

The Formulation, Emergence and Horizons in Human Resources- A Theoretical Approach

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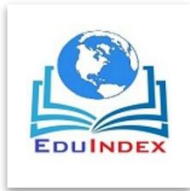
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INTRODUCTION

The expression of human resource management means, management of the dynamic resources of all the people at all levels in the organizational hierarchy round the clock throughout the year. It represents significant measure of utilizing human resources to achieve organizational goals by applying behavioral sciences. The main aim of human resource management is to achieve the organizational and individual goals by ensuring the most effective use of employees in the organization. It also aims at providing for and coordinating the human resources. According to Leon C. Megginson, the term human resource can be thought of as, the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the value, attitudes and beliefs of the individuals involved.

CONCEPTS OF HRM

- A. Human beings are its most valuable resource and that development of business and people goes hand in hand.
- B. Creating a climate of opportunity and professional challenge will lead to higher self-actualization and job satisfaction.



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- C. Responsibility sharing of information among management, employees and their representative bodies will constitute towards better mutual support and understanding.
- D. People are the most important resource an organization has an managing them effectively is the key to organizational success.
- E. Human resources policies and procedures need to be closely linked with achievement of organizational objectives and strategic plans.

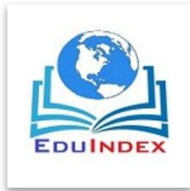
ASPECTS OF HRM

- 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

However, due to factors like multinational, multicultural and multi skill workforce; more involvement of women and elderly employee; digital information age; major shift in corporate preference from manufacturing to service sector; technical advancement; manpower redundancy; change in the Psychological Contact between employer and employee; labour reforms etc. along with environmental changes, the management of human resources have become more difficult for corporate in comparison to earlier decades. It has also resulted into emergence of many issues in present scenario in regard to Human Resource Management.

THE CHANGING NATURE OF HRM FUNCTION

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.



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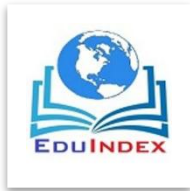
These functions include four generic areas, i.e.,

- (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.

- Innovate HRM
- Crafting creative business strategies
- Organizational restructuring
- Creating social networks
- Invoking new challenges
- Shifting approach
- Enabling companies to go global
- Leading to superior performance
- Creating knowledge work force
- Human Resource Information System (HRIS) for Effective HRM

India has observed many changes in its political, social and economical structure since independence. However, the most prominent ones were introduced by the New Economic Policy, 1991. . Accordingly, the corporate are facing many negative consequences of their activities which are not only risky for employers, but for employees also. Further, the dynamic external and internal organization environment is also adding fuel into it. It all has resulted in emergence of various corporate issues in present scenario. Due to the limited scope, this paper is concern only with the Human Resource Management issues of an organization. So this article is the modest attempt to analyses the emerging issues in Human Resource Management, their reasons, elucidation and resolution.



EMERGING TRENDS IN HR

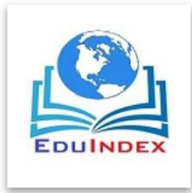
In today's competitive business environment, the cutting edge for any organization is given by the speed with which it takes decisions to respond to changes in the environment, internal or external. A well-designed computerized HRIS alone can provide the information and analysis within the shortest possible time. Now-a-days, many organizations are using the computerized HRIS. They keep records in a compact manner, enabling access and retrieval, in a flexible way.

1. Benefits of HRIS
2. Simplified data entry
3. Less paperwork
4. Fast and accurate
5. Better use of feedback
6. Increased efficiency
7. Improved tools for data analysis

HRIS has great significance in every sector and it can play a vital role. It helps to have a better communication process in the organization and we can offer better service with less effort at reduced cost. Most importantly, organizations can hire and retain top performers, improve productivity and enhance job satisfaction of the employees.

I. DIVERSIFIED WORKFORCE

Globalization of trade necessitated the employment of multinational, multicultural and multilingual workforce. This diversified workforce has a variation not only in nature but also defers in age group, personality, profession and work culture etc., geographically located at far off places on the globe. Therefore, the management of the diversified workforce is a real challenge in the present scenario.



Organizational conflicts usually crop up among the diversified workforce due to the difference of attitudes, values, assumptions, racism, prejudice etc., leading to high level of turnover, absenteeism, poor team work, communication barrier, time in implementation, and much more. Further, due to outsourcing, off shoring and in sourcing, managers of MNCs also have to manage the local populations of different countries which differ in many aspects.

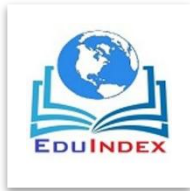
However, corporate are trying their best to resolve these issues as far as possible. But through adopting certain initiatives like Quarterly/ Half year Global team reviews consisting conferences, meeting or planning sessions to facilitate the networking among team members of the same team spread across global location; Computer based training; Video books etc., their effectiveness may enhance several folds. Beside this, management could succeed in managing diversified workforce by organizing the functions on the occasion of national-international festivals, posting few employees to different national-international location of companies, job rotation, enhancing worker participation in decision making also.

II. QUALITY MANAGEMENT

With the globalization of markets, the expectations and demands of consumers have increased many times. The consumers are demanding not only the innovative products with more utility and after sale services, but also appreciate the best quality product at competitive rates. Therefore the competitions among organizations have increased tremendously. In order to produce the quality products in short durations, the organizations have adopted various strategies like outsourcing, off shoring, in sourcing etc. . Since the competitive and efficient human resource is the master key to the expected quality, therefore Human Resources play a vital role in achieving high quality standards.

III. TALENT WAR

In the world of cut throat competition, Talent Management has appeared as the 'Mantra' of continued existence and success for the organizations. Talent acquisition and retention has emerged as a key concern for corporate in present scenario. During recession, where many companies downsized their manpower, many other employers were succeeded to attract the



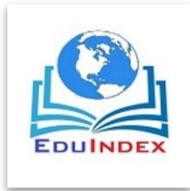
talent in competitive rates to build their competitive advantage. It all has resulted into the talent war in post recession period. Many companies have also introduced the concept of "flexible pay structure including bonus, performance rated pay, high performance pay, contract pay, cash awards etc., to attract and retain the talent. However, the attrition rate is still high in many sector of economy. It may be due to the increasing in expectation, aspiration and career demand of employees. However, this talent war could not be completely concluded among the companies, but through integrated approach of companies, it could become more ethical. While surplus as well as shortage of talent can leads to closure of an organization, thus organizations should adopt the practices like HR accounting, effective internal training programs and retention of talent during recession period etc., so as to manage their talent effectively.

IV. INDUSTRIAL SECURITY

Recent crime trends and sophistication of adversaries have revealed serious threats to the corporate. Now criminals have full support of technical advancement for their jobs. The Security scenario at international as well as national level is rapidly shifting due to prevailing terrorism, extremism, naxalism activities.

Physical security has become a part of industrial security, which now includes personnel security, preventive and protective security measures against sabotage, terrorist attacks, espionage, subversion, other sinister activities and massive fires, in addition to the natural calamities.

In order to meet the challenges adduced above, the Industrial Security Systems are required to be upgraded. Security and access control systems have to be integrated with proper mix of human elements and Modern Electronic Technical Security devices for more efficient and cost effective security set-up.



V. STRESS MANAGEMENT

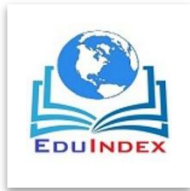
Stress management refers to the wide spectrum of techniques and psychotherapies aimed at controlling a person's levels of stress, especially chronic stress, usually for the purpose of improving everyday functioning. Stress produces numerous physical and mental symptoms which vary according to each individual's situational factors. These can include physical health decline as well as depression. The process of stress management is named as one of the keys to a happy and successful life in modern society. Although life provides numerous demands that can prove difficult to handle, stress management provides a number of ways to manage anxiety and maintain overall well-being. Evaluating the effectiveness of various stress management techniques can be difficult, as limited research currently exists. Consequently, the amount and quality of evidence for the various techniques varies widely. Some are accepted as effective treatments for use in psychotherapy, whilst others with less evidence favoring them are considered alternative therapies. Many professional organizations exist to promote and provide training in conventional or alternative therapies.

There are several models of stress management, each with distinctive explanations of mechanisms for controlling stress. Much more research is necessary to provide a better understanding of which mechanisms actually operate and are effective in practice.

TYPES OF STRESS:

Acute stress

Acute stress deals with the pressures of the near future or dealing with the very recent past. This type of stress is often misinterpreted for being a negative connotation. While this is the case in some circumstances, it is also a good thing to have some acute stress in life. Running or any other form of exercise is considered an acute stressor.



Chronic stress

Chronic stress is unlike acute stress. It has a wearing effect on people that can become a very serious health risk if it continues over a long period of time. Chronic stress can lead to memory loss, damage spacial recognition and produce a decreased drive of eating. The severity varies from person to person and also gender difference can be an underlying factor.

VI. EMPLOYEE HEALTH AND SAFETY

Human resources has a vital role in ensuring employee health and safety. Typically, HR departments do not solely facilitate all components of employee wellbeing. As such, managers should utilize all resources possible to create and maintain health and safety standards for an organization.

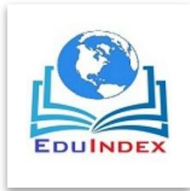
To further encourage and sustain employee health and safety in the workplace, consider implementing these four practices.

- ✓ Establish Open Communication
- ✓ Implement Strict Safety Policies
- ✓ Coordinate with Facility Management
- ✓ Provide Health and Safety Training

VII. HUMAN CAPITAL MANAGEMENT

(HCM) is a set of practices related to people resource management. These practices are focused on the organizational need to provide specific competencies and are implemented in three categories: workforce acquisition, workforce management and workforce optimization. The applications that help to enable human capital management include:

Core administrative support:



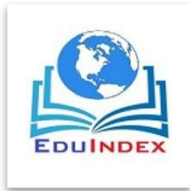
- Personnel administration
- Benefits administration
- Payroll
- Portal/employee self-service
- Service center

Strategic HCM support:

- Workforce planning
- Competency management
- Performance management
- Compensation planning and strategy
- Time and expense management
- Learning (education and training)
- Recruitment (hiring and recruitment)
- On boarding
- Contingent workforce management
- Organization visualization

CONCLUSION

Human Resource Management focuses on matching the needs of the business with the needs and development of employees. It depends on its people because their skills contribute to achieving its business objectives. In business organizations have played a vital role on their employee's engagement at the workplace. Every employee has a valuable role to play. The emphasis is on helping individuals to work together. Workforce planning is part of this strategic process, which looks at the long-term needs across the organization. Personal development plans enable every individual to grow both professionally and personally within the business. They also help to create a distinct and important competitive advantage through selecting and developing highly motivated and skilled staff that are able to perform at high levels. Therefore,



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every manager should develop and maintain his competence in amending human resources, which have assumed great significance in modern organization.

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