REVIEW OF HUMAN RESOURCE MANAGERS PROBLEMS IN INDIAN CONTEXT

Ms. Rajnil Sharma
Assistant Professor
St. Aloysius College
Jabalpur (M.P.)
India
Pin 482001
E-Mail:rajnil.sharma017@gmail.com

ABSTRACT

HR managers are facing many challenges in present business scenario like Globalization workforce diversity, technological advances and changes in political and legal environment change in information technology. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee. HR professional can't ignore these challenges rather they ought to be line to design and execute innovative mechanisms of developing skills and competencies of human resources to prepare them to accept the emerging challenges. With the advent of the IT revolution all over the world and globalization being the new mantra across the corporate sector, the Human Resource Management practices and policies have undergone severe changes. The challenges that are faced by the HRM today are totally new to what has been few years ago. This paper focuses on the challenges that are affecting the organizations all over the world.

Keywords: Challenges, human resources, human resource management.

INTRODUCTION

The approach of the 21 century possesses unique HRM challenges to business, mainly those functions across countrywide boundaries as transnational or global enterprises. Challenges like setting the uniform culture across the organization which has expanded all over the world, HRM in defining the career progression and development for its employees, HRM in handling the gender diversity and cultural differences, addressing the issue of employee turnover, HRM and its role in implementation of the strategy with respect to the vision and mission of the organization. The modern business can not effectively operate in the business world if the human force not well equipped with the latest technology and techniques. This is the responsibility of the human force manager to properly train the work force and to see what is the basic need for the human force to achieve the competitive advantages of business in 21st century. HR manager also facing a variety of issues and challenges that how they can best mange and solve all these issues and challenges with splendid ways. HR manager facing a variety of challenges to meet these challenges for the future, tomorrow HR manager or department must be much sophisticated than their predecessors (Byers and Rue, 2006). Because a one international or multinational organization can not perform their activities well when their HR manager knows the diversity of technique to hack it with these issues and to how they can prepared a unobjectionable force for the organization to face the rapid competitive business word and to operate in the situation. All the organizations should prepare their human resources people keeping in view the global environment or market place to ensure competitive advantage. Human resource manager will have to build or developed such a frame work that allows flexibility to develop such a workforce that will be the work force for tomorrow. (Andries du plessis, 2008).The main aim of the paper is to address the HR issues and challenges in the light of variety of literature work by different authors.

OBJECTIVES OF PAPER

- To study the details of emerging challenges.
- To find out the various methods and techniques through which HR can overcome the challenges of present business scenario

METHODOLOGY

The analysis of this paper is totally depend upon secondary data like journal, books and various website from internet.

Key HRM Practices in Indian Organisations

HRM Practice	Observable Features
Job Description	Percentage of employees with formally defined work roles is very high in the public sector.
Recruitment	Strong dependence on formal labour market. Direct recruitment from institutions of higher learning is very common amongst management, engineering and similar professional cadres. Amongst other vehicles, placement agencies, internet and print media are the most popular medium for recruitment.
Compensation	Strong emphasis on security and lifetime employment in public sector including a range of facilities like, healthcare, housing and schooling for children.
Training and Development	Poorly institutionalised in Indian organisations. Popularity of training programmes and their effect in skill and value development undeveloped.
Performance Appraisal	A very low coverage of employees under formal performance appraisal and rewards or organisational goals
Promotion and Reward	Moderately variable across industries. Seniority systems still dominate the public sector enterprises. Use of merit and performance limited mostly to globally orientated industries.
Career Planning	Limited in scope. The seniority based escalator system in the public sector provides stability and progression in career. Widespread use of voluntary retirement scheme in public sector by high performing staff. Cross functional career paths uncommon.
Gender Equity	Driven by proactive court rulings, ILO guidelines and legislature provisions. Lack of strategic and inclusion vision spread.
Reservation System	The central government has fixed 15 per cent reservations for scheduled castes, 7.5 per cent for scheduled tribes and 27 per cent for backward communities. States vary in their reservation systems.

CHALLENGES OF HRM IN 21st CENTURY

Because of continuous changing socio-economic, technological and political conditions, the human resource managers of the future shall have to face more problems in the management of labor. The human resource managers 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 [5, 10]. Some of the challenges are as follows:

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 (Ulrich, 1998)
HR as an Innovative Agent	The HR professionals must work towards initiating change that are focussed on creating high performing teams, reduce cycle time for innovation or implementing new technology.
Upgrading the Skills 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 need people who know the business, understand the theory and practice of HR.
The Challenge of Privatization and Liberalization	The privatization of government companies involves the divestment of public holdings in these enterprises for the benefit of single or multiple private shareholders or owners. The exercise will usher in a lot of changes within the privatized organization and the HR professionals must brace up to the challenges posed by the exercise as it relates to HR planning and management.

Globalization:

Growing internationalization of business has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics etc. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life.
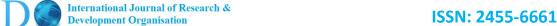
Workforce Diversity

According to Thomas (1992), dimensions of workplace diversity include, 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 future success of any organizations relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization 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 organization can respond to business opportunities more rapidly and creatively, especially in the global arena, which must be one of the important organizational goals to be attained. More importantly, if the organizational environment does not support diversity broadly, one risks losing talent to competitors. This is especially true for multinational companies (MNCs) who have operations on a global scale and employ people of different countries, ethical and cultural backgrounds. Thus, a HR manager needs to be mindful and may employ a Think Global, Act Local approach in most circumstances. With a population of only four million people and the nations strive towards high technology and knowledge-based economy; foreign talents are lured to share their expertise in these areas. Thus, many local HR managers have to undergo cultural-based Human Resource Management training to further their abilities to motivate a group of professional that are highly qualified but culturally diverse. Furthermore, the HR professional must assure the local professionals that these foreign talents are not a threat to their career advancement. In many ways, the effectiveness of workplace diversity management is dependent on the skilful balancing act of the HR manager.

Technological advances

There is a challenging task of adapting workplace to rapid technological changes which influence the nature of work and generate obsolescence Advanced technology has tended to reduce the number of jobs that require little skill and to increase the number of jobs that require considerable skill, a shift we refer to as moving from touch labour to knowledge work.. There is new-new working technology. In this situation organizations have to change it technology. New technology creates unemployment and in other hand, there comes scarcity of skilled manpower. Like this, technological change brings difficulties and challenges in organization.

Changes in political and legal environment

Changes in political and legal environment means changes in political parties and rules regulation due to which new laws are come and you have to follow all laws while doing business. Many changes taking place in the legal and political framework within which the industrial relation system in the country is now functioning. It is the duty of human resource and industrial relations executives to fully examine the implication, of these changes and brings about necessary adjustment within the organization so that later utilization of human resource can be achieved. It is the responsibility of Human Resource manager to anticipate the changes and prepare organization to face them without any breakdown in its normal functioning

Changes in the Economic Environment

This includes examination of the impact of a number of factors on production. Some of the key factors are the scarcity of raw materials and other inputs including power and electricity, encouragement of the culture of consumerism, increasing consumer awareness and demand for quality products, continuing upward trend in the inflationary pressures with decrease in the purchasing power of rupee and its spiralling effects in the ever increasing aspirations of workers for higher wages and other material benefits and mounting costs on the employee welfare and other benefits. In an inflationary economy, the resources tend to become scarce and the costs of machine, materials and labour multiply. These push up the capital and running costs.

Revolution in Information Technology

Information technology has influenced HRM through human resources information systems (HRIS) that streamline the processing of data and make employee information more readily available to managers. More recently. there has been and in the future there will be impact of revolutionary computerized information system in the management it covers two primary areas Application of computer in the managerial decision making process
1. Use of electronic computers managerial decision making process
2. In future computerized information system will have increasing impact at the coordinate and strategic levels of organization

Mobility of Professional Personnel-

one of the interesting facts will be increase in the mobility of various managerial and professional personnel between the organizations. As individual develop greater technical and professional expertise, their services will be greater demand by organization in the environment.

OTHER CHALLENGES

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                    ADAPTING TO
                      RAPIDLY
                     CHANGING
                       WORK
                      PROFILE


  WINNING THE            HR            RETAINING
   WAR FOR            CHALLENGES          AND
    TALENT                              ENGAGING
                                        CHANGING
                                        WRK FORCE


                    MANAGING
                    RISK OF
                     GLOBAL
                    OPERATION
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WAYS TO OVERCOME WITH THESE CHALLENGES

- Cross cultural training of HR personnel so that they understand other cultural people
- Motivate Professional personnel more and more so that do not change organization more frequently financial motivation is not always required you can motivate through non financial motivation like encouragement, training of employee, job satisfaction
- HR should adopt the change at internet speed.
- Shifting HR strategy with changing economy – strategy of HR should be agile, capable of flexing and adaptive to changes in the economy.
- Technical changes in the workplace often require the implementation of additional training for workers. As training and development is generally the realm of the HR department, this creates yet another challenge for human resource managers. HR must first determine what training is necessary and then implement training measures to ensure all workers can keep up with technical changes. Human resource managers must also determine when it may train existing employees, and when it must search for new workers to fill technical positions within the organization
- Training of HRIS – Human resource information system should be given to the HR managers or HR professional so that they can overcome Information Technology challenges.
- Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

RESULT

In present scenario HR is facing various challenges like globalization; workforce diversity etc HR people can overcome these challenges through cross cultural training, motivation of employee, technological and information technological training Due to all these challenges it is very difficult for HR people to retain, attract and nurture talented employee. But it can be possible from motivational techniques, HR executives cannot motivate employee from only financial techniques but they can motivate from non financial techniques.

RECOMMENDATIONS

- In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR mangers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and loyalty.

- Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchase by the organization and training should be provided to young and educated workers

- Keeping in mind by HR manager the issue of Globalization, to cope this issue the concept of Globalize Human Resource Management (GHRM) should be implemented to prepare the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.

- Human resource manager should develop such a HR system which consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.

- One of the great debate also going on work force diversity, the HR manager responsible to make such a broad strategies which help to adjust employees in global organization, HR must develop the ability to compete in the international market.

- Organization culture is also another important element which must be consider by the HR manager, the culture must be like to shape their behavior and beliefs to observe to what is imperative.

- To provide more and more talent people into the organization the HR manager must re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees separate strategies should be developed and implemented.

CONCLUSION

To conclude that it can be said that HR practice is becoming more ad more challenging day by day, they have to face lot of problems like retention, attraction of employee, dealing with different cultural people, managing work force diversity, technological and informational changes to overcome with these challenges training (Cross cultural training and technological and informational training) is necessary of HR people. To reduce mobility of professional personnel HR people have to motivate them from monetary and non monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

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