

# CHALLENGES FOR HUMAN RESOURCE EXPERTS IN GLOBAL SCENARIO

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## ABSTRACT

*Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently accomplish selected goals. People can take a company to commanding heights. The management activities are different for every manager. Some managers find different strategies, and implement them in their respective fields. Obviously they arrive at better results. They are called experts. The great Tamil Poet Thiruvalluvar has extensively spoken about administration. And we find many couplets that bring to our mind modern concepts of Human Resource Management. We can enumerate ten very important challenges for human resource specialist in this scenario. The scholar is presenting briefly the following: The Changing Role of the HR, Competition for talents, Outsourcing, Working Environment, Diversity of Work force, Technology, Leadership development, Organization culture, Conference and Candidates experience*

## 1. Introduction

Management is the process of designing and maintaining an environment in which individuals working together in groups, efficiently accomplish selected goals. Management applies to any kind of organization. The basic aim of managers is the same: to generate a surplus.

People can take a company to commanding Heights. Thousands of man and women around the world spend their times as managers in companies. These managers confront endless challenges as they strive to complete their day to day activities.

The management activities are different for every manager. Some managers find out different strategies, and implement them in their respective fields. Obviously they arrive at better results. They are called 'experts'.

Each and every individual is very important. We are living in times when everything is changing. The world and Technology is new every moment. If we, the managers are to recruit and retain the employees in the concern, we should accomplish their needs and expectations! Environmental awareness, ethics and social responsibility, globalization, entrepreneurship culture, diversity and multiculturalism and quality are the major issues of Management today. Each and every issue listed is related the thought process, initiatives and evaluations of Human Persons. Because of this the corporates today are calling people, 'Human Resources'.

Maintaining a machine is an easy task; but maintaining Human persons is problematic! Swami Vivekananda says that, "Understanding human nature is the highest knowledge, and only by knowing it can we know god? It is also a fact that the knowledge of god is the highest knowledge, and only by knowing god can we understand human nature.

## 2. DEFINITION

"Human resource management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as a member of a working group."

### **3. Characteristics Of Human Resource Management**

#### 3.1 Ample Function

Human resource management is concerned with managing people at work. It covers all types of people at all levels in the organization. It applies to workers, supervisors, officers, managers and other types of personnel.<sup>i</sup>

#### 3.2 People-Oriented

Human resource management is concerned with employees as individuals as well as groups. It is the process of achieving the best fit between individuals, jobs, organizations and the environment. It is the process of bringing people and organizations together so that the goals of each are met.<sup>ii</sup>

#### 3.3 Action-Oriented

Human resource management focuses on action rather than on record-keeping or procedures. It stresses the solution of human resource problems to achieve both organizational objectives and employee's personal goals.

#### 3.4 Individual-Oriented

Under human resource management, every employee is considered as an individual so as to provide services and programs to facilitate employee satisfaction and growth.

#### 3.5 Development-Oriented

Human resource management is concerned with developing potential of employees so that they get maximum satisfaction from the work and give their best efforts to the organization.

#### 3.6 Persistent Function

Human resource management is inherent in all organizations and all levels. It is not confined to industry alone. It is equally useful and necessary in government, armed forces, sports organizations and the like. It permeates all the functional areas, e.g., production, marketing, finance, researched.<sup>iii</sup>

#### 3.7 Young Discipline

Human resource management is of comparatively recent origin. It started in the last part of the 19<sup>th</sup> century. It is relatively a new specialized area as compared to manufacturing and marketing.

#### 3.8 Interdisciplinary

Human resource management involves application of knowledge drawn from several disciplines like sociology, anthropology, psychology, economics, etc. In order to deal with human problems effectively, a manager must depend upon such knowledge.

### **4. Hrm In Thirukkural.<sup>iv</sup>**

Administration and management are age old concepts. And these concepts started operating whatever may be in a small form right from the days of first human settlements and the beginnings of civilization. The great Tamil Poet Thiruvalluvar has extensively spoken about administration. And we find many couplets that brings to our mind modern concepts of Human Resource Management.

The following couplets talk about the role of strategizing in business, recruiting personnel, analyzing jobs, Decisions for maximizing and motivation to take on big things

#### 4.1 Strategizing

“The able king gets, stores and guards

And spends them for people's safeguards.”-couplets 385

#### 4.2 Recruiting personnel

“Good and evil in man weigh well

Judge him by virtues which prevail.”-couplets 504

#### 4.3 Job analysis - Right person for Right Job

“This work, by this, this man can do

Like this entrust the duty due.”couplets -517

#### 4.4 Decision Making

“Doing unfit action ruins

Failing fit-act also ruins.” –couplets 466

#### 4.5 Motivation

“Let thoughts be always great and grand

Though they fail their virtues stand.”-couplets 596

### **5. Challenges For Human Resource Experts**

We can enumerate challenges for human resource experts are the scholar is presenting briefly the following: The Changing Role of the HR, Competition for talents, Outsourcing, Working Environmental, Diversity of Work force, Technology, Leadership development, Organization culture, Conference and Candidates experience.

#### 5.1 The Changing Role Of The Hr

The role of HR professionals is changing. The competitive world now only depend upon the human behavior in organization, because the human resource in the standard one. The human are real. We can see them, touch them, hear them and also they are the competence. The competence gives almighty results to the organization. Jum burns Canadians president like to say, ‘people are the only company assets that increase in value.’

Clearly the first step is to make sure that the organization’s HR practices are effective. The practices should create competitive advantage by building strong organizations, strong leaders and managers, and strong teams and employees. But few HR departments do this in a measurable way. CEOs are demanding that HR stop giving lip service to strategic performance and find the metrics that prove they are contributing to the growth and performance of the company through effective people management.

#### 5.2 Competition For Talents

Talents differ from one to another we can predict that. In current era people just find out the company the bargaining power of professional increase. Professional demands the company. Talents of professionals found enhanced strategies, it gives awesome results

Some recruitment effectiveness strategies include:

- Employment branding
- Ongoing recruiting, not stop-start
- Nurturing relationships with strong candidates, even though no jobs for them are currently available
- Referrals – this is particularly effective with Generation “Y”ers. They do everything through leveraging their networks. They are always connected – using mobile phones, text messaging, instant messaging, blogging or email.

### 5.3 Outsourcing

Oxford dictionary illustrate that, arrange for work to be done outside company.<sup>v</sup>

In an era of globalization, this makes sense. Employers seek global, rather than local markets, so that economic factors in one location do not hinder progress. Employers see the positive impacts of locating offices and factories in global markets and tapping the strengths of local employees who are familiar with business and employment practices in the new locations.

There are five good reasons why companies outsource their HR services:

5.3.1 Cost reduction – economies of scale, automation and process improvement, especially for transactional work

5.3.2 Focus – allows HR to allocate time to strategic, not transactional, concerns

5.3.3 Regulatory compliance – minimizes or transfer legal risk to the outsourcer and obtain specialized regulatory expertise.

5.3.4 Access to best technologies – mutual benefits to ensure technology is continually upgraded

5.3.5 No available internal resources – provides an HR capability for a company that does not have one, cannot staff it, or cannot afford a full-time resource, but has reached a size and complexity where expertise is required

### 5.4 Working Environment

There is no competitive advantage in exhausted, sick and stressed-out workers.

There is growing recognition that there is a definite link between the work environment and the health and well-being of its employees. Further, employers are now recognizing the connection between employee health and the bottom line.<sup>vi</sup>

### 5.5 Diversity Of Work Force

Diversity goes far beyond the traditional employment equity criteria of gender, visible minority or aboriginal status, or disability. Diversity is not employment equity. Diversity is a business strategy.

The reality is that today’s workforce and the workforce of the future will be made up of a diverse, complex collection of employees, all with different needs and experiences. And this is good, because an organization with a broad variety of people with a diverse range of perspectives is better able to do business with a variety of people, to solve a variety of problems and to make a variety of decisions.

As companies become more global and are using more offshore services, it creates the need for diversity strategies that go beyond our own national borders. It will take a whole new level of education, tolerance and a willingness to embrace change. HR will need to provide cross-cultural support and training for virtual global teams.

But diversity is not just about race, color and creed. Diversity is about managing the demographic and psychographic characteristics of an evolving workforce.

### 5.6 Technology

To today's young professional's computers, PDAs, cell phones, Facebook, twitter, etc. have become appendages, keeping them constantly connected.

Eventually technology is going to eliminate most HR jobs as they exist today. Which is another reason for HR professionals to become more strategic? Technology, with all its self-service and anytime-anywhere communications capabilities, coupled with outsourcing, guarantees there will be fewer HR people in corporations.

Technology continues to impact us profoundly, both in our personal lives and in the workplace, and it will continue to evolve. While most of its impact has been overwhelmingly progressive and positive, there are some downsides to its effect on our personal and work lives. Cell phones, email, messaging and Blackberry-type devices have blurred the lines between work life and home life.

Now we seem to be always on call, always reachable – in our cars, in the air, at home – virtually everywhere.

### 5.7 Leadership Development

A leader never comes by birth! Leadership skills are not built through courses. Management is a function of what you do; leadership is a function of what you are. When planning leadership development initiatives, the tendency is to first look for courses.

One of the scarcest capabilities, now and for the foreseeable future, is leadership. As organizations, their customers, their employees and their environment become more global, more complex, and more competitive and more subject to rapid and radical change, the competency requirements for successful leadership are increasing exponentially.

### 5.8 Organization Culture

The regular habit called Culture! Ethical behavior should be a core component of company culture. Ethics-related language in formal statements not only sets corporate expectations for employee behavior, it also serves as a shield for companies in an increasingly complex and regulatory environment.

But what is culture? What drives it? How do values affect corporate performance?

Culture is not a concierge serving up free fresh fruit in the cafeteria, nor is it a values chart hanging on the wall purporting commitment to integrity, respect, honesty and customer satisfaction. Enron had a brilliantly-crafted set of corporate values. Obviously it was just there for decoration. .

Organizational culture is the shared assumptions, beliefs and norms of behavior of a group. It has a powerful influence on the way in which people behave.<sup>vii</sup>

### 5.9 Conference

Conferences, Conferences, Everywhere! By the end of 2011, my list of HR conferences had come close 100 in the US alone. That doesn't include vendor events, state SHRM conferences, small "conferences" or ones that have yet to even be planned. Practitioners need to take their time to make sure the events they attend are the right ones. Regionalized events are becoming more popular so people aren't taking as much time away from work and family.

### 5.10 Candidates Experience

I may be a bit biased here, but 2012 will be the year that the 40 minute application process goes out the window. High unemployment means more people are looking, but it also means currently employed candidates are FAR less likely to make a move to a company that starts off treating them poorly.<sup>viii</sup>

## 6. Conclusion

By way of looking at challenges of human resources experts, we have seen above ten very important scenario. In the first scene, we saw that the participative management culture has changed the role of the HR to a great extent. The HR no more can reign like a monarch over his personnel. He at times needs to bend, placate and be flexible to retain his personnel. In the second scene we see that the competition for recruiting and retaining talents in an enterprise has given a very big bargaining edge to the employee. In the third scene we see that we can no more hire and fire people for every petty work in the enterprise. A large number of works have to be outsourced if we are to retain a competitive edge. In the fourth scene we see that the modern work force needs a lot more space and light; a lot more care and concern, a lot more appreciation and rewards. Finally they want the working Environment to be pleasant. In the fifth scene we see that the HR has to be dealing with various people speaking different languages, expressing different tastes and desires. Diversity of Work force demands that HR tunes oneself to work in multicultural environment. In the sixth scene we see an enormous change in Technology. It brings along with it numerous changes in the routine works of the HR. The whole process has been overhauled. This demands constant updating and adjusting. In the seventh scene, we see that the employees cannot be seen as mere cogs in the wheel any more. They need to be trained to participate in the management efforts. Care has to be taken that their leadership is developed. In the eighth scene, we see new organization cultures popping up all over the place. In the ninth scene, we see that the wall of secrecy in enterprise is falling wherever we see conferences being organized. In the tenth and the final scene the HR has to be acutely aware of the experiences the employees are going through working in the firm. He needs to guarantee that they are positive and has the ability to retain the expertise.

## References

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[5]<sup>v</sup> Illustrated Oxford Dictionary

[6]<sup>vi</sup> [http://www.chillibreeze.com/articles\\_various/human-resources.asp](http://www.chillibreeze.com/articles_various/human-resources.asp)

[7]<sup>vii</sup> Planning and developing the company organisation structure, AMA research report no:20A

[8]<sup>viii</sup> <http://www.onrec.com/news/news-archive/hr-trends-in-2012>