A STUDY ON HUMAN RESOURCE MANAGEMENT AND THE FUTURE AFFECTING OPPORTUNITIES CHALLENGES AMONG INDIAN MANAGERS

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ABSTRACT Today, the field of Human Resource Management (HR) is experiencing numerous pressures for change. Shifts in the economy, globalization, domestic diversity, and technology have created new demands for organizations, and propelled the field in some completely new directions. However, we believe that these challenges also create numerous opportunities for HR and organizations as a whole. Thus, the primary purposes of this article are to (a) examine some of the challenges and opportunities that should influence the future of HR, and (b) provide an overview of the very interesting articles included in the special issue. We also consider implications for future research and practice in the field.

INTRODUCTION

Knowledge organizations also tend to design jobs broadly so as to encourage innovation, autonomy, continuous improvement, and participation in decision making. Given that individuals with unique skills and abilities are essential in knowledge organizations, the new job requirements have created a shortage and increased competition for talented workers in many fields (e.g., software engineering, nursing). Additionally, the change in the economy has resulted in the displacement and unemployment of people who do not have the skills needed for knowledge-oriented jobs (e.g., Bell, Berry, Marquardt, Green, 2013; Karren & Sherman, 2012). These changes imply that nations need to alter their educational systems to meet job demands in new organizations (Gowan, 2012).

The goals of knowledge organizations should continue to bring about changes in HR processes in the future (e.g., Schuler, Jackson, Jackofsky, & Slocum, 1997). For instance, it can be expected that HR practices will employ broad based recruiting to ensure they uncover skilled applicants, design jobs to emphasize autonomy and participation in decision-making, use team oriented structures to enhance collaboration and innovation, stress training and employee skill development, and provide incentives that foster employee identification, innovation, and retention. HR will need to shift its emphasis to employee retention, and meeting the varied needs of knowledge workers. Some of these new practices have already been implemented in organizations, but many organizations still use HR practices that do not support knowledge-oriented organizational goals. Future HR processes will need to be modified if knowledge organizations are to be successful. Research will also be needed to examine the effectiveness of these new practices.

Although we considered the new knowledge economy as a challenge for HR in organizations, it can also be viewed as an opportunity for change. Given that the skills and abilities of knowledge workers are key to the success of new organizations, the transformation to a knowledge economy provides opportunities for the HR function to become a priority in organizations. As a result, we believe that HR will become more of a critical function in organizations, and the field should be viewed as more essential to the overall success of the organizations.

Emerging Use Of Technology

Over the past 30 years, one of the major drivers of change in HR has been the increased use of information technology (hereinafter referred to as technology) to collect, store, and utilize data for decision-making (e.g., Gueutal & Stone, 2005; Strohmeier, 2007; Strohmeier & Kabst, 2009). Technology, especially, the World Wide Web, has transformed key HR processes in organizations (e.g., e-recruiting, e-selection, e-training), and modified the nature of jobs and the relationships between individuals and organizations (Kiesler, Siegel, & McGuire, 1984). For example, it has enabled organizations to use the Internet to advertise jobs, and made it possible for applicants to apply for jobs online (e.g., Dineen & Allen, 2013). In addition, organizations are using various forms of technology to deliver training to employees (e.g., the Internet, intranet systems, video conferencing, online simulations; Salas, DeRouin, & Littrell, 2005). Research on the use of technology to facilitate HR processes indicated that it typically enhances efficiency,

and decreases costs associated with HR transactions (e.g., Dulebohn & Johnson, 2013; Dulebohn & Marler, 2005; Strohmeier, 2007). However, some researchers argued that there is no clear evidence that it helps HR meets its primary goals of attracting, motivating, and retaining talented employees (see Stone et al., this issue, for a detailed discussion of influence of technology and the future of HR).

Despite the increased efficiency and cost savings associated with the use of technology in the field of HR, researchers maintained that there are a number of limitations associated with using current technologies to manage HR processes (e.g., Stone et al., 2003; Stone et al., this issue). For instance, information technologies are often static and use one-way communication systems that do not allow applicants or employees to ask questions or gain advice from HR professionals (e.g., benefits). As a result, the technologies can be impersonal, inflexible, and create an artificial distance between supervisors and employees. Likewise, the use of technology for training may be less engaging than traditional methods, and may not trainees the opportunity to practice or gain feedback. Furthermore, technology may actually transfer the work of HR departments to line managers or employees, which may reduce overall productivity in organizations (Stone et al., 2003).

Review Of Literature

Jeanette Cleveland, Zinta Byrne, and Tommy Cavanagh, and offers a very intriguing view of the future of HR. The authors maintain that the field should not only focus on efficiency and organizational performance, but should be equally concerned with the human welfare of members of the organization. They also claim that successful organizations are ultimately built upon the foundation of successful individuals, and HR can play a unique and pivotal role in promoting both. Cleveland et al. (this issue) take a multiple stakeholder perspective, and suggest that HR has traditionally been concerned with managing human resources to meet organizational goals. However, they argue that Bronfenbrenner's (1994) *Ecological Systems Model* can be used to identify and solve problems faced by organizations, and HR should develop a broad long term perspective that is responsive to multiple layers in the environment including employees, the organization, and the larger society. They also make the case that HR should return to being strong advocate for the respect of humanity at work.

Ann Marie Ryan and Jennifer Wessel, offers a novel approach, and focuses on how four trends are influencing HR practice and research on "fairness" in organizations. These authors argue that changes in globalization and diversity, technology-mediated relationships, individual psychological contracts, and service-related jobs may change the social comparison process, and the types of comparisons employees make in organizations.

As a result, HR will need to revise our understanding of distributive, procedural and interactive fairness at work. Furthermore, Ryan and Wessel (this issue) maintain that increased interconnectedness through technology may create a "fairness web" where the treatment of one person may affect how others perceive the treatment they receive. The authors also consider implications of these new fairness issues for future research and HR practice.

Dianna Stone, Diana Deadrick, Kimberly Lukaszewski, and Richard

Johnson contend that information technology has had a profound effect on human resources (HR) processes, and it will continue to have a major influence on HR in the future. Despite the widespread use of technology in HR, the authors suggest that there are a number of potential limitations associated with these systems, such as (a) one-way communication systems that are (b) impersonal and passive, which (c) often create an artificial distance between individuals and organizations. Given these limitations, Stone et al. (this issue) predict that advancements in technology will influence the future of HR, and offer directions for future research and practice.

Current HR Trends & Challenges
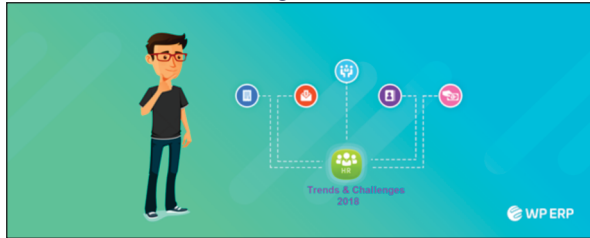
Discovering The Right Talent

With the rise in business competitions at a fast speed and many other investments being at stake, it will be a daunting task to find the most fitted talents for them. This is one aspect that will be the reason for a headache for most companies. This means the responsibility of finding the right people to take care of their business process will always be a complex process for all the emerging sectors and organizations. Making it one of the top challenges that the HR management.

Up Skilling & Grooming The Workforce

Up skilling to develop the skill of your existing worker is one trend that needs to give proper emphasis on. Grooming them with right knowledge and skill will prove to be fruitful for every company in the future. So in 2018, companies expect to encourage their employees to up skill their level of skills offering a proper training to bring the best out of them. Keeping you updated with the modern world of knowledge & skill is highly essential. In today's time being just an expertise in one field is never enough for any companies.

Artificial Intelligence (AI) In HR & Recruiting

Most HR and Recruiting work are already automated. And in 2018 it will only take this process of **automation f**urther forward. Using the combination of AI-powered tools and human elements, engaging and retaining more of the employees have become a norm now. Even the outfitted HR software along with **Artificial intelligence** has begun managing the applications, filtering & selecting process. Not just that, it is even processing the recruiting & interviewing of applicants. So, therefore, the more vast number of merging of AI with HR & Recruiting process is going to be next big trend.

Suggestions

Despite the widespread use of technology in HR, the authors suggest that there are a number of potential limitations associated with these systems, such as (a) one-way communication systems that are (b) impersonal and passive, which (c) often create an artificial distance between individuals and organizations. Given these limitations, Stone et al. (this issue) predict that advancements in technology will influence the future of HR, and offer directions for future research and practice.

In summary, we hope that readers enjoy these articles as much as we have. We know that they will elicit discussion about the future of our field, and we are optimistic that they will foster additional research on the arguments presented by the authors. In summary, we would like to take this opportunity to thank Rodger Griffeth for giving us the opportunity to serve as guest editors for the special issues of Human Resource Management Review on HRM: Past, Present, and Future. He is always very supportive and encouraging, and we appreciate all he has done to make these special issues a success. Finally, we would like to thank Kimberly Lukaszewski for her assistance with this article, and others in the special issues.

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