

# A STUDY ON ISSUES AND TRENDS IN HUMAN RESOURCE MANAGEMENT & DEVELOPMENT

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## ABSTRACT

The organization of Human Resources has currently supposed strategic importance in the fulfillment of organizational development and distinction. As globalization advances and we move into the information age, organizations need to familiarize to the changes in knowledge and the changing issues in management of people. Today, reasonable advantage is based on the successful application of knowledge. Managing people, as an HRM function, has extended, to include managing organizational capabilities, relationships, learning and knowledge. These functions include four general areas, i.e., (i) Roles, (ii) Relationships, (iii) Strategic focus, (iv) Learning focus. These areas are different from each of the budget functions, like traditional and information. Energy has been made in this paper to point out the skills on the developing issues and trends in dealing human resources and related to their development. Many authorities underlined the detail that human resource needs more maintenance and careful management than any other resource of an organization. The role of the HR executive must parallel the needs of the changing organization. Successful organizations are becoming more flexible, strong, quick to variation directions, and customer-centered. Inside this situation, the HR expert must learn how to manage successfully through planning, organizing, foremost and regulatory the human resource and be knowledgeable of emerging trends in training and employee development.

**Keywords:** Issues and Trends, Hrd, Hr concerns, Employee retentions, Hr aspects

## I.INTRODUCTION

Human resource management (HRM) has always remained a very stimulating feature of any business. Particularly with so much trendy in the world of Human Resource, change, certainly is the incessant when we talk about Human resource management. There are original trends in the domain of HR emerging every now and then and it is tremendously important for anybody at all connected with the world of business to know about such current emerging issues. In this era globalization human resource gaits into has ambled into a region of new technology and certain emerging issues of management. Now we would talk the most pertinent emerging and current issues about human resource. If we take a short-lived look at the issues that are pertinent in this context we would be able to symbol out that the issues that have very clearly emerged in current eras are

planning, acquisition and development of human resources, soft to the demands of the work place and, most highly, evolving a strategy that deals with that challenge of engineering conflict. Seeing this as a management practice, we would find that it covers all features of personnel management and industrial relations, meeting with the relatively new areas such as communication, counseling, training and development, and smooth job enrichment. The following parts of this article would be flinging more light on the subject. The competitive advantage is dependent on on the apt application of knowledge of good. The factor of managing men is no more the only important function of HRM; the function has gone beyond that into four major generic areas that include 1) roles 2) relationship 3) strategic focus and 4) learning focus. These areas are different from that of the conservative ones like traditional, transitional and knowledge.

## **II.OBJECTIVES OF THE STUDY**

- To study on aspects of human resource management
- To study on new trends in human resource management
- To study on new issues in human resource management
- To study the how human resource management deal with effects of changing world of work.

## **III.METHODOLOGY**

This paper adopts a literature review approach beginning with indicating and classifying the literature in a process model format of HRM. The analysis is based on secondary data like books, journals, articles and information available on internet.

## **IV.REVIEW OF LITERATURE**

**Appelbaum (2001)**, Human resource management performs is the management of people within the internal situation of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives. Calhoun et al, studied the impact of national culture on information technology usage in organizations and reported the connotation between some organizational characteristics and use of IT.

Khan (2010), revealed that in energetic business atmosphere, there is a need of an approach to attain better performance, to originate and implement HRM practices. In considerable and insubstantial extent the organizations need to invest in such practices to get a competitive advantage.

Stahl et al., (2012), examined the extent of use of IT in various small and medium business organizations in Brunei Darussalam. Their study tried to assess the depth and breadth of IT usage in business. They concluded that the chief executives computer knowledge is positively associated with the use of IT and that businesses in different sectors have different information processing needs.

According to Calhoun et al., IT is an significant constituent of the organizational decision process. The use of IT is always based on the needs of an organization and the nature of information systems varies depending on the

particular form taken by the organization. Some researchers investigated the relationship between organization characteristics and the use of IT, and factors influencing the use of IT in organizations.

Anupama Gupta (2010) described the challenges faced by Human resource manager in context of new economic scenario. This paper emphasized that these challenges should seriously taken care of. Main challenge is the shortage of skilled manpower. This paper examined the role of human resource department to tackle the problem. It was the duty of HR department to design a possible career path to retain talent. It was suggested that HR manager should be ready to handle the challenges, but the role of other stakeholders should also be included in order to ensure healthy survival of the organization.

Saini R.R. (2010) in his article —Human resource development in UCO Bank-A case study of Chandigarh Region.|| evaluates the Human Resources Development policies and practices. This study identified the process and problems in designing and implementing Human Resources Development Systems. This study was analytical in nature and consist a sample of 100 respondents to analyze their opinion about HRD Policies and Practices. The Important findings of this study were, qualification was the most important factor of recruitment at all level of managers and employees. It also concluded that problem solving 59 strategy of the organization was very effective because all appropriate method have been used to solve problems. Negotiation and Union involvement was the most prevalent used method to solve the problem. This study also observed that the managers were not aware sufficiently about the functioning of HRD Systems. Therefore a proper action plan to improve awareness, Motivation, & serious concern among managers about HRD should be implemented.

Kundu. Subhash C., Divya Malhan (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM performs. The results of this study indicated that both multinational businesses and Indian companies have to significantly improve their practices concerning performance appraisal, training and financial benefits, and hr planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, facility organizations should emphasize on human resource management practices, as has been indicated in the results. A well-defined framework of human resource management practices benefits not only the organization but also the employee. HR policies of an organization benefit the employee by providing better opportunities for growth in terms of better compensation, benefits, training and growth opportunities, and career management, in turn leading to job satisfaction and self-fulfillment.

Tripathy (2008) observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitment and culture. An optimum level of progressive weather is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

## **V.ASPECTS OF HRM**

HR meeting regular challenges in successively their department functions. Though, emerging the HR planned way needs progressive, progressive principles that also are associated with the company's philosophy. Emerging

matters such as globalization, workforce management and legal submission challenge HR departments. Outstanding abreast on normal business achieves may not be enough -- meeting the challenges that emerging issues present needs business insight and deep knowledge of HR best practices. And the management of Human Resources has currently assumed strategic importance in the achievement of organizational development and distinction. As globalization advances and we move into the information age, organizations need to familiarize to the changes in technology and the changing issues in management of people. Essential to think more about the HRM is compulsory for - Human Resource Planning, Recruitment, Selection, Placement, Inductions, Transfer & Planning, Job Analysis, Performance Appraisal, HR Audit, Total Quality Management, Quality of Working Environment, Quality Cycle.

## **VI.HR CONCERNS**

In the contemporary era, the main challenge for HR is to be a practical partner in organizations general strategies. The key focus areas to be faced by organizations today are:

- ✓ Emerging Competitive strategy
- ✓ Retentive competent employees
- ✓ Cost- effective
- ✓ Creating empowered team & Knowledge workers
- ✓ Ethical management
- ✓ Talent management
- ✓ Alignment of HR strategy with overall business strategy
- ✓ Developing 360 degree feedback system for increasing efficiency in the organization
- ✓ Organizations, Reconstruction & organizations Transformation.

Here is how to retain your employees with you and away from your contestants during tough economic times.

- ✓ Distinguish Between Your Good and Average Employees
- ✓ Redirect Your Employees to Other Departments (Job Rotation)
- ✓ Listen to Your Employees
- ✓ Keep Them Motivated and Busy (Communicate-Communicate and Communicate)
- ✓ Show them the long term vision
- ✓ To take strategic initiatives to increase the productivity and efficiency of the entire organization.
- ✓ To work on compensation benefits.
- ✓ Redesign training and development programs.

## **VILEMERGING ISSUES IN HRM AND HRD**

### **International Recruitment and Hiring**

Most people think of employment and engagement as the opening goal of human resources. Global HR conveyances up a number of issues in employment and engagement due to the aptitude of corporations to take on employees from different cultural circumstances or national origins. Developing a diverse workforce needs

HR to create job descriptions that attract the best candidates, no matter where they live. There are logistical substances involved, including global advertising, relocation, visa applications and negotiating salaries and benefits.

#### **Training Initiatives**

A company regularly has to train new appoints to perform exact functions within the organization. This is factual even with skilled employees, as every business functions under a diverse set of assumptions, policies and procedures. In worldwide HR, training and professional development take on a new sense as corporations work to bond gaps between cultures. Globalization certifications businesses to include with customers in markets everywhere the world, but this brings the need to train employees in parts such as multicultural communication, international solicitation laws and language skills. If training opportunities helps expand the company's global stress by expansion the skill set employees need to engage in business across national borders.

#### **Compensation and Benefits**

If payment and benefits is another stamp of HR that globalization is converting. While central laws command such things as minimum salary and judgment policies, many globally motivated companies are accepting new strategies to attract and recollect top-notch employees from around the world. Providing broad-minded benefits such as paternity leave, on-site child care, extended holiday time and work-from-home programs are added benefits to employees' normal compensation. These benefits inspire employee motivation and loyalty and help the business compete with corporations that already provide liberal compensation letters.

#### **International Labour and Tax Laws**

A concluding issue in international HR is following to international labour and tax laws. When businesses take on employees from foreign, they may to topic to rules that would normally not apply to national labour. They may have to explosion tax earnings to the Internal Revenue Service or file papers with the Colonization and Nationalization Service, for example. Equally important, if a business vends products globally, it may be subject to different laws regarding distribution and tax. Selling in the United Kingdom, for example, may mean that the company has to salary a value-added tax on its products. It must either fascinate this cost itself or pass it to the consumer in the product price. HR has responsibility to help company management circumnavigate these considerations.

#### **Create a culture of collaboration**

Leaders are at their best when the corporation culture difficulties collaboration. Satisfying individual success is necessary but not sufficient. Only in a culture of traitors will organizations have developing leaders working composed to bring other employees up and into the circle of leadership.

#### **Develop communications skills**

We might expect our leaders to be good communicators but too frequently it's not the case. Communication styles vary broadly; what may work for one organization may not work for additional. This is part of developing a company culture. You need to set the bar high for communications skills, give persons training where they come up short and accurate style incongruities before harm is done. Good communicators build teams and trust; poor communicators create and feed vagueness.

#### **Drive and sustain real accountability**

Leaders must be answerable. They can't be like Homer Simpson (DO" H! It was like that when I got here – it isn't my problem! Necessity owns the problems they need to solve and own their disappointments to be trustworthy when claiming success.

Be human and reward emotional intelligence

Yes, I'm a enormous fan of expressive intelligence, yes; it belongs on any top five" leadership personalities list. As organizations work with developing leaders HR must stay focused on serving new leaders hone their emotional intelligence. This is vital and Leaders be human please.

### **VIII.HR ISSUES IN RECESSION**

This is the most highly upcoming issues facing by each and every organization now a day's such as

- ✓ To enhance the manpower strength.
- ✓ To take strategic creativities to increase the productivity and efficiency of the entire organization.
- ✓ To work on payment benefits.
- ✓ Redesign training and growth programs.
- ✓ Safeguard your organization's policies and handbooks are up to date
- ✓ Discharges are never easy. Ensure you are familiar with your legal responsibilities in a lay off to minimize your organization's risk
- ✓ Alternative Workweek Schedules and Supple Scheduling can maximize production and cut-back on overhead costs for organizations.
- ✓ Cutting Pay may be an option to consider saving on today's costs. Is this really an option for your organization? How you are pay scales as related to the market?
- ✓ Downsizing does require internal document upkeep for your organization. To identify the real key employees and to intact them in the organization
- ✓ To identify the real top abilities and to strengthen their development program

### **IX.RISIG TRENDS IN HRM AND HRD**

Senior Staff Due to changing demographics, many employees retires leave-taking gaps in the organization in terms of know-how and experience. To safeguard that knowledge transfer happens before these valued associates of your workforce retire, I like to conduct personal interviews and document key measures. Lost knowledge means lost efficiency and a loss of revenue. Additionally, many employees endure working longer. By the year 2020, five generations will be in the workplace. Accommodating the needs of each generation represents a continuing experiment to HR professionals.

### **X.WORK/LIFE BALANCE**

As a result of the cumulative use of technology in the workplace, employees can work from home, in airdromes and from hotels. This mobile work environment makes it difficult for many people like me to shut down for the day. In totaling, many people work for global companies.

#### **XI.EMPLOYEE RETENTION**

Due to globalization, corporations can fill locations with talent from all over the world. When employees develop disappointed in their jobs, due to issues such as long hours, absence of direction, or reduced chances for promotion, they seek jobs elsewhere. Substituting experienced employees costs your company money. To combat this, I monitor employee attrition rates. I also behavior annual employee satisfaction surveys to assess employee issues and try to address them before they contribute to an employee holding problem.

#### **XII.EMPLOYEE PERFORMANCE**

Preserving a productive workforce involves ensuring that all employees have the skills, knowledge and resources to get work done professionally. Because technology changes so rapidly, employees may need to get additional exercise and certification to continuing performing their roles effectively. By leading 360-degree presentation reviews, you can get inclusive response about each employee from their peers, superiors and other members of the workforce. HR professionals like me use the data generated from performance reviews to identify gaps and develop corrective training programs to mitigate the impact.

#### **XIII.GLOBAL HUMAN RESOURCES**

The number of corporations traveling global markets increases as technology facilitates simpler information-sharing processes and opportunities for growth in markets outside the U.S. borders. Even small industries are drumming global markets, as evidenced by technology giant Cisco's October 2011 article titled, "How Small Businesses Are Going Global," by Anne Field. Social media, professional interacting and lightning-speed technology assist companies in their ambitions of reaching foreign markets; however, HR plays a critical role in developing staff who are capable of starting and sustaining those overseas relationships. Emerging issues for HR related to globalization include sourcing and recruiting unrealistic personnel with the cultural effortlessness necessary for employers building multinational business ties.

#### **XIV.COMPLIANCE**

Numerous organizations have successfully accomplished their compliance with central and state employment laws for decades. However, complex legislation that affects the HR function poses a challenge for some corporations. It requires that HR frequently maintain its expertise and information of emerging issues related to legal acquiescence. This includes constantly evolving laws about discrimination, sexual harassment and medical privacy.

#### **XV.MULTIGENERATIONAL DIVERSITY**

The workforce is made up of workers who signify four distinct generations: the Silent Generation, born 1945 and earlier; Baby Boomers, born 1946 to 1964; Generation X, born 1965 to 1980; and Generation Y or Millennial, born after 1980. Supervisor feedback for seasoned workers born during the Silent Generation could be very different from feedback intended for tech-savvy, relatively new applicants to the workforce from Generation Y. For example, Silent Generation employees may favor face-to-face interaction from supervisors, while Generation Years may be satisfied with electronic communication and remote reporting relationships. The emerging issue for HR is training leaders on adapting their management styles to suit employees' motivational needs.

#### **XVI.EMPLOYEE RETENTION**

Employee retaining has always been a concern that challenges HR leaders -- keeping talented employees pleased enough to stay with the company. However, the methods that HR uses to recollect employees necessitate going the extra step to ensure that workers are fully engaged, excited about coming to work and recognized for their contributions to the company's success. Return and benefits on their own aren't effective retention tools; it takes more than money to keep good employees. Employees continue loyal when they have confidence and respect for the company's leadership and when supervisors show appreciation for employees' talents, according to Leigh Branham, author of "The 7 Hidden Reasons Employees: How to Recognize the Subtle Signs and Act Before It's Too Late."

Moving towards an integrated technology ecosystem

In his evaluation of the HR Tech Europe conference, analyst Josh Bersin said, "While the tech markets continue to be hot, let's all remember that HR organisations and their corporations need sound, hard solutions which solve real business problems, not just deliver fun and fanciful tools."

All HR teams will be well aware of the technology opportunity for the year ahead - be it mobile, software as a service, bring your own device, binding data analytics and so on. However, the reality will be how best to integrate systems to transport real-time intelligence to users, be they line managers or senior executives. Sales and CRM solutions have led the way and HR systems will essential to catch up and quickly. For HR professionals, understanding the technology opportunity and revolving it into business advantage will be more critical than ever.

#### **XVII.FOCUSING ON BETTER EMPLOYEE ENGAGEMENT**

The 2012 Global Staff study from Towers Watson shines the light on the issue of employee engagement. Its study of 32,000 full-time workers showed just 35% of workers was highly engaged. That might not be astonishing considering the backdrop of global financial turmoil. However, it is an eye-watering statistic. The overall quality of the work experience depends far more on the quality of employees' relationship with their directors, their trust in senior leadership and their skill to manage stress on the job.

**ALL THE ORGANISATIONS WILL NEED TO FOCUS ON:**

1. Enabling employees with the right set of tools, resources and support
2. Creating offices that are energising to work in as they promote physical, emotional and social well-being

### **RESPONDING TO CHANGE FAST**

In the pending months and years, fruitful businesses will be the ones that adapt to change and quickly. This business imperative is clearly an HR authoritative as our own research of more than 750 HR leaders showed that many large organisations are struggling to provide the training and services rapidly enough to keep pace with how they, their markets, competitors and customers are changing. The same challenges apply across the spectrum of HR punishments.

### **XVIII.CONCLUSION**

On the basis of the present study, it has been originate that in the current situation, corporations prefer to accept social media, job portals and campus recruitment to hire candidates across skill sets. This system has helped the administrations to get the right talent pool while being cost effective. In other words, by using stations such as social media, job sites, and campus recruitment, corporations have been able to get the real resources with minimum cost. This has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate networks have helped the organizations to get the different and varied sources to which they can turn to for active hiring. What is evident from these channel distribution figures is that no single network alone will reach all the candidates and that a multichannel method is essential to cover up the market. Recruiters must consider both market flow and share of applications when determining which channels to use and to what extent. Although the Web-based job gateways generate many applications they still do not reach all the candidates. To accomplish, the channel delivery figures show recruiters not just the percentage of applicants that they are reaching via each network, but also the percentage of candidates that they are failing to grasp and the need to shift their source of employment.

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