
EMERGING TRENDS AND CHALLENGES IN HUMAN RESOURCES MANAGEMENT

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1.0 Introduction

In all activities men and resources are involved. For a long time men or workers were taken for granted. Greater accent was given to resources, production machinery and top managers. But at present in the modern large scale production of innumerable products with a wide market, (where sky is the limit) in the last few decades the importance of human resources and their development has come to the fore. The importance of human resources to any organization need not be over emphasized. Human resource is the wealth of a nation and an organization. The development process is wide and varied. In this lesson, let us understand the importance and concept of Human Resources Management. (HRM).

2.0 OBJECTIVES

- 1) To know the concept of HRM
- 2) To know the significance of HRM in an organization
- 3) To understand human relations within the organization
- 4) To know how far the skills, caliber, knowledge of employees are utilized for the achievement of organizational goals.
- 5) To know how HRM encourages team work among employees by providing a healthy working environment.

3.0 METHODOLOGY

The data in this paper is primarily from the secondary data. Basically it is collected from various articles, books, business magazines and sources both online and offline. The insights the got from the concern HR personnel was informative and helpful in building the paper.

4.0 Human Resources

In the general parlance, human resources are people and their characteristics at work either at the national level or organizational level. Megginson has defined human resources as follows. From the national points of view, human resources are knowledge, skills, creative abilities talents and attitudes obtained in the population; whereas from the viewpoint of the individual enterprise they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employers

Sumantra Ghosal considers human resources as human capital. He classifies human capital into three categories – intellectual capital, social capital and emotional capital consists of specialized knowledge, tacit knowledge and skills, cognitive complexity and learning capacity. Social capital is made up of network of relationships, sociability, and trustworthiness. Emotional capital consists of self-confidence, ambition and courage, risk bearing ability and resilience.

In simple words, HRM is a process of making the efficient and effective use of human resources so that the set goals are achieved.

5.0 DEFINITION OF HRM

According to Flippo, Personnel Management, or say human resources management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration,

maintenance, and separation of human resources to the end, that individual. Organizational and social objectives and accomplished.

The National institute of Personal Management (NIPM) of India has defined human resources – personal management as that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who makeup enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success.

According to Decenzo and Robbins, “HRM is concerned with the people dimension” in management. Since every organization is made up of people acquiring their services, developing their skill, motivation them to higher levels of performance and ensuring that they continue 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 or social action.

HRM can be defined as a process of procuring, developing and maintaining competent resources in the organization so that goals of an organization are achieved in an effective and efficient manner. In other words HRM is an art of managing people at work in such a manner that they give best to the organization.

6.0 Objectives of HRM

- 1) To create and utilize to able and motivate work force to accomplish the basic organizational goals.
- 2) To establish and maintain sound original structure and desirable working relationship among all the member of the organization.
- 3) To secure the integration of individual or groups within the organization by coordination of the individual and group goals with those of the organization.
- 4) To create facilities and opportunities for individual or group development so as to match it with the growth of the organization.
- 5) To attain an effective utilization of human resources in the achievement of organization goals.
- 6) To increase to the fullest the employees job satisfaction and self-actualization.
- 7) To develop and maintain the quality of work life which makes employment in the organization a desirable personal and social situation.
- 8) To help maintain ethical policies and behavior inside and outside the organization.

7.0 SIGNIFICANCE OF HRM

Organizational significance

- 1) Effective utilization of human resources to motivate them and to change their attitudes to work and the organization.
- 2) To develop personnel to meet the demands of the work effectively; and
- 3) To ensure proper recruitment and to retain personnel in the organization so that right people are available.

SOCIAL SIGNIFICANCE

- 1) Maintaining balance between jobs and job seekers, taking into consideration job requirements job seekers abilities and aptitudes
- 2) Providing most productive employment from which socio psychological satisfaction can be derived.
- 3) Utilizing human capabilities effectively and matching with government rewards.
- 4) Eliminating wasteful organizational and individual practices.

PROFESSIONAL SIGNIFICANCE

- 1) Developing people on continuous basis to meet the challenges of their jobs.
- 2) Maintaining the dignity of personnel at the work place;
- 3) Providing proper physical and social environment at the work place to make.

8.0 FUNCTIONS

The functions performed by managers are common to all organization. Generally the functions performed by Human Resources Management may be classified into two categories. They are

- 1) Managerial Function
- 2) Operative Function

MANAGERIAL FUNCTION

Planning :This involves predetermined course of action. In this process organizational goals are formulation of policies and programs for achieving them are chalked out.

Organizing :Organizing involves each subordinate a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication, and coordination the work of subordinates.

Staffing :This involves in deciding the type of people to be hired, recruiting prospective employees, selection employees, setting performance standard, compensating employees evaluating performance, counseling employees, training and developing employees.

Directing :Directing is the process of activating group efforts to achieve the desired goals.

Controlling :This is the process of setting standards for performance, checking to compares see how actual performance compares with these set standards and taking needed corrective action.

OPERATIVE FUNCTION

- 1) The procurement function is concerned with the obtaining of a proper kind and number of personnel necessary to accomplish an organization's goals.
- 2) The development function is concerned with the personnel development of employees by increasing their skill through training so that job performance is properly achieved.
- 3) The compensating function is concerned with securing adequate and equitable remuneration to personnel for their contribution to the attainment of organizational objectives.
- 4) Integration is concerned with the attempt to effect a reasonable reconciliation of individual societal, and organization interests.

9.0 Benefits of HRM

- 1) **HRM helps in hiring and training of work force:** - Man power planning is one of the most important responsibility of the HR department. HR manager device hiring strategies for bringing in the right king people in their organization and also trained and development of employees
- 2) **HRM takes care of the performance of management system:** -HR is responsible for keeping people feel motivated for their work. First comes the task of defining an individual role. There by an effective feedback. Mechanism from time to time helps the employees improve their skills.
- 3) **HR helps in building culture and values in the org.:**-Performance an individual is dependent on the work atmosphere and culture that prevails in an org. Creating a good conducive working environment is expected from the HR department.
- 4) **Conflict management is also an important responsibility of HR:** -There can be many occasions where is disagreement between employee and employers. The role of Human resource dept. in the acting as a counselor and a mediator to sort the issue in an effective manner.

- 5) **HR responsible for developing good relation:** -Establishing cordial relation lies with the HR to great extent. They are responsible for holding meetings, seminars and all official gathering on behalf of the management.

10.0 Conclusion

HRM should be seen as a strategic function of an organization. It has to be build a competitive edge for an organization by positively engaging its employees. Key ingredients of HRM are having in place an appropriate leadership style and effective two way communication with employees. This creates an open and honest environment where employees feel that their ideas being listened to and that they can make a contribution to decision making. With the increased specialization and division of work in every organization, specialized from of knowledge to handle various domains has become very important. Also having said earlier that the intellectual capital is something that is more precious than every other form of resources.

Today we live in the world driven by knowledge and skills, thus efficient and effective management of the same assume greater significance. So every organization is taking greater care to keep their employees happy and satisfied. Once the basic needs are taken care man naturally aims for achieving bigger goals. Thus through the efforts of mankind we can see the world developing at a faster rate and also making our stay on earth a happy living.