

## Significant Developments and Emerging Issues in Human Resource Management

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**Abstract:** Over the few decades of industrialization and globalization in India, there were notable changes in the management of human resource; on the other side of the coin there is a need to develop human resource to meet the requirements of competitive corporate world. this research agenda imparts the significant developments in HRM like strategic focus and learning focus ,organizational restructuring as per requirements of the corporate and also this research focuses on recent issues in human resource management such as workforce planning and development, managing talent, meeting globalization, managing demographic workforce, managing changes and cultural transformation. This research paper shows the path for emerging establishments and businesses to create knowledgeable workforce, invoking challenges, leading to superior performance and enabling companies to reach the global standard.

**Key words:** demographic workforce, human resource management, strategic focus, 360° feedback appraisal system

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### I. Introduction:

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. Some critical issues have clearly emerged – planning, acquisition and development of human resources, responding to the demands of the work place and, above all, evolving a strategy of dealing with industrial conflict.

**Human Resource Management:** Human Resource Management is defined as “It is the process of managing people in organizations in a structured and thorough manner”.



Human Resource Management (HRM)

### II. Strategic Changes in the Nature Of HRM:

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.

### **Innovations In HRM:**

- Crafting creative business strategies
- Organizational restructuring
- Creating social networks
- Invoking new challenges
- Shifting approach

### **Strategic HRM:**

It is that set of managerial decisions and actions that determine the long term performance of a corporation. It includes environmental scanning, strategy formulation, implementation, evaluation and control. The biggest benefit that strategic HRM offers is competitive advantage by building critical capabilities of HR in an organization.

### **III. Latest Innovations:**

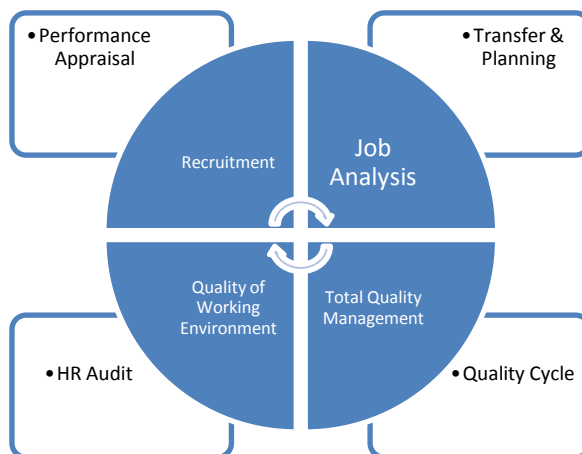
#### **Human Resource Information System for Effective HRM**

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.

#### **Benefits of HRIS:**

- Simplified data entry
- Fast and accurate
- Better use of feedback
- Increased efficiency
- Improved tools for data analysis

#### **Human Resource Information System:**



### **IV. Emerging Issues in Human Resource Management**

In order to help them to achieve higher human potential as a resource for the community. It is a continuous process by which the employees are assisted in a planned way to develop capabilities.

#### **HRM in the Present Scenario**

- Low motivation or mounting frustration
- Promotions are consolations for transfers
- Cadre conflict
- Reward and punishment system
- Development of strong training system

An organization's labour force comes from its external labour market – individuals who are actively seeking employment. HRM helps organizations find and keep the best possible fit between their social system and technical system. Organizations need employees with broad skills and strong motivation

#### **V. Issues in HRM In LPG Era:**

We can divide HRM into seven sections, i.e.,

- HRM – Environment and Strategies
- HRM – Acquisition and Absorption
- Development
- Maintenance and Retention
- Controlling & problem handling
- Cross cultural management
- Miscellaneous HRM Practices.

HRM Environment and Strategies includes objectives, scope and functions, evolution and development of HRM.

#### **VI. Corporate Strategy in Human Resource Management**

Today, there is an urgent need to link human resource management, inextricable, to the business of the organization, at both the strategic and practical levels.

##### **Employee Engagement**

Products and process alone can't help organizations to sustain loyal customers. They also need highly-motivated, dedicated and involved employees who are very passionate about their work and their organization; in short, they need "engaged employees".

#### **VII. Human Resource Management in 2020**

Now, we identify and discuss about five issues which are expected to affect the organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility. In future, there is a two-fold effect on Indian Industries, i.e., (i) Generation of employment, and (ii) Industrial restructuring

We assume that in the future workplace, which may come true by 2020:

- A majority of people worldwide will be connected through the IT infrastructure.
- There are various factors on which the growth and expansion of connective technology will depend..

##### **Information Age:**

Information age has heralded a new way of doing business. IT has the power to change the most well-entrenched business paradigms. It has the power to link and connect people, and enable the exchange of products, services and capital, in an entirely different manner than in the past.

##### **Virtual Corporations:**

A virtual company is usually a highly networked organization that extensively contracts out activities that were once performed in-house, allowing both speed and flexibility. The key to success in a virtual corporation is connectivity,

##### **Social Responsibility:**

Change in technology results in a change in the structure, design and environment of an organization. It has four stages:

(i) Acquisition of technology, (ii) adaptation of technology, (iii) utilization of technology, and (iv) improvement and development of technology.

#### **VIII. Trends in Recruitment:**

Recruitment is increasingly becoming a two-way process, as a result of both employers and employees having higher expectations from one another. The first trend is using the resume database for recruitment;

**Action Plan for Initiating Training & Development:** Assess the training needs of individuals who will be undergoing training, to avoid a mismatch with training programme.

## **IX. Essentials of Performance Appraisal**

### **Alignment, Standards, Commitment**

360° feedback appraisal system is the formal performance appraisal system. In this system, the employee receives feedback from his manager, supervisor, peers and others,

### **Action Plan for an Effective Performance Appraisal:**

- HR department should make a time-table for the appraisal process and review discussion in forums.
- HR department should work out the methods, incentives and department-wise ratings.

### **Performance & Rewards:**

It is a positive achievement cycle; it serves as a powerful motivational force for future growth. Success compensation refers to a salary component, various fringe benefits, performance-linked bonuses, stock options, etc. Compensation package emphasizes on performance, linked compensation, sharp increase in perks and allowances, recognition of special skills and abilities of individuals.

## **X. Conclusion**

Hence because of the introduction of new competitors corporate companies should be cautious, all corporate should develop their human resource strength in order to meet the new challenges in the external competitive world. Connectivity is the new frontier on the information highway to connect with one another. So there is an urgent need to link human resource management, inextricable, to the business of the organization, at both the strategic and practical levels. The HR manager has the task of being on a constant look-out for the right choice of employees, fine-tuning the job mix and compensation package to benefit the individual and the organization.

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