In future private organizations will have to co-ordinate their labour welfare programmes with those of the government private sector will be required increasingly to support government efforts for improving public health, education training and development and infrastructure.

- **occupational health and safety:** Due to legislative presence and trade union movement, personnel management will have to be more healthy and safety conscious in future.

- **Organizational development:** in future, change will have to be initiated and managed to improve organizational effectiveness. Top management will become more actively involved in the development of human resources.

- **New work ethic:** greater forces will be on project and team forms of organization. As changing work ethic requires increasing emphasis on individual. Jobs will have to redesigned to provide challenge.

- **Development planning:** personnel management will be involved increasingly in organizational planning, structure, composition etc. Greater cost-

consciousness and profit-orientations will be required on the part of the personnel department.

- **Better appraisal and reward systems:** organizations will be required to share gains of higher periodicity with workers more objective and result oriented systems of performance, appraisal and performance linked compensation will have to be developed.
- **New personnel policies:** new and better polices will be required for the work force of the future. Traditional family management will give way to professional management with greater forces on human dignity.

Thus, in future personnel management will face new challenges and perform new responsibilities. Participative leadership will take the place of autocratic leadership. Creative skills will have to be redeveloped and rewarded emphasis will shift from legal and rule bound approach to more open and humanitarian approach.

a.   **HR, HRM & HRD:** Human Relations is called HR also known as Human Resources. Managing HR is called Human Resources Management (HRM). Developing HR is called HRD. HRM is a philosophy, while HRD includes the activities and processes undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individuals in an organization, in order to help them to achieve higher human potential as a resource for the community. It is a continuous process by which the employees are assisted in a planned way to develop capabilities.

Trends in HRM: An organization's labour force comes from its external labour market - individuals who are actively seeking employment. HRM helps organizations find and keep the best possible fit between their social system and technical system. Organizations need employees with broad skills and strong motivation. Recruiting and selection decisions are especially important for organizations that rely on knowledge workers. Employees' responsibility and authority are given to make decisions regarding all aspects of product development or customer service. HR professionals can support organizational strategies for quality growth and efficiency. Organizations with international operations hire employees in foreign countries, where they operate, as they need knowledge of differences in culture and business practices.

Now-a-days, information system has become a tool for more HR professionals, and often, these systems are provided through the Internet. The widespread usage of the Internet also includes HRM applications. Organizations search for talents, and screening candidates online. Employees may receive training online. The employment relationship takes the form of a psychological contract that describes what employers and employees expect from the employment relationship. The employees are looking for flexible work schedules, comfortable working conditions and greater autonomy, opportunities for training and development, and performance-related financial incentives. For HRM, the changes require planning for flexible staffing levels. Organizations seek flexibility in staffing levels through alternatives to the employment relationship. They may use outsourcing as well as temporary and contract workers.

VI.   NEW TRENDS IN HRM

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order.

Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives.

Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important.

Some of the recent trends that are being observed are as follows:

➢ The recent quality management standards **ISO 9001** and **ISO 9004** of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

➢ Charles Handy also advocated future organizational models like **Shamrock**, **Federal** and **Triple I**. Such organizational models also refocus on people centric issues and call for redefining the future role of HR professionals.

➢ To leapfrog ahead of competition in this world of uncertainty, organizations have introduced **six- sigma practices**. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

➢ **Human resource outsourcing** is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

➢ With the increase of global job mobility, recruiting competent people is also increasingly becoming difficult, especially in India. Therefore by creating an **enabling culture**, organizations are also required to work out a **retention strategy** for the existing skilled manpower.

VII. NEW TRENDS IN INTERNATIONAL HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

▶ Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.

▶ Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.

▶ To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.

▶ Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

▶ In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

a. **HR Managers should do the following things to ensure success-**

➤ Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.

➤ Employ innovative reward plans that recognize employee contributions and grant enhancements.

➤ Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc

➤ Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g. Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.

➤ Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.

➤ Lay off workers in a smooth way explaining facts to unions, workers and other affected groups e.g. IBM , Kodak, Xerox, etc.

7.2. HR Managers today are focusing attention on the following-

a) **Policies**- HR policies based on trust, openness, equity and consensus.

b) **Motivation**- Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.

c) **Relations**- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

d) **Change agent**- Prepare workers to accept technological changes by clarifying doubts.

e) **Quality Consciousness**- Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

7.3. **HRM in 2020:** Now, we identify and discuss about five issues which are expected to affect the organizational HR in the future: (i) The corporations of tomorrow,(ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility.

7.4. Corporation of Tomorrow: In future, there is a two-fold effect on Indian Industries, i.e.,(i) Generation of employment, and (ii) Industrial restructuring

We assume that in the future workplace, which may come true by 2020: -

❖ A majority of people worldwide will be connected through the IT infrastructure.

❖ Connectivity is the new frontier on the information highway to connect with one another.

❖ There are various factors on which the growth and expansion of connective technology will depend.

❖ The basic organizing unit in the workplace will be one individual engaging in business through connective technology.

❖ A learning culture will be festered by the technologies that will serve, entertain, and help people do their work. It will be basic workplace skill.

❖ Power in the organization of 2020 will be in flat structure.

❖ Culture and language will still move between the poles of traditionalism and modernism.

7.5. Information Age: Information age has heralded a new way of doing business. IT has the power to change the most well-entrenched business paradigms. It has the power to link and connect people, and enable the exchange of products, services and capital, in an entirely different manner than in the past. IT has increased the efficiency of the human resource functions and reduced the burden of administrative work in the HR department, at the same time, helping to increase productivity.

7.6. Virtual Corporations: A virtual company is usually a highly networked organization that extensively contracts out activities that were once performed in-house, allowing both speed and flexibility. The key to success in a virtual corporation is connectivity, i.e., the ability to network with a large number of independent companies.

7.7.Social Responsibility: Change in technology results in a change in the structure, design and environment of an organization. It has four stages:

(i) Acquisition of technology, (ii) adaptation of technology, (iii) utilization of technology, and (iv) improvement and development of technology.

Organizations of the future will operate in a workspace, which is likely to be much more broadly defined, than it is today. Connectivity within and outside the organizations, will create a world virtual reality organization.

Environmental problems fall into two broad categories, i.e.,

(i) Problems that arise out of poverty and inadequate development, and

(ii) Problems that arise out of the process of development (threat of earthquake, deforestation, pollution of ground water).

7.8. Strategic HRM: It is that set of managerial decisions and actions that determine the long term performance of a corporation. It includes environmental scanning, strategy formulation, implementation, evaluation and control. The biggest benefit that strategic HRM offers is competitive advantage by building critical capabilities of HR in an organization. Strategic HRM facilitates in strategy formulation by making an organization's SWOT analysis, and also in policy implementation by providing competent human resources and competitive intelligence.

7.9. HRM in LPG (Liberalization, Privatization & Globalization) Era: We can divide HRM into seven sections, i.e., HRM - Environment and Strategies, HRM - Acquisition and Absorption, Development, Maintenance and Retention, Control, Miscellaneous, HRM Practices.

7.10. **HRM Environment and Strategies**: It includes objectives, scope and functions, evolution and development of HRM. *Acquisition and Absorption includes* HR planning, job analysis and design, recruitment, selection, placement, induction and socialisation. *Development section includes* career planning and development, employee training, executive development, organization development and internal mobility and separation.

7.11. *Maintenance and Retention section:* It includes job evaluation, wage and salary administration, incentives and benefits, motivation, employee empowerment, workers participation in management, employee health and safety, social security, employee discipline, employee grievance, industrial relations, industrial disputes, trade unions, collective bargaining, performance & potential appraisal. *Control section includes* personnel research and audit, human resource audit and human resource information system. *Miscellaneous section includes* HRM in a changing environment, IHRM, HRM in virtual organizations. *The final section is HRM Practices* in various organization levels.

7.12. Corporate Strategy in Human Resource Management: Today, there is an urgent need to link human resource management, inextricable, to the business of the organization, at both the strategic and practical levels. The HR manager has the task of being on a constant look-out for the right choice of employees, fine-tuning the job mix and compensation package to benefit the individual and the organization, devising a flat organization structure and organizing training programmes for continuing the education at different levels in the organization.

VII. FUTURE ROLE OF PERSONNEL MANAGERS

Some of the emerging trends in the role of personnel manager are as follows:-

- ❖ Personnel managers of future will have to stress upon overall development of human resources in all respects.
- ❖ The scope of human resource management will be extended to cover career planning and development, organization development, social justice etc.
- ❖ Enlightened trade unions will become an active participant in the organization and management of industry.

❖ The personnel manager will be required to act as a change agent through greater involvement in 'environment and scanning and development planning. They will have to devote more time to promote changes than to maintain the status quo.

❖ The personnel function will become more cost-conscious and profit oriented. Instead of merely administering personnel activities, the personnel department will have to search out opportunities for profit improvement and growth.

❖ Greater authority and responsibilities will be delegated to personnel managers particularly in the field of employee welfare services.

❖ Personnel managers will have to continuously retrain themselves to avoid obsolescence of their knowledge and skills.

Thus, the job of personnel managers will become more difficult and challenging in future. They will have to be experts in behavioral sciences. They will play a creative and development role. They will thus have play a creative and development role. They will have to acquire new skills, values, attitudes to discharge their new responsibilities successfully.

IX. CONCLUSION

The basic functions of HRM now need to be strategically directed towards developing and sustaining organizational capabilities, through activities that overlap with traditional business functions such as finance, marketing, and non-traditional activities, such as knowledge management. Human Resource Information System and HRD have great significance in every sector. It play a virtual role and help the communications process in the organization. Most importantly, organizations can hire and retain the top performers, improve productivity and enhance job satisfaction of the employees.

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