

Trends in HRM

HRM in a changing environment

- HRM is concerned with recruitment, selection, training, development and management of HR
- HR has gradually transformed for last two decades in all sectors of industry & trade.
- Shift of HR skills from manual to automatic to robotic process, from unskilled to skilled, from manufacturing to service economy, from domestic to global market.
- Business environment has become dynamic, and hence be adaptable to changes in economical, social, technical, legal & political environment.
- Today, Labour is no more treated as commodity, but as a valuable asset. Because of this change in attitude, various concepts emerge in due course of time, such as workers participation in management, collective bargaining, total quality management, employee empowerment, outsourcing, flexi time, etc.

Challenges before HRM

A. Environmental Challenges

1. Rapid Change

Business environment has undergone a rapid modernisation due to research & technology & global competition. Therefore, business resources too must change to survive. Human resource needs to be trained to work on Hi-tech machines, digitised operations, 24 x 7 e-services to global customers, quality performance & quickest delivery. HR force has to be competent, motivated to contribute to business growth.

2. Work Force Diversity

Human Resource available in world market is very diverse in nature. It includes multi skilled experts, from different countries, with regional cultures, traditions, attitudes, different education & thinking. It also comprises of highly qualified young crowd, talented women in ready to work par with men. Hence everyone's job demands, facilities at work are different which has to be met by firms from time to time to maintain efficiency.

3. Globalization

Globalisation has led to business collaboration through sharing of technology, market, human expertise. It demands world class employees to survive amidst competition. This has increased demand for well trained staff to suit to firms' technology & competence. Eg. IT professionals, technicians, researchers, artists, coaches. It is challenging to identify new areas of jobs to employ human skills.

4. Legislation

Labour laws of govt. & HR policies of corporate keeps changing in the interest of workers. New rules, discipline at work makes it difficult to achieve good work performance. Redressal system for workers, demands through court, trade union affects motivation for work.

5. Technology

Rapid change in technology demands up-gradation of job skills. Every employee, senior and young has to undergo training to learn use of new software, apps, robotics in routine work. Workers with poor & outdated skills shall be laid off from job.

B. Organisational Challenges

Organisation must be committed to avail all required resources to promote innovation culture. Any idea needs to be first tested for its feasibility before its implementation at work. The important resources needed are funds, laboratory, equipment, materials, technicians, analysis experts, govt. approvals etc. The best resources should be made available.

e) Risk Taking

Success of innovation largely depends on risk bearing capacity of the organisation. Trying new is always risky affair as it is constrained by lot of external factors. Fear of failure, wastage of time & money reduces opportunities to grow. Hence it may be a calculated risk to try and experiment new solutions.

f) Core values

Organisation must inculcate among employees the core values such as technical expertise, critical thinking, offering suggestions, risk taking abilities, team work, faith, commitment, co-ordination etc. Employees possessing extraordinary skills should also be tapped to benefit the organisation.

g) Time management

Time equates money in modern business. The employees should be able to dedicate quality time for innovations & experiments besides their routine job at work & at home. They must be trained to utilise free time for productive activities than to waste in entertainment. Priorities of tasks must be listed with deadlines to implement innovative projects before competitors.

h) Project orientation

The team members of innovative projects should be fully oriented on aims, duties, expertise, methodology, completion time, beneficiaries etc. The assignments may be to develop new technique, improve quality, change production method, sales strategy etc. The team must possess good knowledge on the area of operation. HR manager must maintain strict supervision on innovation process to ensure its success.

Re engineering

- Re-engineering means rethinking and redesigning of the processes involved in running business activities.
- BPR means redesigning of business processes to improve productivity, quality, speed, customer service and reduce costs.
- Re-designing involves simplifying complex processes by reducing steps, wasteful efforts & unnecessary costs.
- All the existing processes in all departments are reviewed and updated with modern business practices viz: digitisation, robotics, software apps, e-services, multi-tasking skills, outsourcing, sales networking, online promotions, franchising, customer care centres etc.

Role of HR in business process reengineering

1. Shaping the process

HR department plays important role in shaping BPR by selecting the best candidates for best job. They train & groom new talent to shoulder bigger responsibilities, innovations. The performance appraisal helps to identify best talent for re-designing assignments, to choose team leaders & co-ordinate the entire system to achieve business goals.

2. Creating job statement & role descriptions