Emerging Challenges in Human Resource Management Amidst The Rapid Advancement of Technology

UDAY KRISHNA MITTRA[1] AND TANAY KUMAR PAL*[2]
[1]Associate Professor and [2]Associate Professor & Head
[1]Department of Commerce, Khalisani Mahavidyalaya, Khalisani, Chandannagar, Hooghly (W.B.) India
[2]Department of Commerce, Dr. Gour Mohan Roy College, Monteswar, Purba Barddhaman (W.B.) India

ABSTRACT

Managing human beings in an organization is human resource management (HRM). After the collapsed of United Soviet Socialist Republic in 1991 execution of the open market economy throughout the world, the role of manager became the most concerning matter for every organization. Particularly Human Resource (HR) managers are facing many challenges in present business scenario like globalization, workforce diversity, technological advances changes in political and legal environment and change in information technology. Now- a- days managers are required to understand that employees from various cultures and backgrounds are bound to have similarities and differences. In this paper we like to analyse the various challenges which are emerging in the field of HRM and also try to prescribe the means of solving these challenges.

Key Words : Human resource management, Diversity, Workforce, Globalization, Technological advancement

INTRODUCTION

In present business scenario like globalization, workforce diversity, over dynamic technological advances, frequent changes in political and legal environment, change in information technology, the companies which aspire to sustain in cut-throat competitive market both at present and in the future require well equipped human force. With all these changes, there is an enormous pressure on today's organizations and especially HR function has a very expository role to play in order to help and steer through evolution. Currently HR manager are struggling hard for retaining talent, meeting multicultural workforce demands and economizing of employees.

The history of human resource management:

The idea of HRM conceived among the 'Welfare Securities' around the end of the 19th century. The objectives behind the origination of HRM was a reaction to the harshness of industrial conditions, pressure arising from extension of the franchise , influence of labour movement etc. The First World War accelerated the change in the development of personnel management. Women were recruited in large numbers to fill the gaps left by men going to fight. As the role grew there was some tension between the aim of moral protection of women and children and the need for higher output. During the 1020, jobs with the titles of 'Labour Manager' or 'Employment Manager' were introduced to the emerging industry and other industries where there were large factories. The role of the newly titles manager involved handling absence, recruitment, dismissal and queries over bonuses. During 1930s, the economy was beginning to pick up.

Large new corporate sectors saw value improving employee benefits as a way of recruiting, retaining and motivating employees. In order to drive for greater efficiency the government realised the importance of specialist personnel management. By 1945, employment of management and welfare work had become integrated under the broad term 'personnel management'.

Experience of the two World Wars had shown that output and productivity could be influenced by employment policies. In the 1960s and 1970s significant development of employment and personnel techniques invite to nurture properly the workforce in the working place and the process of specializations started to develop with reward and resourcing during the 1970s. Around mid-80s the term 'Human Resource Management' came on the scene from the USA. Currently, human resource management has grown into matured profession.

Emerging HR challenges in 21st century:

The past three decades have a remarkable development in our society brought about by technological advancements, social changes, economic conditions influences and political pressures. These alterations has unswervingly influenced the human resource practices and changes that age likely to take place furthermore will also strike at on that change. The remarkable changes being faced by HR management are identified below :

Globalization:

Globalization is the worldwide process of interaction and integration among the people, companies and government of different countries. It has propensidad trade and commerce beyond national borders or have operated for countries at all levels of human economic activity. Growing internationalisation of business has its impact on HRM in terms of communication of unfamiliar laws, languages, attitudes management styles, work ethics etc. HR managers have a challenge to deal with more functions , more heterogeneous functions and more involvement in employee's personal life.

Technological changes:

Technology is science or knowledge put into Practical use to solve problems or invent useful tools. It is changing rapidly. It is one of the most important means to increase productivity. To utilize this mean needs the skilled manpower, who can operates it easily and efficiently. Due to this fact, there is the need of human resource management. Apart from, information technology has brought a change in organizational structure. In the varying condition of organizational structure to adjust with these changes , new job has to be stated again, new organization structure is required to design , evaluation and selection technique is needed to be changed. All the above have created new challenge before the Human

Resource Management.

Recruitment and selection:

The foremost function of HR is to locate the people with needed expertise for the progression of a company (Miller and Carry, 2000). The future success of any organization depends on the ability to manage a diverse body of talent that can bring innovative ideas , perspectives and views to their work. Perceptions of every staff and manager is different from another. Therefore, it is very hard to find out appropriate man for the appropriate post. In order to recruit the best of talented out of the human species, it is extremely important for the manager to broaden their view of judging people on the basis of their origin, culture, values, ethnicity and background.

Changes in political and economic environment:

Changes in political and economic environment means changes of philosophy in political parties and the impact of a number of factors on production. Various changes taking place in economic policy and political framework within which the industrial relation system in the country is now functioning. It is the duty of human resource and industrial relations executives to comply with the implications of these changes and brings about necessary adjustment within the organization so that proper utilization of human resource can be achieved. Human Resource managers should anticipate the changes and workout an organization to face them without any background in its normal functioning.

Conflict management and resolution:

There are two types of conflict - one is constructive and another is destructive conflict. Sound Management should have to find method for coping up with conflict timely. It has to act as a mediator and must quickly respond to the conflict before it results into drastic damage to an organization. The HR manager has to be a skilled communicator as clear and transparent communication plays a vital role in conflict resolution. Most of the cases HR managers are expect to state the code of conducts to employee to pick up employee complaints and sometimes they act as a liaison between employees and labour unions to resolve the conflict among parties.

Mobility of professional personnel:

One of the interesting facts will be increase in the mobility of various managerial and professional personnel

between the organizations. As individual developed greater technical and professional expertise their services will be greater demand by organization in the environment.

Ways to conquer the challenges:

In 21st century, the HR has to supervise many challenges like globalization, change management, conflict management , Managing multi-generational workforce, workforce diversity, succession planning etc. Here we mention few key changes faced by HRM in present socio economic scenario :

1. The globalization has many implications for the firm's that may entail the diversity of culture. Cross cultural training of HR personnel have to be pertained so that they get on other cultural people.

2. Stimulate managerial personnel more and more so that they do not distort organization more frequently. Financial motivation is not always required to motivate them but they can be motivated through non- financial inspiration, like encouragement, training, job satisfaction etc.

3. Frequent change of information technology and it's application to organization creates another Challenges for human resource managers. HR Department at first determine what training is essential and then execute training measure to ensure all workers can keep up with technical changes. Human resource managers must also decide when it may train subsisting staffs, to put into technical positions within the organization.

4. Human resource information system should be given to the HR managers or HR personnel so that they can succeed Information Technology Challenges.

5. HR should adopt the over dynamic transformation at internet speed. Involving as many staff as possible in the formation and implementation of diversity-related plans.

6. Proper performance evaluation system and proper promotional plans should be used in the organization to reduce professional mobility.

Conclusion:

It can be said that HR practice is becoming more and more challenging gradually , they have to face a lot of adversities like retention, attraction of employee, dealing with different cultural groups, Managing workforce diversity, information and technological changes to get rid of these challenges training (cross cultural training) is necessary of HR people. In order to get optimum contribution from the employees suitable steps have been taken for the implementation of IT in the key area of management to human resources. Proper performance evaluation system and proper career development plans should be imparted in the organization to reduce professional mobility. Last but not the least ; they can conduct significant research related to human resource and their performance in future organizations.

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