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A STUDY ON HRM: CHALLENGES AND OPPORTUNITIES AFFECTING ORGANIZATION IN FUTURE

¹Mrs. Geethanjali M.P

¹Faculty

¹Department of Commerce

¹Mangalore University, Jnana Kaveri PG Centre, ChikkaAluvara, Kodagu, Karnataka, India.

Abstract: The goal of this article is to establish the importance of human resource management (HRM) and how it is emerged, to discuss its potential and future development. Shifts in the economy, globalization, domestic diversity, and technology have created new demands for organizations, and propelled the field in some completely new directions. Many resource specialists underlined the fact that human resource requires more attention and careful management than any other resources of an organization. We believe that these challenges also create numerous opportunities for HR and organizations as a whole. The role of the HR manager must parallel the needs of the changing organization. The HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development. As a part of organization, human resources management (HRM) must be prepared to deal with effects of changing world of work.

Index Terms - Future of human resource management, HRM trends, Challenges faced by HRM, Various Tasks by HR Managers.

I. INTRODUCTION

Human resource management is a process of bringing people and organizations together so that the goal of each other is met. The role of HR manager is shifting from that of a protector and screener to a planner and change agent. The major purpose of HRM is to increase and to improve the productive contribution of personnel to the organization in more ethical, social, and administratively, industrial psychology and personal management. The challenges of managing talent, improving leadership development, and managing work-life balance are considered to be major future challenges for human resource department.

The world of work is rapidly changing. As a part of organization, Human resources management (HRM) must be prepared to deal with effects of changing world of work.

Organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important.

HR must be a business driven function with a thorough understanding of the organization's big picture and to be able to influence key decision and policies. In general, the focus of today's HR Manager is on strategic personnel, retention and talent development. HR professional will be coaches, counselors, mentors, and succession planners to help motivate organization member and their loyalty. The HR manager will also promote and fight for values, ethics, beliefs, and spirituality within their organizations, especially in the management of workplace diversity.

II. STUDY OBJECTIVES

This study has the following objectives:

- To find out the roles of human resources management
- To suggest detailed recommendations to overcome the trends and challenges by HRM
- To analyze the factors leading these problems and various tasks by HR Managers
- To study the challenges faced by HR Managers
- To critically analyzes the new trends in international HRM
- To make recommendations based on the findings of the research

III. METHODOLOGY

The present study is descriptive in recent trends in HRM. HRM related problems. The data used in secondary is how HR manager should treat people as resources and reward them and also various information has been collected from various websites, journals and reputed text books.

IV. NEW TRENDS IN INTERNATIONAL HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation .Orientation and translation services to help employees adapt to a new and different environment outside their own country.

- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his or her spouse.
- Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better .mangers need to be protected from career development risk, re-entry problems and culture stock.
- To balance the pros and cons of home and host country evaluations, performances evaluations should be combine the two sources of appraisal information.
- Compensation should be support the overall strategic intent organization but it should be customized for local conditions.

V. TODAY HR MANAGERS ARE FOCUSING ON THOSE FOLLOWING

Policies- HR policies based on trust, openness, equity and consensus.

Motivation-make people to feel like winner; create conditions in which people are willing to work with enthusiasm.

Relations - fair treatment of people for healthy work-place relations.

Change agent – workers to accept technological changes by clarifying doubts.

Due to the new trends in HR, the HR manager should treat people as resources, reward them equitable and integrate their aspiration with goals through HR polices.

For the HR people it means understanding the implications of globalization, work force diversity, changing skill requirements, continuous improvement initiatives, decentralized work sites and employee involvement .Let us consider each of them one by one.

5.1 Globalization and its implications: Business today doesn't have national boundaries –it reaches around the world. The HR department needs to ensure that the appropriate mix of employees in terms of knowledge, skill and cultural adaptability is available to handle global assignments. In order to meet this goal, the organization must train individuals to meet the challenges of globalization. The employees must have working knowledge of the language and culture of the host country.

5.2 Work –force Diversity: Today's work force comprises of people of different gender ,age ,social class sexual orientation, values, personality characteristics, religion, education, language, physical appearance ,marital status, lifestyle ,beliefs, ideologies and background characteristics such as geographic origin ,tenure with the organization ,and economic status etc...,Diversity is critically linked to the organization's strategic direction .The potential benefits from better creativity and decision making and greater innovation can be accrued to help increase organization's competitiveness. HRM must be aware

of the age differences that exist in today's work force. HRM must train people of different age groups to effectively manage and to deal with each other and to respect the diversity of views that each offers.

- 5.3 Changing skill requirements:** Recruiting and developing skilled labor is important for any company concerned about competitiveness, productivity, quality and managing a diverse work force effectively. Skill translates into significant losses for the organization in terms of poor-quality work and lower productivity, increase in employee accidents and customer complaints. Strategic human resources planning will have to carefully weigh the skill deficiencies and shortages. HRM department will have to devise suitable training and short term programmes to bridge the skill gaps & deficiencies.
- 5.4 Continuous improvement programs:** It focuses on the long term well being of the organization. It is a process whereby an organization focuses on quality and builds a better foundation to serve its customer and to involve workers in matters affecting them. HRM plays an important role in the implementation of continuous improvement programs. At this point organization development initiatives dominate. Specifically, HRM must prepare individuals for the change. This requires clear and extensive communications of why the change will occur, what is to be expected and what effect it will have on employees.
- 5.5 Decentralized work sites:** Work sites are getting more and more decentralized. Telecommuting capabilities that exist today have made it possible for the employees to be located anywhere on the globe. The employers no longer have to consider locating a business in a high cost area to have its work done in an area where lower wages. Decentralized work sites also offer opportunities that may meet the needs of the diversified workforce. Those who have family responsibilities like child care, or those who have disabilities may prefer to work in their homes rather than travel to the organization's facility. For HRM, decentralized work sites present a challenge. Much of that challenge revolves around training managers in how to establish and ensure appropriate work quality and on-time compensation.
- 5.6 Employee involvement:** There are a number of employee involvement concepts that appear to be accepted. There are delegation, participative management, work teams, goal setting, employee training and empowering of employees. HRM has a significant role to play in employee's involvement. What is needed is demonstrated leadership as well as supportive management. Employees need to be trained and that's where human resource management has a significant role to play.

VI. CHALLENGES FACED BY HR MANAGERS

The Human Resource managers of the future shall have to face more problems in management of labor. The HRM of today may find themselves obsolete in the future due to changes in environment if they do not update themselves some of the important challenges which might be faced by the managers in the management of people in business and industry, some of the challenges are as follows:

6.1 HR Collaboration with Line Managers

HRM function is a joint responsibility for all managers within the enterprise i.e. both HR or staff and line managers must be involved. HR professionals should become a partner with senior and line managers in strategy execution, helping to move planning from the conference room to the market place.

6.2 HR Exhibition of Expertise in the organization of Work

As trained administrators, the HR professionals will have to explore and design means of carrying out HR functions in a better, faster and cheaper ways to reduce costs. Besides cost reduction, efficiency and quality have to be maintained in service delivery.

6.3 HR as an Innovative Agent

The HR professionals must work towards initiating changes that are focused on creating high performing teams; reduce cycle time for innovation or implementing new technology.

6.4 Upgrading the skill of HR Professional

To be able to cope with the global challenges and be relevant in the current century, the quality of HR staff need to be improved. The enterprise needs people who know the business, understand the theory and practices of HR

6.5 HR Creating Values in the Organization

To meet the increased expectations of the organization, the HR professionals must articulate their effectiveness in terms of business competitiveness and success rather than employee comfort or satisfaction.

6.6 Business Challenges and Globalization

Due to globalization, enterprise now face business challenges which require the organization to build new capabilities. This innovation has created opportunity for the HR professionals to play leadership role in assisting the organization to meet the competitive challenges.

6.7 The Effect of Information Technology in workplaces

Information technology has made the world smaller and faster through internet. Ideas and large amount of information now move freely and constantly. The challenge for the HR Managers is to make good use of what information technology offers and to make it to be a productive part of work setting and tool.

6.8 HR and Political Process

With the democratic changes occurring all the world over, the populace in which the work community is inclusive must internalize democracy and discharge their civic duties to the country.

6.9 Multi-Skilled Process

The pace of change in the HR environment in this era of globalization will require the HR professionals to be multi-skilled. They must devote more attention to core strategic issues in HR management and be facilitator or change initiator and internal consultant to the organization.

Apart from these challenges, few challenges are as follows:

- Leadership development
- HR effectiveness measurement
- Organization effectiveness
- Compensation
- Learning and development

VII. VARIOUS TASKS BY HR MANAGERS

- Implement strategic organization change for increased quality, productivity and employee satisfaction
- Construct an effective training program
- Design a compensation system that motivates employees
- Structure benefits package and measure their success
- Identify principles for developing, utilizing and conserving human resources
- Use data and statistics to make informed business decisions
- Develop financial management and budgetary skills.

VIII. CONCLUSION

The challenge does not stop with recruiting the right person but with how we are going to manage the performance of our employees. The challenge would be to create a performance culture where in opportunities are provided for enhanced performance and where giving out optimum performance becomes a way of life. The future role of HR professional will change from a less administrative role to more of a strategic role and challenge for HR professionals is business continuity of an organization and it should not be dependent on specific individual, loss of talented team members can have unfavourable impact on employee moral. Employees may have difficulties in accepting in main staff shift from external sources to internal sources, with this unexpected shifts it cause work disruptions and crises in customer engagements, so HR must be active in succession planning and staffs must recognize, groom, provide exposure and add work responsibilities to core personnel.

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