

A THEORETICAL PERSPECTIVE OF 21ST CENTURY HUMAN RESOURCE MANAGER: EMPLOYEE ADVOCATE, BUSINESS PARTNER OR BOTH?

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Abstract: This article introduces the requires skills of special 21st century human resource manager for creating healthy environment in modern organizations and facing issues and challenges and solving them to attain competitiveness in present organizations. Any management idea that is used to help managers understand the complexities of people at work is already known and what has been a success or a failure due to certain causes and conditions in an organization context is a lesson to be learnt. Human Resource manager is concerned with enhanced productivity fully utilizing the combined talent and skills of entire workforce of an organization. In 21st century human resource manager acts as both employee advocate and business partner to gain ground as the chief people strategist by providing attraction and retention techniques that create an employer of choice environment. The main objective of human resource manager is to recruit, retain, train, retrain and keep workers satisfied. Indeed, these responsibilities can be challenging in the 21st century, especially with changing roles, a multi – generational workforce, and globalization. This article particularly focuses on roles to be maintained by human resource manager in 21st century.

Keywords: Roles of human resource manager in 21st century, HR challenges, Issues, Competitive advantage.

1. Introduction

Human resource manager is most valuable asset to every organization in the past and present 21st century. Every organization needs a combination of physical and human resources. Physical resources are 5M's like money, man, machinery, material and methods which are pre – arranged by the organization for production or trade. Human resources, on other side is an exciting, dynamic and challenging task; refer to the knowledge, education, skills, training and proficiency of the members of the organization. Human resource manager face many issues and challenges at different levels in 21st century. In past HR processed the administration of employees and was responsible for the payroll processing and new hires. In 21st century HR defines companywide polices and recruitment polices to ensure the internal equity and fairness and he act as a business partner, which shares the responsibility for the deliverables with internal clients.

2. Modern History of Human Resources Management

The modern history of Human Resources as we know it starts with the British Industrial Revolution. The foundation of large factories increased a demand for the workforce significantly. It was in the 18th century, and it is the moment when the evolution of new people management practices begins. It is the important landmark in the history of Human Resources. The rapid development of new industrial approaches and new inventions to work changed the world dramatically. The quick and cheap production became a priority for many industries.

3. Meaning Human Resource Management

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Line managers can also perform HRM.

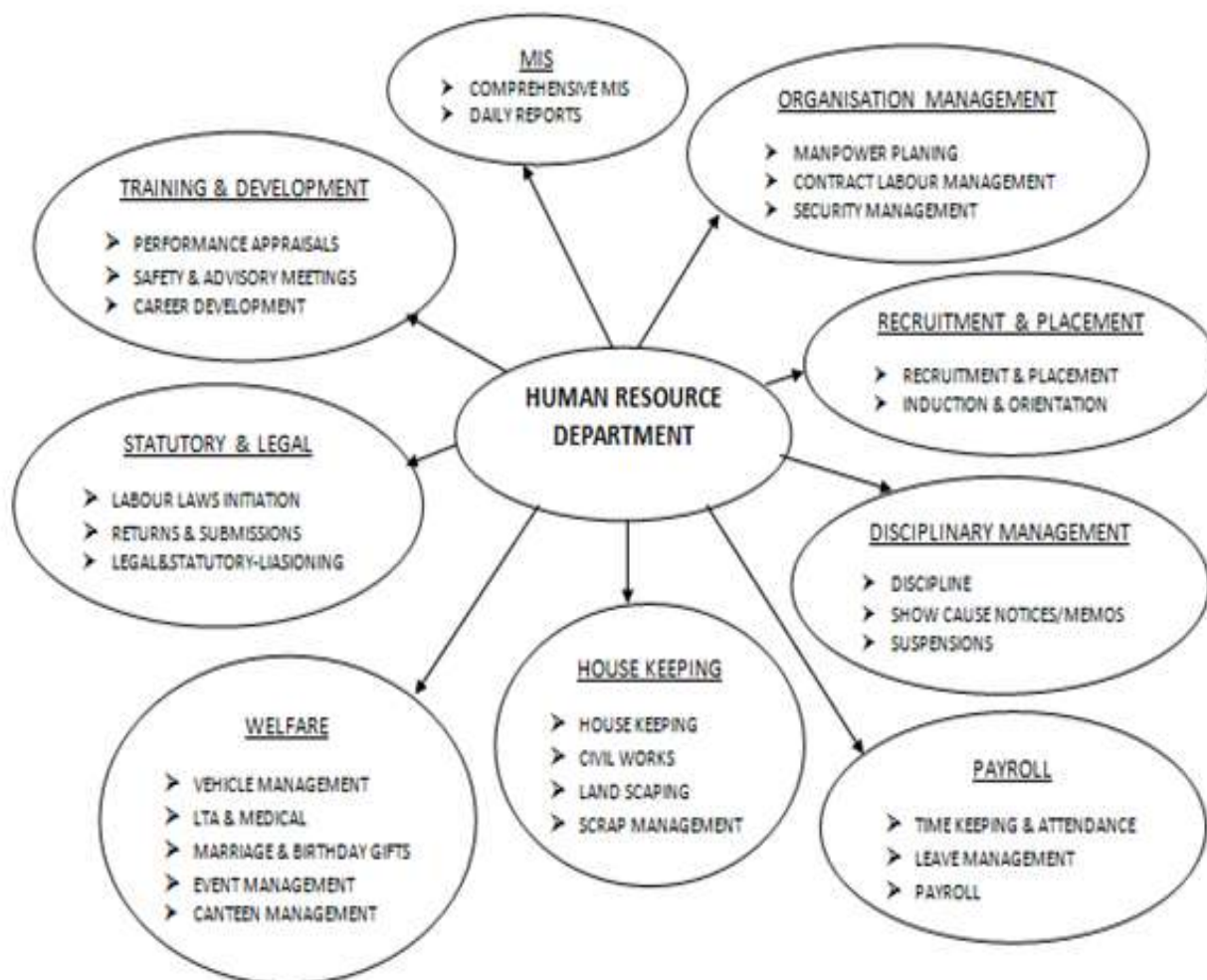
The HR managers are required to find out right people for the right job and get the job done from them. Other than this the human resource management is also responsible for the motivation, development and training of the employees and retaining efficient employees for a longer period of time. HR management has to make sure that both the personnel and the company are complying with regulations.

4. Definition Of Human Resource Management

According to **Dessler**, “Human Resource management is defined as process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health, safety and fairness concerns”.

5. Role Of Human Resource Department In In 21st Century

Human Resource Management is an integral part of management. It helps the management in taking a strategic view of a very important resource i.e. Human Resource. It helps management in identifying key skill sets, knowledge, values required in the employee and the rewards that are needed to be given to the employees so that the organization goals are fulfilled. This is a key area for Human Resource Management as it shows their contribution in terms of money. The money here would be the opportunity cost incurred due to appointing of new employees instead of developing current employees for the task in hand.

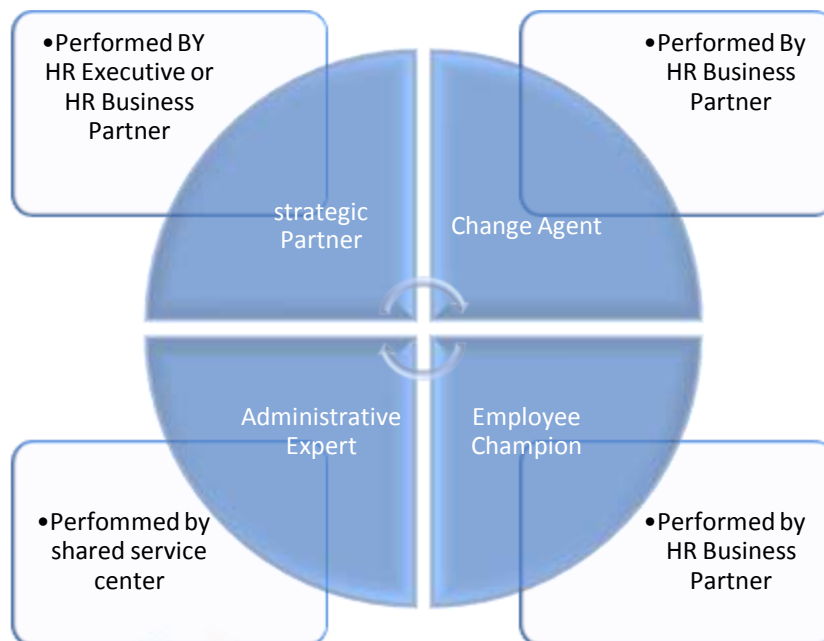


6. Roles Of Human Resource Manager In 21st Century

The Manager believes their people, accepts every employee as a Human being and respects the values of their employees. Human resource is one of the greatest resources in this industry. They recruit right people for right job. The Manager identifies the talents and utilises it for achieving business excellence. In this 21st century HR act as a business partner and employee advocate by maintain following roles. These roles help to identify the training needs and provide facilities in developing their knowledge and skills. Strengths and weaknesses of employees are identified through best performance appraisal system. The Management is open for new ideas, systems and procedures.

6.1 HR Business Partner

HR Business Partner has a decision making power, which is delegated from the HR management team. HR Business Partner aligns business objectives with employees and management in designated business units. He serves as a consultant to management on HR related issues and will act as employee champion and change agent which assesses and anticipates HR-related needs. HR Business Partner is a sales person of human resources who represents HR at the internal clients, works with them, sells solutions of HR and brings requirements back.



6.2 HR Shared Service Center

This provides HR Shared Service, which is an assortment of various services selectively bundled, thus heralding a shift from multiple isolated service provisioning centralized system.

6.3 Employee Advocate/Employee Champion

At all times, any Human Resources department is responsible for being aware of employee interests and making sure they are protected. The employee advocate (also known as the "employee champion") is the role in charge of gauging employee morale and satisfaction and using that information to create a positive company where people will want to work.

6.4 Change Agent

When an organization is required to expand, evolve, or otherwise alter its goals or objectives, the change agent is the Human Resources role that communicates those organizational changes internally.

6.5 Administration Expert

This administration role within HR is responsible for numerous types of tasks. On one end of the spectrum, the administration expert follows changes in legislation, regulation, occupational health and safety rules, and other types of labor or trade law and helps the organization adapt in order to stay compliant with those laws.

6.6 Exploratory Engagement

Exploratory Engagement proposes that employees will be motivated to engage in their jobs when jobs are based on a fair and balanced system of exchange. This exchange relationship then evolves over time into trusting, loyalty and mutual commitments.

7. Functions Human Resource Management In 21st Century

From recruiting to orienting new employees, from writing job descriptions to tracking vacation and sick leave, and from instituting and monitoring policies to monitoring benefits, there has been a need for an HR generalist to assist senior management in both establishing a "structure" to holding down costs of administration. HRM is a function that helps manager's recruit, select, train, and develops employees for an organization.

7.1 Human Resource Planning

Is understood as the process of forecasting an organizations future demand for, and supply of, the right type of people in the right number

7.2 Job Analysis

Is the process of studying and collecting information relating to the operations and responsibilities of a specific job? The immediate products of this analysis are job descriptions and job specification.

7.3 Recruitment

Is the process of finding and attracting capable applicants for employment? The process begins when new recruits are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.

7.4 Selection

Is the process of differentiating between applicants in order to identify (and hire) those with greater likelihood of success in a job.

7.5 Placement

Is understood as the allocation of people to jobs. It is the assignment or re-assignment of an employee to a new or different job.

7.6 Training and development

It is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. The need for training and development is determined by employee's performance deficiency, computed as follows:

Training and development need = Standard performance – Actual performance

7.7 Remuneration

Is the compensation an employee receives in return for his or her contribution to the organization?

7.8 Motivation

Is a process that starts with a psychological or physiological deficiency or need that activates behavior or a drive that is aimed at a goal or an incentive?

7.9 Participative management

Workers participation may broadly be taken to cover all terms of association of workers and their representatives with the decision making process, ranging from exchange of information, consultations, decisions and negotiations to more institutionalized forms.

7.10 Communication

May be understood as the process of exchanging information, and understanding among people

7.11 Safety and health

Safety means freedom from the occurrence or risk of injury or loss. In order to ensure the continuing good health of their employees, the HRM focuses on the need for healthy workers and health services.

7.12 Welfare

As defined by ILO at its Asian Regional Conference, defined labour welfare as a term which is understood to include such services, facilities, and amenities as may be established in or in the vicinity of undertakings to enable the person employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale.

7.13 Transfer

Involves a change in the job (accompanied by a change in the place of the job) of an employee without a change in the responsibilities or remuneration.

7.14 Separations

Lay-offs, resignations and dismissals separate employees from the employers.

7.15 Employee Relations

Is concerned with the systems, rules and procedures used by unions and employers to determine the reward for effort and other conditions of employment, to protect the interests of the employed and their employers, and to regulate the ways in which employers treat their employees.

7.16 Disputes and their settlement

Industrial disputes mean any dispute or difference between employers and employees, or between employers and workmen, or between workmen and workmen, which is connected with the employment or non-employment or terms of employment or with the conditions of labor of any person.

8. Responsibilities Of Human Resource Manager In 21st Century

“A person who identifies and achieves organizational objectives through the deployment of appropriate resources in 21st century HR manager can have responsibilities in one or more of five key areas: managing activities, managing resources, managing information, managing people, and managing him- or herself at the same time as working within the context of the organizational, political and economic business” environments.

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|--------------------------|
| Recruitment |
| Hiring |
| Training |
| Organization Development |
| Communication |
| Performance management |
| Coaching |
| Employee Engagement |
| Industrial Relations |
| Policy Recommendations |
| Compensation & Benefits |
| Team Building |
| Employee Relations |
| Leadership |
| Retention |

9. Challenges Faced By The HR Manager In 21st Century

In 21st Century HR manager has to face many challenges to act as business advocate in between both management and employees. HR manager is likely to be responsible for HR within a department or for the company (depending on the size). They normally have multiple HR staff reporting to them. Depending on the organization, HR managers may be responsible for setting policy direction. They can have a wider remit of responsibility for the overall HR function – budgeting, recruitment, change management, rewards, L&D, ER/IR, compliance and HR systems administration.

9.1 Managing Change

As the organizations are going Global this is one problem faced by many organizations of managing the change in the organization and how to make people acquainted with the changes.

9.2 Work Culture

Globalization changed the total work culture in the organizations. Above that the acquisition and mergers taking place in the corporate world is making it become important for the HR Manager to develop the work culture.

9.3 Ethics and Values

In the times when we are getting more professional and narcissist, it is very important to have Ethics and values to be in place which also in the long run decides the sustainability of the organization.

9.4 Managing low attrition rate

More competition also adds to high attrition. Now here is the challenge for the HR manager to play safe and introduce good retention strategies.

9.5 Balancing work and personal life

Huge responsibility is on the shoulder of an HR Manager to create a balance between the work life and personal life by flexi work hours, paternity leaves (Yes it is what most companies are starting) and vacations are some of the options in hand.

9.6 Stress and Conflict

Long working hours, target pressures, high competition etc adds stress and conflicts in the Organization. It is the duty of an HR Manager to have proper responses to the stress and conflict before it causes damage to someone's personality.

9.7 Consultative approach

Developing continuous dialogue, open communication, participative decision making is very important for implementing consultative approach. It is an HR Manager who can facilitate such approach to procure participative and democratic culture.

9.8 Restructuring Organization

As the trend is changing so the organization structure should. The influence of the human resources manager in organization on job design, assignments and training can have a lasting impact on the strategic success of the new organizational structure getting simpler.

9.9 Globalization

Companies are going global due to which the workforce diversity is increasing. Managing these people with different religious, cultural, moral background is a challenging task for the HR Manager in 21st century.

10. The Changing Role Of Human Resource Manager In 21st Century

HR manager is great asset to organization. He has incredible pressures in today's organizations. To name a few: environmental pressures such as increasing globalization, rapid technological change, and tougher competition; organizational changes such as new organizational alliances, new structures and hierarchies, new ways of assigning work, and a very high rate of change; changes in the workforce, including employees' priorities, capabilities, and demographic characteristics. Thus the HR manager has to organize employees so they can work effectively.

10.1 Strong HR leadership

As with any major change effort, a strong leader can develop a clear vision, motivate others to share that vision, and help them work toward achieving it. In order to change the role of HR in an organization, the HR leader will need to work both within the HR group and with the organizational leaders to reshape everyone's expectations of what HR can and will deliver.

10.2 Acute future orientation

One of the ways that HR can provide value is to understand how changing environmental, organizational, and workforce factors will likely influence the business, anticipate the associated HR needs, and be prepared to deliver appropriate solutions to meet those needs.

10.3 Flexibility and creativity

An HR group that is successful in the future will likely be one that is responsive to the changing needs of its client organization.

10.4 Delivering value

Although this is not a new challenge for HR, it remains a critical one. HR is still perceived by many within today's organizations as simply a non-revenue generating function.

10.5 Business unit assignment

Some companies are assigning HR employees to specific business units as a way of enabling them to develop a focused relationship with a small part of the business.

10.6 Centres of excellence

As organizations grow by merger and acquisition, they often find themselves with multiple HR groups. These can be duplicative or complementary.

10.7 Consulting model

A number of HR departments are presently adopting a consulting model of providing service.

10.8 Job rotation

One way to bring the perspective of the business into HR-and vice versa-is to rotate line managers into the HR function for periods of time. These individuals often serve as reality checks for the HR group, and then bring an increased understanding of the value of HR back to their line function when the rotation is over.

11. Roles Will To Be Follow 21st Century Of HR Manager

Human beings are the most important resource of an organization. Every individual has separate values, aspirations, motivations, assumptions, goals. The first foremost work by the HR Manager is to develop sound organizational structure with strong interpersonal skills to employees. So finally motive of HR manager should follow and implement suitable rule for changing his role in 21st century. I suggest some roles to HR manager to gain attention of both management and employees.

11.1 Select the best people

As a HR Manager, you are only as good as the people on your team. Give yourself a better chance to succeed by picking the best people from the start.

11.2 Be a motivator

Human beings do things because we want to. Sometimes we want to because the consequences of not wanting to do something are unpleasant. However, most of the times we want to do things because of what we get out of it. It's no different at work, people do good work for the pay, or the prestige, or the recognition. They do bad work because they want to take it easy and still get paid. They work really hard because they want to impress someone. To motivate your people better, figure out what they want and how you can give that to them for doing what you want them to do.

11.3 Build Your Team

It is not enough that people are motivated to succeed at work. They have to work together as a team to accomplish the group's objective. After all, if we just want them all "do their own things" we don't need you as a HR Manager to mold them into a team, do we?

11.4 Be a Leader, Not Only a HR Manager

You have built the best team from the best employee available. You motivated them to peak performance. What is missing? Motivating a team is worthless unless you provide direction; unless you turn that motivate towards a goal and lead the team to it. It is the ability to lead others that truly sets a HR Manager apart from their peers. Remember that leaders are found at all levels of the organization, so be one.

11.5 Improve as a Communicator

Communication may be the single most important skill of a HR Manager. After all, all the others depend on it. You can't be a leader if you can't communicate your vision. You can't motivate people if they can't understand what you want. Communication skills can be improved through practice.

11.6 Get Better at Managing Money

To stay in business, a company has to make money. That means bringing money in the door and it means spending less than you bring in. Depending on your function in the organization, you may have more influence on one area or the other, but you need to understand both. You can help your company, your employees, and yourself by getting better at managing the company's money. Don't be put off by the numbers, or by the fact that "it's math". Get Better at Managing Time The one thing you will probably have less of at work than money is time. The better you get at managing time, yours and others, the more effective you will be as a HR Manager.

11.6 Improve Yourself

Don't focus so hard on your people that you forget about yourself. Identify the areas in which you are weak and improve them. You need to put it into practice.

11.7 Practice Ethical Management

Enron-like scandals have really driven home the point about how important ethics is in business. HR manager must be familiar with "right or right" decision-making. He must know how to be leader for especially important, due to the fact that a poor ethical decision made by an HR person can affect an entire organization. For example, if you were an employee who caught an HR person stealing company office supplies, how would you feel about the company's policies against workplace theft?

11.8 Take a Break

You are less effective as a HR Manager if you are over-stressed. You are less tolerant. You snap at people more. No one wants to be anywhere nears you. Take a break. Give yourself a chance to relax and recharge your batteries. Your increased productivity when you return will more than make up for the time you take off. Have a good laugh or go lie on a beach somewhere.

12. By Human Resource Manager Major Influencing Factors In 21st Century

In the 21st century HR manager will be influenced by following factors, which will work as various issues affecting its strategy:

1. Size of the workforce.
2. Rising employees' expectations
3. Drastic changes in the technology as well as Life-style
4. Composition of workforce.
5. New skills required.
6. Environmental challenges.
7. Lean and mean organizations.
8. Impact of new economic policy. Political ideology of the Government.
9. Downsizing and rightsizing of the organizations.

Conclusion

This article explains the special issue of Human Resource Manager in the 21st Century. In 21st century the human resource manager acts as both employee advocate and business partner. Activities of all organizations should be geared to raise productivity and to look after employees and their family welfare. Effective HR managers are required to head the organization for such objectives. The formal organization has two kinds of HR managers' one heading the entire company like the top executive and other heading a part of unit of the company like middle managers. The manager should be able to motivate employees. But that's easier said than done! Motivation practice and theory are difficult subjects, touching on several disciplines. The HR in 21st century providing sustained competitive advantage was shown to be achieved through recognizing and incorporating many different ideas and perspectives into the management of the HR function. Likewise, properly managed HR was identified as being an integral contributory factor in improving organizational productivity.

“Plan your future before, that’s where you are going to spend the rest of your life”.

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