



Human Resource Management

Elixir Hum. Res. Mgmt. 78 (2015) 29415-29417

Elixir
ISSN: 2229-712X

Emerging trends in Human Resource Management

B.N.Venugopala and R.C.Nagaraju

Department of English University Arts College, Tumkur University, Tumkur.

ARTICLE INFO

Article history:

Received: 20 June 2011;

Received in revised form:

19 December 2014;

Accepted: 29 December 2014;

Keywords

Modern economies,
Human resource management,
Financial management.

ABSTRACT

Human resource is of vital importance in any organization. The success of the organization depends immensely on the appropriate utilization and the deployment of the Human resource. It is often felt that though the utilization of natural resources, availability of physical and financial resources play prominent role in the growth of modern economies, none of these resources is more significant than the committed and efficient man power. Hence organizations have clearly understood that they could get the sustainable competitive advantage through the proper utilization of human resource.

© 2015 Elixir All rights reserved.

Introduction

Human resource management is that process of management which develops and manages the human constituent of enterprise. It is not only the management of skills but also of the attitudes and aspirations of the people who are working in the organization. The people who work in any organization will certainly have their own feelings, discernments, intentions, requirements and set of values. It is the accountability of the organization to furnish the requirements and to accomplish the desires of the people. The organizations are expected to pay attention to these personal requirements of the workforce apart from giving consideration to the technical skills, knowledge, experience and other requirements of the job. 'People friendly' and 'people oriented' attitude are the prerequisites to be given at most priority and consideration. If the personal requirements of the workforce are given proper attention, the organizations could easily think of profitable outcome. Human resource management facilitates the creation of better understanding between employees and management. It helps in accomplishing individual and organizational goals. It is basic to all functional areas of management such as production management, financial management, marketing management etc, as it is very much essential for every manager working in any department has to deal with personnel. It does not confine itself to the selection of right persons of right type of persons of right jobs, it helps to build a team spirit where employees satisfy their aspirations by developing themselves and contribute to the accomplishment of organizational goal.

HRM approach is required to create proper understanding among workers and management and it can certainly eradicate the absence of cordiality in an organization. Through HRM approach, the organization can succeed in making employees enjoy their work. It helps in promoting a sense of accomplishment, a sense of belonging to their organization and work place. Employees can also feel happy and proud because their work is acknowledged and appreciated and as individuals they are respected. HRM approach enhances the competence and results in the performance of more challenging and satisfying tasks. Instead of spending their time in satisfying their needs, employees contribute to the organizational tasks and goals.

Globalization of economy has resulted in the international competition and it is very much essential to keep up the standard and quality to meet the global expectations. Post globalization is marked by a shift from command economy to market driven economy, from sheltered market to competitive market. Unprecedented increase in competition demands for continuous improvement of human resources. If the workers do not develop the organizational commitment, efficiency and the quality of work would certainly get affected. Business environment is changing rapidly as a result of globalization, privatization, and liberalization. This change is witnessed in all fields connected with business environment: socio-cultural, economic, technological and political fields. As a result it has become inevitable for the human resource managers to face more problems which they have not encountered earlier. This is because of the reason that in the preliminary or initial stages of development, human resource management was restricted to labor relations. Now the scope of the same has widened and has become more challenged.

The economic liberalizations have resulted in radical change of the direction and structure of the nation. It aimed at getting industry, business, and trade free from the clutches of control. The survival and development of industry mostly depend on the ability to compete with other firms, multinationals and foreign markets. The ability to preserve high quality and enhance efficiency determines the competitive ability of firms, which in turn is largely reliant on the eminence and commitment of human resources.

Globalization and liberalizations have created the new customers and this has been a problem, challenge and opportunity. Meeting the requirements of new customers, demands for competent, developed human resources with human approach towards customers. In order to meet the global requirements several measures have been taken in the field business and industry. Downsizing of organization structure, enriching the jobs at all levels, performance planning and development, preference for empowerment instead of supervision, providing conducive climate for team work, encouraging innovative and creative ideas, providing conceptual and informing role to all employees, developing anticipatory and participatory approach, providing training and retraining,

Tele:

E-mail addresses: venugopalabn@gmail.com

© 2015 Elixir All rights reserved

developing reward system, developing the aptitude towards different jobs and encouraging job rotation, providing social and cultural programmes to satisfy the social needs of employees, providing health care facilities to arrest erosion in the existing skills, knowledge and abilities are some of the measures taken to improve the conducive climate for team work. Though such steps are taken to promote Human Resource development and management, some challenges still prevail in the present scenario.

Changes which are taking place in the business and industry have set forth various challenges before HR managers:

Technological development- the technological development and computerization of the organizations have made the jobs and skills obsolete and have resulted in the unemployment problem in some sectors. With a view to improve work efficiency, where there is surplus staff, downsizing which involves elimination of certain jobs has become the necessity. This may create a feeling of insecurity among people working in the organization. This sense of insecurity adversely affects the performance levels in the organization and the competent employees leave the organizations in search of opportunities. HR management has to encounter this problem and it should try to solve the problem by convincing the trade unions and the workers for downsizing. It must have programmes to assist the laid off employees and should help the laid off employees in finding new jobs. If required, steps should be taken to retrain the workers to equip them to the new requirements. HR managers are required to ensure proper communication to minimize the negative effects of rumors and they have to ensure that the employees are kept well informed about the factual position. If downsizing becomes important to promote efficiency and cost reduction, then HR managers are expected to come out with appropriate exit policy. Exit policy covers the policy for the compensation for the employees who leave the organization and the measures for their rehabilitation. Voluntary Retirement Schemes and Golden Hand Shake schemes are encouraged to help the employees. Employee relocation assistance programs are to be given priority. Other challenge, the HR managers have to face is that the introduction of new technology is likely to dislocate workers from their jobs unless they become well equipped to work on new machines. This makes it obligatory on the part of personnel management to train workers and rehabilitate those who are displaced or cannot be trained.

Increase in the size of personnel-with the emergence of multinational companies and increase in the size of the organizations, the number of people working in the organizations has also increased. As the new workforce is very conscious of its rights, the management of the increased workforce faces a number of problems.

Increase in educational levels- because of the spread of educational institutions and technological progress, the education level of the employees has increased and they are aware of their rights. Increased educational level changes the attitudes of the employees. Thus it is the challenge before the HR managers to develop appropriate policies and techniques to motivate the educated workers. If management does not reorganize and redesign jobs to suit the qualified personnel, it will be contributing only to frustration, grievances and turnover. New supervisory and leadership techniques are required to motivate these employees. HR managers have to find innovative ways of keeping people challenged and satisfied.

Increase in the number of women employees- due to easy access to educational and employment opportunities, women have emerged as a significant component of workforce. It has

been essential to consider their problems. The increased number of married female employees and working mothers bring new problems before the human resource managers. It has been obligatory for the HR managers to consider the tribulations of the women employees and their comfortable stay must be ensured. As there as an increase in the number of women employees, HR management should think of having child care facilities on or near company premises.

Mobility of professional and technical workforce- as individuals develop greater technical and professional qualifications, their services will be in great demand in the other organizations also. As a result various managerial and professional employees will become more mobile, attractive programmes to stop the mobility and the consideration for the demands of the professional and technical workforce is of at most importance.

Corporate Reorganization-because of Globalization there are lots of mergers and takeovers in the corporate world. Mergers and takeovers create a lot of emotional and anxious moments. HR management has to encounter this problem and suitable measures are expected to be taken to reduce the anxiety.

Changes in psycho-social system- the organizations are required to take into consideration the psychological needs of the employees. Democratic humanistic approach has to be designed to ensure the effective participation of the employees.

Political and legal factors- HR managers have to be aware of the legislations enacted by the government as all human activities are affected in one way or the other by such legal and constitutional provisions. The management cannot manage the personnel unilaterally as it used to do because it has to abide by the rules and regulations imposed by the government from time.

Social factors- the actions of the business are being monitored and evaluated very closely by the society. Social impacts have to be carefully evaluated before undertaking any action programme.

These factors are given lot of importance in the present scenario and as a result HR management has given priority to the following factors:

- Economic, social, psychological and spiritual requirements of employees are given importance.
- There is a shift in the concept from labour management to personnel management and personnel management to Human resource management.
- Significance is shifted from skilled employees to knowledgeable employees.
- Organization design is shifted from hierarchical structure to flat and flexible structure.
- Significance of the functional areas of management is now centered on Human resources.

Other important recent trend in the HR management is E-HR.

It basically ensures that all the major HR transactions in organization are carried out through intranet and internet. Policies, systems, facilities and rules are made available to people in the company's website and employees can access the information easily. E-health sites, E-commerce, E-education, E-family sites and other E services have opened new opportunities for HR managers and employees to work, learn, transact personal business, be in touch with family, plan for travel, focus on health etc, which otherwise would have consumed lot of time

of HR professionals.

Thus, the job of Human resource management has become more complicated and challenged in the present scenario. It has become necessary to consider human resources as vital instruments in achieving the goals of organizations.

Instead of autocratic leadership there is participatory leadership. Money has no longer been the sole motivating force for majority of the workers. Non financial incentives also play an important role in motivating the workforce.

To be precise, human resources is treated as assets in the present scenario.

Reference:

- [1]Appannaih. H R, Reddy PN and Aparna Rao, Human Resource Management, Mumbai, Himalaya Publishing House Pvt. Ltd, 2005.
- [2]Subba Rao, Human Resource Management, Mumbai, Himalaya Publishing House Pvt.Ltd, 2005
- [3]Shashi K Guptha, Rosi Joshi, Human Resource Management, Kalyani Publishers, Ludhiyana, 2005.
- [4]Sherlekar S A, Sherlekar V S, Modern Business Organisation and Management, Mumbai,Himalalya publishing House Pvt Ltd, 1978.