

Major challenges facing Human Resource Department

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Abstract: This paper deals the Major Challenges facing Human Resource Departments, HR Department works in more strategic role, by addressing these issues to become a time consuming process in global. Global HR Directors will be facing more difficult challenges in the coming few years.

Key words: Biggest Challenges Facing HR Departments

1. INTRODUCTION

1.1. Objectives of the Study

The objective of the study was to establish the challenges facing the human resource management function.

1.2. Background

Human resource management is changing very rapidly. Constant environmental changes mean that human resource managers face constant challenges. Human resource managers must respond by taking advantage of gradual yet profound changes in the nature of the field, current practices, and overall human resource management policies, mission and vision. The amount and rate of change are unprecedented (Idalberto, 2001). Organizations that will not adapt to meet environmental challenges will experience strategic problems (Thathi, 2008). Contemporary human resource managers need to learn to be competent professionals as the challenges posed by the new millennium are very complex, for example, from the industrial age to the information age, work performed in factories by machines is being replaced by work in offices or at computer terminals, and instead of working with things; people increasingly work with ideas and concepts (Idalberto, 2001).

Human resource management functions are concerned with the management and development of people in organizations. They are involved in the development and implementation of human resource strategies and policies and some or all of the following people management activities: organization development, human resource planning, talent management, knowledge management, recruitment and selection, learning, health and safety, welfare, human resource administration, fulfillment of statutory requirements, equal opportunity and diversity issues, and any other matters related to the employment relationship (Armstrong, 2008). Further, as indicated by Dessler G. (2003) human resource management is the process of acquiring, training, appraising and

compensating employees, and attending to their labour relations, health, safety and fairness concepts.

1.3. Human Resource Function

According to Armstrong (2006) human resource function are concerned with the management and development of people in organizations. It is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of those resources. It is concerned not only with obtaining and keeping the number and quality of staff required but also with selecting and promoting people who fit the culture and the strategic requirement of the organization (Armstrong, 2008).

The function ensures that human resource strategies, policies and practices are introduced and maintained that cater for everything concerning employment, development and well-being of people and the relationship that exist between management and the workforce. It plays a major part in the creation of an environment that enables people to make the best use of their capacities, to realize their potential to the benefit of both the organization and themselves and, by improving the quality of working life, to achieve satisfaction through their work (Armstrong, 2009). The role of the human resource function is to enable the organization achieve its objectives by taking initiatives and providing guidance and support on all matters relating to its employees. The basic aim is to ensure that the organization develops human resource strategies, policies and practices that cater effectively for everything concerning the employment of people and the relationships that exist between management and the workforce (Armstrong, 2008).

1.4. Challenges Facing Human Resource Management Function

A challenge is an obstacle which prevents a given policy instrument being implemented, or limits the way in which it can be implemented. In the extreme, such barriers may lead to certain policy instruments being overlooked and the resulting strategies being less effective (Kamuri, 2010). Challenges emanate both from within the hospital and external issues from the environment. These include inadequate finances, poor communication, ill defined accountabilities, organizational cultural challenges; failure to empower or give people more freedom and authority to execute policy. Challenges also emanate from the specialized nature of health care services provision, conditions of work including health and safety concerns, societal constraints, prejudice and adverse cultures.

Organizations must identify and analyze environmental characteristics and develop strategies to meet changing trends (Chang & Huang, 2005). The external environment is quite complex and influences the human resource practices to a large extent; it includes the prevailing political and legal requirements and the labour market. Torrington D. et al., (2008) has indicated that the labour market is the pool of available talent in which employers compete to recruit and subsequently retain staff. Owing to a rapid expansion of the education system, the supply of educated labour has increased over time (Banda, 2006). Diversity, increased female participation in the workforce has been some

of the most significant trends over recent decades. Another challenge is the changing occupational structure leading to a greater demand for skilled staff (Torrington D. et al., 2008). Managing resistance to change represents a particular challenge for personnel management staff, as this expertise has generally not been a consistent area of focus for training and development of human resource professionals (Armstrong, 2008).

2. HUMAN RESOURCE PLANNING

Human resource planning is the systematic and continuing process of analyzing an organization's human resource needs under changing conditions and developing appropriate responses to attain the longer-term effectiveness of the organization (Sing & Nzuve, 1992). It is an integral part of corporate planning and budgeting procedures since human resources costs and forecasts both affect and are affected by longer-term corporate plans. It is the process of identification of the organization's demand for human resource and eventually devising a means to ensure that a sufficient supply of labour is available to meet the demand. Armstrong (2006) has pointed out that organizations operating in turbulent environments in which future activity levels are difficult to predict may rely on ad hoc and short term measures to recruit and keep people/ However, even these businesses may benefit from those aspects of human resource planning which are concerned with policies for attracting and retaining key staff. Aosa (2006) argues that with the increase in competition, locally or globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. In general, the focus of today's human resource manager is on planning strategic personnel, retention and talents development.

Rahman and Eldridge (1998) indicate that modern human resources planning dates from the 1940s when it was used to allocate staff and to develop structures in conditions of acute shortage of skills. The corporate view of human resource planning is that it is complementary to organizational strategy. Bowey's (1975) conceptual framework involves the subdivision of human resource planning into three broad categories of activity. First, there is an assessment of future labour requirements, which ought to be derived from projected business expectations. Second, is an assessment of organization's ability to retain its current workforce and any replacements which may be necessary? Finally, there are predictions that have to be made about the ability of the organization to acquire or attract different kinds of staff from the external labour market. Branham's (1975) concept of human resource planning comprises four main activities - investigating, forecasting, planning and utilizing. The investigation period provides an analysis of the external environment, a review of the external labour market, and an audit of the internal labour market. Forecasting refers to future and projects requirement and the potential supply of labour from within and outside the organization. Planning involves turning forecasts into personnel and development of policies for recruitment, training and

development, absence control, motivation and reward. The final activity, utilization, requires the human resource plans to be compared against defined and important measures of organizational success such as customer satisfaction and product quality.

In addition to the above, some recent approaches to human resource planning include - reprofiling, which is the process of identifying the characteristics of the workforce, such as skills, profession, age, gender, grades, numbers, costs and layering them to arrive at a profile that will meet the organization's need for providing cost effective services (Kariuki, 2008). There are four basic methods of reprofiling - task analysis, activity sampling, zero based method and the combined approach. As Baven et al (1991) the changing occupational structure leading to a greater demand for skilled staff (Torrington D. et al., 2008). Managing resistance to change represents a particular challenge for personnel management staff, as this expertise has generally not been a consistent area of focus for training and development of human resource professionals (Armstrong, 2008). explains, the approach focuses on ensuring the optimal distribution of skills among the workforce, so that cost effective service delivery is achieved.

3. RECRUITMENT AND SELECTION

Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. The four stages of recruitment and selection are defining requirements which involve preparing role profiles and person specifications; deciding terms and conditions of employment. The second one is planning recruitment campaigns. Third stage is attracting candidates, reviewing and evaluating alternative sources of applicants, inside and outside the company. Finally, selecting candidates by sifting applications, interviewing, testing, assessing candidates, and offering employment (Armstrong, 2009).

Hodgetts & Hegar (2008) view selection of personnel as one of the current global relations challenge

facing organizations in choosing the appropriate personnel. Global companies are finding that pre-employment screenings are critical. The human resource professionals handling the recruitment function of the organization are constantly facing new challenges. The biggest challenge is to source or recruit the best people or potential candidates for the organization. In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment and competition in the job market. In an already saturated job market, where practices like favoritism and nepotism are gaining momentum, human resource professionals are constantly facing new challenges in one of the most important function. They have to face and conquer these challenges to find the best candidates for the organization.

Underutilizing of strategic human resource approaches in the recruitment and selection process is common, whereby institutions rarely use employment tests and give little emphasis if any to the validity of selection instruments. The most common approach to selection is the use of unstructured interviews which have very low validities if any. Traditional concerns and orientations of the human resource function do not respond adequately to fundamental environmental changes (Chang & Huang, 2005).

The human resource professionals are expected and required to keep in tune with the changing times that is the changes taking place across the globe. Human resource should maintain timeliness of the process. The old local regional vision is giving way to a new global economic order and business vision. The new demand is think globally and act locally, Armstrong (2008). Hodgetts & Hegar (2008) observes that, this means working closely with local authorities, local managers and local customers and giving more authority to local operations. The recruitment process should be flexible, adaptive and responsive to the immediate requirements. The process should also be cost effective (Holland P., 2009).

Reward Management

Reward management is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with their value to the organization. It deals with the development of reward strategies and the design, implementation and maintenance of reward systems which aim to meet the needs of both the organization and its stakeholders. Reward can be regarded as the fundamental expression of the employment relationships (Armstrong, 2009). Pay is an important feature of human resource management; it is the main reason why people work. It is a sensitive and controversial area that has been extensively debated at both practical and theoretical levels. Compensation is a term used to encompass everything received by an employed individual in return for work (Allan Price, 2007). Employees may see compensation as a return in exchange between their employer and themselves, as an entitlement for being an employee

of the company, or as a reward for a job well done (Milcovich, 2001). The compensation that people receive for their contribution to an organization includes monetary and non-monetary components. Remuneration does not simply compensate employees for their efforts; it also has an impact on the recruitment and retention of talented people (Price, 2007).

Torrington et al., (2008) has indicated that compensation is central to the employment relationship. While there are plenty of people who enjoy working and who claim that they would not stop working even if they were to win a large sum in a lottery, most of us work in large part because it is our only means of earning the money we need. How much we are paid and in what form is therefore an issue which matters hugely to us. Both salaries, benefits and other forms of reward typically accounts for a large part of an organization's total cost.

4. EMPLOYEE RELATIONS AND PERFORMANCE MANAGEMENT

Employee relations is concerned with generally managing the employment relationship with particular references to terms and conditions of employment, issues arising from employment, providing employees with a voice and communicating with employees. Employees are dealt with either directly or through collective agreements where trade unions are recognized. Employee relations cover a wider spectrum of the employment relationship than industrial relations, which is essentially about what goes on between management and trade union representatives and officials. This recognizes the move away from collectivism towards individualism in the ways in which employees relate to their employers (Armstrong, 2009).

Price (2007) has noted that employee relations are not confined to unionized collective bargaining but encompass all employment relationships. It goes beyond the negotiation of pay and benefits to include the conduct of the power relationship between individual employees and their employers. The employment relationship is regarded as an exchange of labour for pay; it is a power relationship in which the employer has the formal authority to direct effort towards specific goals, whereas the employee can informally frustrate the achievement of those objectives. The employment relationship goes beyond money to include a number of secondary issues, such as working conditions, the length of the working day, holiday time, freedom to arrange one's work and measures of participation (Price, 2007).

From the 19th century, trade unions have fought for improved conditions for their members. Unions have been described as a mixture of movement and organization (Flanders, 1970). On the one hand, they met workers individual needs protecting them from exploitation, negotiating improved wages and

conditions; developing career prospects. On the other, unions have a wider collective purpose which often extends into a political role. Braveman (1974) regarded the weakness of workers in the employment relationship as an inevitable consequence of the role of management. He concluded that managers owed a responsibility to the market, over and above their duties to shareholders and employees. The workforce held the key to survival through their creativity, imagination and problem solving abilities. However, these same qualities could be used to resist managers' aspiration for change and pose as a challenge to the human resource management function.

Performance Management

Armstrong (1999) advocates that performance management is an integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. The characteristic of an effective performance management system include: it communicates strategy, it measures performance in real time, and it offers an integrated project management capability with all staff, which is so vital for linking individual commitment and activity to the attainment of organizations plans. This emotional contracting is commonly overlooked by organizations and then they wonder why the people failed to do what the organization expected and asked them to do (Thompson et. al. 2007). Enthusiasts for performance assessment argue that it serves a key integrating role within an organization's human resource processes. First it provides a checking mechanism for resourcing policies and procedures, evaluating the quality of recruits and hence the underlying decision making process. Secondly, it monitors employee commitment and the relevance of their working behaviour to business objectives. Thirdly, it provides a rationale for an organization's pay policies. However, the definition and measurement of good performance is a controversial matter, involving fundamental issues of motivation, assessment and reward (Price, 2007).

All aspects of performance management arouse controversy, especially appraisals and performance related pay. Critics point to weaknesses in their methodology and basic philosophy. Employees are often dissatisfied with the methods of performance management systems and managers are frequently reluctant to engage in the process because of its confrontational nature. Pettijohn et al., (2001) has demonstrated that a positive attitude towards appraisal from employees and managers is possible if managers are provided with information designed to increase the benefits of engaging in the evaluation process and more thought is given to the appropriateness of measurement criteria. Fletcher (2001) argues that performance assessment has widened both as a concept and as a set of practices, becoming more obviously a part of human resource management's strategic integration of human resource activities and business policies.

Price (2007) has indicated that culture affects performance management through socio-political traditions and attitudes that determine whether assessment is acceptable, and to what degree. Cultural norms dictate acceptable standards of performance and the management methods by which they are assured. The challenge for human resource managers as cited by Armstrong and Baron (1998) is how do organizations decide which performance criteria should be measured and how do they differentiate between a good, average or indifferent employee. Denisi and Pritchard (2006) cited by Price (2007) argue that almost a century of research on performance appraisal has resulted in very few specific recommendations about designing and implementing appraisal and performance management systems whose goal is performance improvement. They suggest that there has been too great a focus on measurement issues and not enough attention has been paid to the outcome of the management exercise. Organizations face a critical paradox. No other management tool is more critical to productivity than effective performance appraisals, yet they can actually impair employees' performance (English, 1991).

5. CHALLENGES FACING HUMAN RESOURCE MANAGEMENT FUNCTION

Challenges emanate both from within the hospital and external issues from the environment. Ikama (2010) asserts that the personal values, perceptions, beliefs and attitudes people hold affect their interactions and work relationships with others who are perceived to be different hence managing diversity in organizations is not an easy task. Other challenges include resistance to change, organizational culture challenges, employee retention and turnover, employee involvement and recognition, managing costs and legal requirements.

Managing diversity in the work place is a challenge. People are different, they vary in gender, culture, race, social, physical and psychological characteristics, but our attitudes towards these differences can be negative or positive, depending upon individual perspectives and prejudices. Baset-jones, (2005) argues that diversity is a recognizable source of creativity and innovation that can provide a basis for competitive advantage. Diversity is also a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality, low morale and loss of competitive advantage. Organizations have to manage the resulting paradox (Price, 2007).

Kosset and Lobel (1996) argue that human resource management policies and practices require organizations to strike a balance between opposing forces or influences. Shifts in demographics and labour force participation have changed the composition of employment in favour of women, rising levels of education have made workers more aware of their uniqueness and fueled the expectation that companies should tolerate and even accommodate differences among individuals and

groups. The challenge for human resource managers is how to strike a balance between diversity and commonality. Foot and Hook (2008) have noted that equality and diversity are major issues that affect everyone in the workplace. All employees' current and potential have a right not to be discriminated against unfairly and blocked in their careers for reasons that have nothing to do with their abilities in relation to their work. Line managers need to be trained further in understanding what the organization aims to gain from diversity, and in managing people in such a way that they can achieve their full potential. Providing diversity training to everyone might be too costly, but organizations should lay out their expectations to all employees. Ikama (2010) has noted that managing diversity in organizations is not an easy task, it brings about challenges of communication, perception, cultural, language, ineffective communication of key objectives resulting in confusion, lack of teamwork and low morale.

Change has always been a feature of organizational life. Planned change is a term used to distinguish change that was consciously embarked upon and planned by an organization, as averse to types of change that might come about by accident, by impulse or that might be forced on an organization (Burnes, 2004). Change is the single most important element of successful business management today. Ignoring or trivializing a changing trend can be costly, so managing change teaches managers how to be one step ahead of rivals, set trends and lead change in order to survive (Heller, 1998).

Armstrong (2008) has noted that human resource is concerned with playing a major role in the achievement of continuous improvement in organizational and individual performance and in the human resource processes that support that improvement. Ulrich, (1997) has indicated that one of the key roles of human resource professionals is to act as change agents, delivering organizational transformation and culture change. Human resource has to be fully aware of the reasons why people resist change. Resistance to change occurs where there are employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The bid to maintain a status quo mentality silences new ideas and inhibits progress (Ikama, 2010). The greatest challenge for managers is to overcome barriers, especially emotional ones, to acceptance of change. Carefully planning forestalls many problems, but human resource managers will still need to interpret and deal effectively with various forms of resistance (Heller, 1998). Literature on organizational change advocates that employee involvement is crucial to successful change, especially in situations that require attitudinal and cultural change (Burnes, 2004).

Organization culture is the shared understanding of employees about how they do things within an organization. It can be defined as the set of important assumptions that members of an organization share in common (Pearce and Robinson, 2003). The content of an organization's culture

derives from 3 sources: the influence of the business environment in general, and the industry in particular; founders, leaders and organizational employees who bring a pattern of assumptions with them when they join the organization and the actual experience people in the organization have had in working out solutions for coping with the basic problems the organization encounters. Culture affects the way managers behave within the organization as well as the decisions they make regarding the organization's relationship with the environment.

According to Thompson and Strickland (2003) there are a number of unhealthy cultures that result to low performance. These are internal environments that allow influential managers to operate their units autonomously and resist required change, the hostility to change to people who champion new ways of doing things and the promotion of managers who understand structures, systems, budgets and controls better than how they understand vision, strategies, inspiration and culture building. A company's performance and hence its reputation is put at risk if the company does not care how it does business. The challenge to organizations is to instill constructive pressure to perform and a results oriented culture that inspires people to do their best. Culture can be both strength as well as a weakness for the organization. As strength, it can facilitate communication. On the other hand, it can be its weakness by obstructing the smooth implementation of policies by creating resistance to change (Kagwaini, 2008).

Torrington et al (2008) has established that there is always a conflict between the needs of the employer to push for increased output and efficiency and the needs of the employee to be protected from the hazards of the workplace. In the mid-nineteenth century these tensions centered almost entirely on the long hours and heavy physical demands of the factory system. In the twenty first century the tensions are more varied and more subtle, but concern about them remains as great. Health is the concern for good health, it is being physically and mentally well with body and mind in excellent working order; safety is absence from danger and avoidance of injury; Welfare is wellbeing, and health and safety are both aspects of welfare as they are both important to the employee's well being. Reducing accidents and improving occupational ill- health is important for organizations today and many are taking an increasing interest in areas such as absenteeism (Foot and Hook 2008).

The importance of health, safety and welfare from the employees' point of view is clear because their lives and futures are at risk. Health and safety has thus been given increasing emphasis and two major developments in recent years are discernible, a shift in concern about prevention of physical injury towards a focus on mental health and work related stress and the development of the view that employers should take steps not just to prevent injury and unnecessary stress, but actively to seek to promote healthy lifestyles in a more general sense (Torrington et al, 2008).

Another challenge is employee retention. Having acquired staff with reliable work habits, the challenge for most organizations has always been retention of such marketable and sought after human assets. The retention of key strategic employees can have a major impact on the success or failure of an organization Baraza (2008). This problem is particularly acute for the professional service sector like hospitals where the loss of key personnel can affect the organizations ability to maintain consistency in service delivery. The retention of talented employees increases the reputation and image of the organization and thus increases selection attractiveness which in turn enhances a firm's ability to recruit high performing staff.

Employee retention poses particularly acute problems in high contact service industries. Schlesinger and Heskett (1991) describe a cycle of failure where high employee turnover results in low productivity, poor service, angry customers, even more discontented workers and thus continuing high turnover. According to Rust et. al. (1996) organizations with satisfied employees have satisfied customers. Organizations with strategies of high quality customer service also have programmes aimed at nurturing a loyal workforce in order to achieve quality customer service. A Baraza (2008) state that the reason for this is simply a function of the fact that the employees intimate knowledge of organization routines grows with their length of service. Ultimately a customer's contact with a company is through employees. Overtime contact between employees and repeat customers build bonds of trust and expectations. When these employees leave a vacancy chain is set in motion, often involving the transfer of many other employees. This again disrupts the smooth working of the organization and quality defects emerge at the end of the chain with external customer effect.

Turnover represents an outflow of skills and may consequently seriously hinder competitiveness, efficiency and quality delivery. Turnover can occur for a variety of reasons with the main ones being retirement, redundancy, dismissal, resignations. However, resignation occurrence which is hard to predict has the most disruptive effects. Research shows that employees who leave voluntarily tend

to be above average performers (Staw, 1980) and in most cases leave to join competitor organizations. A particular problem for organizations with higher turnover rates is maintaining high standards of customer care. Reichold (1993) sees retaining carefully selected employees as the key to customer retention. The costs of practices designed to facilitate the retention of employees for example attractive salaries, improved working conditions, job security are more than offset by the financial benefits of retaining existing customers over the cost of winning new ones (Berry, 1993). Social changes have resulted to changes in work attitudes. People are not just looking for a job, but want satisfying careers. To attract and retain employees, an organization must respond with recruitment efforts that emphasis opportunity for training and development. They need to also present more realistic views of the job to avoid disappointing the candidate (Kagwaini, 2008).

Employee involvement and recognition is also an important factor that can result in challenges in the human resource function. Indeed a study by Lawler et al (1998) has clearly shown that employee involvement is strongly associated with the adoption of quality management practices. Lawler's study particularly finds a strong association between employee involvement and the development of a strong customer focus, speeding of products to markets, and building knowledge and intellectual capital. It is significantly related to ensuring high levels of quality, responding quickly to change and being a technology leader. Khaneman et. al. (1982) argue that Individuals are poor processors of information and therefore in most cases fail to understand the true causal relationships among the variables they encounter at the work place. It is therefore understandable when employees misjudge situations and make wrong decisions. Under such circumstances employees rely on colleagues assistance to collect information concerning the environment so as to better understand the available alternatives and make correct decisions. There are instances where human resource personnel are unable to translate organizations strategic goals into supportive human resource activities. Participation and worker involvement are believed to be effective in promoting organizational performance. A set of

proper information sharing and worker involvement mechanism is indispensable in any work setting (Baraza, 2008).

Managers could have well defined thoughts about what they want to accomplish and when they want it accomplished. The difficulty could occur in the way of communicating their thoughts and plans to others so as to enable them attain desired objectives (Gachithi, 2010). Employee internal perceptions can be affected by the person's upbringing, intellect, state of mind, culture and health which also affects communication at work. Management needs to develop an environment which creates perceptions of fairness and by extension trust between employee and management. This perception introduces an element of security for employees and reinforces the psychological contract thus adding meaningfulness to work and eases communication barriers (Baraza, 2008).

Managing costs is a major challenge in many organizations. In response to cost containment issues, health organizations have undertaken a seemingly endless stream of budget cutting initiatives, restructuring to gain efficiencies, curtailment of low demand or low margin services and other initiatives designed to meet cost reduction objectives. Given the fact more than fifty percent of the total operating cost of most healthcare organizations resides in employee pay and benefits, managing costs almost always means managing the number, skill mix and wages of employees. The management of reward is heavily constrained by the financial position of the organization. The challenge is to design competitive reward packages which serve to attract, retain and motivate staff, while at the same time keeping a lid on the costs so as to ensure the organization's financial viability. This is not an easy task, and it is made harder because of the great significance that employees themselves attach to their pay and particularly to the level of pay they receive in comparison to other people. Getting it wrong has major, negative consequences, because it can demotivate in quite serious ways leading to the departure of good performers, higher absence levels, less effort and the deterioration of the organization's employee relations climate (Torrington D. et al., 2008). Wolf (1999) argues that

compensation programmes should be structured to meet three primary design criteria of being internally equitable and pay people in proportion to the relative value of the job. Externally competitive and pay people in proportion to the market price of the job and finally personally motivating to employees. The legal environment where equal employment opportunity, gender mainstreaming laws and orders that have over the last years been effected have seen organizations adopt policies in an effort to abide with the law. Labour market rigidities which include strong social protections for working people like minimum wage and significant strength of trade unions poses a legal challenge (Pollin, 2009). Affirmative action giving women and the minority an equal chance of employment has seen companies consider their selection process. Such laws and administrative rules restrict information that can be gathered from applicants and the way information is evaluated (Gatewood et. all. 1987). Organization policy and financial constraints where policies restrict management's behaviour is also a challenge. Human resource must operate within the legal framework. A main challenge here for the human resource manager is how to accommodate all the legal requirements. Recruitment efforts have to thus account for these legal requirements and give all applicants equal opportunity to compete (Kagwaini, 2008).

6. CONCLUSION

The human resource managers face enormous challenges. Given the complexity of the services the hospital provides, the role of the human resource managers and those who combine the role of human resource management with other responsibilities should not be underestimated. The management of the hospital should provide managerial support to the managers with human resource management responsibilities as an effective mechanism to improve employee motivation, job satisfaction and retention. Managerial support includes but is not limited to coaching and mentoring staff, supporting continuing education pursuits, and mediation between staff and administration. Human resource managers also have a leadership role, which is an essential component of employee retention, particularly through encouraging an atmosphere of autonomy and shared governance, in addition to empowerment and group cohesion.

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