

A STUDY ON CHALLENGES IN HUMAN RESOURCE MANAGEMENT

A. SELIN JENIFER

II ND YEAR MBA,

CK COLLEGE OF ENGINEERING AND TECHNOLOGY
INDIA.

SELINJENIFER.A@CKCET.AC.IN

M. PARTHIBAN

II ND YEAR MBA,

CK COLLEGE OF ENGINEERING AND TECHNOLOGY
INDIA.

Abstract: The phrase "human resource management" (HRM) refers to formally designed processes for managing people within a company. Human resource manager's duties mostly come under the headings of staffing, employee remuneration and benefits, and defining/designing work. HRM's main goal is to increase an organization's production by maximising each employee's effectiveness. Despite the corporate world's rapid speed of development, it is doubtful that this obligation will alter in any significant manner. In the Journal of Business Strategy, Edward L. Gubman made the following observation: "The primary goals of human resources will always be to attract, nurture, and retain talent, align the workforce with the company's goals, and significantly contribute to the success of the company. These three difficulties won't ever go away." Small businesses, which often lack a dedicated HR department, may find it difficult to manage their human resources. They may just have one HR employee, or the CEO could still oversee this. Whatever the case may be, small business owners must be aware of the difficulties to overcome them and be ready to deal with HR concerns when their firm and employees expand. The purpose of this essay is to examine the problems with HRM, provide recommendations for solutions, and identify newly developing issues.

Keywords— Human Resource Management, Challenges, Employees, Business.

1. INTRODUCTION

The globe is becoming borderless, and the nations are quickly merging into a genuinely global economy thanks to improved communication tools, ground-breaking technology, and the removal of economic and social obstacles. In this situation, the HR manager's job has taken on a much higher relevance since he is expected to foster an environment in the workplace where people of different backgrounds, cultures, and nationalities can get along and succeed.

In other words, we may claim that a career path is changing dramatically in the HRM and will do so in a variety of unpredictable ways. Employees are emphasizing business acumen more than ever before, automating and outsourcing a large number of

administrative tasks, which will drive many HR professionals to showcase new talents and fight for new, sometimes uncharted jobs.

2. STATEMENT OF THE PROBLEM

Today's HR managers face a challenge as they try to compete with rivals on a worldwide scale and survive in a diverse market. In this competitive day, maximising the use of available personnel is a very difficult job for any HR manager since human resources are necessary and highly important for every business, regardless of size and kind of organization. Since there are new issues in HRM, we have picked this subject and tried to examine them to find answers.

3. OBJECTIVES

1. To research the difficulties in HRM
2. To provide advice on how to get through obstacles.

3. To draw attention to HRM's upcoming problems.

4. RESEARCH METHODOLOGY

Secondary data were employed in this investigation. The information was gathered through websites, the internet, etc.

5. FINDINGS

5.1 Emerging HR challenges

5.1.1. Globalization in HRM

Every successful businessman's head has been invaded by the phrase "globalisation," and the idea of a "global village" is a prevalent problem in the contemporary business world. People from all over the globe are coming together as part of the process of globalisation, which is facilitated by the extensive network of communication technology. The modern corporate environment has been impacted by this facet of globalisation. Today's HR managers don't have to depend on a narrow, constrained market to get the qualified workers they need to tackle global difficulties; instead, they may hire people from all over the globe.

How "Globalization" affects to HRM challenges....

- Indian companies are concerned about how to handle competition from MNCs.
- As globalisation advances, more international businesses are entering the Indian market, posing far more difficult difficulties for local businesses.

Large investments and modernisation would demand highly qualified and technically educated individuals who would replace less trained, unskilled, and redundant workers. • As a consequence of globalisation, companies are compelled to swiftly grow beyond their local boundaries into the global marketplace.

The requirement for training will inevitably grow as well-trained executives' technical and behavioural abilities need to be updated.

5.1.2. Handling multicultural/Diverse Workforce

A multicultural workforce is one made up of men and women from a variety of different cultural and racial backgrounds. The labor force any country is a reflection of the population from which it is drawn, despite some distortions that may be caused by discrimination or cultural bias in hiring. Dealing with people from different 'age', 'gender', 'race', 'educational background', 'location, income', 'parental status', 'religious beliefs', 'marital status' and 'ancestry' and 'work experience' can be a challenging

task for HR managers. Cultural differences may often lead to difficulties with communications and a rise in the friction that can develop as people with different expectations and habits interact. As a result, workforce diversity is increasing. Managing these people with different religious, cultural, moral background is challenging task for HR Manager. Thus it is important for a HR manager to create an environment in which the positives of diversity are harnessed and the negatives are minimized as much as possible.

5.1.3. Employee Selection

Employee selection is an important process for any organization, but particularly for small business that can be challenged to compete with larger employees. Small business need capable and competent employees to help them develop and deliver high quality products and services. Not only these difficulties but there are some other factors which influence the employee selection. Thus a HR manager need to consider all these factors while selecting the best suitable employee for his organization. Some of the factors which affect the employee selection are as follows:

❖ External factors:

- Recommendations

Existing employees may recommend their relatives or friends to fill the vacancies, if the person who recommended may be good or may not be.

- Political influence

Some candidates may arrive to the interview with the influence of politicians who may be familiar to the HR manager and have good relationship with company in those case we may have to select those candidates.

- Personal bias

- Bribing

Some candidates may offer bribe to make section

❖ Internal factors:

- Cost of recruitment

Cost incurred for the process of recruitment may also effect the selection process.

- Job analysis

- Human resource planning

Before selection of the employees there may be already a plan for employee selection and a HR manger may in need of following that plan itself he may not be in the position to take his own decisions beyond plans already made.

5.1.4. Compliance with Laws and Regulation

Keeping up with changing employment laws is a struggle for business owners. Many choose to ignore employment laws, believing they don't apply to their business. But doing so could mean audits, lawsuits, and possible even the demise of a company. As HR manager will be responsible in hiring employees it is his duty to care of laws and regulations regarding employment, thus it will be very challenging to him to select an employee with taking into consideration of all laws and regulations. He must get updated himself about the changing rules and regulations regarding employment.

5.1.5. Training and development

"Training is expensive. Without training it is more expensive." –Nehru

Knowing where you are right now and, sometimes, where you will be with your talents in the future is key to effective training. People may acquire new material, new methodologies, and refresh their current knowledge and abilities via training, which leads to significant changes and boosts productivity at work. The goal of providing the training is to have an impression that endures after the programme is over and to keep staff members informed of emerging trends. Training may be provided to help both individuals and groups increase their skills.

In order to "strive to create the ability to attain and maintain a new want state that benefits the company or community and the environment around them," organisational development is a process.

A workforce's training and development presents several issues for the human resource department, from assuring the stability of the top performers who power the business to coaxing success from underachievers and untapped potential workers equally.

Another typical HR issue is the lack of funding for the training and development of lower level personnel. Some firms struggle to locate the necessary resources. Front-line personnel are among the toughest workers and may not have the time to attend a training session.

5.1.6. Balance with work life

Balancing work and life assumes relevance when both husband and wife are employed.

The 150 million urban females in India who are employed today make up 15% of the country's total female population. Any business that aspires to be regarded as "a fantastic place to work" must take extra care to reduce and enable employee work-life conflict. The difficult part is figuring out how to assist workers' ability to combine work and life without interfering

with their private affairs. Such a company often struggles to come up with innovative ideas that are doable to adopt yet have a significant impact. Successful businesses in this field have elevated the concept of work-life balance by helping their people realise their full potential rather than just focusing on the home challenges that they face.

Programs aiming at work-life balance include:

- Child care at or near the workplace
- Job sharing
- Sick leave policies
- Flexible work timing
- Care for sick children and employees

5.17. Retaining employee

- Globalization has given freedom to working professionals to work anywhere in the world
- Now that they have endless lucrative opportunities to work, hiring and retaining the best industry talents is no joke
- Providing excellent work environment and offering more remuneration and perks than your competitors can retain and motivate them

5.1.8. Conflict Managing

There is no organization without conflict situations. It is known that 80% of conflict situation occur independently of human will. Its causes are people's individual characteristics, as well as structure of the organization, conditioned by the culture established in the organization. Work-Life-conflict is a clear and present danger to organizations and denial of this fact would be at the peril of accepting suboptimal employee performance. HR managers should know how to handle employee-employer and employee-employee conflicts without hurting their feelings.

Although it is almost impossible to avoid conflicts among people still handling them tactfully can help HR managers to resolve the issues. They should be able to listen to each party, decide and communicate to them in a convincing manner in order to avoid future conflicts.

How to overcome the HR challenges...?

- Proper HR planning: To overcome the above challenges a HR manager must have to do a proper planning before going for recruitment or selection process with regard to how many vacancies are there that is of what kind of job and for that from

where he has to recruit and what must be the qualification of a candidate and how they have to conduct interviews and what are all the hurdles, influencing factor may arise in selecting a candidate.

- **Facilitation:** A HR manager must take care of facilitation to be given to the existing employees or for new employees. He should see to that what will be the motivator for employee to get stimulated to give his best and he must take care specially about women employees and most competent and talented employees to avoid retaining of employees.
- **Ethical Behavior :** A HR manger should adopt ethical behavior to have cordial relationship with employees and to avoid conflicts and handle diverse workforce with care.
- **Coordination:** An HR manger must work in diverse work force and he must stimulate his subordinates to do action. Thus he must develop coordinating attitude in him as well as in the working environment.
- **Sympathy and Consideration:** As human is a social being he needs care and sympathy from others in his working place or anywhere. Thus as an HR manager works with humans he must have sympathy and should consider someone's problem.
- **Knowledge of Labor:** An HR manger should have complete knowledge of labor that is, he must know the mindset of workers. A manager must have long experience with diverse workforce not only this but also he must know about changing trend in labor sector as well as changing rules and regulation of employment. He must know about what is the minimum and maximum wage rate and average working hours.
- **Academic Qualifications:** To be HR manager one should have high academic qualifications with proper knowledge and experience
- **Fairness:** A HR manger must not be very rough and hard while he deals with his workers.
- **Communication:** There must be proper communication among HR manager or departmental managers and employees and it must be clear and understandable. Business owners should focus on communicating the benefits of the change for everyone so that employees can adjust to changes very easily and quickly.
- **Business should create opportunities for its employees to use their skills and strengths every day. Accomplishing goals will motivate them and give them a chance to develop their skills.**

6. EMERGING HR CHALLENGES IN FUTURE

One of the crucial activities for HR managers is the HR planning. Regarding the HR functions of 21st century, the organization function has altered from "behind the scenes" to becoming critical differentiator in business. The HR roles have taken a new dimension in the 21st century especially after globalization. Manpower management is an exasperating job and it requires specialized skills.

Following are the some of the challenges being faced by HR Manager which is identified

1. Recruitment and selection
2. Career development and growth
3. Promoting organization culture and heterogeneous workforce
4. Conflict management and resolution
5. Business ethics and values
6. Managing Multi-Generational Workforce
7. Strategies for motivation and retention
8. Flexible work hours
9. Striking work life balance
10. Managing 5 R's
11. Industrial relations

7. CONCLUSION

According to the justifications, globalization has several effects on businesses, some of which may include cultural diversity. The HRM of today must develop the knowledge, perspective, and skills required to obtain a competitive advantage on a global basis. Since creativity and innovation are recognized to be the secret to success, HR managers must always be on the lookout for them. To meet the difficulties of globalization, which has given firms a completely new perspective, HR is crucial. Since the company has become more adept at using technology, it is crucial to adapt any developments. In addition to the effects of globalization, a human resources manager will need to consider several other factors when choosing the best candidate. These include technological advancements, the competency of current employees, the skill and knowledge of the younger generation, laws and regulations governing employee benefits, and the growing level of competition in the business world.

REFERENCES

- [1] <http://www.griffith.ie>
- [2] Noe R.A. 'Employee Training and Development', McGraw-Hill.
- [3] www.peopleandmanagement.com
- [4] Nayantara Padhi 'Strategic Human Resource Management Theory and Practice, Atlantic Publishers & Distributors, New Delhi.
- [5] <http://careertrend.com>
- [6] VSP Rao, Human Resource Management, Second Edition, Excel Books, New Delhi 7
- [7] <https://www.talentlms.com>
- [8] Walton J.(1999), Strategic Human Resource Development, Essex: Financial Times/Prentice Hall.
- [9] Wilson J(Editor) (1999) Human Resource Development, London : Kogan Page.
- [10] <https://www.atlasstaffing.net>
- [11] <https://slideshare.net>
- [12] <https://www.inc.com/encyclopedia/human-resource-management.html>

