



Rising of New Issues and Trends in Human Resource Management & Development

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ABSTRACT

The management of Human Resources has now assumed strategic importance in the achievement of organizational growth and excellence. As globalization advances and we move into the information age, organizations need to adapt to the changes in technology and the changing issues in management of people. Today, competitive advantage is based on the successful application of knowledge. Managing people, as an HRM function, has broadened, to include managing organizational capabilities, relationships, learning and knowledge. These functions include four generic areas, i.e., (i) Roles, (ii) Relationships, (iii) Strategic focus, (iv) Learning focus. These areas are different from each of the economy functions, like traditional, transitional and knowledge. An attempt has been made in this paper to point out the experiences on the emerging issues and trends in managing human resources and related to their development.

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1. INTRODUCTION

Human resource management (HRM) has always been a very challenging aspect of any business. Especially with so much happening in the world of Human Resource, change, indeed is the constant when we talk about Human resource management. There are new trends in the world of HR emerging every now and then and it is extremely important for anybody remotely associated with the world of business to know about such contemporary emerging issues. In this era globalisation human resource walks into has walked into a zone of new technology and certain emerging issues of management. Here we would talk the most relevant emerging and contemporary issues about human resource. If we take a brief look at the issues that are relevant in this context we would be able to figure out that the issues that have very clearly emerged in recent times are planning, acquisition and development of human resources, yielding to the demands of the work place and, most importantly, evolving a strategy that deals with that challenge of industrial conflict. Considering this as a management practice, we would find that it covers all aspects of personnel management and industrial relations, converging with the relatively new areas such as communication, counselling, training and development, and even job enrichment. The following parts of this article would be throwing more light on the subject. The competitive advantage is dependent on the apt application of knowledge of good. The factor of managing men is no more the only important function of HRM; the function has gone beyond that into four major generic areas that include 1) roles 2) relationship 3) strategic focus and 4) learning focus. These areas are different from that of the conventional ones like traditional, transitional and knowledge. The innovation of HRM happens to be the most striking part of the latest emerging issues in the world of human resources. Crafting of new business strategies in the light of human resource is a major emergence in this particular field. Organisational restructuring is just another important and

notable aspect of emerging human resource management issues. Creation of social networking in support of business is a notable aspect of the new trends. Enabling companies to global, leading to superior performance and creating knowledge workforce are other notable part of these emerging issues. When we talk about recent emerging issues of human resource management we have to discuss the relevance of strategic HRM .It is that particular aspect of managerial decisions and actions that had regulated the long period of perform ability for any particular corporation. It comprises of environmental scanning, formulation of strategy, implementation of the same strategy, evaluation and organisation. The most significant productivity that strategic HRM offers is competitive advantage. This is done by building yielding capabilities of Human Resource in an organisation. Strategic HRM makes possible in strategy formulation by carrying out the SWOT analysis, and it also does it by executing and providing competence of human resources and competitive intelligence. Emerging issues in recruitment are extremely relevant. Recruitment has become a twofold approach now. This is the reason that today both the organisation and the employee has become a lot more expecting of each other than they were before .The first approach is using resume data base for recruitment .The other trend that has gained prominence and utility is corporate poaching. Corporate poaching is the trend to recruit key employees of the other organisation.

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There are some different areas from each of the economy functions, like traditional, transitional and knowledge and an entrepreneur can manage its HR by applying the following practices in day to day work area:

- Innovate HRM
- Crafting creative business strategies
- Organizational restructuring
- Creating social networks
- Invoking new challenges
- Shifting approach
- Enabling companies to go global
- Leading to superior performance
- Creating knowledge work force
- Human Resource Information System (HRIS) for Effective HRM

In today's competitive business environment, the cutting edge for any organization is given by the speed with which it takes decisions to respond to changes in the environment, internal or external. A well-designed computerized HRIS alone can provide the information and analysis within the shortest possible time. Now-a-days, many organizations are using the computerized HRIS. They keep records in a compact manner, enabling access and retrieval, in a flexible way.

1. Benefits of HRIS
2. Simplified data entry
3. Less paperwork
4. Fast and accurate
5. Better use of feedback
6. Increased efficiency
7. Improved tools for data analysis

HRIS has great significance in every sector and it can play a vital role. It helps to have a better communication process in the organization and we can offer better service with less effort at

reduced cost. Most importantly, organizations can hire and retain top performers, improve productivity and enhance job satisfaction of the employees.

2. ASPECTS OF HRM

Human resources leaders encounter daily challenges in running their department functions. However, developing the HR strategic direction requires progressive, forward-thinking principles that also are aligned with the company's philosophy. Emerging issues such as globalization, workforce management and legal compliance challenge HR departments. Staying abreast on standard business practices may not be enough -- meeting the challenges that emerging issues present requires business acumen and deep knowledge of HR best practices. And the management of Human Resources has now assumed strategic importance in the achievement of organizational growth and excellence. As globalization advances and we move into the information age, organizations need to adapt to the changes in technology and the changing issues in management of people. Need to think more about the HRM is basically required for - Human Resource Planning, Recruitment, Selection, Placement, Inductions, Transfer & Planning, Job Analysis, Performance Appraisal, HR Audit, Total Quality Management, Quality of Working Environment, Quality Cycle.

3. HR CONCERNS

In the modern era, the major challenge for HR is to be a proactive partner in organization's overall strategies. The key focus areas to be faced by organizations today are:

- Developing Competitive strategy
- Retaining competent employees
- Cost-effective
- Creating empowered team & Knowledge workers
- Ethical management
- Talent management
- Alignment of HR strategy with overall business strategy
- Developing 360 degree feedback system for increasing efficiency in the organization
- Organization's Reconstruction & organization's Transformation.

Here is how to keep your employees with you and away from your competitors during tough economic times.

- Differentiate Between Your Good and Average Employees
- Redirect Your Employees to Other Departments (Job Rotation)
- Listen to Your Employees
- Keep Them Motivated and Busy (Communicate-Communicate and Communicate)
- Show them the long term vision
- To take strategic initiatives to increase the productivity and efficiency of the entire organization.
- To work on compensation benefits.
- Redesign training and development programs.

But today many issues and trends have emerged apart from the traditional ones due to entrance in a new era of globalization, liberalization and privatisation such as:

4. RISING ISSUES IN HRM AND HRD

International Recruitment and Hiring

Most people think of recruitment and hiring as the foundational goal of human resources. Global HR brings up a number of issues in recruitment and hiring due to the ability of companies to take on employees from different cultural backgrounds or national origins. Developing a diverse workforce requires HR to create job descriptions that attract the best candidates, no matter where they live. There are logistical issues involved, including global advertising, relocation, visa applications and negotiating salaries and benefits.

Training Initiatives

A company often has to train new hires to perform specific functions within the organization. This is true even with skilled employees, as every business operates under a different set of assumptions, policies and procedures. In global HR, training and professional development take on a new meaning as companies work to bridge gaps between cultures. Globalization allows businesses to engage with customers in markets around the world, but this brings the need to train employees in areas such as cross-cultural communication, international solicitation laws and language skills. Providing training opportunities helps expand the company's global focus by broadening the skill set employees need to engage in business across national boundaries.

Compensation and Benefits

Providing compensation and benefits is another hallmark of HR that globalization is revolutionizing. While federal laws mandate such things as minimum wage and discrimination policies, many globally minded companies are adopting new strategies to attract and retain top-notch employees from around the world. Providing progressive benefits such as paternity leave, on-site child care, extended vacation time and work-from-home programs are added benefits to employees' normal compensation. These benefits encourage employee motivation and loyalty and help the business compete with companies that already provide liberal compensation packages.

International Labour and Tax Laws

A final issue in global HR is adhering to international labour and tax laws. When businesses take on employees from overseas, they may be subject to rules that would normally not apply to domestic labour. They may have to report tax earnings to the Internal Revenue Service or file papers with the Immigration and Nationalization Service, for example. Equally important, if a business sells products globally, it may be subject to different laws concerning distribution and tax. Selling in the United Kingdom, for example, may mean that the company has to pay a value-added tax on its products. It must either absorb this cost itself or pass it to the consumer in the product price. HR has responsibility to help company management navigate these considerations.

Create a culture of collaboration. Leaders are at their best when the company culture demands collaboration. Rewarding individual success is necessary but not sufficient. Only in a culture of collaborators will organizations have developing leaders working together to bring other employees up and into the circle of leadership.

Develop communications skills. We may expect our leaders to be good communicators but too often it's not the case. Communication styles vary widely; what may work for one organization may not work for another. This is part of developing a company culture: you need to set the bar

high for communications skills, give people training where they come up short and correct style mismatches before harm is done. Good communicators build teams and trust; poor communicators create and feed uncertainty.

Drive and sustain real accountability. Leaders must be accountable. They can't be like Homer Simpson (DO'H! It was like that when I got here – it isn't my problem!); they must own the problems they need to solve and own their failures to be credible when claiming success.

Be human and reward emotional intelligence. Yes, I'm a huge fan of emotional intelligence; yes, it belongs on any 'top five' leadership traits list. As organizations work with emerging leaders HR must stay focused on helping new leaders hone their emotional intelligence. This is crucial and Leaders be human please.

HR Issues in Recession

This is the most importantly upcoming issues facing by each and every organization now a day's such as

- To optimize the manpower strength.
- To take strategic initiatives to increase the productivity and efficiency of the entire organization.
- To work on compensation benefits.
- Redesign training and development programs.
- Ensure your organization's policies and handbooks are up to date
- Layoffs are never easy. Ensure you are familiar with your legal responsibilities in a lay off to minimize your organization's risk
- Alternative Workweek Schedules and Flexible Scheduling can maximize production and cut-back on overhead costs for organizations.
- Cutting Pay may be an option to consider saving on today's costs. Is this really an option for your organization? How are you pay scales as related to the market?
- Downsizing does require internal document maintenance for your organization. To identify the real key employees and to intact them in the organization
- To identify the real top potentials and to strengthen their development program

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5. RISING TRENDS IN HRM AND HRD

Aging Workforce

Due to changing demographics, many employees retire, leaving gaps in the organization in terms of expertise and experience. To ensure that knowledge transfer occurs before these valued members of your workforce retire, I like to conduct personal interviews and document key procedures. Lost knowledge means lost productivity and a loss of revenue. Additionally, many employees remain working longer. By the year 2020, five generations will be in the workplace. Accommodating the needs of each generation represents a continuing challenge to HRprofessionals.

Work/Life Balance

As a result of the increasing use of technology in the workplace, employees can work from home, in airports and from hotels. This mobile work environment makes it difficult for many people like

me to shut down for the day. In addition, many people work for global companies. Conference calls and meetings occur at all hours of the day and night. Stress results. Employees report the need for tips on maintaining a healthy work and life balance in light of all these disruptions. HR professionals respond to this issue by conducting workshops and seminars that help employees maintain reasonable work hours and manage their time effectively.

Employee Retention

Due to globalization, companies can fill positions with talent from all over the world. When employees become dissatisfied in their jobs, due to issues such as long hours, lack of direction, or diminished chances for promotion, they seek jobs elsewhere. Replacing experienced employees costs your company money. To combat this, I monitor employee attrition rates. I also conduct annual employee satisfaction surveys to assess employee issues and try to address them before they contribute to an employee retention problem.

Employee Performance

Maintaining a productive workforce involves ensuring that all employees have the skills, knowledge and resources to get work done efficiently. Because technology changes so rapidly, employees may need to get additional training and certification to continuing performing their roles effectively. By conducting 360-degree performance reviews, you can get comprehensive feedback about each employee from their peers, superiors and other members of the workforce. HR professionals like me use the data generated from performance reviews to identify gaps and develop remedial training programs to mitigate the impact.
—www.yahoo.com

Global Human Resources

The number of companies exploring global markets increases as technology facilitates simpler information-sharing processes and opportunities for growth in markets outside the U.S. borders. Even small businesses are tapping global markets, as evidenced by technology giant Cisco's October 2011 article titled, "How Small Businesses Are Going Global," by Anne Field. Social media, professional networking and lightning-speed technology assist companies in their aspirations of reaching foreign markets; however, HR plays a critical role in developing staff who are capable of initiating and sustaining those overseas relationships. Emerging issues for HR related to globalization include sourcing and recruiting visionary personnel with the cultural fluency necessary for employers building multinational business ties.

Compliance

Many organizations have successfully managed their compliance with federal and state employment laws for decades. However, complex legislation that affects the HR function poses a challenge for some companies. It requires that HR continually maintain its expertise and knowledge of emerging issues related to legal compliance. This includes constantly evolving laws about discrimination, sexual harassment and medical privacy.

Multigenerational Diversity

The workforce is made up of workers who represent four distinct generations: the Silent Generation, born 1945 and earlier; Baby Boomers, born 1946 to 1964; Generation X, born 1965 to 1980; and Generation Y or Millennial, born after 1980. Supervisor feedback for seasoned workers

born during the Silent Generation could be very different from feedback intended for tech-savvy, relatively new entrants to the workforce from Generation Y. For example, Silent Generation employees may prefer face-to-face interaction from supervisors, while Generation Y'ers may be satisfied with electronic communication and remote reporting relationships. The emerging issue for HR is training leaders on adapting their management styles to suit employees' motivational needs.

Employee Retention

Employee retention has always been a concern that challenges HR leaders -- keeping talented employees satisfied enough to stay with the company. However, the methods that HR uses to retain employees require going the extra step to ensure that workers are fully engaged, enthusiastic about coming to work and recognized for their contributions to the company's success. Compensation and benefits on their own aren't effective retention tools; it takes more than money to keep good employees. Employees remain loyal when they have confidence and respect for the company's leadership and when supervisors show appreciation for employees' talents, according to Leigh Branham, author of "The 7 Hidden Reasons Employees: How to Recognize the Subtle Signs and Act Before It's Too Late."

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Moving towards an integrated technology ecosystem

In his review of the HR Tech Europe conference, analyst Josh Bersin said, "While the tech markets continue to be hot, let's all remember that HR organisations and their companies need sound, solid solutions which solve real business problems, not just deliver fun and fanciful tools."

All HR teams will be well aware of the technology opportunity for the year ahead - be it mobile, software as a service, bring your own device, harnessing data analytics and so on. However, the reality will be how best to integrate systems to deliver real-time intelligence to users, be they line managers or senior executives. Sales and CRM solutions have led the way and HR systems will need to catch up and quickly. For HR professionals, understanding the technology opportunity and turning it into business advantage will be more critical than ever.

Focusing on better employee engagement

The 2012 Global Workforce study from Towers Watson shines the light on the issue of employee engagement. Its survey of 32,000 full-time workers showed just 35% of workers was highly engaged. That might not be surprising considering the backdrop of global financial turmoil. However, it is an eye-watering statistic. The overall quality of the work experience depends far more on the quality of employees' relationship with their managers, their trust in senior leadership and their ability to manage stress on the job.

All the organisations will need to focus on:

1. Enabling workers with the right set of tools, resources and support
2. Creating workplaces that are energising to work in as they promote physical, emotional and social well-being

Responding to change fast

In the coming months and years, successful businesses will be the ones that adapt to change and quickly. This business imperative is clearly an HR imperative as our own research of more than

750 HR leaders showed that many large organisations are struggling to provide the training and skills quickly enough to keep pace with how they, their markets, competitors and customers are changing. The same challenges apply across the spectrum of HR disciplines.

Getting to grips with 21st century talent management

Research from the McKinsey Global Institute suggests that by 2020, the world could have 40 million too few college-educated workers and that developing economies may face a shortfall of 45 million workers with secondary-school educations and vocational training. In advanced economies, up to 95 million workers could lack the skills needed for employment. Finding talent is only one part of the story, however. Deloitte's Talent 2020 survey warns that employers must engage employees with meaningful work or watch them walk out the door (coming back to the engagement agenda). It's research shows that 42% of respondents who have been seeking new employment believe their job does not make good use of their skills and abilities.

Embracing the changing role of HR

Ulrich in his vision of HR shifting to its next stage of development - 'HR outside in' - suggest six new competencies for HR. They are:

- *Credible activist*: HR professionals with credibility in the business, with good stakeholder relationships and who get things done.
 - *Strategic positioned*: Understands the global business context and builds the relevant organisational capabilities around that.
 - *Capability builder*: Helps define and build organisational capabilities.
 - *Change champion*: Helps build the organisation's capacity to change and to sustain change.
 - *Innovator and integrator*: Ability to innovate and integrate HR practices around critical business issues.
 - *Technology proponent*: Using technology to stay connected with peers and colleagues and taking a bigger role in managing information and turning it into useable knowledge.
- www.lumesse.com

Despite of above mentioned trends some other trends are also need to be discussed like:

- a) Effective Demographic Management
- b) Ethical Management
- c) Talent Management
- d) Knowledge Management
- e) Women Empowerment Initiative
- f) Green HR
- g) Open Book Management Practices
- h) Highlight Performers
- i) Change Acceptance Practices
- j) Employee Fit Training Programs

6. RECOMMENDATIONS & CONCLUSION

After studying all the facts it can be said that it is now universally accepted that a firm can create a competitive edge from Human Resources and their proper management practices in the current scenario and the HR Management has to have priorities in mind and the strategic impact of the

HRM Innovations all the time. The role of the HR Management is not to minimize the costs for the time being, but to make the organization stronger and ready for the future growth to be more competent for better survival and profitability of the organization.

Managing Human Resources (HR) in a difficult economic environment is even more demanding than working in times of rapid growth. Therefore the task of HR is very important to maintain equilibrium throughout the hierarchy. For this purpose some recommendations are as follows:

1. Top management should know the contingency plan.
2. Do the brainstorming session with your top management and contribute in their strategic planning.
3. A complete or partial job freeze, however, communicate to the workforce that the company may continue to recruit key individuals even in difficult times
4. Review the employee performance evaluations to determine the key people that company cannot afford to lose.
5. Flow of Communication should be from top to down that will help in making conducive atmosphere within the organization
6. Make prepare yourself for individual and group concerns therefore there should be a proper counseling session.
7. To maintain a calm atmosphere
8. Review all HR policies, processes and procedures to ensure that they are purposeful and contribute directly to the success of the company.
9. Suppose the company has to lay-off staffs ensure that there are no other opportunities for them in other functions or divisions of the organization.
10. Advise managers to deal the process of managing change.

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