

CHALLENGES FACED BY HUMAN RESOURCE MANAGERS IN 21st CENTURY

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Abstract:-Human resource management is now faced with a new challenges, creating new ways for face these challenges and convert them in to positive strength of an organisation.Changing business environment create so many problems for HR managers.The main aim of this paper is to detect the challenges faced by HR managers and some suggestion to overcome these problems.

Keywords:- Human resource,Challenges,Management,Strength

1.Introduction:-Human resources are the most important assets of an organisation.All types of enterprises manage their human resources to survive in the competitive scenario,to achieve growth and development,to create good corporate image.The purpose of HRM is to maximize the productivity of an organisation by optimising the effectiveness of its employees.But in the modern era human resource management is not an easy task.It becomes difficult an challenging day by day.There are so many reasons for complex HR management.

Challenges faced by managers in 21st century:-Management of human resource is a complex task.There are so many reasons for complex HR management.some of them are discussed here.

1.The increase of independent workers an self employment:-Now a days workers are independent in terms of selection of work.They have choice regarding whether they do job or establish their own business.In addition more people choosing to work on a freelance,contract basis or to work part time.They have more choices in relation of for whom they do work,the kind of work they do,and for how long they are prepared to work.With this kind of worker's portfolio,workers are less depend upon their employer.They acquire the ability of self control ,self confidence,self guidance,and their own directions for doing the work.

2.Balancing work life:-Balancing work life means to maintain a balance between job commitments,responsibilities and personal commitments,responsibilities and desire etc.This problem is more relevant when both husband and wife are employed.Challenges faced by working housewife is more than working husband.so there is a need of a programme which create balancing work life i.e. child care at or near the workplace,job sharing,care of sick children and employees,sick leave policies,dropping children at school.Training supervisor to respond to work and family needs of employees etc.

3.Acquire and retain talent:-In the 21st century,All corporations demand for talented employees.It is difficult to attract highly educated talented employees.Once an organisation recruit talented,well educated personnel with cross functional expertise the next challenge is to keep them in the company.This depends not only on fair compensation,better working conditions,fringe benefits and a motivating climate of management culture but also on transparent and achievable career paths combined with a supportive management that provide guidance.

4. Employee empowerment:-Employee empowerment has been described and defined in many ways but is generally accepted as the process of enabling an employee to think, behave, act, react and control their work in more autonomous ways, as to be in control of one's own destiny. Effective employment empowerment has positive affect for both parties i.e. employees as well as organisation. It creates confidence, capability to make decisions and satisfaction among employees and empowered employees work more efficiently to survive the organisation and feeling at ease with the implementation of change. Empowered employees come to believe that they control their own success through their efforts and hardwork, which in turn benefits the success of the entire institution.

5. Work force diversity:-Diversity encompasses religion, disability, socio economic status, race, age, gender, personality, education, background, values and more. Some of the major challenges for diversity are:-

A. Communication:-It is a major challenge under diversity due to cultural and language barriers.

B. Resistance:-Every workplace has people who resist diversity and the changes it brings. This resistance from the side of employees is a big challenge for managers trying to implement and maintain a plan. This negative attitude can damage morale, slow down positive change and decrease productivity.

C. Unsupportive and hostile work environment for diverse employees:-This barrier is related with sexual, racial and age harassment.

D. High rate of turnover:-Diverse employees are more likely to leave an organisation than non-diverse employees due to lack of value, lack of opportunity for career advancement and more.

6. Challenges of new technology:-Information technology has made the world smaller and faster through internet. Ideas and information transfer from one place to another at the faster rate. In spite of so many benefits IT becomes a major challenge for managers. Companies with old technology can not survive in the competitive era and can not gain competitive advantage. Other challenge is about manpower created by IT is that now jobs and positions demand new skills and knowledge of IT to handle the jobs and to cope up with modern technology. With the advent of new technology jobs become more intellectual and challenging. It dislocates the workers from their jobs and less they become well equipped to work according to new technology. Finding the new workers who are well versed in the new technology and rehabilitating those who are displaced is a major challenge faced by HR managers.

7. Globalisation:-Globalisation is an opportunity for a company to spread their business out of the boundaries of a country, enhance their sales, earn profits and increase their market share. This requires perfect knowledge about the laws, rules, languages, practices, cultural gap, management, work ethics etc. for smooth running of business at international level. Lack of knowledge detracts the involvement of business at international level. For smooth running of business at international level it is mandatory for enterprise to send key management members to attend global seminars, workshops, training sessions regularly.

8. Changes in the external regulation of employment:-Managers used so many policies to exploit the employees like hiring and firing policy, promotion and payment has been reduced by development of legislations that protect the interest of employees and create new challenges for employers.

Trade union act 1926, deals with the registration of trade unions, their rights, their liabilities and responsibilities as well as ensures that their funds are utilised properly. It gives legal and corporate status to the registered trade unions. It also

seeks to protect them civil or criminal prosecution so that they could carry on their legitimate activities for the benefit of the working class.

The contract labour(Regulation and abolition)act 1970 was passed in 1970 and came in to force from 10th february 1971, to prevent the labour from exploitation.

The apprenticeship act,1961 deals with apprenticeship contract.Act defines apprentices as a person who is undergoing apprenticeship training.Act deals with the protection of trainees from exploitataion and seeks to promote healthy environment for training and inculcate skills among trainees to prepare them to meet the challenges create by changing business environment.

The payment of gratuity act defines gratuity as a benefit plan given by employer to the employee for rendering services in the company.Gratuity therefore serves as an instrument of social security.But after the enactment of gratuity act 1972,it became legitimate right of workforce and challenge for HR Managers.

The minimum wages act,1948 was passed to secure the welfare of unorganised workers in certain industries.Under this act minimum rates of wages are fixed for workers.In prescribing the minimum wages,the capacity of employees to pay the wages need not to be considered as states assumes that employer must pay the minimum wages if he employs labour.

Workers participation in management is another concept to protect the interest of workers.ILO defines it as"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 such as the presence of workers member on management or supervisory boards or even management by workers themselves."

9.Establishing healthy and cooperative corporate culture:-The major challenge faced by HR managers to establish cooperative corporate culture in the environment of diverse work force where different type of workers perform their jobs.They are different in terms of race,gender,language etc.workers resist to adapt changes in business.It is difficult to cooperate the workers from different cultures,different languages,different personality etc. without cooperation working of different departments cannot be controlled and it is difficult to achieve the ultimate goal of organisation.

2.Sugfestions to make effective management of Human resources in Indian organisations:-

A.Examine HRM needs and prepare action plans:-Different organisations have different type of needs in terms of human resource based on their size,production process,types of products produced by the firms,age of the organisation etc. An infant organisation's needds for human resource are different from mature organisation.Infant organisation or organisation at early stage have young employees and want career advancement,there is need to provide more and more opportunities for promotion,advancement etc.But in an old organisation whose employees have reached at the end of their career path is need to check frustration,to develop different form of work satisfaction,retirement benefits etc.similarly the need of large organisation which perform at global level is different from small organisation.once the needs of HRM is identified then action plan are to be prepared and steps will be taken as per action plan for satisfied all needs.

B.HR department should be headed by competent person:-In some organisations,sometimes that person is appointed as head of HR department,who is not wanted elsewhere,this lower the credibility of HR department and create more value

for top head. In fact, only such person should be appointed as head who already proved himself and show their capabilities elsewhere.

C. Focus on develop positive climate for employees:- Positive climate is essential to handle human resource management problems. positive climate involve:-

1. Participation of employees in decision making.
2. Provide freedom to employees for express their ideas and opinions.
3. To create team spirit among employees.
4. To create self confidence among employees so that they can draw their own directions.
5. An interest in confronting issues and solving them rather than hiding them.

Positive climate paves the way for success of an organisation. Hence periodical surveys may be carried out to examine changes occurring in this climate. Feedback from such surveys could be used to manage human resources.

D. In-Company networking should be developed:- All managers should be encouraged to share their experiences with others in the same or in other organisations. All departments are encouraged to share their experience with each other and learn from each other.

E. The top heads should make efforts to promote human resources as a matter of faith and trust and treat them as true assets of an organisation. Instead of as a source of output, profit and productivity etc. These efforts of top management create mutual confidence between top heads and workers and also generate the sense of belongingness among employees.

Conclusion:- To cope up with the demands of a changing environment managers need to upgrade their skills and knowledge. Different aspects of changing business environment should be considered by managers for survive in the competitive environment. Training and development programmes should be conducted for employees. Upgradation of knowledge is must to cope up with technological changes and to face competition at global level. Better compensation and career advancement policies followed to retain the best talent and to face competition.

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