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## Human Resource Management in 21st Century

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### **Abstract:**

*In recent times, the role of human resources management in organisations has changed dramatically. Personnel practise has been a key strategic partner for days, taking a surprisingly different and far-reaching role and responsibilities in change. The Department of HR has been gaining interest steadily. Human resources are the most significant of the different development factors used in a company. That's due to the efficient use of physical resources which ultimately depends on how the human factor is used efficiently in various operations. Unless the people who operate the machine know how to do it best and most importantly, the world's most efficient machinery can only produce the most efficient machinery at the optimal level.*

**Keywords:** *Human Resource Management, Strategic role of HRM, Scope of HRM, Importance of HRM,*

### **Introduction**

In the last two decades, the function of HRM has evolved. In the current context, HR managers focus on hiring and handling workers to achieve the strategic objectives of the organisation. It plays a key role in the achievement of the company's views and mission. The HRM has a major role as it provides the most competent employee to the organisation who supports the company's objective. Therefore, there is an emerging trend which combines HRM theories with strategic management, known as Strategic Human Resources Management (SHRM). It consists of decisions and actions that contribute to the creation and execution of strategies explicitly designed to achieve organisational objectives. The strategy is characterised as a unified systematic and coordinated plan designed to ensure that the fundamental goal of the organisation is achieved. Strategy at the highest level, known as corporate strategy, may be formulated. When the strategy at the business level are supplemented by working divisions, such as HR,

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marketing and R&D, they are known as functional strategies. Corporate human resources management strategies promote the development of a competitive gain for the organisation over its rivals. In the modern world economy, HRM is of paramount importance.

Technology and HRM influence each other to a significant degree. In the 21st century, the widespread use of technology within HRM grew. HRM created a revolution in every area of human effort. Currently, HRM is widely employed in numerous roles in the enterprise, such as recruiting, maintenance, performance evaluation, employment analysis, etc. So the necessity for the HRM framework has become necessary in today's IT-based market to meet the HR challenges of the 21st century. The rapid growth of the internet over the last decade has also increased the use and application of electronic management of human resources.

The scope of HRM is very broad. Researches in behavioral science, emerging developments in the management of information employees and improvement in the field of training have increased the scope of the functions of HR in recent years.

- Personnel aspect: workforce preparation, recruiting, selection, placement, promotion of transfer, training and development, lay-off and settlement, compensation, benefits, efficiency, etc.
- Welfare aspect: it addresses working conditions and services like canteens, crèches, rest and lunchrooms, accommodation, medical care, schooling, health and safety, leisure facilities, etc.
- Industrial relations aspect: this includes union-management, joint consultation, collective bargaining, grievances and disciplinary proceedings, dispute resolution, etc.

### **Importance of HRM**

The performance of an organisation depends increasingly on the knowledge, skills and abilities of employees, especially because they help to create a collection of core competencies that differentiate an organisation from its competitors. The required HR policies and practise have led to an increasingly important position for organisations.

Human Resource Management helps an enterprise and its workers accomplish their respective objectives.

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### **Influences in HRM**

There are new ways of delivering HR services for employers. There are four categories:

- Embedded HR – It offers local HRM help directly to individual departments, such as manufacturing and sales relations managers.
- Organizational Human Resources – This division focuses on helping the organisation's upper management level addresses wider aspects such as the implementation of long-term strategic strategies.
- Transactional HR- Calls and outsourcing contracts that include funding for day-to-day operations such as therapy, personnel support and benefit package adjustments.
- Centers of expertise – The Unit acts in the business as a specialist HR consultancy. They offer practical support to promote organisational change.

### **Recent Trends in HRM**

Managers use new methods of analysing transactions. New policies and practices have been introduced to counter the current developments listed below:

**Globalization** – It has contributed to business growth. This means sometimes development occurs in the host country rather than in the home country. For workers, it is difficult to do when tasks are difficult and less stable. HRM is then modified as the ideas of work offshoring arise. Employment off shoring involves working overseas, which was traditionally done in the country of origin.

**Slower economic growth in many countries** – HRM is now fiscal conservative and the company only spending its funds to get qualified staff. A number of new and rigorous checks were also carried out before a new employee was hired. They are becoming more aware of the prices. HRM, therefore, deals not only with individuals but also with financial budgeting and strategic management.

**Technological innovation** – HRM is becoming more competitive, as there is still a problem among human resources and machinery. HRM is now focused on making workers competitive so that they can cope with technological advances. In addition, HRM is now pending at various social recruitment sites.

Increased competition-Businesses face higher rivals because of global convergence. Each organisation strives to achieve the first-mover advantage. Special attention is often paid to the reactions of the

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competitors. Thus, HRM activities are more receptive and more rapid to hire and retain staff. The employee needs to develop appropriate training programmes to overcome the challenges.

**Deregulation and increasing debt** – Many countries have opened up their economies and funding avenues. There are fewer laws on the debt of businesses and individuals. Instead, many countries like the US have a negative balance of payments in India. This results in cost cuts. HRM activities are now more competitive and cost-effective.

## Future of HRM

### 1. Size of the workforce:

In recent years, businesses have expanded significantly due to global competition in almost all sectors. As a result of this, the size of the workforce, additional pressures have risen before HR managers, which include more demands for better wages, benefits and working conditions from different parts of the workforce.

### 2. Composition of workers:

The composition of employees has also evolved over the years. The increasing percentage of women and minorities in the workforce is drastically shifting workplace equations. Calls for fair pay for equal jobs, which end gender discrimination and bias in some professions, have already been met to bring down the glass ceiling. HR administrators of public sector units have also generally fulfilled constitutional safeguards for minorities. The new equations will oblige HR managers to concentrate on protecting other sex rights and guarantee constitutional safeguards and compromises to minorities and vulnerable groups in society. The changing nature of employees as regards age, gender, religion, country, caste etc, would bring pressure on HR managers to integrate people from different places. Heterogeneous and culturally diverse management groups will expand the talents of HR managers completely.

### 3. Employee's standards:

"It could be that workers must make more allowances for individual differences in their individuals, instead of attempting to conform with the 'corporate mould'."(Mathis and Jackson) Today, employees are better informed and more demanding and able to express strong aggressive and joint demonstrations in the event their expectations are not met. With rapidly evolving industries such as software, telecom and entertainment, pharmaceutical products are growing their turnover ratio rapidly, and if HR managers do

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not react favourably to employee demands, the cost of recruitment and growth is gradually moving. An efficient company is therefore expected to predict and manage training schemes accompanied by adequate compensation packages, through human resources preparation.

#### **4. Technological changes:**

Increasing automation, restructuring and computerization have changed the manner in which conventional jobs are managed. Unless workers continually upgrade their knowledge and skills, they can not thrive and expand. This would include preparation, retraining and mid-career training of employees and managers at different levels. Where such programmes are lacking, workers face the powers of technology with trust and continuously advance their careers.

#### **5. Life-style Changes:**

Employee life-style trends have recently shifted rapidly. Contrary to its predecessors, people can now change jobs, relocate to a new location, take up jobs in start-ups instead of production units and even test untested ideas. A recent survey of young managers in 4 metro stations (Chennai, Bombay, Delhi and Bangalore). In comparison to the western world with very common dual careers, HR managers in India have faced no additional obstacles, such as relocation work, job sharing, work searching etc. In the next few years, the situation will change in particular in the software, the media and telecom sectors, in which the number of women working is steadily growing.

The survey of young managers highlighted how important it is to build jobs around the employee and take account of his career expectations. Flexible hours of service, competitive salary packages, employment material and development prospects etc. may take centre stage in Indian managers' HR strategies in future days.

#### **6. Environmental challenges:**

The attempts to privatise India are likely to gain traction in the next few years, as most public sector units face survival problems. Air India, for example, has 750 aircraft employees, which means it is the world's largest over-staffed airline – over Rs 5 Lakh per staff year; perhaps the highest among Indian government units – increasing wage bills, increased competition, inefficient operations, obsolete technology, debt burdens etc.

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The responsibility of training and retraining of workers to make it more effective and useful in the new set-up would be on the shoulders of HR managers. This also contributes to legal regulations governing employer recruitment and selection, the employment of reserved workers, ethnic groups, etc., losing their significance over a period of time.

## 7. Personnel position in the future:

### Personnel roles will evolve in future as follows:

- **Career redesign:** Flexible job sharing and alternative work structures will become the priority for a new job design.
- **Employment opportunities:** personal growth and self-development may become primary motivations for working apart from compensation. HR managers will have to restructure work so that workers can communicate their innovation needs, self-sufficiency and entrepreneurship – for example NIIT has already introduced the Netpreneur scheme in 2000 to enable emerging net advisors – from their own ranks or elsewhere – to work.
- **Productivity:** "productivity, quality and development" will be the latest survival and growth mantras.
- **Recruitment and selection:** Successful selection devices can be used to improve employee credentials, expertise, skills, etc.
- **Training and Development:** As technologies are constantly evolving, people must continually upgrade their skills. There needs to be a much more comprehensive range of capabilities to keep pace with ever-changing changes that centre companies on spending on education and growth. (For example, major pharmaceutical companies such as Dr Reddy Labs, Ranbaxy and Cipla, the research and development budgets of Sun Pharma increased in recent years in response to WTO conditions).
- **Incentives:** rewards are related to results. Rewards are awarded for those who demonstrate merit. Person – crafted talent recognition packages can exceed the amount of group compensation plans. In the days ahead, carrot and stick strategies do not find place in the current corporate lexicon.
- **Protection and welfare:** Increased expenditure by businesses may be necessary to enhance the working environment, the climate and the degree of employee satisfaction.

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## 8. Changes in the 21st century:

Some of emerging developments that will have a big effect on the potential transformation of HR practises can be identified as follows:

- **HR as a spacer for success:** Managers with the experience of people management may rob the show, as they help to effectively align organisational priorities with employee expectations. Senior HR managers could quickly step into senior management posts with the aid of soft skills.

- **Clear focus areas:** The 21st century company will look for candidates who have cross-functional experience and good academic background and team leadership. • Clear focus areas. • Clear focus areas: It is anticipated that new hires will make good use of the scarce resources and deliver outstanding results- in line with internal and external standards. As businesses understand the value of the human factor in achieving a sustainable competitive edge, a wild battle for 'talent' will take place. This will in turn oblige businesses to pay careful attention to the growth and retention of talent through new development efforts and incentive systems apart from flexible work schedules. More and more employees may process information at home, force businesses to assess the efforts of each employee carefully and pay accordingly.

- **Leaning and medium companies:** organisations will be pressured to remove low-end jobs; old people with minimal expertise will be given good luck to specialist organisations in an effort to minimise costs and stay highly competitive. As a consequence lay offs and unemployment rates rise, significant cash spending would be needed to purchase older workers and to gain employee loyalty and dedication in this scenario would be very difficult.

- **Labor relations:** Globalisation, privatisation, global competition and the like, in a sense, will mean the end of the union path. They will slowly but gradually lose their count. The political support they have had up to now will also be significantly reduced. Economic conditions would make both employers and workers understand the folly of throwing shutters down or striking, but it could be genuine. Government control over labour relations may have historical significance as labor-related problems are determined by market forces.

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• **Health benefits:** A healthy workplace climate would be an absolute necessity to attract qualified people. Workers must be obligated to provide a secure, comfortable and safe work atmosphere for their staff. Wellness systems can also be structured to help employees recognise possible health hazards and resolve them before they become problems. More specifically, businesses need to take greater note of concerns such as workplace decor, furnishing design and room usage to enhance comfort.

### Conclusion

HRM has brought a dramatic workplace revolution. Micro chips have allowed for these systems to be designed easily and cheaply at only a small fraction of the weight and size previously needed. Industrial robots have started large-scale invasion of the assembly line-doing tasks such as welding spray paint precision cuts or playing snooker. Many cars are now equipped with board computers, especially in developing countries, which diagnose problems in seconds that mechanics used to take hours. In Austin, Texas, IBM designed a facility that can manufacture laptop computers without a single employee's support. Looking at the banking sector, automatic distributors replace thousands of distributors in banks. New technology's impact on the total number of jobs available was devastating. In most large corporations, it has put power in the hands of a tiny group of elite. This has been attributed to the expertise of most jobs, where a number of individuals appear to dominate companies by increasing the availability of information. Knowledge is the main resource in the world today. Companies using suitable technology (to access right information at the right time) will benefit from a competitive advantage. The only way to succeed in rapidly evolving environments is to turn the business into a kind of learning organisation. A learning organisation, enabling people to learn to achieve their desired outcomes, promotes creative and innovative collaborative learning patterns and continually creates new organisational potential.

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