

Issues and Challenges of Human Resource Management

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ABSTRACT:

In this paper is discussed the issues and challenges of human resources management and HR. To overcome these issues and challenges the HR managers will have to build a standard structure that allows managing all different workforce alternatives. The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organization. The Human Resource Management and challenges it faces has always been an important area of research both in developed and developing countries. In this paper examine the challenges and Issues and key roles human resource department, factor affecting human resource management.

Keywords: Human resource management, factors, challenges, Issue and solution, Roles

INTRODUCTION:

Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding .HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. The role of the Human Resource Manager is evolving with the change in competitive market environment

and the realization that Human Resource Management must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources.

REVIEW OF LITERATURE:

Haslinda Abdullah (2009) this study is to examine challenges to the effective management of HR T&D activities. The study revealed three major challenges to the effective management of HR T&D. These paper include a shortage of intellectual HRD professionals to manage HR T&D activities, coping with the demand for knowledge workers and fostering learning and development in the workplace.

Mrs. Ekta Srivastava(2012) This paper analysis the various challenges which are emerging in the field of HRM. The managers today face a whole new array of changes like globalization, technological advances and changes in political and legal environment. This paper also analysis how to overcome with these challenges .These challenges can overcome through cross cultural training, technological and

informational training of HR people and motivation of employees through various techniques.

Muhammad Hashim (2012) This paper report on the human resource management in 21st century: issues and challenges and its solutions to attain competitiveness. This paper is discussed those foremost issues and challenges which are confronting today Organization.

Balwinder Singh (2013) In this paper, we have discussed about the various challenges faced by HR Managers in Contemporary Business Environment.

MAJOR CHALLENGES FACING THE HUMAN RESOURCE MANAGEMENT.

Managing Knowledge Workers

Essentially, here we are looking at different kind of people who does not obey the principles of management for the traditional group. This boils down to higher educational qualifications, taking up responsibilities at a lesser age and experience, high bargaining power due to the knowledge and skills in hand, high demand for the knowledge workers, and techno suaveness. Managing this set of people is essential for the growth of any

industry but especially the IT, BPOs and other knowledge based sectors.

Managing Technological Challenges

In every arena organizations are getting more and more technologically oriented. Though it is not in the main run after the initial debates, preparing the work force to accept technological changes is a major challenge. We have seen sectors like banking undergoing revolutionary changes enabled by technology. It is a huge challenge to bring in IT and other technology acceptance all levels in organizations.

Competence of HR Managers

As it is more and more accepted that lot of success of organizations depend on the human capital, this boils to recruiting the best, managing the best and retaining the best. Clearly HR managers have a role in this process. Often it is discussed about lack of competence of HR managers in understanding the business imperative. There is now a need to develop competent HR professionals who are sound in HR

management practices with strong business knowledge.

Developing Leadership

It is quite interesting to note that there is less importance given to developing leadership at the organizational level. Though leadership is discussed on basis of traits and certain qualities, at an organisational level it is more based on knowledge. The challenge is to develop individuals who have performance potential on basis of past record and knowledge based expertise in to business leaders by imparting them with the necessary "soft skills".

Managing Change

Business environment in India is volatile. There is boom in terms of opportunities brought forward by globalisation. However this is also leading to many interventions in terms of restructuring, turnaround, mergers, downsizing, etc. Research has clearly shown that the success of these interventions is heavily dependent on managing the people issues in the process. HR has a pivotal role to play here.

THE MAJOR CHALLENGES FACED BY THE HR IN RECRUITMENT :

Adaptability to Globalization

The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process.

Lack of Motivation

Recruitment is considered to be a thankless job. Even if the organization is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

Process Analysis

The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.

Strategic Prioritization

The emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

THE HUMAN RESOURCES DEPARTMENT ALSO COVERS FIVE KEY ROLES.

Executive role

In this role the HR department are viewed as the specialists in the areas that encompass Human Resources or people management.

Facilitator role

In this capacity the HR department will check other departments and the organisation as a whole to ensure all HR policies such as Health & Safety, Training, Staff Appraisal etc are being carried out in accordance with the company's HR policy.

Facilitator role

In this role, the HR department helps or facilitates other departments to achieve the goals or standards as laid out in the HR policies of the organisation. This will involve training being delivered for issues that arise in the areas relating to people management.

Consultancy role

The HR department will advise managers on how to tackle specific managing people issues professionally.

Service role

In this capacity the HR department is an information provider to raise awareness and inform departments and functional areas

on changes in policy.

HR ISSUES & SOLUTIONS:

Many organizations look for ways to become "employer of choice," a designation that means the company generally has low turnover, high regard for its workforce and a leadership team that embraces a holistic approach to organizational success. That holistic approach includes human resources management, the area that often is the launching pad for solutions to workplace issues that fall in its lap.

Employee Satisfaction

Low morale and poor engagement levels often are signs of job dissatisfaction. Morale and engagement are intangible and, therefore, difficult to measure. However, employee satisfaction surveys are helpful in identifying working conditions that may be causing employees to be less than enthusiastic about their jobs. For surveys to be truly effective, HR staffers should discuss the survey results and their analyses with the organization's leadership to develop action plans for supervisors and managers. Action plans provide a road map for resolving employment issues and follow-up strategy for sustaining improvements.

Turnover

Exit interviews are a reactive solution to turnover. HR staff obtains information from departing employees about their experiences with the company and the reason they decided to resign. The data from exit interviews can then be analyzed by department, position and tenure to determine which employment factors cause employees to leave. For example, higher-than-average turnover in specific departments may signal ineffective leadership, stressful workloads or complex departmental processes that affect the way employees feel about their jobs and the company. Proactive measures to reducing turnover involve two areas that have a positive impact on hiring decisions and employee retention; they are the quality of the selection process and the effectiveness of the company's leadership, says Development Dimensions International, a global consulting firm that specializes in talent management.

Strategic Partnership

Although personnel administration evolved into human resources management, many executive leaders and employees still see the HR department as a mere administrative function of business. HR

should be involved in developing the company's strategic direction, despite pushback from leaders who aren't ready to include HR at the executive table. Overcoming resistance to HR becoming a strategic partner requires demonstrating the value of the organization's most valuable resource -- its workforce -- and clarifying HR's role in developing the workforce. In addition, many executives need to see the impact that HR has on the bottom line to be convinced that HR deserves to be a strategic partner.

Branding

Attractive compensation packages and flexible work schedules aren't the only factors that create a desirable workplace. Job seekers want to know what it's really like to be an employee of the company, says Steve Cadigan, an executive with LinkedIn. Social media, professional networking and social events, plus interactive features on the company's website and careers pages underscore transparency, which improves branding as an employer of choice, suggests Cadigan in an October 2011 article, "Problems -- and Solutions," in The Wall Street Journal, in which columnist Emily

Glazer explored the challenges that HR leaders face.

Compliance

Compliance with federal and state labor and employment laws is a must for any employer to survive. The critical nature of compliance is an area that deserves HR priority attention. HR is ultimately responsible for ensuring that the company is aware of its obligations regarding equal employment, workplace safety, employee benefits, working hours and wages. Continuing education and professional development for HR staffers is one way to ensure they have up-to-date knowledge about compliance issues.

IMPORTANT FACTORS AFFECTING HUMAN RESOURCES MANAGEMENT:

There are many factors that could affect the management of human resources in a business.

Changing Goals of Business:

If a chemical company, for example, decided that the most affective way to increase profits or turnover was to become more market orientated, this is likely to

change the personnel the business needs. There would be a need perhaps for employees with marketing research skills or training in how to promote products. Changes in the economy can also affect human resource planning. In a recession a business is likely to reduce its workforce as demand for its product falls.

Technology:

The introduction of new technology may lead to retraining or a need to recruit workers with specialist skills For example, many former typists have become computer operators with the introduction of computer systems for storage, retrieval and presentation of information. The business may also have to consider the affect that new technology could have on the motivation of employees and how to deal with this.

Competition:

Competition by other firms for workers may affect the supply of labour available to a business. If competitors offer high wages to workers with specialist skill then a business may have to raise its wage levels to recruit

the staff it needs. Competition for customers may also affect a human resource plan. Many firms are now aiming to meet the ISO 9000 quality standard; as customers refuse to use their services without this. An example might be in the electronics industry, where if one firm does not have approval it may lose business to another supplier. A business that obtains the quality standard must employ workers with specialist skills to check the standard is maintained. This can be costly for some small firms.

Population:

As well as the total population size the distribution of population in a country can affect the supply of workers available. Activity Rates these are the percentage of any population in the labour force. A growing number of women seeking employment are likely to affect many aspects of human resources management.

Corporate Culture and Structure:

The corporation culture of the organization is likely to influence human resources management. If a business sees its employees as an asset that need to be trained, developed and motivated then it is likely to regard the management of human

resources as important. It would be prepared to spend money and time on developing workers for the benefit of the business. Changes in the hierarchy of a business may affect human resources planning a removal of layer of management, may mean that fewer employees at this level are required.

Trade Unions:

The relationship between a business and trade unions is likely to affect the management of human resources in the 180 and nearly 1990 unions were unlikely to have been involved greatly in planning. In some businesses unions were derecognized and business often negotiated with individuals on terms and conditions of work. The growth of business and union partnerships, union consultation and union reorganization in the late 1990 is likely to result in greater flexibility in human resources management .

Government Legislation:

Government legislation will affect human resources management .Changes in the late 1990 to the conditions of part time workers,

the maximum number of hours that can be worked in a week and the minimum wage are all likely to influence the number and type of workers that business hire and the way in which labour is used. Government legislation on equal opportunities or a minimum wage has affected the wage costs of business and their recruitment and selection procedure. Business may also operate a policy where they guarantee disabled workers or ethnic minorities a proportion of jobs.

Finance:

The finance available to employ, reward or train workers will depend on many factors, such as the overall performance of the business, cash flow and the liquidity of the company. A small business that is building a new factory is unlikely to have funds available to hire new employees, pay large bonuses or carry out extensive training.

CONCLUSION:

To conclude that the HR practice is becoming more and more challenging day by day, they have to face lot of problems. The main objective of this research was to identify challenges and factors affecting the role of HR department. These issues and

challenges like, work force diversity, leadership development. Change management, organizational effectiveness, succession planning and compensation etc, Can be best management by HR.

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