

HUMAN RESOURCE MANAGEMENT SCENARIO IN INDIA**Dr.N.Chandrasekhar Reddy**

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Abstract

The human resource management is a proactive central strategic management activity which is different from conventional personnel management. So now a day's Human resource is considered as the backbone of any economic enterprise. In recent years the economist has added "Human resource" besides land, capital and technology as the key factor for building and developing the nation. The HRM is a growing concept. Indian economic scenario is undergoing a basic structural change affecting all walks of life. Physical, behavioral and psychological differences among individuals have increased with rapid changes taking place in the management process of the organizations. These have implications in the design of recruitment, selection, training and development, compensation, programme, performance appraisal, employee discipline, promotion and transfers etc., are becoming difficult for implementation due to poor understanding of personnel management by the employees so it represent a new model of HRM has been focused on the HR policies and practices followed in company related to HRP Recruitment, Performance Appraisal, HRA, DA, Labor Welfare Measures. The success of the company is purely based on the Human Resource Policies and Practices.

Keywords; Human Resources Management, Human Resource, Personnel Management, Human Resource Management Trends.

Introduction

The origin of the function is a rise in those organizations which introduced 'welfare management' practices and also in those that adopted the principles of 'scientific management. Since 1990 due to liberalized government policies, Indian scenario began to change. Human resource is a relatively modern term having been coined in the 1960s. Business scenario growing importance of Human Resources Management in both business and public life. The business climate brought in the wake of liberalization, globalization, changing technologies, growth in Knowledge and advances in information technology is offering managers a complex and challenging situation (Davis, 1995). Indian organizations are tending to become competitive to meet globally relevant standards.

The growing emphasis on privatization has warranted a new focus in terms of result orientation, long-term strategies, consumer focus, and initiative. The HRM has emerged and evolved as one of the most important areas of organizational Science and practice. It has not been developed in isolation, but rather in the Context of industrial change and economic development. The uniqueness of the Human Resources approach requires a totally different type of attention from managers. The HR has characteristics that provide the greatest challenge as well as opportunity. A company's HR is fragile with delicate relationships, along with unpredictable contributions and permanency is uncertain (Guest, 1991). Human resource became one of crucial driver for development and change.

As the viewpoint of management towards its employees began to change, role and of human resource as a talent pool also become so vital that most of the organizations started to focus their vision and mission statements on the people who work for them. With the boom in the technology sector in 2000, newer and newer ways of attracting, recruiting and managing talent in the companies also started to emerge. Human Resource Management as a function of management has come a long way. The traditional version of HRM, Personnel management is a concept that can be appropriately related to the old model of organization, is bureaucratic in character, with less suppleness, and higher degree of centralization and , i.e., adherence to rules and regulation. HRM, on the other hand refers to the overall philosophy about the organization and how people should be managed and is not merely limited to certain specific functions. HRM focuses on congruence and commitment instead of compliance and control. The scope of HRM is indeed, very vast and wide. It includes all activities starting from manpower

planning till employee leaves the organization. This study painstakingly attempts to bestow the concept of, Objectives of HRM and trends along with the Challenges in HRM.

Objectives of HRM

The primary objective of HRM is to ensure the availability of right people for right jobs so as the organizational goals are achieved effectively.

This primary Objective can further be divided into the following sub-objectives,

1. To help the organization to attain its goals effectively and efficiently by providing competent and motivated employees.
2. To utilize the available human resources effectively.
3. To increase to the fullest the employee's job satisfaction and self-actualization.
4. To develop and maintain the quality of work life which makes employment in the organization a desirable personal and social situation.
5. To help to maintain ethical policies and behavior inside and outside the organization.
6. To establish and maintain cordial relations between employees and management.

Human Resource Management Trends

In organizations, it is important to determine both current and future organizational requirements for both core employees and the contingent workforce in terms of their skills/technical abilities, competencies, flexibility etc. The analysis requires consideration of the internal and external factors that can have an effect on the resourcing, development, motivation and retention of employees and other workers. The external factors are those largely out-with the control of the organization and include issues such as the economic climate, current and future trends of the labor market e.g. skills, education level, government investment into industries etc. On the Emerging Trends of Human Resource Management (With Special Focus on Information Technology Industry) other hand internal influences are broadly within the control of the organization to predict, determine and monitor, for example the organizational culture underpinned by behaviors (or style), environmental climate and the approach to ethical and corporate social responsibilities.

In order to know the business A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories environment in which any organization operates three major trends should be considered: Demographics – It is the characteristics of a population/workforce, for example, age, gender or social class. This type of trend may have an effect in relation to pension offerings, insurance packages etc. Diversity – It refers to the variation within the population/workplace. Changes in society now mean that a larger proportion of organizations are made up of "baby boomers" or older employees in comparison to thirty years ago. Advocates of "workplace diversity" simply advocate an employee base that is a mirror reflection of the make-up of society insofar as race, gender, sexual orientation, etc. Skills and qualifications - As industries move from manual to more managerial professions, so does the need for more highly skilled graduates. If the market is "tight" (i.e. not enough staff for the jobs), employers will have to compete for employees by offering financial rewards, community investment, etc.

Emerging HR Trend in India

A look at the trends in managing people in this dynamic industry reflects that Attracting, Managing, Nurturing talent and Retaining people has emerged to be the single most critical issue in lieu of the enormous opportunities spun off by the market. The new avatar of talent is the knowledge professional that is innovative, business savvy, quick on the uptake, has an instinctive ability to network, and possessing unbridled ambition. They are propelled by an urge to experiment, scan new avenues that can spur their creativity. The knowledge professional will gravitate to an organization that is flexible, has strong values, a robust performance ethic and provides challenging work on latest technology. This has led to companies proactively taking measures on three fronts. First, companies create an organizational ambience where talent can bloom. Second, they put in place systems that help unleash their potential and third, they build a reward and mechanism that provides value for people.

Emerging Challenges in Human Resource Management

The propagation of technology and changes in the business environment has increased the importance of human resources in the modern world. The major challenges facing human resources arise from this altitude of human resource activities to a core strategic function.

Maintaining Productive Organization

There is a challenging task of maintaining a productive organization. Here, efforts may be made to take into account the emerging dimension related to the imbalanced age structure of the human resources in the future. This necessitates adherence to a designed strategy for renewal of manpower in a phased manner. The future age distribution of workforce can be assessed using a “manpower renewal forecast model”. Based on this diagnosis of potential manpower problems, young blood may be inducted into the workforce where imbalanced age composition is likely to occur.

Managing Teams

Team building—activities aimed at improving the internal work and relationship processes of teams—requires attention to both task and interpersonal relationships. In team building, organizations apply the principles of group dynamics to select complementary members, support more consistency, and manage stages of group development, and establish constructive norms that promote high performance. Membership in teams is based on proficiency in areas that are necessary for job achievement. Self-assurance is the key to team members' pledge to a common goal, shared responsibility, and group effort. Trust is built on six interdependent factors: the honesty of the members; open communiqué; mutual admiration and support; justice and impartiality; capability and hard work; and reward for joint effort. In addition, clear goals are a requirement for effective teamwork.

Managing Diversity

Managing diversity means planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized. The dimensions of workplace diversity include age, ethnicity, gender, physical abilities, race, sexual orientation, educational background, geographic location, income, marital status, religious beliefs, parental status, and experience. Diversity is going to be important issues for the H.R. manager as number of young workers in the work force is increasing, more women are joining the workforce, increased mobility, common international careers and international experience is becoming a pre-requisite for managerial positions. Employees now prefer high paying jobs in multinationals and other private sector concerns. The percentage of old employees is growing due to improved medical and health care. With the growth of trade unions, employees have become more conscious of their right in the workplace. New workforce comprise worker, which have a desire of higher degree of participation and avenues for self-fulfillment. Proportion of professional and technical employee will increase in relation to blue color workers. Human resources will be treated as assets, which will appear in balance sheets of business organization in future.

Adaptation of Technological Changes

There is a challenging task of adapting workplace to rapid technological changes which influence the nature of work and generate obsolescence. Accordingly, the human resource managers will be required to perform the following tasks,

1. Maintain human resource competence through training and development programmes.
2. Ensure a fit between technology and people for its optimal utilization through job design.
3. Arrange alternative careers through training of employees displaced by technology.
4. Update the new entrants to the workforce with the technology used at the job through a closer relationship between business and educational institutions & Increase the productivity of non-manufacturing jobs.

Managing Globalization

Globalization requires organizations to move people, ideas, products and information around the world to meet local needs. It is one of the most theatrical challenges facing as they enter the twenty-first century that is how to compete against foreign firms, both domestically and abroad. Lots of companies are already being forced to think globally, something that doesn't come easily to firms long accustomed to doing business in a large and expanding domestic market with negligible foreign competition. Feeble response to international competition may be resulting in upwards layoffs every year. Human resources can play a critical role in a business's ability to compete head-to-head with foreign producer's .New and important ingredients must be added to the mix when making strategy: volatile political situations, contentious global trade issues, fluctuating exchange rates and unfamiliar cultures.

Managing Change

Many organizations face an unpredictable environment in which change is almost constant. If they are to survive and prosper, they need to adapt to change quickly and effectively. Human resources are almost always at the heart of an effective response system. Change takes the shape of organizational restructuring, mergers and acquisitions, right sizing, implementing outsourcing, providing telecommuting opportunities for employees. Focused change intervention increases productivity, improves organizational communications, improves process efficiency, improve quality, and raises employee morale.

The challenges related to change for human resource management include,

1. Helping employees overcome resistance to change by convincing them about the bigger picture.
2. Provide leadership for the change processes.
3. Ensuring stability of systems and processes during the change process.
4. Equipping employees to deal with the changed realities.

Hanging Workforce Profile

Over the period of time Indian labor force has changed drastically, earlier it was employees who used to do such work which is job demand and expectation based now the new HR employees has come up with more skills and higher expectations .To understand such Workforce The HR department needs to move towards a more inclusive corporate culture and develop a deep understanding which includes demographics, skill sets, personality traits and employee perspectives on the organization and culture. Now organizations are hiring more young groups then matured ones with the changing profile of employees their expectations have also changed they expect better compensation and working facilities therefore these are challenge before HR department to have realistic job preview so as to avoid unrealistic expectation and design a suitable retention strategy and develop quality of work life.

Progress in Technology

Several significant changes take place in technology almost every day. In order to make use of the latest technology, the appointment of right types of persons in needed. "Information age" relates to computer-mediated information and networking. One of the implications of the increase in information and the ease, with which it can be accessed, is a radical change in the role of middle level managers in managing human resource.

Conclusion

The early part of the century saw a concern for improved efficiency through careful design of work. During the middle part of the century emphasis shifted to the employee's productivity. Recent decades have focused on increased concern for the quality of working life, total quality management and worker's participation in management. These three phases may be termed as welfare, development and empowerment. Management of human resources is not the only task of personnel department. It is important activity of every manager. Every manager in the organization is responsible for the recruitment, selection, development and maintenance of human resources of the people at work.

The HRM department simply assists them or guides them by training various policies and programme. Thus, Human Resource Management should be linked with strategic goals and objectives in order to improve business performance and develop organizational cultures that foster innovation and flexibility. The goals and objectives should be based on 3 H's of Heart, Head and Hand i.e., we should feel by Heart, think by Head and implement by Hand.

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