

Emerging Trends in Human Resource Management

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Abstract

This paper has always focused on various aspects of Human Resource Management (HRM). Human Resource Management is a process of bringing people & organization together, so that the goals of each other are met. Human Resource Management has evolved considerably over the past century, and experienced a major transformation in the 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 may scholars and practitioners today regard as the source of sustained competitive advantage for organizations operating in a global economy. The paper has further discussed the emerging trends of the HRD, like workplace diversity, talent management, control and measure results & motivational approaches. Even the perspective of most of the management has changed. They recognize & understand that achieving organizational goals & profit making cannot be achieved without the true commitment of man force i.e. employees. Henceforth, the necessary attention must be taken by HR Managers in formulating policies, motivating employees, maintaining relationship and stressing on quality in administration. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent

0.1 KEYWORDS: Control and measure results, Motivational approaches, Talent management, Workplace Diversity.

0.2 Importance: With the increase in competition, locally or globally, organization must become more adaptable, resilient, agile and customer-focused to succeed. And within this change in environment, the HR professional has to evolve to become a strategic partner, an employee sponsor or advocate and a change mentor within the organization. The HR manager has to promote and fight for values, ethics, beliefs and spirituality within their organization, especially in the management of workplace diversity.

As our business world is changing at a very fast pace, the major trends impacting industries are globalization, technology, outsourcing and the talent crunch. The biggest challenge amongst these is the shortage of skilled manpower. To overcome this obstacle of reduced manpower, the HR professionals have to make significant contributions through expense reduction, revenue generation, talent management and risk mitigation. As organizations, their customers, employees and their environment become more global and competitive the competency requirements for successful leadership are increasing exponentially. Therefore succession planning needs to be re-engineered to focus on competencies rather than positions.

0.3 Introduction: Human Resource Management (HRM) is the function that focuses on managing people in organizations in a structured and thorough manner. It encompasses the management of people from a macro perspective. It is a strategic and comprehensive approach to manage people at workplace, its environment and culture building. HRM is to maximize the return on investment from the organization's human capital and minimize financial risk. It has become an integral and distinctive part of management. HRM's prime objective is the maintenance of better human relations in the organizations by the development, application and evaluation of policies, procedures and programs relating to human resources to optimize their contribution towards the realization of the organizational goals and objectives. It is "resource" centered as compared to personnel management which is "workforce" centered. The major purpose of HRM is to increase and improve the productive contribution of personnel to the organization in more ethical, social and administratively responsible way. Over the years highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. There is an intense need for multi skill development & mapping amongst the workforce. The entire HR gamut has undergone a changeover. Now the employees welcome a better culture, learning and development organization environment. The role of HR Department has changed dramatically over the recent years and will become increasingly more strategic in nature. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personal directors are the new corporate heroes.

HR Managers should take into account the following aspects 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.
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling etc.
- Utilize people with distinctive capabilities.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times.
- Lay off the workers in a smooth way explaining facts to unions, workers and other affected groups.

The HRD has the skill to forecast the future changes in the technology and make its employees capable of adapting and adopting the same into their environment with less complexity.

0.4 Emerging Trends of HRM

Historically HRM has been described as being responsible for attracting, recruiting, selecting, training, assessment and compensation of employees while ensuring compliance with employment and labor laws. More recently HRM has also become involved in succession planning, business continuity planning, workforce diversity, labor relations and some aspects of mergers and acquisitions.

Some of the emerging trends of HRM are:

- > Workplace Diversity
- > Talent Management
- > Control and Measure Results
- > Motivational approaches

1. Control and Measure Results: A HR manager must conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess the progress over the long term. There is also a need to develop appropriate measuring tools to measure the impact of diversity initiatives at the organization through feedback surveys, questionnaires etc.

2. Motivational approaches: Motivation can be defined as the influence that makes us do things to achieve the organizational as well as individual goals. I.e. when one's individual needs are satisfied, they are bound to be motivated to complete organizational tasks effectively. Positive motivation is infectious. When an employee knows that productive work is rewarded, then she is more likely to want to perform to her potential. When other employees see that one person reaping the rewards of motivated hard work, then they will want to get their share of the reward as well. This motivational approach needs to be consistent and perpetual. Same reward should be offered for the same level of productivity to every employee who qualifies for it.

3. Talent management: Talent management refers to the process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for your company. It's increasingly obvious to most business owners and executive teams that rather than being constrained by capital, companies are constrained by talent it is adopted by companies, since they realize that their employee's talents and skills drive their business success. Talent management is also known as HCM (Human Capital Management), HRIS (Human Resource Information Systems).

4. Workplace Diversity: The dimensions of workplace diversity are not restricted to age, ethnicity, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status etc. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on the diverse talents. This is true for multinational companies (MNCs) who have operations on a global scale and employ people of different countries, ethical and cultural background. Thus, a HR manager needs to be mindful and employ "Think Globally and Act Locally" approach. Many a times they themselves have to undergo cultural-based training programmed to further their abilities to motivate group of professionals that are highly qualified but culturally diversified. Diversity can add varied ideas and perspectives to a workplace. Business compiles these varied opinions and ideas as they make decisions about how to start, run and finance their operations and market their products and services.

0.5 More Recent Trends & challenges faced by HRM:

Strategically, Human Resources Management are aligned with changing Environmental and Organizational contexts



0.6 Currently the HR managers are focusing on the followings:

- 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.
- c) Relations : Fair treatment for people and healthy work-conditions
- 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.

0.7 Conclusion

We live in an era of not just change, but an accelerated rate of change. As compared to the past, twenty first century corporations are getting to be globally market driven ones with “invest anywhere and share everywhere” concept. Considerable work will be essential in building a positive organizational climate, within which improving performance level is not only appreciated and rewarded but becomes a way of life. The

HR Dept. should create competitive advantage by building strong organizations, strong leaders, managers, strong teams and employees. If HR is to be perceived as an enabler of business strategies they need to be seen by measurable contributions to the bottom line through expense reduction or revenue generation, talent management and risk mitigation. HR people need to be a lot more creative in the way they do the things. The “one size fits all” approach doesn’t work anymore. There is still a strong contention and race of struggle to take the lead in the academic and professional field but obviously only time will fill them and other possible rival scenarios will offer more accurate description of the reality in future. The new technological downsizing, right sizing and privatization management can also play role for future developments/ trends and accepts the challenges of the future.

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