

EMERGING ISSUES: CURRENT TRENDS IN HUMAN RESOURCES MANAGEMENT

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Introduction:

Human Resources are the total knowledge abilities, skills, talents and aptitudes of an organization's workforce. The values ethics, beliefs of the individuals working in an organization also form a part of human resources. In the present complex environment, no business or organizations can exist and grow without appropriated human resources. So human resources have become the force of attention of every progressive organization.

Human Resources are a resource like any other natural resource. It means that management can get and use the skill knowledge, ability, etc. through the development of skills, tapping and utilizing them again and again. It is not only the management of skills but also the attitudes and aspirations of people when individuals come to a work place they come with not only technical skills, knowledge, experience etc, but also with their personal feelings, perceptions, desires, motives attitude, values etc. So HRM means management of various aspects of Human Resources. HRM approach is a fundamental change in philosophy and perspective from the earlier thinking about manpower resources. HRM may be defined as a set of policies, practices and programmes designed to maximize both personal and organizational goals.

According to Flippo, "Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensations, and integrations maintenance and reproduction and social objectives and accomplished.

Importance of HRM, both at national and at organizational level has been discussed. But in this paper, we have discussed the global scenario to further reinforce our arguments.

1. **SHORTAGE OF CRITICAL SKILLS** is now a global phenomenon while for the developed countries, this is primarily because of aging population, for developing countries like India, and the problem is absence of proper initiative at the national level. There was a massive shift in employment from secondary and primary sectors to service sectors. India is much ahead of many developing countries in the world. Still our quality of life is in shamble. We are ranked as 115th out of 162 countries of the world for investment in technology creator. The problem of skill shortage in the developed countries, as was mentioned above, is primarily for aging populations. But for India, it, is for deficiency in our national level planning and implementation.

2. **DESERVE ATTENTION OF HRM IS DEMOGRAPHIC CHANGE PROCESS**

Another important aspect which deserve attention of HRM is demographic change process for developed countries, the problem is populations, but for a developing country like India, the problem is just reverse. Our working population is increasing at the annual rate of 1.09 percent. By the year 2015. Therefore, we need to concentrate on human resource developed in a planned manner duly identifying the skill requirement and occupational Distributions.

3. **INCREASE OF GLOBAL JOB, RECRUITING**

with the increase of global job mobility, recruiting competent people is also increasingly becoming difficult. The problem is more acute in India. Therefore by creating an enable culture, organizations are also required to work out a retention strategy for the existing skilled manpower. Similarly to attract talent, organizations need to focus a compensation strategy with enabling work culture.

4. **PROCESS CHANGE IN SYSTEMS**

Indian organizations are also witnessing a change process in systems, management culture and philosophies and management practices. Fortunately, multi skill development, even though considered globally not very successful in other countries and even at times counterproductive to them, for India it is very successful for its obvious root to our age-old social stratification theory. This we have discussed earlier. Role of HRM is now all the more important.

5. **QUALITY MANAGEMENT STANDARD CHANGE**

the revised qualify management standard ISI 9001 and ISO 9004 of 2000 focused more on people-centric organization we will discuss its features.

Major changes in the revised ISO 9000 standards are the increased focus on top management commitment and customer satisfactions.

ISO 9001 and 9004 are based on eight quality management principles that reflect best management practices.

- Customer focused organization
- leadership
- Involvement of people
- System approach to management
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relationship.

Quality management system covers those activities of an organization that provide assurance to customers that their needs are being addressed.

SEQUENCE:- There is more logical sequence of requirements and guidelines due to the process orientations of new standards.

- ❖ Top management
- ❖ Continual Improvement
- ❖ Application
- ❖ Customer satisfaction
- ❖ Resources
- ❖ Terminology
- ❖ Documentation
- ❖ Other Range

Other detailed changes of a less strategic nature have also been made with the intention to simplify or clarify requirements of the existing standards, and to make them more “user-friendly”.

6. **EMERGING HR ISSUES IS TO BUILD ORGANISATION**: Another important emerging HR issue is to build organization in live with capability profile, pioneered by Dr. David Cohen and others. We have briefly introduced this concept here.

competencies are attributes, some professional skills, or a combination of skills and knowledge and behaviors. Competency models suggest integration of business plans of the company with selecting the right individual for the job. Competencies matter because past performance is the best predictor of future performance good current performance builds from past performance and the more recent the effective behavior, the more appropriate fit to the job. Once this profile is in place, we can use the behaviors for selection and recruitment, for employee development reward management, performance management, and training, succession planning and career development. Rewards do not have to be financial they can be recognition or paid time offer a simple thank you.

7. **SIX-SIGMA PRACTICES** to leapfrog ahead of competition in this world of uncertainly, corporate world is experimenting with one after another process. It is now a win-win.

Situation for the both, for customers, it is their rightful expectation to buy quality products at competitive cost while for organisation, it is to produce at highest possible profit. This synergy is what everybody tries to achive in this corporate world. Six sigma as a business process is now allowing organizations to improve their bottom line by designing and monitoring business activities in a way that minimize waste and resources without, however, compromising with customer satisfaction for introducing six sigma it requires improvement in following areas:-

- ❖ Improvement of process
- ❖ Improvement of product and service
- ❖ Improvement in investor relationship

- ❖ Improvement in designing
- ❖ Improvement in supplier relationship
- ❖ Improvement in training and recruitment

STEPS FOR SIX SIGMA: By now it has been made clear that six sigma is a problem-solving tool. These eight stages are recognize, define, measure, analyze, improve, control standardize and integrate. Such eight stages can be broadly categorized under for heads, as illustrated in figure 2.

Stages	Strategy Phase	Objectives
Identifications	Recognize and Define	To identify Key Business Issues
Characterization	Measure and Analyses	To understand Level of current performance
Optimization	Improve and Control	To initiate Break through improvement
Institutionalization	Standards and integrate	To transform day to day conduct of business

Six Sigma Appreciation : Six Sigma with such phrases as ‘Six Sigma, program of the month or an old wine in the new bottle. All five senses are required to appreciate the wine. These five senses are seeing, smell, touch, hear and taste. Six sigma application can only be appreciated when all the five senses are applied. These five senses play a key vital role in selling the six sigma program to the management.

1. Seeing or observing with eyes
2. Smelling with nose success of six sigma project and the resulting cost saving.
3. Touching with hands tackle a clearly defined problem.
4. Hearing with ears: Hearing in six sigma projects is sweet results as sweet as a song.
5. Tasting with tongue: An application of 6 sigma tools and techniques bear the desired results, its value is known.

In last to conclude, six sigma, even though a top down approach, its success largely depends on the players, who is catalysis for such change?

8. **INOVATION AND CREATIVITY**:- Innovation is a new technique or idea encompassing product/services process, managerial styles and even organizational structure. In any organization need for innovation is primarily felt to keep pace with the competition whether it is just in time. Inventory, supply chain management, business process outsourcing flexible manufacturing systems, mergers, and acquisition, TQM or six sigma practices, organizational change. Mapping customer’s needs and aligning the same to innovation initiative is what we need in this competitive world.

It is important to consider for innovation strategy to the following aspects:

- ❖ Innovation should be focused and need specific.
- ❖ There should be a clear documented policy about innovation and creativity.
- ❖ Innovation and creativity cannot be outsourced.
- ❖ All innovative ideas should be subjected to brain storming and if acceptable should first be tried in pilot projects.
- ❖ For risk hedging, innovative ideas can be bench marked with other organizations.

HR practices, as a truly innovative organization qualifies for level-5 the highest level of people-capability maturity model certifications.

9. **SUPPLY CHAIN MANAGEMENT, BUSINESS PROCESS OUTSOURCING AND HUMAN RESOURCES OUTSOURCING:-**

Supply chain management is an integrated approach to outsource to derive customer satisfaction by cost optimization. It cut costs, reduces inventory, shares basic demand forecast with trading partners for mutual advantages, etc. Even though initial thrust of SCM was to integrate warehousing and transportation for efficient distribution at reduced costs, over the years SCM has become a strategic tool to increase market share and multiply customer satisfaction. Major drivers in a supply chain strategy are inventory, transportations, facilities and information. Responsiveness and efficiency of each driver determines the success of a supply chain.

An integrated SCM model with HR BPO focus is presented in figure: 5. SCM Model with HRBPO Focus

Next phase, it is important for them to select the right endorse depending on the customers' expectations, vendors can be bench marked on quality, price, delivery and service parameters based on market information, duly assigning weight for each such factor with humble beginning in leasing, outsourcing now become a global activity with reinforced supply chain management.

10. **KNOWLEDGE MANAGEMENT:-**

Knowledge management is a process of capturing and making use of a firm's expertise anywhere in the business whether in documents and database called explicit knowledge or in people's heads known as implicit knowledge. Knowledge is necessary in order to stay ahead of others. Thus organizations must understand the implications of knowledge management. This paper focuses on the ways in which knowledge management can be used effectively within the organization to survive in complex, increasingly, and dynamic environment. It is brought our that km can help in providing the maximum value to customers by building of latest information regarding changing business circumstances, customer tastes and preferences, emerging trends.

- ⇒ Knowledge management, therefore, is the process of systematically and actively managing and leveraging the store of knowledge in an organization.
- ⇒ Knowledge management and so also skill enrichment initiative successful in any organization.
- ⇒ Besides, with the development of specific applications of technology companies can how create vast knowledge networks and communications skills passed an virtual business environment.

CONCLUSIONS :- Other emerging issues like Re-structuring, TQM practices HRM is how a holistic process of organizational strategy to gain competitive advantage.

In this paper all these topic played avital role in an organization without knowledge management, supply chain management six sigma, or other an organization cannot progress in any conditions.

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