

# An Overview of Human Resource Manager's Role in Vigorous Corporate Settings

Prof. (Dr.) Rajesh K. Yadav<sup>1</sup>, Nishant Dabhade<sup>2</sup>

<sup>1</sup>Professor & Director, School of Management, Jagran Lakecity University, Bhopal (M.P.)

<sup>2</sup>Lecturer, School of Management, Jagran Lakecity University, Bhopal (M.P.)

Email - drrajeshkyadav@jlu.edu.in, nishant.dabhade@jlu.edu.in

**Abstract:** This paper examines the numerous challenges which are evolving in the arena of HRM. The managers today face a whole new array of changes like globalization, technological advances and changes in political, legal environment and changes in Information technology. This has led to a paradigm shift in the roles of professional personnel. The great challenge of HRM is to attract, retain and nurture talented employees. This paper also analysis how to overcome with these challenges. HR personnel can overcome these challenges through technological and informational training, cross cultural training of people and can motivate of employees through various practices. The objective of any business firm is to meet clearly defined vision and mission through capability and ingenuity. Business organizations gain competitive advantage by using its employees effectively.

**Key words:** HRM, Organization, Relation management, Labour.

## 1. INTRODUCTION:

There is a substantial change between the views and remedies in favour of the "investment in man". Human resources function is well established and completely known, its status is increasing, but nothing makes it possible to think that the most out-dated constrictions and priorities were disorganized: the market control, finance necessities and temporary viability, observation of competitors, the opportunity of recruiting a well-educated labor under beneficial conditions: many factors request to found the idea of "approach of human resources". The relationship between apparent adequacy of Human Resource Management practices, person-organization fitness, and person-job fitness has not been observed before.

It is a need that the strategic method to human resources issues to be spoken in modern organizations. Changing internal and external environmental circumstances and new problems emerging and compound understanding of management-organization is the most important source of competitive benefit must not forget to give strategic significance to man. In every part of the world as a result of globalization, processes, growth, downscaling, mergers, rearrangement and corporate accountability as the lives in the process, introduced concepts such as vigorous and working each day to try a new practice in the management of human resources in organizations, HRM is becoming a huge important matter and priority. Therefore, human resource management issues to be spoken at the uppermost level in the organization and strategic management decisions are required.

As technology represents new results to the organizations, HRM departments started using front-line technology solutions in the market. Purchasing of finest tool in the market seems the best solution.

Now a days HRM works has usually focused on the concepts of organizational effectiveness, job satisfaction, and job commitment. The fitness between persons and jobs & persons and organizations and is a ignored area. However, when one studies the envisioned goals of HRM practices, a sense of fitness may be advised as an expected target. Thus, it appears worth studying whether the optimistic views of employees about HRM practices makes a change in terms of their fitness with the organization and the jobs that they accept.

## 2. HUMAN RESOURCE MANAGEMENT (HRM):

Though it was normally accepted that HRM practices had legally started with industrial revolution, the fact is that the backgrounds of HRM from the past. Employees who shared the responsibilities that have to be done in contemporary organizations, humans in early societies also, shared work among themselves. So it can be said that splitting up of labour has been practiced since ancient times. Tasks were assigned as per the skills such as the ability to find plants or food, tap animals and roast but the major input to the growth of the HRM systems is delivered by industrial revolution.

The relations of human resource management and human resources have basically substituted instead of personnel management (PM) in the courses of managing people at workplace. Although human resource management is defined as a strategic and intelligible method for the organization's most esteemed assets behind on the workers, there is no explanation of it. Personnel department is typically related to bring about the paperwork around contracting and paying people.

Just, organizations contemplate the HR department as performing a major role in staffing, guiding and serving to manage people so that people and the organizations can perform at extreme competence in a highly satisfying

manner. In the global business, HRM is progressively considered a modern development to reshape employment relationships as a tool that may have successfully substituted other management traditions like Industrial Relations (IR) and Personnel Management (PM).

Human resource management (HRM) strategy has become a significant topic for the management area; HRM strategy has attained its importance because it provides competitiveness and encourages managerial competence in the business area. The rise of human resource management brought managerial researchers to the relation between the management of individuals and performance. A number of attempts were made to put experimental facts with the theoretical frames of the information based firms and the exact HRM views regarding how the structures on HR practice, which can make an increase on the organizational performance. The method that effort on individual HR practices ties with the employee performance since early 1990's.

HRM is used in a global context which contains;

- a) Specific human resource practices such as recruitment, selection, and appraisal.
- b) Formal human resource policies, which direct and partially constrain the development of specific practices.
- c) Overarching human resource philosophies, which specify the values that inform an organization's policies and practices.

### **3. HUMAN RESOURCE MANAGEMENT FUNCTIONS:**

- To define the manpower requirement permitting to the development plans of the organization.
- To govern the manpower costs which have a significant effect on effectiveness.
- To make the human resources work more effectively and efficiently,
- To highlight the career development of the employees as well as cover their needs and improve their working condition to make them work highly motivated.
- To determine the salary norms, to make job appraisals objectively and the wages accordingly.
- To relate manpower supply and organizations manpower demand.
- Implement strategic organizational change for increased quality, productivity and employee satisfaction
- Construct an effective training program.
- Design a compensation system that motivates employees Structure benefit packages and measure their success
- Identify principles for developing, utilizing and conserving human resources
- Use data and statistics to make informed business
- Leverage technology to enhance the contributions of the human resource function to an organization.

### **4. CHALLENGES OF HRM IN CONTEMPORARY MANAGEMENT**

#### **4.1 Global Practices in HRM:**

Globalization signifies free flow of technology and human resources across national boundaries presenting a dynamic and viable business environment. Globalization is a process that illustrates people together from all nations of the world into a sole community linked by the massive network of communication machineries. This feature of globalization has also exaggerated the HRM in the business world of today. HR managers do not need to trust in a small limited market to find the right employees needed to meet the global challenge, but today they can hire the employees from all around the globe.

The future success of any organizations trusts on the aptitude to manage a diverse body of talent that can bring advanced ideas, perspectives and views to their work. Thus, a HR manager needs to be aware and may employ a 'Think Global, Act Local' approach in most circumstances. Many local HR managers have to suffer cultural-based Human Resource Management training to further their facilities to motivate a group of professional that are highly qualified but culturally diverse. . Furthermore, the HR expert must pledge the local professionals that these external talents are not a danger to their career advancement. In many ways, the efficiency of workplace diversity management is dependent on the adroit corresponding act of the HR manager.

Global HRM refers to HR practices that compact with handling a variety of personnel from all around the world.

#### **4.2 Diverse manpower at workplace**

To recognize the procedures related with the occurrence of workforce diversity, it is important to concentrate on the particularities of the development of MNC's in which manpower diversity can be discussed as the feature of the business's growth and as the part of the strategy established for the effective organizational concert. Yet, one of the first noteworthy trends which should be mentioned is the fact that workforce diversity is also distinctive for small companies and firms in which diversity is based on changing the policies according to people at workplaces and the average age of the workers.

Workforce diversity in MNC's is considered by the diverse human resources from the point of their background, race, culture, and religion. Managers in modern organizations should pay much attention to hiring the multinational staff and underwrite to creating the positive atmosphere for the company's effective development. Contemporary trends in recognizing and valuing workforce diversity depend on the viewpoints for the company's progress. Researchers state that workforce diversity is important for growing the level of employee's flexibility and originality within the organization. The ideologies of the development of the contemporary world economy are based on globalization courses and associated companies' needs in the miscellaneous personnel in order to address the leanings.

#### 4.3. Upgraded Technology

The beginning of technology has changed all the aspects of our lives – HR being no exception to the fact. Before HR was a department that was well-defined by piles of paper and files along with a consistent struggle to multitask between the hiring of candidates, compliance, storage and administration of employees' statistics, reference checks, on lodging and departure procedures, payroll, managing control and reward systems and so on. By abridging these tasks, technology has radically improved the efficiency and effectiveness of the department thereby facilitating the time to emphasis on the major issues that require their attention. Apart from it, the modern contributions of technology to the HR department are as follows:

- **HRIS (Human resource Information System)**

HRIS, which is also recognised as a human resource information system or human resource management system (HRMS), is essentially a connection of human resources and information technology through HR software. This allows HR activities and processes to occur digitally. To put it additional way, a HRIS may be regarded as a way, through software, for big and small businesses to take care of a number of activities, including those associated to human resources, accounting, management, and payroll. A HRIS allows a company to plan its HR costs more effectively, as well as to manage them and regulate them without needing to allocate too many resources toward them. In most situations, a HRIS will also lead to rises in efficiency when it comes to making decisions in HR. The decisions made should also upsurge in quality—and as a result, the productivity of both employees and managers is increased and become more effective.

- **e - HRM**

**e - HRM** is the combination of all HR systems and activities using the web based technologies. Basically, when HR uses the Internet or related technologies to support their activities, events, procedures, then it becomes an e-HRM. Through e-HRM, the HR manager can get all the data assembled at one place and can make the analysis and decisions on the personnel effectively.

#### *Types of e-HRM*

1. **Operational e-HRM:**

It is related with the operational tasks of HR such as payroll, employee personal data, etc.

2. **Relational e-HRM:**

It is related with the backup to business processes Viz. Training, recruitment, selection, etc.

3. **Transformational e-HRM:**

It is related with the HR tactics and its activities such as knowledge management, strategic alignment.

Through e-HRM, the main activities that could be performed online are Recruitment, Selection, Training, Performance Management and Compensation.

#### 4.4 Legislative and Judicial changes

Legal and Political environment of a country gave birth to the usual HRM practices within the public and private sector organizations. Legal factors which affect the HRM practices are government labor policies, economic policy, national labor laws and health & safety regulations. With the time, more tangible and specific legal laws have established for protection the employees at workplace. Equal employment, Sexual harassment prevention, Safety and health management, Union contract grievances and Disability accommodations are the modern HR related laws which is being practices worldwide.

Execution of all these laws is different in every country according to their government policies and legal framework. Legal framework decides the submission of different HRM practices through labour and employment laws. Researchers have found that labor laws of a country have direct impact on HRM practices. Labour plan addresses the companies on labour laws, minimum wage law, labour practices and compensation and benefits.

#### 4.5 Changes in the Economic Environment

Economic factor is one of the biggest external factors which have changed the HRM practices directly or indirectly. Country's economic conditions are directly related with labour market and labour supply which afterward affect the recruitment and selection patterns of the organizations. Additionally in labor market, the decrease in supply of particular skilled labour shapes the training and development strategies of organizations. Per capita income and GDP decides the minimum wage rate which is the part of compensation and benefits and it is clear that negative GDP drives cost cutting and inflexible HRM practices.

Several HRM practices linked with relative economic prosperity of the country. The economic instability influences the HRM practices. Largely Recruitment & Selection, Training & Development and Reward Management practices influence the most due to economic instability.



Fig.1 HRM challenges.

#### 5. WAYS TO OVERCOME THESE CHALLENGES

- Cross cultural training should be provided to HR personnel so that they can recognize other cultural people.
- Motivate employees more and more. Monetary motivation is not always required you can motivate through non-monetary motivation like encouragement, training of employee, job satisfaction etc.
- HR should accept the revolution at internet speed.
- Strategy of HR should be reactive, proficient of activating and adaptive to changes in the economy.
- Technical changes at the workstation often require the application of additional training for workers. As training and expansion is generally the monarchy of the HR department, this generates yet additional challenge for human resource managers. HR must first control what training is needed and then implement training actions to ensure all workers can keep up with technical changes.
- HRIS Training – Human resource information system should be given to the HR managers so that they can overcome Information technology tasks.
- Performance evaluation system and Career development plans must be used in the organization to diminish professional mobility.

#### 6. CONCLUSION

In conclusion, it can be said that HR practice is fetching extra challenging day by day. They have to face lot of complications like retaining of employee, attracting of employee, and dealing with diverse cultural people, handling work force diversity, technological and IT changes. HR manager should plan training sessions (Cross cultural training and technological and IT software training) to employees of the organization. To decrease movement of professional staff, HR people have to stimulate them from financial and non- financial techniques. Appropriate performance appraisal system and proper career expansion plans must be used in the organization to cut professional mobility.

## 7. REFERENCES

1. Datta, D. K., Guthrie, J. P. & Wright, P. M. (2005). Human resource management and labor productivity: Does industry matter? *Academy of Management Journal*, Vol. 48(1), 135-145.
2. Jaime X. Castillo and Jamie Cano (2004) "Factors explaining job satisfaction among faculty", *Journal of Agricultural Education*, Volume 45, Number 3, pp. 65-74.
3. Kamal Raj and Sengupta Debashish (2008) "A study of job satisfaction of Bank officers", *Prajnan NIBM (Pune)*, Vol. XXXVII, No. 3, pp. 229-245.
4. Kothari C R, (2004), "Research methodology – methods and techniques", new age international publishers, pp. 233-238.
5. Matthew W. Rutherford, Paul F. Buller, Patrick R. McMullen, "Human Resource Management Problems over the Life Cycle of Small to Medium-Sized Firms", *Human Resource Management*, winter 2003, Vol. 42, No. 4, pp. 321–335
6. Mosammod Mahamuda Parvin and Nurul Kabir M M (2011) " Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector", *Australian Journal of Business and Management Research*, Vol.1, No.9, pp.113-123.
7. Ozcelik, G. & Ferman, M. (2006). Competency approach to human resources management: Outcomes and contributions in a Turkish cultural context. *Human Resources Development Review*, Vol. 5(1), 72-91.
8. Rafiq Muhammad, Javed Muhammad, Khan Mustajab, Ahmed Maqsood (2012) "Effect of rewards on job satisfaction evidence from Pakistan", *Interdisciplinary Journal Of Contemporary Research In Business*, Vol. 4, No. 1, pp. 337-347.
9. Rao VSP, (2009), "Human resource management – Text and cases", Excel books – New Delhi, pp. 299-306.
10. Rose, R. C. & Kumar, N. (2006). The influence of organizational and human resource management strategies on performance. *Performance Improvement*, Vol. 45(4), 18-24.
11. Saif muhammad Iqbal, Malik muhammad Imran, Awan muhammad Zahid (2011) "Employee Work Satisfaction and Work - Life Balance: A Pakistani Perspective", *Interdisciplinary Journal Of Contemporary Research In Business*, Vol. 3, No. 5, pp. 606-617.
12. Zellars, K.L. & Fiorito, J. (1999). Evaluations of organizational effectiveness among HR managers: Cues and implications. *Journal of Managerial Issues*, Vol. 11(1), 37- 55.