

Emerging Orientations in Human Resources – An Overview

Shipra Sharma,

Associate Professor, NIFT, Kangra, H.P, India

Abstract

Human Resources Management helps in achieving the goals and objectives of any organizations in a resourceful and effectual manner. The process helps in abridging the gap between the employees' prospects and the organization requirements by attaining pertinent strategies. Technology has helped in creating strong market forces encouraging companies for competitive challenges and face fierce market competitions. The era of Globalization, Liberalization and Privatization has opened the platforms for skilled forces without any geographical limitations. Given the kind of varied workforce, the companies need to devise new and challenging ways to get the best out of them and retain them for their productive use. Holding and strengthening the competencies of the people and along with favorable and productive environment is the need of the hour today.

Managing of Human resources is an Integral part of any developmental programme in a Competitive Environment. Human resources have diverse perspectives and therefore the emerging orientations help in attaining and focusing on companies' goals and objectives. Various HR approaches like Green HRM, HR outsourcing, High Performance work systems etc in this ever changing work environment are discussed in this paper for their relevance and importance.

KEYWORDS: HRM practices, Globalization and liberalization, Emerging HRM approaches, etc.

Introduction

Human resources Management helps in achieving the goals and objectives of any organizations in a resourceful and effectual manner. In today's era of Globalization, companies are moving to other parts as well as outside the country for agility and maximisation of their returns. Moving to other regions constructive to the trade brings growth opportunities, flexibility, and fierce market competition along with influx of workforce without any limitations. In such situations, the companies need to build up their employees, enhance their skills and strengthen them to make favourable and productive work environment. The individual organisations, therefore, need creative HR practices to reinforce and stabilise their internal HRM systems considering the nature of the varied and diverse workforce.

An organisation's success increasingly depends on the responsiveness, skills and abilities of workforce, primarily as they help distinguishing an organisation from its competitors. The HRM process helps in abridging the gap between the employees' prospects and the organization requirements by attaining pertinent strategies.

Given the dynamic nature of the market, business houses are trying to control and outsource new administrative functions, thereby, developing innovative ways for

employees to demonstrate new skills and preparing themselves for unacquainted roles at times.

The human resources need to be multidisciplinary and the organizations need to devise ways and methods to gain excellence through competitive advantage. Constant efforts towards change in the working of the organization and motivating people for continuous performance are need of the hour. The organizations, thus, need to devise innovative ways to attain their goals along with holding the people together from different streams. Such systems help the people to remain motivated, improve organizational economic performance and sustain the competitive challenges in a culturally diverse environment. Some of the current approaches in HRM in such an environment are as discussed in detail.

HRM Outsourcing:

A relationship in which a company contracts with a vendor that rents its skills, knowledge, technology, service and manpower for an agreed-upon price and period to perform functions the client no longer wants to do Adler (2003, p. 53) Outsourcing is defined as 'the transfer of selected functions or services and the delegation of their day-to-day management responsibilities to third party providers' (Marinaccio, 1994). Hence, outsourcing would indicate replacing business activities.

Organizations typically deal with skilled manpower often represented by unions. HR needs emphasise on employee welfare, Industrial relations, dispute resolution and Career and Succession planning. An HR partner specialising in the manufacturing market can help companies decrease their costs; focus on their key strengths along with bringing the best of the talent from other cultures. The knowledge sharing and technology transfer through outsourcing HRM Functions helps in building the Business Environment.

According to the Talent 2 Asia Pacific Market Pulse Study, 71 of HR executives across Asia, Outsource all or part of their search and recruitment function. This (40%) is the function most likely to be considered for outsourcing. This is followed by employee learning and development (17%) and payroll (12%). More than 40% of executives in Singapore are already outsourcing their payroll function.

As per the study, some of the HR functions that can be outsourced are: Payroll/compensation Administration, HR Information Systems, Recruitment Process, Strategic Business Planning, Training and Development. The outsourcing of select HR functions helps in:

- Cost Reduction
- Focus on Strategic HR issues and core Business
- Training costs can be diverted
- Usage of Vendor Strengths
- Risk is shifted from organization to the vendor
- Labour supplies can be flexible in the periods of economic growth.

However, outsourcing of HR activities is not without risks. Some of the ill-effects of HR outsourcing may include difficulty in finding good quality vendors, resistance from within the HR department, loss of in-house expertise, loss of jobs, compromise on the quality of service, Vendor dependency, actual costs being higher than the anticipated costs, outsourcing of those core HR activities which are not supposed to

be outsourced in the first place, hampered organizational learning and innovation; reduced control over how certain services are delivered, etc (Greer et al, 1999; Pickard, 2000.b; Barthelemy, 2003; Lawler and Mohrman, 2003; Stroh and Treehuboff 2003; Elmuti, 2003;Cooke et al, 2005; Schlosser et al, 2006).

Green HRM:

It refers to using every employee to support sustainable practices and encourage the awareness and commitments of employees towards sustainability.

Green HRM aims at reducing the company carbon footprint by reduction in the usage of papers, reducing unwanted travel. Green HRM is about the holistic application of the concept of sustainability to organization and its workforce (Aravamudhan, 2012). As per various researches and studies, HR department in many companies are increasingly greening their processes to gain competitive advantage over others. Green HRM consists of all the activities that help an organisation to carry out their objectives of Environment Management. The term refers to the role of HR policies and practices in supporting the agenda of working for the environment and preserving and protecting natural resources.

Green Human Resources can implement various processes and practices in different HR functions like acquisition of human capital, their induction, training, performance management and reward management which will have a bearing on the overall carbon footprint of a company (Prasad,2013). Some of the Green HR practices are;

- Eco friendly packing material
- Wastage disposal
- Reduction in Electricity Consumption and Energy saving settings.
- Promoting Web or Teleconferencing, Interactive media to reduce travel.
- Green Promotion
- Green Rewards
- Flexible working
- Induction programmes inculcating Green consciousness
- Green targets for key performance areas
- Green Performance standards and Green Indicators.
- Training, Development and Learning plans with Green integration of the company.

The steps taken under Green HRM result in greater employee efficiency, reduction of costs, greater involvement of the people and retention that helps in reducing the employee carbon footprints by filing electronically, sharing of vehicle sharing, work sharing, teleconferencing and virtual interviews, online training, energy efficient office spaces , reusability, telecommuting, online training.etc .

Some of the Companies engaged in Green HR practices are Green Toyota where in they work with those concerns certified as Green. Tata Group is another example where the vendors in their Supply Chain follow green Practices.

High Performance Work Systems

The concept helps in strengthening and bringing together the employees competence in all aspects so that they can be a source of sustainable competitive advantage. High Performance Work Systems is an arrangement of all the required HRM functions related to Selection processes, Training and Development, Performance Management,

Compensation, and Information. The bundling of these activities aim to attract and retain employees from diverse background and help in the enhancement of their skills, employees, skills, knowledge, motivation and flexibility for conducive growth.

High Performance work Practice is a set of complementary work practices covering three major categories of HR practices:

- High employees involvement practices
- Human resources practices
- Reward and Commitment Practices Ashton and Sung (2002) and Thompson (2002)

High-Performance Work Systems are generally associated with employers providing (a) opportunities for worker involvement and participation, (b) intensive training and development, and (c) incentives (Bailey 1993; Appelbaum et al. 2000; Kalleberg, Marsden, Reynolds and Knoke 2006; Gerhart 2007). Recent studies of High-Performance Work Systems and well-being have used a global measure that encompasses several elements, except for Mohr and Zoghi's (2008), which focused explicitly on high involvement management. The key emphasis has been on how high performance work systems that lead to increase in job satisfaction by improving aspects traditionally associated with enriched jobs, such as autonomy, skill utilization, and development. For example, Macky and Boxall (2008, p. 41) suggest that the key mechanism in a high performance work system explaining the performance effect of employee involvement is its elicitation of 'greater discretionary effort from employees'. Some of the High Performance Work Practices include practices like Profit related bonuses, Flexible job descriptions, Presence of work-improvement and problem solving groups.

Conclusion:

Apart from the above, there are other trends like Talent Management, Knowledge management, e-HR, HR shared services, HR score card, HRIS , HR portals etc.

Emerging trends and orientations help in reduction of costs, Improvement in efficiency and effectiveness, continual improvement of products, Growing Consumer expectations, Gain of Competitive Edge, Competitive manufacturing and **Obsolescence** unwanted in current scenario

Human Resources Management has gained immense significance and plays a very crucial role in the overall management of the organisation. HRM functions in organisations need integrated and strategized involvement for long term benefit. HRM function needs to work with all in tandem to achieve the goals and objectives of an organisation. The effectiveness of the HRM needs the organisation to be competent globally. In the current Scenario of fierce competition all over, the Human Resources of any organization needs to be Multidisciplinary, Performance oriented, Motivated, Competitive, Continuous Up gradation for unacquainted roles and Sustain in a diverse Environment.

Managing of Human resources is an Integral part of any developmental programme in a Competitive Environment. To gain maximum out of this diverse background requires organizations to look for current practices, strategy and action plans for their survival. By implementing the approaches like Human Resources Outsourcing, High

Performance Work places and Green HRM would help organizations to reduce costs and strategize and focus on organizations goals.

REFERENCES AND BIBLIOGRAPHY:

Bhagat, Manju; Kannan N G; (October 2013 -March 2014) Examining Human Resource Management Outsourcing in India IJBIT, Volume 7, Issue 1

Marhatta, Shakti; Adhikari, Sandeep; Green HRM and Sustainability- ASM's International e journal of ongoing research in Management and IT, INCON13-HR-006

Prasad; Apeejay - Green HRM - Partner in Sustainable Competitive Growth Journal of Management Sciences and Technology 1 (1), Oct – 2013

Stephen Wood and Lilian M. de Menezes; High Involvement Management, High-Performance Work Systems and well-being The International Journal of Human Resource Management, Vol. 22, No. 7, April 2011, 1586–1610

Awasthi, Shakti; A “High Performance Work Practices in Indian Organizations – An understanding. Journal of business Management and Social Sciences Research, Volume 2, No4, April2013, *ISSN No: 2319-5614*

Jeroen de Boer ,HR outsourcing, Master Thesis, September 2007, Master Business Studies, Faculty of Economics and Business, University of Amsterdam

Mathapati,C M; Green HRM: A Strategic Facet, Tactful Management Research Journal, Vol2,Issue 2,Nov 2013,ISSN 2319-7943

Penny Tamkin, High Performance Work Practices, a report published by institute for Employment Studies, <http://www.employment-studies.co.uk>

<http://www.hrmasia.com/resources/outsourcing/hr-outsourcing-talking-point/179976/>

<http://www.allbusiness.com/human-resources/workforce-management-hiring/380-1.html>

<http://www.quoteatcher.com/Module/Article/ArticleView.aspx?idArticle=556>