

# **HUMAN RESOURCE MANAGEMENT-EMERGING TRENDS IN INDIA**

**<sup>1</sup>Ms Shivalika, <sup>2</sup>Vipul Patel**

*<sup>1,2</sup>Asst Professor – Management and Economics Studies.*

*Shroff S R Rotary Institute of Chemical Technology, Vataria (India)*

## **ABSTRACT**

*Human Resource Management is a process of bringing people and organization together so that the goals of each are met. Few years back HRM field was nowhere in existence but now it is very common in business world due to its needs and importance. The goal of this article is to establish the importance of HRM and how it has evolved to provide some proof of its context so as to elaborate over its potential and future development. Many experts have accepted to the fact that Human Resources need more attention and wise management than any other resource of an organisation. The role of HR personnel must and must meet the needs and requirements of the drastically changing organisation. Companies which are more adaptable, resilient, quick to change directions, and are customer oriented definitely prove successful in the long run. An Effective and ideal HR personnel must be capable enough to manage effectively the human resources through various managerial tools like Planning, Organising, Directing, Controlling etc. On the other hand he should be having sound knowledge of emerging trends in training and employee development.*

***Key words: Customer, Effective Manager, Human Resource, Knowledge, HR Trends People, Personnel, Skills.***

## **I INTRODUCTION**

Human Resource is a term used to describe the individuals which comprise the workforce of an organisation, although it is also applied in labour economics, business sectors or may be the entire country. Human resources is also the name of the function within an organisation charged with the overall responsibility for implementing strategies and policies relating to the management of individuals. This function title is often abbreviated to the short form “HR”. Human Resource is relatively a modern management term having been highlighted in 1950s. The origin of the function arose in those organisations who introduced “welfare management” practices and also in those that adopted the principles of “scientific management”. The use of the term Human resource by several organisations is made to describe the manpower capacity, which is available to devote to the achievement of its strategies. In other words, the objective of an organisation’s human resource management strategy is to maximise financial risk.

The role of HR Manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate “Heroes”. The today’s focus in business is Personnel relations are whether in order or not. Now days it is not possible to show a good financial or operating report unless your personnel relations are in order. The major purpose of HRM is to increase and improve the productive contribution of personnel to the organisation in more ethical, social and administratively responsible way. This purpose emerged from commonly called industrial relations, personnel administration, Industrial psychology and personal management. Research shows that its aim is to create a whole organisational culture that binds workers to the company’s objective with full professional commitment, integration and quality work. Human resources seeks to achieve this by aligning the supply of skilled and qualified individuals, and the capabilities of the current workforce with the ongoing and future business plans and requirements of the organisation in order to maximise return on investment and seeks to secure the future survival and success of the entity. In ensuring such objectives are achieved, the human resource requirements effectively but also pragmatically, taking account of legal, ethical and as far as is practical in a manner which retains the support and respect of the workforce. The human resources function may set strategies and develop policies, standards, systems, and processes to implement these strategies in a whole range of areas for which the following would be typical of a wide range of organisations.

- Recruitment and Selection
- Organisational Design and development.
- Business transformation and change management.
- Performance, conduct and behaviour management.
- Industrial and employee relations
- Human Resources analysis and the management of workplace personal data
- Compensation, rewards and Benefits management.
- Training and development (Learning management).

Implementation of such policies processes or standards may be directly managed by the HR function itself, or the function may indirectly supervise the implements of such activities by managers, other business functions or via third party external partner organisations.

The 21<sup>st</sup> century brings with it enormous opportunities but also enormous pressure, if the companies will not improve the productivity of the people and treat them human being which are the vital objects of all the economic activities leading towards industrial development. Now there is worldwide consensus on human resources being one of the major means of increasing efficiency, productivity and prosperity of the firm. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Organisations are also witnessing a change in systems, management cultures and philosophy due to global alignment of Indian organisations. There is a need for multi skill development. Role of HRM is becoming all more important. With the increase in competition, locally and globally, organisations 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 organisation. In order to succeed, HR must be a business driven function with a thorough understanding of the organisation’s big picture and be able to influence key decisions and policies. In general, the focus of today’s HR manager is on strategic personnel retention and talent development. HR professionals will be coaches, counsellors, mentors, and succession planners to help motivate organisation’s members and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organisations, especially in the management of workplace diversity.

## **II CURRENT SCENARIO**

HR managers are today focusing attention on the following:

- Policies: HR policies based on trust, openness, equity and consensus.
- Motivation: Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.
- Relations: Fair treatment of people for healthy work place relations.
- Change Agent: Prepare workers to accept technological changes by clarifying doubts.
- Quality Consciousness: Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

Other Challenges and Trends in front of HRM:

- Diversity in Workplace:

The different dimensions of the workplace diversity includes but are not limited to age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background., geographic location, income, marital status, military experience, religious beliefs, parental status and work experience. The challenges of workplace diversity refer to the fact that the future success of any organisation relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenges and problems faced of work place diversity can be turned into a strategic organisational asset if an organisation is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organisation can respond to business opportunities more rapidly and creatively, especially in the global arena, which must be one of the important organisational goals to be achieved. More importantly if the organisational environment does not support diversity broadly, one risks losing talent to competitors. This scenario seems to be proving and more evident for multinational organisations those having operations on global scale and employ people from different countries having different ethical and cultural backgrounds. Therefore it is important to make sure that the HR manager should be mindful and inherits the formula of “Thinking Globally” and “Act Loyally” in most of the managerial circumstances. It is a very

general fact that most of the HR managers have to undergo cultural based Human Resource Management training to further their abilities to motivate a group of professionals that are qualified but culturally coming from different backgrounds. HR Manager should also ensure that the local professionals that these foreign talents are not threat to their career advancements. In many other ways, the effectiveness of workplace diversity management is dependent on the skilful balancing act of the HR Manager.

- Talent Management:

It refers to the specific procedure of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for their organisation. Talent Management is a set of integrated organizational HR processes designed to attract, develop, motivate, and retain productive, engaged employees. The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives. This process evolved in 1990s and was adopted by many companies where the organisations realised that their employees’ talents and skills drive their business success. In such a competitive scenario, talent management has become the key strategy to identify and filling the skill gap in a company by recruiting the high-worth individuals from the industry. It is a never-ending process that starts from targeting people. The process regulates the entry and exit of talented people in an organization. To sustain and stay ahead in business, talent management cannot be ignored. In order to understand the concept better, let us discuss the stages included in talent management process:

- Understanding the Requirement: It is the preparatory stage and plays a crucial role in success of the whole process. The main objective is to determine the requirement of talent. The main activities of this stage are developing job description and job specifications.
- Sourcing the Talent: This is the second stage of talent management process that involves targeting the best talent of the industry. Searching for people according to the requirement is the main activity.
- Attracting the Talent: it is important to attract the talented people to work with you as the whole process revolves around this only. After all the main aim of talent management process is to hire the best people from the industry.
- Recruiting the Talent: The actual process of hiring starts from here. This is the stage when people are invited to join the organization.
- Selecting the Talent: This involves meeting with different people having same or different qualifications and skill sets as mentioned in job description. Candidates who qualify this round are invited to join the organization.
- Training and Development: After recruiting the best people, they are trained and developed to get the desired output.
- Retention: Certainly, it is the sole purpose of talent management process. Hiring them does not serve the purpose completely. Retention depends on various factors such as pay package, job specification, challenges involved in a job, designation, personal development of an employee, recognition, culture and the fit between job and talent.

- Promotion: No one can work in an organization at the same designation with same job responsibilities. Job enrichment plays an important role.
- Competency Mapping: Assessing employees’ skills, development, ability and competency is the next step. If required, also focus on behaviour, attitude, knowledge and future possibilities of improvement. It gives you a brief idea if the person is fit for promoting further.
- Performance Appraisal: Measuring the actual performance of an employee is necessary to identify his or her true potential. It is to check whether the person can be loaded with extra responsibilities or not.
- Career Planning: If the individual can handle the work pressure and extra responsibilities well, the management needs to plan his or her career so that he or she feels rewarded. It is good to recognize their efforts to retain them for a longer period of time.
- Succession Planning: Succession planning is all about who will replace whom in near future. The employee who has given his best to the organization and has been serving it for a very long time definitely deserves to hold the top position. Management needs to plan about when and how succession will take place.
- Exit: The process ends when an individual gets retired or is no more a part of the organization.

Talent Management process is very complex and is therefore, very difficult to handle. The sole purpose of the whole process is to place the right person at the right place at the right time. The main issue of concern is to establish a right fit between the job and the individual.

### **III ORGANISING TALENTS STRATEGICALLY**

Since the past decade many organisations have realised the merits of a diverse workplace. Because more and more organisations are expanding globally, there is a high need to employ diverse talents to understand various dimensions of the market. In this regard an HR Manager must be in a position to organise the cluster of diverse talents strategically for the organisation. The in depth knowledge of the fact that how diverse knowledge workforce can enable the company to attain new markets and other organisational goals in order to harness the full potential of work place diversity must be very much there.

### **IV ASSESSMENTS AND CONTROL RESULTS**

The HR Manager should conduct regular organisational assessments on the area like pay,, benefits, working environment, management and promotional opportunities to assess the progress over the long term. There is an immense requirement of urgency for developing organisational tasks effectively. Because these needs vary from worker to worker, an organisation must be able to utilize different motivational tools to measure the impact of diversity initiatives at organisation through organisation-wide feedback surveys and other methods.

## **V MARK OF WORKPLACE MOTIVATION**

Workplace motivation can be termed the tool to influence objects to do things to achieve organisational goals. As the needs vary from person to person the organisation must be able to utilize different motivational tools to encourage their employees to put in the required effort and increase productivity for the company.

## **VI CONCLUSION**

Human Resource management has become the key area of focus in the 21<sup>st</sup> century as in companies and government organisation put in place strategies to cope up with the economical crisis and recovery. As we already know that Human Resource Management of the organisation deals with the individuals putting their hard work to meet the organisational goals. Managing people is the toughest element of any organisation than land, machinery, money etc. Every human being has its own degree of likings and preferences and above all mind set up. So, HR managers have to take care of all these things in mind while dealing with the number of people working in the organisation. We live in the era of not just change, but an accelerated rate of change. As compared to the past, the twenty first century corporations are getting to be globally market driven ones with “invest anywhere and share everywhere” concept. At a practical level, we must anticipate and prepare for the likely HR Challenges in general that exists, or may be expected in the coming future – the main purpose and theme of this article. With technology up gradations, much greater use of it and the very recent e-commerce etc, new breed of knowledge workers in learning organisations will make the differentiation. This intellectual capital will demand much nurturing from the enterprise, in order to give back in the shape of superior results. It goes without saying that the effective management of industrial relations will continue to demand a very high priority- not just to perform well”. But now for the very survival of both the organisations as well as employee jobs, they will need far greater support and involvement from the top management and other functions towards maintaining and ensuring the success in future of the 21<sup>st</sup> century organisations.

In short, the early practices of jobs forecasting succession planning has broadened into a concern with establishing a more explicit link between Human resource planning and the larger organisation strategy and business planning of the organisation.

Last, 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 tell and other possible rival scenarios will offer more accurate picture of the reality in future. The new technological change, downsizing, right sizing, and privatization management can also play role for future development/Trends and accepts the challenges of the future.

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