



ORIGINAL RESEARCH PAPER

Management

RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT

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Kapisha Rajput*

Research Scholar, University Institute of Management, RDVV, Jabalpur
*Corresponding Author

Dr. Gyanendre Tripathi

G.S College of Commerce and Economics, Jabalpur

ABSTRACT

This paper has focused on the various aspects of Human Resource Management and its importance in any organisation. Human Resource is the predominant resource in any organisation. Human Resource Management is a process of bringing people and organization together so that the goals of each other are met. Since the time HRM has been emerged, many significant changes have been taken place in the world being advances in technology, globalisation and pandemic are few of that. Digitalization has impacted HRM with process acceleration and increased transparency, but nothing can replace the human quotient involved. Globalisation has brought a global mix of employees at the same platform with HR policies of world standard. Thus, understanding of employees in this changing competitive market environment is one of the crucial tasks of HR. HRM should play a more strategic role to ensure the human resource of an organisation is aligned to its strategy and vision and mutually their goals are being met. For this, the HR Managers have adopted the new ways of discharging their functions using innovate methods and tools. Some of the recent trends are like - Cloud HR technology, Artificial Intelligent driven tools, Adjusting the existing operating models, Adding strategic value to the businesses, Automation of critical HR functions such as talent acquisition, talent evaluation, performance management, compensation & benefits, maximizing the economies of scale, which means executing it better, faster and cheaper.

INTRODUCTION:

Human Resource Management tries to secure the best from the people by winning their wholehearted cooperation to meet an organisation goal. It is defined as an art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective and efficient manner. According to Invancevich and Glueck, "HRM is concerned with the most effective use of people to achieve organizational and individual Goals. It is a way of managing people at work, so that they give their best to an organization." Covid has already made many new trends of HRM as obsolete. A new era has started with new trends and policies with more importance given to technology. Against this challenging scenario, by choice or default, a new era of human resource management practices and philosophy is emerging and assuming significance in modern organisation. Human Resource Management is a comprehensive people oriented, action oriented function in an organisation. The basis of HRM is found around five decades back i.e Taylor and McGregor period. But this function is changing gradually to suit the changing requirement. Thus, creating an entirely new role and agenda for the field, that focuses not only on traditional HR activities like staffing and compensation but on an organisational goal and on employees wellbeing as an outcome.

The management of HR is complex as the employees hardly adapt or voluntarily embrace the objectives of the organization. Employees have their primary motives to work for an organisation which are very personal. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests, Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on a continuous basis. HR practitioners are given the responsibility to be a change agent bringing continuous transformation in designing and implementing policies and a culture that together improves an organizations capacity for change.

The changing social context and emerging issues have

brought many new challenges and trends in the field of Human resource management.

Recent Trends in Human Resource Management:

"Work from Home" The New Normal: With advancement in the technology and after the global pandemic Covid, workforce is not required to be present at the actual place of work. Many organisations have sent their workforce on permanent "work from home" policy. Moreover, other reasons where workers having family responsibility, sickness or any kind of disability may prefer to work from home. HRM here has the responsibility of getting an efficient work done from the workers and on time completion. Paying remuneration is also a challenge as strategic decision has to be made to pay them hourly or salary basis or as per project. Workforce working at decentralized work sites is different from contingent workers as they are on company's payroll so their health and safety is also the organisation's responsibility.

Requirement of Multicultural Workforce:

Emerging multinational companies have placed a new prerequisite on HR managers to provide workforce with pertinent knowledge, skills and cultural adaptability to handle global assignments. To meet the challenges of globalization and pandemic, the HR manager has the responsibility for selection of workforce through online interviews and should train the workforce with working knowledge of language and culture of the host country with the help of the technology. Multicultural individuals will be required to work together which on the other hand can raise conflicts because of their background, cultural differences, language etc. Human Resource Management should develop flexible policies to make multicultural workforce work in harmony as they transition back to the office after lockdown. Globalisation requires that the organizations should increase their ability to learn from international platform and collaborate to manage diversity and complexity.

Filling Staffing Needs:

Pandemic has brought a recent trend of appointing workers on temporary basis, for a shorter period of time, as and when needed. These workers are called as *contingent workforce* and are often required for special job skill. Research by Gartner suggests that 32% of organizations are replacing full

time employees with Contingent workforce as a cost saving measure. There is another side of this issue also, contingent employees who were already employed had to lose their jobs because of pandemic. HRM people sometimes hire a sizeable portion of contingent workforce through consultancy work. Many issues come along with such workers as their availability when needed, policies related to them and making decisions about benefits will be offered to them or not. HRM people are active partners in recruiting such employees seeing to the needs of both the organisations and workers. HRM will also have the responsibility of quickly adapting them to the organization and developing performance management system for such workforce.

Virtual Boss is watching:

Analysis by Gartner shows that 16% of the employers are using various technologies to monitor their employee's performance as they are working from home since pandemic. Methods such as Virtual clocking in and out, tracking work computer usage, monitoring emails and internal communication are used to track their performance. HRM has the responsibility to use best employee surveillance practices available in the market to ensure responsible use of employee's information and analytics.

Covid and Workforce Diversity:

Diversity in the field of HRM can be defined as the situation that arises when employees differ from each other in terms of age, gender, social class sexual orientation, values, personality characteristics, ethnicity, religion, education, language, physical appearance, marital status, lifestyle, beliefs, ideologies and background characteristics such as geographic origin, tenure with the organization, and economic status and the list could go on. Pandemic has brought the organization spread its offices at employees home located all over the world. Technology, virtual platforms and work from home culture has made it easy for HR managers to maintain diverse workforce. Diversity brings better creativity and decision making from experienced employees and greater innovation can be accrued to help increase organization's competitiveness.

Making employees Pro at work:

The organisations involve performance improvement programs to build a stronger foundation for them, to develop and update their employees from time to time as per market standards. Unfortunately, implementation of such programs is not easy to be done when there are many levels involved in an organisation. It should be accepted fully by the top management and needs collaboration of all the segments at different levels. HRM people has an important role to play here acting as a change agent, gaining confidence of the employees for such continuous programs focusing on their motivation and development.

Skill Anticipation:

Organisations concerned with productivity and quality prefers to recruit and develop skilled labour. Poor skills can lead to loss in terms of lower output, lower quality with increased number in employee accidents. HRM specialists need to assess time to time updation in the requirements and communicate this to educators and community leaders etc., thereby keeping market update and talent ready for upcoming requirement. HRM department will have to devise suitable training and short term programs to bridge the skill gaps & deficiencies.

Covid and Workforce Planning:

Workforce planning sometimes involves Downsizing and is used to reduce the number of workers employed by the organization. Covid has damaged the market where HR managers have the stress of laying off large number of employees along with anxiety for their own position. HRM people must ensure that proper communication must take

place during this time. Any layoff should be done with lots of compassion and after a necessary study whether it is needed or not. Are there any other alternatives for cost reduction instead of layoff. They must minimize the negative effects of rumours and ensure that employees are kept informed with factual data. HRM must also deal with actual layoff.

Healthcare and Wellness: Pandemic has clearly changed the outlook of HRM on Healthcare and wellness. Organisations have changed their strategy to attract and retain employees by providing them with health and wellness benefits. HRM has made strategies to make their employees subscribe for wellness clubs, fitness centres, health insurance services etc. Pandemic has justified that above all and everything, Workforce needs to be healthy. HRM has made awareness towards Yoga, meditation and healthy lifestyle. Mental health care has been a topic of discussion since pandemic and though mental health issues can be unseen but unavoidable as it can directly affects employees performance. Some of the organisations have made tie ups with major hospitals of the country for specific list of sicknesses and all. Therefore for HRM to continue showing relevance it has shifted to providing health services to staff through health insurance and free medical treatment bills.

Direct Employee Participation: Efficiency of the workforce can be increased by their active involvement and participation. These are delegation, participative management, work teams, goal setting, employee training and empowering of employees. HRM people have to demonstrate their leadership skills while supporting employees for their involvement and have to strategically devise policies to do the same. Employees need to be empowered, motivated and trained to accept delegation, for teamwork and to set their own key area responsibilities for better results.

HR Digitalisation: With advancement in technology, many of the HRM functions are been made simpler. A number of computerised softwares have been made available which increased efficiency too. Large or multinational organizations are using some of the human resources information systems. HR Managers have adopted the new ways of discharging their functions using innovate methods and tools like - Cloud HR technology, Artificial Intelligent driven tools, adjusting the existing operating models, adding strategic value to the businesses, automation of core HR functions such as a) talent acquisition, talent evaluation, c) on boarding, d) performance management, e) compensation & benefits, f) maximizing the economies of scale, which means executing it better, faster and cheaper. Pandemic has again given us all the reasons to prove the relevance and usage of HR softwares.

Lockdown and Work Life Integration: Pandemic has made thinkers to devise new terminologies to make it more adaptable in the market emerged after pandemic. Work life integration is one such term which is gaining interest in public as well as private sector. Work from home culture is making an employee spend productive time with his/her family, strengthen their bonding and happy workforce increases the productivity of the organisation. But it seems to be tougher than ever. Multitasking between house work and office work seems to be challenge. We have wracked our brain and cribbed about work life balance all our lives but now, when we have all the time to be with our family, we are juggling between fulfilling needs of our family and work related commitments without domestic helps confining at home. Therefore the HRM has to stay tuned the dynamics of family needs of employees and go a step ahead to provide development assistance like loans to meet family needs and social development.

CONCLUSION:

HRM plays a pivotal role paralleling the needs of the

organisations changing rapidly as per market standards. Organisations need to be adaptable, flexible, quick to change directions, resilient and customer centered if need to hold the market for long. Competition due to globalization is also bringing new trends in the market which requires management to be more strategic and creative and quick to change. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.

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