

Trends Reshaping The Future of Human Resources Management



HRM

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ABSTRACT

Human resources Management has been undergoing paradigm shift in its approach with the changing trends in global work culture and dynamic economical conditions. Change in Skill requirements, workforce diversity, process reengineering, downsizing, business partnering are some of the core areas of HR which has undergone drastic change. This article brings out the new facet of Human resource management in view of the changes in global business scenario.

GLOBAL HR

Human Resource professionals should be able to respect cultural diversity as organizations have become borderless. Talent management solutions must be coupled with cultural diversity. The challenges and complexities created by the global economy has to be addressed by creating a multi strategic approach. Organizations have to reevaluate their strategies at regular intervals to cope with the changes in global economy. In a Globalization scenario Human Resource executives are expected to mix both global and local initiatives and make them evenly flow between local subsidiaries and the corporate headquarters based in an overseas country. It was a simpler task for Human Resource professionals managing a homogenous work workforce, but the modern workforce comprises of people of different generations, gender, age, social class, beliefs and values, personality characteristics, ethnicity, religion, education, language lifestyle economic status etc. Diversity in workforce can be correlated with the potential benefits from better creativity and decision making to greater innovation that can be accrued from a variety of Talents that facilitates an organization to gain competitive advantage.

E- RECRUITMENT

Recruitment through social media has been the talk of the town. The use of social media for recruiting and building a business or an employer brand has been the recent attraction in HR arena. Tracking alumnus of the organization and new talent pool is possible through the social connect between the organizations and facets like Linked-in, Face book, Twitter etc. Positive words of mouth by alumnus highly impacts a new talent to aspire to join an organization. Critical analysis would reveal that social connect reduces the cost of recruitment. Connecting with alumnus would facilitate re-entry of talents and referral of talents from his current organization which is similar to a head hunt. Recent trends reveal that interviews have been synonymic as skyping and a recruitment specialist can have a face to face interaction even before a candidate is asked to apply for a vacancy. The increased exposure of social media has also ramped up the opportunities for criticism and poor reviews from actively disengaged and disgruntled alumnae.

CHANGE IN SKILL REQUIREMENTS

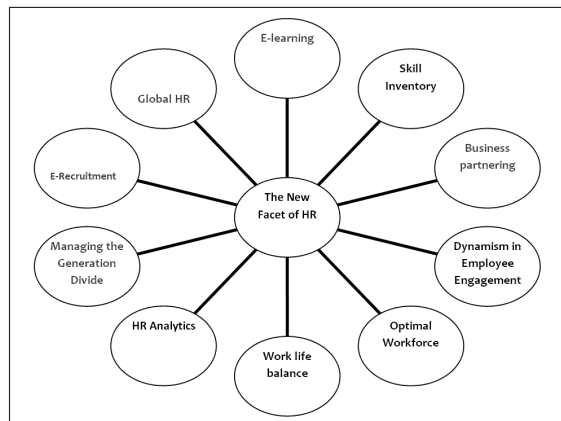
A recruitment specialist belonging to the current generation looks into a candidate profile for a multifaceted skill set. An Employee who is multiskilled can be utilized for different projects of the organization as per its dynamic needs and contingency. Especially in situations of downsizing, these employees can be assigned with a different functional responsibility from which he is currently performing. Organizations must communicate the job market about the changing requirements on "Talent Intelligence" among employable candidates so that professional institutes may prepare them for the requirements of the industry." The era of an open talent economy is on the horizon. In recent times companies have been getting work done not only by permanent employees but also from external talents for a fixed period time as per their requirement. A study done Deloitte suggests that these developments could lead to an "open talent economy" in the near future wherein increasingly, work will be done in networks which would result in the decline in the number of staff employed permanently in an organization.

MANAGING THE GENERATION DIVIDE

Generation Y (Gen Y) @ Millennials are referred to employees born between the years 1981 and 2000. Organization that prefers to have more Gen'Yers recognize them as employees characterized with the attributes like perseverance, Multi talented, Analytical, Achievement oriented, Tech savvy, Proactive in approach, creative, risk taking in implementing new ideas, passionate about their work, Expects recognition, Wish their presence is highlighted and recognized, willingly accept challenges and accomplish, wish to remain updated and be a knowledge source. It is the role of Human Resource professionals to integrate the different generations of an organization viz., Silent Generation, referring to people born between the years 1922 and 1945; Baby Boomers, born between 1946 and 1960; Generation X(Gen X)- born between 1961 and 1980, Generation Y(Gen Y) @ Millennials - born between 1981 and 2000 towards the goals of the organization. Generation Y employees strive for autonomy, excellence in performance, faster career progression, work life balance and a flexi work culture. If these aspirations are not met then organizations would face the problem of attrition which would result in talent drain. It is an important task for the Human Resources team to train line managers to effectively manage the diversity of views between different generations. A participative approach would be the best suited approach in such conditions wherein there is collaboration of thoughts which results in excellence.

E-LEARNING

Once training was done in a classroom where the participants assemble in a classroom and undergo a lecture. Now the scenario is different where virtual universities from the training and development wing of HR team sends structured online tutorials broken in to modules and made available online for study. Every employee has to login and attempt to study and do a self evaluation after the completion of every module. Organizations having global presence use cloud computing to disseminate knowledge and technical trends. Webinars plays a significant role in this millennium of High-tech HR. Also E-learning saves training cost and enables the organization to bring in a culture of learning.



CHANGING PATTERNS IN EMPLOYEE ENGAGEMENT AND RETENTION

William Kahn described employee engagement as the har-

nessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Many organizations follow Internal social networking which is an important tool for international and cross-location communication to disseminate corporate strategies and policies of top management. Employees come to know the performance of their organization and other important announcements via intranet and this makes them feel they are very well informed about their organization. A mail on Employee Recognition sent to the entire team of employees makes an employee proud and creates a culture of motivation and recognition. Mailers on employee Birthday and anniversary would definitely enhance the morale of employees. Employee delight activities, family get together, recognition for longer service, involving employees in corporate social responsibility activities would result in making the employee feel their organizations as a great place to work. Human Resource Professionals should be the ones to hand hold employees and in creating a desirable work culture ensuring the maximum possibility of retaining employees. A modern Human Resource professional should possess social media skills especially for facilitating HR communications and to bring in a positive vibe between the employees and the organization.

WORK LIFE BALANCE

Generation Y insist their philosophy as "live first, and work next". An Employee / family friendly organization is one that offers flexible work schedules and provides employee benefits such as child care through crèches, work from home etc. Employees prefer to spend quality time with his family and it highly impacts the morale of employees in turn their performance. Corporates have kept these aspects in mind and design employee delight programmes such as family get together, Sports meet that includes families of employees, Rewards and recognition in the presence of Employees' family and so on. The employees of this millenium prefer to work for corporates that offers week end off when compared to the generation of employees who were workaholic and wish to work late nights. The current generation believes in smart work rather than hard work. They wish to give their best in terms of performance and wish to enjoy leisure with their families. Employees from happy families tends to perform better.

EMPLOYEE PARTNERING TO BUSINESS PARTNERING

Modern Human Resource professionals will play the active role of a consultant in the areas of talent assessment, leadership development, and change management. Apart from this being a custodian for employee welfare HR team needs to focus on productivity enhancement, talent review, business analysis, HR market field study etc providing value addition to the functional aspect of business. Now due to the advancement of technology, freed from a crushing amount of transactional work, Human Resource professionals are able to dedicate more time in monitoring and developing talent thereby helping their organization in its productivity and business. Many FMCG organizations have introduced a system of evaluating the performance of employees through HR market wherein an HR professional accompanies a sales professional for analyzing the sales capability of employees, market presence, customer analysis and feedback, supply chain efficiency thereby providing a structural feedback to business. The concept of being "Employee champion" has changed as "business partner" which raises the posture of the HR Team as a contributor to employee performance as well as business performance.

OPTIMAL WORKFORCE

Managing a big work force was a pride for Human Resource teams few decades back. Whenever an organization attempts to cut down manpower, it implies an attempt to create greater efficiency. HR team plays a vital role to play in downsizing. The term downsizing has been re-coined as "Right sizing". HR team must be prepared with the manpower inventory which distinguishes the employees based on the performance and best fit for the organization. HR team should have active communication with the employees providing factual data preparing them for a change process thereby minimizing the negative effects of grapevine. It is the role of the HR team to identify a scalable manpower structure that can accommodate changes in the organization's business cycles while addressing market trends and competition. Skill inventory has to be maintained by every HR team on talent segments that have a greater strategic impact on business, critical divisions, pivotal roles, hard-to-fill positions, and fast moving units that has to be mapped with the available workforce size and skill sets thereby enabling the organization to continue its work without much deviation in service and product output on a contingency of right sizing.

HR ANALYTICS

The Modern HR team needs to continuously monitor performance of every employee on a daily basis rather doing an assessment once in six months which has now become obsolete. It is very much important to stay on top of things in real time. Productive relationships can be nurtured when deviation are identified at initial levels and corrected and also excellence is recognized and appreciated at every instance instead of waiting for six months. Also real time analysis helps an HR team to focus on training need for employees, exit non performers, review current strategy etc. Productivity analysis in correlation with Manpower availability provides a strategic direction to business functioning.

CONCLUSION

Advancement of technology has paved way for advancement of HR functioning. The role of HR is to exploit these opportunities and bring upon a paradigm shift in its functioning thereby by facilitating business and organizational performance. Grievance handling, on time salary distribution, filing statutory returns within due date is no longer a bench mark for HR performance. It is the role of HR team in terms of enhancing business productivity and performance. Changes in Recruitment methodologies, effective training modules through E-learning processes, Business partnering, ensuring Work life balance are some of the core areas where HR has to look upon. Employee networking through social networks, leadership assessment and change management are some critical areas to be focused by HR teams for enabling organizations to have a positive work culture thereby creating a "best place to work".

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