

A STUDY ON CHANGING NATURE OF HRM- IN THE ERA OF GLOBALIZATION

*Rashi Saxena**

ABSTRACT

This paper reflects the various evolving practices that many organizations are adopting as the work environment around the globe is changing. The whole project can be taken as the different emerging aspects of HR and the way they have been tackled by the department. Moreover, it is essential to study the issues of human resources management (HRM), which indicates that HRM is not only a necessity in today's environment, but also a process of continuous development involving several issues such as culture shock.

Keywords: Micro enterprises, Virtual organizations, Employment relationship

INTRODUCTION

As human resources have become viewed as more critical to organizational success, many organizations have realized that it is the people in an organization that can provide a competitive advantage. Throughout the project it will be emphasized that the people as human resources contribute to and affect the competitive success of the organization. In an organization, the management of human resources means that they must be recruited, compensated, trained, and developed. More effective management of human resources (HR) increasingly is being seen as positively affecting performance in organizations, both large and small. Making the transition in HR management required going from even to three levels of management, greatly expanding the use of cross functional work teams, and significantly increasing training, to ease employee and managerial anxieties about the changes. Most organizations share common objectives to attract, retain, motivate and develop employees and to create alignment between employee actions and the behaviours required to support the employer's business strategy. In periods of relatively stable business growth, organizations typically rely on minor, adaptive changes to their reward and talent management programs in order to better meet these objectives.

It is proposed that we take Human Resource Management to be that part of management concerned with all the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of

* Asstt. Professor, STEP-HBTI, Kanpur, UP.

organization (including small and micro enterprises and virtual organizations), all the dimensions related to people in their employment relationships, and all the dynamics that flow from it (including the realization of the potential of individual employees in terms of their aspirations): all aimed at adding value to the delivery of goods and services, as well as to the quality of work life for employees, and hence helping ensure continuous organizational success in transformative environments. According to Milkovich and Boudreau, Human Resource Management is defined as a series of, integrated decisions that form the employment relationship; their quality contribute to the quality of the organization and the employee to achieve their objectives.

Productivity, quality, service, absenteeism, and turnover are all measurable—and they are related to the way activities are performed in an organization. Yet, there is a long-standing myth that one cannot really measure what the HR function does. That myth has hurt HR departments in some cases, because it suggests that any value added by HR efforts is somehow “mystical” or “magical.” None of that is true; HR- like marketing, legal, or finance—must be evaluated based on the value it adds to the organization. Defining and measuring HR effectiveness is not as straightforward as it might be in some more easily quantifiable areas, but it can be done. Effectiveness for organizations is often defined as the extent to which goals have been met. Efficiency is the degree to which operations are done in an economical manner. Efficiency can also be thought of as cost per unit of output. To be effective, organizations must be able to achieve their goals, but must reach them using limited resources efficiently.

LITERATURE REVIEW

Boxall and Purcell’s strategy and Human Resource Management provided a through review of this eclectic literature in a framework that makes it easy for the reader to grasp the fields’ evolution and current state of thinking. I see this outstanding book as distinguishing itself from other similar efforts in three ways. First, it fairly considers both U.S. and European perspectives on SHRM, which differ in important ways. Most researchers in the United States adopt an implicitly managerialist approach, focusing on how HR can benefit share holders, while researchers in Europe emphasize the importance of balancing the interests of multiple stakeholders such as employees, unions, governments and society. Secondly, whereas often the tendency in covering SHRM is to emphasize the current state of the art, focusing only on the most recent developments in research and thinking. Boxall and Purcell’s treatment of the field dwells more on its evolution. Thirdly, satisfying the promise implied by the book’s title, the authors do a tremendous job of discussing the basic concepts of strategy on their own merits. Too many presentations of SHRM being and end with HRM, exploring strategy in shallow and superficial ways and probably only insofar as the concepts directly link to HRM. I believe that it is impossible to study SHRM without a relatively deep knowledge of strategy, and the authors of this book demonstrate such knowledge.

Objectives

- a) To study the evolving practices in Human Resource Management
- b) To analyze the change in work that is affecting Human Resource Management.
- c) To understand that how each of this practices is affecting the employees.

RESEARCH METHODOLOGY

- A. Statement of Problem:** To study the evolving practices in Human Resource Management practices that is taking place because of the change in world of work in India.
- B. Scope of the study:** Each and every project study along with its certain objectives also has scope for future. And this scope, in future will give to new researches a new need to research a new project with a new scope. I have observed the following scope in my project: It can help in understanding the evolving practices in Human Resource Management. To understand how change in work is affecting Human Resource Management.
- C. Research Design :** My research is descriptive in nature.
- D. Type of Data:** Secondary data was used in my project that was even collected from different HR Journals, books and internet.
- E. Data Collection:** Secondary data was even collected from different HR Journals & books.
- F. Method of data analysis :** Classification and Tabulation of the Data .

The data after collection has been processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan.

Data Analysis

1. HRM in the present scenario
 - I. Low motivation mounting frustration
 - II. Promotions are consolations for transfers
 - III. Cadre conflict
 - IV. Reward and punishment system
 - V. Development of strong training system

HR, HRM & HRD

Human Relations is called HR also known as Human Resources. Managing HR is called Human Resource Management (HRM). Developing HR is called HRD. HRM is a philosophy, while HRD includes the activities and processes undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individuals in an organization, in order to help them to achieve higher human potential as a resource for the community. It is a continuous process by which the employees are assisted in a planned way to develop capabilities.

HRM in 2020

Now, we identify and discuss about five issues which are expected to affect the organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility.

We assume that in the future workplace, which may come true by 2020:

- A majority of people work wide will be connected through the IT infrastructure.
- Connectivity is the new frontier on the information highway to connect with one another.

- There are various factors on which the growth and expansion of connective technology will depend.
- The basic organizing unit in the workplace will be one individual engaging in business through connective technology.
- A learning culture will be fostered by the technologies that will serve, entertain, and help people do their work. It will be basic workplace skill.
- Power in the organization of 2020 will be in flat structure.
- Culture and language will still move between the poles of traditionalism and modernism.

Findings & Recommendations

As human resource has become viewed as more critical to organizational success, many organizations have realized that it is the *people* in an organization that can provide a competitive advantage. The key findings are:

- a) Policies – HR policies based on trust, openness, equity and consensus.
- b) Motivation- Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.
- c) Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.
- d) Change agent – Prepare workers to accept technological changes by clarifying doubts.
- e) Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

CONCLUSION

Most importantly, organizations can hire and retain the top performers, improve productivity and enhance job satisfaction of the employees. HRM has the responsibility to maximize efficiency and profit, but in the emerging scenario, the role of HR manager is changing rapidly due to changes in government policies, unions, labour legislations and technology. The trends have taken place in the organization, human resource planning, job design, motivation, and recruitment and skill development and employee relations. The challenges can be faced by HRM effectively, if proper strategies are implemented. Hence, the role of HRM will be more significant in future due to the emerging scenario.

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important. Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

REFERENCES

Adams, J.S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, 267-299). New York: Academic Press.

- Adler, N.J. (1991). *International dimensions of organizational behavior*. Boston: PWS-Kent Publishing Company.
- Aron, A., & Aron, E.N. (1999). *Statistics for psychology*. (2nd ed.). New Jersey: Prentice-Hall International, Inc.
- Forteza, J.A., & Prieto, J.M. (1994). Aging and work behaviour. In H.C. Triandis, D. Dunnette, & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*. (2nd ed., Vol. 4, 447-483). Palo Alto, CA: Consulting Psychologists Press.
- Hartmann, L.C. (1998). The impact of trends in labour-force participation in Australia. In M. Patrickson & L. Hartmann (Eds.), *Managing an ageing workforce* (3-25). Warriewood, Australia: Woodslane Pty Limited.
- Hewstone, M., & Brown, R. (Eds.). (1986). *Contact and conflict in intergroup encounters*. Oxford: Basil Blackwell Ltd.
- Kawakami, K., & Dovidio, J.F. (2001). The reliability of implicit stereotyping. *Personality and Social Psychology Bulletin*, 27(2), 212-225.
- Schizas, C.L. (1999). Capitalizing on a generation gap. *Management Review*, (June), 62-63.
- [http://www.bharatbook.com/market-research-reports/India-Cement- Industry. html](http://www.bharatbook.com/market-research-reports/India-Cement-Industry.html)
- [http://www.bharatbook.com/market-research-reports/India-Cement- Industry. html](http://www.bharatbook.com/market-research-reports/India-Cement-Industry.html)
- <http://www.scribd.com/doc/12925140/Changing-Nature-of-Human-Resource-Management>.
- <http://www.scribd.com/doc/12925140/Changing-Nature-of-Human-Resource-Management>.
- <http://www.scribd.com/doc/12925140/changing-nature-of-human-resource-management-e-book.html>

Contradictions in the Era of Digitalization and Globalization. Editors: Ashmarina, Svetlana Igorevna, Vochozka, Marek (Eds.) Free Preview. This contributed volume presents the outcomes of multidisciplinary studies on the problem of sustainable economic development. The key issues addressed here are economic transformation, crisis management, formation and implementation of industrial policy in the innovative economy, and the development of individual industries (oil refining, transport, education, tourism, the financial sector, etc.), as well as the problem of resistance to changes in the economy. Prospects for the digitalization of the economy and the current changes in economic systems caused by digitalization are considered in the third part of the book.