

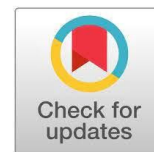
A Study on Human Resource Management and It's Challenges in India

Dr.P.Govindasamy,

Professor, Department of MBA
Sengunthar Engineering College (Autonomous),
Tiruchengode, Tamil Nadu, INDIA

M.Manikandan,

PG Scholar, Department of MBA
Sengunthar Engineering College (Autonomous),
Tiruchengode, Tamil Nadu, INDIA



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INTRODUCTION

Every business or profession is faced by unique and newer challenges. The nature, scope and magnitude of these challenges keep changing because of the increasing competition between firms, increased customer expectations and drastic change in customer preferences. Human resources of an organisation consist of all people who perform its activities (Bernardin, 2010). Subsequently, human resource management as part of an organisation must be prepared to deal with upcoming challenges and changing dynamic environment. This means understanding the effects of globalisation, work force diversity, changing skill requirements, Recruitment of new staffs, productivity, health and safety ,the contingent workforce, employee involvement and also technology changes (Decenzo & Robbins, 2007). Nowadays business society is going through a dynamic change due to multiple factors, which affect the industry. The most important of these factors are shift from manufacturing to services, globalization in every industry, changes in technology, automation and artificial intelligence and the worldwide dissemination of Information, Communication and Technology (ICT).How these Issues and challenges affect the organisational behaviour and Human Resource Management is the topic of this paper. An organisation can succeed if it has a sustainable competitive advantage (is better than competitors at something, and can hold that advantage over a sustained period of time). Thus, we can conclude that organisations need the kind of resources that will give them such an advantage. Human Resource responsibilities have become broader and more strategic over time in response to a number of trends. Changes are occurring today that are requiring HR managers to play an increasing central role in managing companies. These changes or trends include globalisation, changes in the nature of work, and technology. Globalisation is increasingly evident in the world .More globalisation means more competition, and more competition means more pressure to lower costs, make employees more productive, and do things better and less expensively. Human Resources play a key role in helping companies meet the challenges of global competition and strategic objectives to lower costs, improve productivity and increase organisational effectiveness (Desseler, Al Riss, 2012). A company's policy and the HR policies and practices have to go in sync and the management shall be bold enough to bring about an organisational change. Here is when the issues are challenges reform and Human Resource Management finds its existence. In today's business world, employees are ready to do their best and they also expect the best in return, in terms of rewards, incentives, communication, better healthcare facilities, a stress free work environment, and so A business organisation has to estimate its future manpower needs and adjust its manpower planning and development programmes.

STATEMENT OF THE PROBLEM AND METHODOLOGY

As the situation, we see a lot of new structural, functional and strategic development emerging. This research is made on the basis of certain emerging trends in the field of Human Resource Management. It does not deal with any particular firm as such. It is descriptive in nature. The data has been collected from various secondary sources. Major purpose of descriptive nature is to describe the state of affairs as it exists in the present business environment. Here, an attempt has been made to analyse Human Resource Management practices and concepts and how it plays a strategic role in managing people and the work place culture and environment for improving the quality of modern business. It includes various techniques or strategies in Human Resource Management as they transform both work place and the work force.

OBJECTIVES

- To understand the nature of Human Resource Management
- To understand the challenges and issues that would arise in Human Resource Management
- To create and utilise an able and motivated workforce to accomplish the basic organisational goals.
- To analyse the effective strategies adopted to convert traditional Human Resource Management into modern Human Resource Management
- To study the problems faced in modernising Human Resource Management and how to overcome them.
- To analyse the various sectors of issues i.e.; HR issues and logistical issues involved and procedures to vanquish them.
- To make recommendations for development of procedure and policies for further research in Human Relationship Management.

LITERATURE REVIEW

Hemant Rao (2007) emphasized the changing role of HR. There was dramatic change in HR during past five years. This study shows the significant role of human resource managers in various areas like Empowerment of workers, Business process Reenergizing, Total Quality management, Humanization of work, and Quality of work life. It was the challenge of HRM to balance the impact of liberalization and globalization on productivity. Earlier the role of Personnel department was to give advice or support when asked but the changing professional employment scenario emphasized the role of HR professional while dealing with employees of different regions, caste, language and social backgrounds.

Khaki, 2006 has examined that the companies have acknowledged the importance of good relations with their labour force and HRM strives towards covering the gap between the top management and the staff. This reframes the employee employer relationship and helps the Human Resource to do their best at their jobs. It is important to provide good employment facilities, so that the employees are more interested in enduring and working for the good of the organisation.

S. Biswas, Kailash, B.L. Srivastava and Vijai N. Giri (2007) in their study of Indian organisations described the linkages between a firm's human resource management practices, their effect on individual organizational member's behaviour and enhancement of 73 organizational efficiency. Extra role behaviour of the employees was shaped by the management policies and practices. The findings of the study confirmed that the extra role activities of an individual increased his attachment to the job, organizational citizenship behaviour had a significant influence on employees' level of job involvement and there existed favourable association between job involvement and organizational effectiveness. Lastly, it was found that satisfied employees will contribute towards, the effectiveness of an organization. It is not an easy task to establish a talent management strategy and execute it but once it is established it will be beneficial to both, the organization and Human Resource.

Hiral (2005) is of the opinion that a balance between build strategy and talent strategy is the best approach to manage issues related to Human Resource practices. In his study of human capital, he has pointed out that companies that are investing in building talent tend to face fewer problems and reap higher profits in the long run. Brown (2003) has studied and discussed that to improve workforce performance in an organization, appraisal system is required to be adopted and this requires collaboration with the top management. Business strategy is linked with establishing the targets and enabling the staff to have a clear view of the objectives of the business. Performance appraisal includes recognizing, measuring and assessing the performance that is vital, opining and having this information shared with other parts of the organization. An effective business strategy helps to strengthen the operations, have a clear focus on the goals that are to be achieved and aids in effective implementation of policies. A strategic plan is future-oriented action plan which specifies the end goal of an organization and assists the management and the staff to pay attention to the most important activities and make optimum use of the resources to accomplish its goal.

Hyde and Pethe (2005) are of the opinion that the concept of employee involvement is in direct relationship with the concept of employee empowerment and human resource development. This is the current trend of management and it is believed to have achieved the objectives of the business by providing an opportunity to the employees to overcome the obstacles on their own. Focus on participative management can help the employees to have interest in the work that they do. The key differentiator on anything any company does is fundamentally the people, and that people tend to forget that they are the most important asset. Money is easy to get hold of but good people are not so easy. The retention of employees is a very challenging task for HR managers nowadays especially in retail sector. This is the view expressed by Manmeet Kumar Siras & Deepika Sharma (2019).

Chan (2008) in his study of employee attrition and employee retention has explained that the companies should feel the need to treat the internal customers i.e., the employees as important as the external customers. The company in order to retain talents have to carefully formulate retention policies, devise innovative Human Resource practices to charm the best of the best talents into entering the firm, give them a healthier environment to work with and in turn overcome the issues such as skill shortage, employee attrition etc. Providing stress free working environment, giving the freedom to think and act independently, preparing the employees for global assignments, getting rid of hierarchy, recognizing smart work, reducing work burden, providing convenient work timings, are few employee retention measures that are gathered by the author. This responsibility can be shouldered by the Total Quality Management cell or department of the firm.

Organizations are under constant pressure for change. Human Resource vitality and proactively plays a key role in such dynamic settings. Today's Human Resource practices are not just about talent searching and pooling and relationship management but discussions of talents and hot spots, survival and cost-cutting efficiencies in order to make Human Resource reactively deal with the evolving business issues and challenges.

TRENDS IN HUMAN RESOURCE MANAGEMENT

The Human Resource Management practices and policies that the organisations are adopting to reduce the issues and adapt new challenges to amplify success are as follows:

- Compliance with laws and regulations
- Leadership development
- Work force training and development
- Adapting to innovation
- Hiring strategy(Guerrilla Recruiting)
- Interviewing via chat boxes and video calls to recruit potential candidates:
- Talent Management and development Strategy
- Workplace flexibility
- Rewards and incentives
- Two-way mentoring
- Shared Workspace
- Corporate Social Responsibility (CSR)
- Shift from traditional ways of getting work done
- Work from home incentive
- Respect, Equality, Diversity and Inclusion
- Retirement and health saving benefits

ANALYSIS AND INTERPRETATION

Researchers have established the link between policies and practices and organisational performance. The employees of the company form an important basis for formulation of Policies and practices for any Business organisation. Human Resource Management forms a part of management discipline and is pervasive in nature. In this modern era there are many new talents emerging in every business field. The new futuristic approach that a firm has imbibed in its management plan is to be ready for a change which includes welcoming or being open to new talents into its periphery. The management back then, stressed on hard work to get better results. A different way of viewing this particular aspect is by converting hard work into smart work. As seen above in the literature review, the concept of smart work functions in the favour of the management. It brings success at the foot of the organisation. Knowing how to do hard work in a smart way will reduce the burden of doing additional work. The use of technology, automated processes and artificial intelligence has changed the future of work. Businesses have been very keen on having the latest technology at their service. Human Resource Management is needed to deal with business life changes. The traditional management practices were to attract the employees, recruit them, provide necessary training and promote them to a higher level. The modern day management practices concentrate on setting itself as a change management by developing the talents of the employees, brand promotion and containing attrition. Through HRM business goals are being achieved. The management takes inputs from employees and engages them in every activity of the organisation. HRM and development is also helpful in playing an important role in attracting required potential in the organisation.

LIMITATIONS

- The study is not analytical in nature but rather descriptive. Since it's an academic effort, the study was limited by time and cost. All the dimensions of Human Resource Management are not considered in this study and we haven't reviewed any policy in depth.
- The research also recommends that a deep study should be carried out to establish the challenges encountered while implementing the HR policies among its employees and their possibility to effectively perform. Different types of business sector or modes can be taken as research area to have a depth study and a wider perspective of impacts of HR policies.

SUGGESTIONS

- Proper motivation from the employer's end may be required to slow down the resistance from the employees for any change that will be brought in a business. This will help the employers to appreciate, recognize and reward the work of deserving employees.
- In today's business world, workers are ready to do their best, and they should also expect the best in return. They should (be taught to) work with complementarities for facing external competition. We have discussed the key role and trends of HRM in a dynamic setting. Workers consider employees as external customers. HRM marketing must be developed in such a way that there is a win-win situation. Group management strategies are the in-thing today. Both workers and employers must gear up for such strategies.

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