

PROMISING TRENDS IN HUMAN RESOURCES MANAGEMENT

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Abstract

Human resource management (HRM or simply HR) is the management of human resources. Continuous changes in technology, social, economic and psychological identifications and structures have influence on both Human Resources and their management. Current models of HRM suggest that expectations about HR roles are changing as organizations are striving to make the HR function leaner and more 'strategic'. With this background, this article throw light on identifying recent trends in Human Resource Management and the importance of those trends in the modern challenging workplace.

Key words: Diversity, Human resource management, Workforce, Globalization, Strategic Partner, Competency Framework

Introduction

Human resources management (HRM) is a term, which is now widely used but defined very loosely. Based on theoretical work in the field of organizational behavior, HRM can be defined as a set of guidelines aimed at maximizing organizational integration, flexibility, quality of work (Guest, 2007) and employee commitment. The recent advancement in the global economy is mostly due to globalization and integration processes. Due to tough competitiveness or forces, substantial in the present business environment, businesses seek a stable position with a perspective of further development (Horska et al., 2008). Human resources have upgraded their respective role in the company from supportive to a strategic one. In the present managerial and business philosophy, words like capital and value are increasingly tied to the people, to their knowledge, skills and their capabilities. Personnel and their resources are becoming a major factor of stiff competitiveness and organizational performance. There is a big struggle to discover experienced managers, qualified professionals and young talents has become the hardest and ruthless form of competition.

AIM OF THIS STUDY

The aim is to study the recent trends in human resource management.

Trends in HRM

An organization's labour force comes from its external labour market individuals who are actively seeking employment. It helps organizations as whole, to find the suitable fit among their respective technical and social system. Organizations need employees with extensive skills and strong motivation. Recruiting and selection decisions are very important for organizations that rely on knowledge workers. Employees' authority and responsibility are provided to make correct decisions in all aspects of customer service or product development. HR professionals can support organizational strategies for efficiency and quality growth. Organizations who are engaged in international tasks, hire human resource in foreign countries, where they operate, as they need knowledge of differences in culture and business practices.

RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT

Recruitment & selection

The effective recruitment and selection strategies lies in the quality of best personnel hired. However, this recruitment & selection process, is not always go easily and is coped with several challenges due to globalization which allow firms to invest in foreign countries. Real problems faced during the process may include the cost of advertising job openings whereas, intangible obstacles can be communication gaps among recruiters and hiring managers.

Work-force Diversity

Workforce diversity refers to individual characteristics which make them unique like individual's age, race, cultural background, religion, physical abilities and disabilities, gender, etc., No two humans are alike. Diversity is critically linked to the organization's strategic direction. In the present scenario, employing diversified workforce is very much essential for each and every organization, along with this, it is also a big challenge for management in managing such an expanded and diversified workforce.

Globalization and its implications

Business today is carried out in the world doesn't have national boundaries. The rise of multinational corporations places new requirements on HR managers. Attracting global talent requires staying abreast of new strategies for finding and attracting talent. The HR department needs to ensure that the appropriate mix of employees in terms of knowledge, skills and cultural adaptability is available to handle global assignments. In order to meet this goal, the organizations must train individuals to meet the challenges of globalization. HRM would be required to train management to be more flexible in its practices.

Employee expectations

In present day scenario, individual employees/workers are better educated than compared to the past. They even raise voice, become violent and make joint protests, in case, if their needs/expectations are not met on time. The list of financial and non-financial demands is always growing and expanding every day. In fast-growing companies, such as, software, telecommunication, pharmaceuticals and entertainment, the overall turnover ratios are highly increasing and if immediate response/quick and timely decisions are not taken by HR managers, then the development costs and other costs associated with respect to recruits is going to increase steadily.

Changing skill requirements

Any company who are concerned about effectively managing a diverse work force, competitiveness, quality, productivity, etc., selecting the right person and developing skilled labour is very much important. If an organization failed to develop skilled labor, resulting in huge loss for the organization, also tends to increase poor-quality work and decreased productivity, customer complaints and employee accidents tend to increase. Suitable training to be provided by HR department to bridge the skill gaps & deficiencies.

Corporate downsizing

Downsizing means it is allowing companies in reducing costs by laying off employees who are not productive. Normally, to create greater efficiency, organizations opt for corporate downsizing. To remain cost effective has also compelled many firms to go lean, cutting down extra fat at each managerial level. People must ensure that proper communication must take part during this time. Minimizing rumors with negative effects and ensuring that every individuals are kept informed with factual data.

Business ethics and values

Business ethics and values play a very important role in any manager's job. With the latest changes in work area, work culture, strategies and organizational structure, it has become much more vital to possess values and ethics in place which in-turn resulting in organizational sustainability in the world market for a longer period. The HR department is very much responsible to deal with ethical issues or challenges, as this directly deals with employees of a company.

Managing 5 R's

The 5 R's have become very crucial in the success of any organization in today's competitive business world. The managers have to be extra vigilant in taking extra care of all these R's namely Resourcing, Recruiting the right talent, Retaining the talent, Retraining and Restructuring.

Flexible work hours

As we move to twenty first century, it is completely a big challenge for HR managers as time has become more and more important. Due to the advancement and up gradation of technologies and several other reasons, it has made employees so easy in which they have the option to work from home itself. The internet of things has given rise to artificial and virtual world and round the clock market place. Even though flexible work arrangements have numerous benefits, at the same time, increase in the level of stress on management & workforce which is to be quickly addressed by the concerned HR managers. Due to this flexible working environment, the HR professionals need to regularly monitor the successes rate in various projects and challenges faced during the period. This results in taking better measures with regard to flexible work arrangements in future prospects.

Employee involvement

For today's organization's to be successful there are a number of employee involvement concepts that appear to be accepted. These are participative management activity, delegation, working teams, setting goals, training employees and empowering them. It has a significant and very important role to play in employees' involvement. The thing which is most importantly needed is demonstrated leadership and supportive management. Employees need to be well trained and that is where human resource management has a vital role to play.

Family work life balance

Since years from now, there has been a very common and big debate on balancing both family and work life. Always employees stand on their toes to see if every aspects goes well and similarly on the other side, employers also work on reducing stress on their employees as much as possible. As we all aware of the well-known fact that, a happy family is equal to a happy workforce. HR professionals to make sure that every employee's family to some extent, is happy. It is time HRM to convince management to organize family day out for the staff and their families, sacrifice sometimes for days off to enable employees to attend to their family issues.

Industrial relations

One of the biggest complex problems of modern industrial society is Industrial relations. The progress of any industry is quite impossible without worker cooperation and harmonious relationships (Argyris, 1977). Therefore, it is in interest of HR managers to develop and maintain healthy relationships between worker/labors (employees) and management (employers).

Conclusion

From the viewpoint of 21st century HRM emergence, the globalization has many implications for the firms that may entail the diversity of cultures. The HRM in today's era has to mount the expertise, mind set and

capabilities that are needed to gain competitive edge on global scale. It is recommended that organizations must put efforts to align their HR processes efficiently with organizational goal on broader perspective. The role of HR has been shifted towards becoming strategic partners of organization which in turn forces HR to coordinate with all the function and provide support in various activities like attracting and retaining the best talent, developing organizational structure, train and retrain employees. To conclude that it can be said that HR practice is becoming more and more challenging day by day, they have to face lot of problems like retention, attraction of employee, dealing with different cultural people, managing work force diversity, technological and informational changes to overcome with these challenges training is necessary of HR people. Hence, the role of HRM will be more significant in future due to the emerging scenario.

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