

Impact of Universal Human Resource Management in Local Outlook

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ABSTRACT:

Present study aims to link the global HRM in local context. HRM deals with the responsibilities, functions, behaviors and importance of employee. The aim of this paper is first, to review and understand major modern HRM challenges in India. Hence the significance of HRM in organization is marvel. Previously not much attention had been given to manage employee in an organized manner, but with the passage of time need were felt to shift to formalization. The level of HRM practices do not show the formalized structure, therefore it is found mandatory to focus our country so that a step towards the identification and filling of gaps is initiated. HRM role is supposed to be very inclined towards humanitarian factors. This paper is being written with the confidence that it will help managers to link the global HRM

practices in local context in their organizations.

Keywords: HRM, Global, Employee, Organised

INTRODUCTION:

Human resource management (HRM) is adopted by many companies because of its benefits. But at the same time, various challenges and issues may emerge in front of managers of human resource department while performing their duties. Human resource management is the part of the organization that is concerned with the “people”. It is a staff, or hold, connection in the organizations. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organization’s goods and services. Every organization is comprised of people; acquiring their services, developing their skills, motivating them to high levels of performance. And ensuring to maintain their commitment to the organization is essential

to achieve organizational objectives. This is true, regardless of the type of organization; government, business, education, health, recreation, or social action. Getting and keep good people is critical to the success of every organization. HRM is an approach consisting of four functions; staffing, training, development and motivation, and four activities; getting people, preparing them, stimulating them, and keeping them. Today, professionals in the human resource area are vital elements in the success of any organization. Their jobs require a new level sophistication that is unprecedented in human resource management, not astonishingly; their status in the organization has also been elevated as the name has changed. Companies today recognize the importance of people in meeting their goals. For instance, at Standard Chartered Bank , people are “viewed as how each employee is important toward the organization in achieving its strategic goals.” In return, these people have needs to be met. Consequently, when major decisions affecting the organization and its people are made by the company’s executives, HR typically is present to represent the people-side of the business. Many colleges and universities are also helping to prepare HRM

professionals by offering concentrations and majors in the discipline. Additionally, there exists an accreditation process for HRM professionals. The society for Human Resource Management offers opportunities for individuals to distinguish themselves in the field by achieving a level of proficiency that has been predetermined by the Human Resource Certification Institute as necessary for successful handling of human resource management affairs. Michie and Sheehan-Quinn (2001) surveyed over 200 manufacturing firms in the UK to investigate the relationship between corporate performance and the use of flexible work practices, human resource systems and industrial relations. They found that 'low-road' practices - including short-term contracts, lack of employer commitment to job security, low levels of training and unsophisticated human resource practices were negatively correlated with corporate performance. In contrast, they established a positive correlation between good corporate performance and 'high-road' work practices - 'high-commitment' organizations or 'transformed' workplaces. They also found that HR practices are more likely to make a contribution to competitive success when introduced as a comprehensive package, or

'bundle' of practices (Khan, 2011). Kelliher and Riley (2002), highlight evidence to support the view that the impact of HRM is greatest when it involves a set of coherent policies and practices, also consider that HR initiatives should be implemented as part of an integrated package. They instance functional flexibility, which leads to an intensification of work, but in the cases they studied this was less of an issue when supported by higher levels of remuneration. Since mid-1990s progress has been made in conceptualizing the problem and measuring results. Huang (2000) looked at 315 firms in Taiwan and related their human resource practices to their organizational performance. Huang's study shows a significant relationship between performance and the effectiveness of their HR functions, including planning, staffing, appraisal, compensation, training and development.

HRM IN THE GLOBAL OUTLOOK: HRM is one of the important factors that are critical to business accomplishment. Without it, there can be no clear vision, and opportunity will be squandered. Without it, resources will be wasted, and a workforce's full potential will remain woefully untapped. Acquiring the right talent is the key to

building a company's leadership pool. However, good recruitment and selection processes require clarity about the type of talent needed. Armed with solid definitions of employee competencies, it is relatively easy to build assessment tools to facilitate and support the recruitment and selection process. This puts more rigor and exactitude in the decision-making process.

FUTURE TRENDS AND CHALLENGES:

1. THE CHANGING NATURE OF PEOPLE:

All groups gave considerable attention to changes in the society in which they operate. There was a general consensus that Western society is undergoing an unprecedented period of change and that this appears to be accelerating. Technological advances are transforming communications and access to information; the retired population is growing whilst the working population diminishes; global economies are becoming increasingly interdependent; the ethnic and religious mix is transforming; the divide between the haves and have-nots is widening. There is an improved awareness of the social and environmental impacts of our actions; a decreasing allegiance to traditional power structures; an increasing complexity with regards to stakeholders and

decision-making; a move from family groups to individualism; increasing customer (and employee) demands; and a climate of change and uncertainty.

2. THE CHANGING NATURE OF EFFORT:

The changes in society are impacting significantly upon the nature of work and the workforce. There is a trend towards lite working (including part-time, working from home and the mobile office). Decreasing job security, company loyalty and unemployment are encouraging mid-life career changes and self employment. Demographic changes and global trade are leading to sectorial shifts from manufacturing and production to service and leisure industries. There are an ever-increasing number of stakeholders (often with conflicting demands) and an increasing pressure to work in collaboration and to establish partnerships. Private sector organizations are becoming more powerful and influential in areas previously controlled by the public sector, such as pensions, transport and healthcare

3. THE CHANGING EXPRESSION OF HRM:

The theme of our research is to establish the nature and importance of human resource management (HRM) and how it emerged, to provide some evidence of its context, to discuss its potential and future development. Human recourse requires more attention and careful management than any other resource of an organization.

In the 1980's and early 1990's the term HRM came into academic horizons and gradually used by the practitioners and researchers worldwide. The last two decades have seen a marked change in HRM particularly in those activities, which involve acquiring, developing, motivating and utilizing human resources actively in the business. The major purpose of HRM is to increase and improve the productive contribution of recruits to the organization in more ethical, social, and administratively responsible way. This purpose emerged from commonly called industrial relations, personnel administration, industrial psychology and personal management. HRM is not just another personnel management fad. Research shows that its aim is to create a whole organizational culture that binds workers to the company's objectives with full professional

promise, integration, and quality work. The 21st century will bring with it enormous opportunities but also enormous pressure, if the companies will not improve the productivity of the people and treat them 'human being' which are the vital objects of all the economic activities leading towards industrial development. Now there is worldwide consensus on human resource being one of the major means of increasing efficiency, productivity and prosperity of the firm.

The present scenario of HRM did not suddenly appear. A review of this evolution shows how the effort of early pioneer led today's more sophisticated and more proactive method of utilization 6Ms i.e. man, money, material, machine, method and market. Indeed, the human resources planning have been a function of management since the origin of modern organization (Khan & Khan, 2012).

The major four stages of growth and evolution of the HRM function are:

REACTIVE FUNCTION: Here the main purpose is seen as maintaining harmony and avoiding disruption through strikes etc., and exists generally where organizations are operating in near monopoly situations with assured growth - the interactions between

Human Resource and in commission managers being assured under normal situations at this stage of reactive Human Resource Management (HRM).

INDEPENDENT FUNCTION: This function is recognized as an sovereign entity. In this stage, while HR is survived in setting up industrial systems and procedures for operating managers, but is not fully responsible for the monitoring or correcting the problems in the systems - only being marginally involved in various processes and other functions or results. Other functions would mostly seek Human Resource's help in organizational or on few specific issues, and Line managers do not see Human Resource as a storage area of expertise.

SUPPORTIVE FUNCTION: This has its own track with diverse status within the organization, and actively contributes to the hard work of other functions in producing results. Organizations requiring product or technology changes rapidly in a competitive scenario generally need such HR involvement with high demands for qualified and knowledgeable manpower, often in a high turnover or mobility situation. Emphasis on people development and motivation generation comes from such

HR, but their understanding or involvement in total business perspective remains limited or inadequate, even with higher functional sharing.

INTEGRATIVE FUNCTION: This is the stage when the competitive success of the organization involves HRM considerably in an integrated manner, and demands such capabilities from the HR specialists. Their roles shift from a catalyst to a functional peer with competencies in other functions, and are accepted as an equal partner by the others. The typical HRM in this case is geared to contribute to organizational objectives of prosperity for monitoring employees' satisfaction, since it is seen as surrogate to customer satisfaction.

CONCLUSION:

As the time moves on gradually and relentlessly, in the new millennium, we need to review the challenges for the HR function and its odd jobs in organizations to cope with the new trends. In the start of the century it is very convenient to know how far and in what direction we are progressing, but also give the distance to our destination, and are often excellent anchors to take time off to re-examine the future course of action for the organization and resource management. Realistically, it is now been

said that we have moved to the era of not just change, but an accelerated rate of change. At a sensible level, we must anticipate and prepare for the likely HR challenges in general that exists, or may be expected in the approaching future - the main purpose and theme of this paper. They are consequent to the immensely increased competition for many and possible in future, due to rapid growth of technology, especially, the impact of IT, and internal necessities. With know-how up gradations, much greater use of it and approaching e-commerce etc new breed of 'awareness workers' in 'learning organizations' will make the differentiation. This rational capital will demand much fostering from the enterprise, in order to give support in the shape of superior results.

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