
Futuristic Approach Towards HR Emerging Trends: A Perspective

Dr. Pragya Sharma*
Yogita Mandhanya**
Anuradha Gokhle***

Abstract

In the global advancement HR creates a need for the organizations to adapt the changes in technology and the changing issues in management of people. The current outlook of HRM is largely related with the drastic development of businesses globally, technological innovations and fierce competition that characterizes the environment in which businesses operate today. Although the overall objectives of formulating and implementing HR strategies as described throughout this level are the same for national and multinational companies, global HR strategies must take into account factors germane to direct investments made abroad and the management of cross-border operation. HR must be seen as a credible, knowledgeable, influential partner not only in core HR issues but in all areas of business. In this paper an attempt is made to point out the experiences on emerging strategies such as- work life issues; quality management standards; human resource outsourcing; retention strategy; pay and benefits; training and development; performance and reward systems; globalization of HR operations; and legal and ethical guidelines in managing human resources. The management has to recognize the important role of Human Resource Department in order to successfully steer organizations towards profitability. The focus of this study is on the salient human resource strategies that come into play as a function to perform by the HR Professionals of the multinational reach of companies.

Keywords: Globalization, Work Life Issues, Outsourcing, Retention Strategy and HR Strategy.

Introduction: Today organizations are competing themselves in the global environment with loaded tools and strategies for their survival. For the purpose they have to refine their strategies again and again. These strategies may be related to the organization's any functional area such as; marketing, finance sales promotion, human resource, legal affairs, liaising work etc. Here the study tries to explore the one of the important functional areas i. e. human resource management, which deals with the manpower of the organization. Research says that people are more attracted to companies that provide customized HR practices, and they're more likely to stay and perform at their best. In order to survive the competition and be in the race, HR department should consciously update itself with the transformation in HR and be aware of the HR issues cropping up. With high attrition rates, poaching strategies of competitors, there is a huge shortage of skilled employees and hence, a company's HR activities play a vital role in combating this crisis. Suitable HR policies that would lead to the achievement of the Organization as well as the individual's goals should be formulated. HR managers have to manage all the challenges that they would face from recruiting employees, to training them, and then developing strategies for retaining them and building up an effective

career management system for them. Just taking care of employees would not be enough; new HR initiatives should also focus on the work life issues; quality management standards; human resource outsourcing; retention strategy; pay and benefits; training and development; performance and reward systems; globalization of HR operations; and legal and ethical guidelines in managing human resources.

Trends and Issues in HRM: Review of Literature: "Balancing work and personal life is the most important value as it takes into consideration all the plus and minus points in all respects," says one researcher for Jobtrak.com. "Having time to spend with your family and friends makes working worthwhile." The most common form of work life issue includes flexi time; time-off in lieu; self-rostering; job sharing ; working from home; staggered hours ; shift swapping ; annualized hours ; tele working ; professional development work ; compressed working hours ; term-time working and flexible retirement schemes. Making quality improvements was once thought to be the sole responsibility of specialists (quality engineers, product designers, and process engineers).

Research has revealed that organizations in different countries differ with respect to their HRM practices and

*Associate Professor, Shri Vaishnav Institute of Management, Indore

**Assistant Professor, Shri Vaishnav Institute of Management, Indore

***Assistant Professor, Prestige Institute of Management & Research, Indore

policies (Ferner, 1997, Myloni, et al, 2004). It has also been noted that transferring HR policies and practices to different countries can be problematic (Bae et al, 1998; Hofstede, 1980; Kovach 1994; Rosenweig and Nohria, 1994) there is a heightened need to address the external and internal organizational issues in HRM (Nyambegera 2002). This has shifted the study of HRM towards “more substantive issues such as the impact of HRM on organizational performance and employee's experience of work (Legge 2005). Again, attention in the last ten years has drifted towards the areas of strategic management which stresses on the need to align HR policies and practices to organizational goals to boost performance (Beer et al, 1984; Dyer 1984; Delery and Doty 1996; Boxall and Purcell 2003; Paauwe, 2004). With an aging workforce, the permanent employment and seniority system burdens firms with rising numbers of higher-paid and less productive workers (Selmer, 2001). Recently, growing numbers of companies are explicitly weighting ability and performance over tenure and age in salary decision.

Today, developing quality across the entire firm can be an important function of the human resource management (HRM) department. A failure on HRM's part to recognize this opportunity and act on it may result in the loss of TQM implementation responsibilities to other departments with less expertise in training and development. The ultimate consequence of this loss is an ineffective piecemeal of the TQM strategy. Thus, HRM should act as the pivotal change agent necessary for the successful implementation of TQM. Implementing a total quality management system has become the preferred approach for improving quality and productivity in organizations. TQM, which has been adopted by leading industrial companies, is a participative system empowering all employees to take responsibility for improving quality within the organization. Instead of using traditional bureaucratic rule enforcement, TQM calls for a change in the corporate culture, where the new work climate has the following characteristics:

- An open, problem-solving atmosphere;
- Participatory design making;
- Trust among all employees (staff, line, workers, managers);
- A sense of ownership and responsibility for goal achievement and problems solving; and,
- Self-motivation and self-control by all employees

Outsourcing can be defined as the situation where 'an external vendor provides, on a recurring basis, a service that would normally be performed in house'. Outsourcing

offers the potential advantages of specialization. When a firm finds a specialist who can be more effective in providing a service or component that was previously handled in-house. The move towards the flexible firm has seen a trend towards the outsourcing of activities outside the core (Gooderman, 1999). Much attention has been paid to the growing use of temporary workers provided by the 'staffing' industry; but along side is, much less notice has been the growing human resource business process outsourcing industry (HR-BPO)—which takes over whole HR activities. Starting with humble payroll processors, HR-BPO providers now offer to take over virtually any HR activity or even the entire function. Experts today suggest that in a few years, up to 90% of HR functions will be fully automated- bringing huge savings for the both the firm that is outsourcing and the firm providing the outsourced services. The literatures also suggest the five competitive forces that are driving more companies to outsource some or all of their HR activities. These forces are downsizing, rapid growth (or decline), globalization, increased competition, and restructuring. Over the past decades, these forces have significantly altered the strategy and structure of many firms. Six Sigma has been well applied in manufacturing through improving processes that use the DMAIC methodology. Some larger corporations have integrated Six Sigma so well into the corporate culture that it can be considered the DNA of the company. However, even in such companies, the human resources department has been practically untouched by Six Sigma. In a recent conference of the human resources professionals in Chicago, it was clear that HR people are now looking to benefit from Six Sigma initiatives. Businesses develop strategies for profit and growth. The strategy is driven down through action plans for execution. Most strategies fail to get down to the floor level and get lost in the middle layers of management, but HR can help execute the profit and growth strategy through the use of Six Sigma. It must be understood that HR isn't a huge part of any business, but it has a huge effect on every business. Human resources should be considered as human capital. HR must ensure that there's good return on investment in human capital. Typical HR functions include benefits management, compensation, recruitment and skills development. Innovation and change management must also become key functions in the HR department. To provide all individual with remuneration and benefits based on their contribution and value to the organization in a fair and transparent manner. Competitiveness of the compensation offered in comparison with the prevailing market's reality is the driving force. In addition to managing these functions well, managing idea to innovation, improving HR functions, and accountability of employees and executives must also be implemented.

One must create a process map for HR department to clearly understand HR functions and prepare for implementing Six Sigma. Looking at the different objectives of trends one can identify output (unit), measures of reliability, and items and elements that can go wrong (opportunities for error). Having identified 'what' to measure, one can establish a baseline for key performance indicators, which may include one or more of the following: HR Responsiveness, Employee involvement, Idea and innovation for improvement, HR effectiveness in fulfilling its intended functions?

Trends in International HRM: Managers working in an international environment are obviously more subject to the impact of multi-country, regional and global change and dynamism than managers in a single-country operation. And this applies to HR managers as much as any others. Hardly surprisingly, choices in this context become complex and ambiguous. HRM professionals who contemplate internationalization typically need to address the following: (i) defining strategy for becoming an international firm, (ii) managerial competencies to develop the strategies, (iii) determining how HR professionals will choose whether to send expatriates or use local employees, managing international moves, and managing knowledge across geographical and cultural distance. HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
- Training and development extends beyond information and orientation training to include
- Sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.
- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.

Scullion (2005) tracked the evolution of definitions of IHRM. He observed that although there has been little consensus, definitions have broadly concentrated on examining the HRM issues, problems, strategies, policies

and practices which firms pursue in relation to the internationalization of their business. Schuler *et al* (2009) similarly recently positioned the different views that have existed about the nature of IHRM.

New Mandate in HRM: Over the past 70 years, HR had a threefold mandate: maintain strict control over the workforce; deliver low-cost, easy-to-manage administrative HR services; and promote fairness (and avoid lawsuits) through equal treatment of employees. In the future, HR organizations' mandate will be to understand and serve employees with highly relevant offerings that improve their engagement, motivation, retention and performance. When HR fulfills this mandate, it contributes directly to the organization's bottom line. In this scenario, HR becomes tightly integrated throughout the organization; just as other functions have done, including marketing, quality improvement and customer relationship management.

Conclusion: It is time for Human Resource practitioners to rethink their role and that of the HR department, not only for the purpose of contributing to the organization's bottom line, but also for their own survival. HR continues to balance the demands of several different roles: business partner, internal consultant, operational and administrative expert and both employee and employer advocate. It is necessary for the management to invest considerable time and amount, to learn the changing scenario of the HR department in the 21st century. In order to survive the competition and be in the race, HR department should consciously update itself with the transformation in HR and be aware of the HR issues cropping up. With high attrition rates, poaching strategies of competitors, there is a huge shortage of skilled employees and hence, a company's HR activities play a vital role in combating this crisis. Suitable HR policies that would lead to the achievement of the Organization as well as the individual's goals should be formulated. HR managers have to manage all the challenges that they would face from recruiting employees, to training them, and then developing strategies for retaining them and building up an effective career management system for them. HR professionals can't wait for change to occur. HR leaders must anticipate new developments, embrace them and develop the strategies necessary for their organizations to succeed. To drive organizational success, HR professionals must understand the implications of these trends not only for HR, but also for their organization as a whole. HR leaders will find opportunities in these developments and must put programs and practices in place today to meet the challenges of tomorrow.

In addition, the entire HR function may need to establish new structures that enable it to cross disciplines and span

boundaries in the organization. To craft tailored people practices, HR will need to thoroughly understand employees as well as the businesses and functions in which they work. Thus HR professionals will need to create mechanisms for learning about areas that have traditionally been outside their own domain (such as IT, supply chain and marketing) and for collaborating with people from those areas.

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