

## **“RECENT TRENDS IN HUMAN RESOURCE MANAGEMENT”**

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### **ABSTRACT**

Continuous changes in technology, economic, social and psychological understandings and structures have influence on both Human Resources and their management. Current models of HRM suggest that expectations about HR roles are changing as organizations are striving to make the HR function leaner and more ‘strategic’. The aim of this article is to identify recent trends in human resource development and to review existing research with regard to these recent trends. As a result, the following trends are identified: Globalization and its implications, work-force diversity, employee expectations, changing skill requirements, corporate downsizing, continuous improvement programs, Re-engineering work processes for improved productivity, contingent workforce, mass customization, decentralized work sites, employee involvement, technology, health, family work life balance, confidentiality, relevant existing research is reviewed and avenues for future research are discussed.

### **INTRODUCTION**

The crucial role of human resource department is to maximize the utilization of human resource to maintain and enhance the successfulness of the organization. In the present competitive business environment the role and function of human resource department are continuously changing, globally. Based on technological changes, the human resource department gets always renovated with its role towards the quality performance of the organization. Traditionally, very few organizations gave importance to human resource. Larger size organizations that are involved in every day operational activities, prefer to have recruitment and selection, performance appraisal, training and development, payment and pension system, industrial relations.

### **OBJECTIVES OF THE STUDY**

- To study the recent trends in human resource management in Indian context.
- To study how human resource management deals with effects of changing world of work.

## **RESEARCH METHODOLOGY:**

This paper is based on exploratory research technique and data is collected through secondary sources like statistical data available on various websites regarding recent trends in hrm.com., research.net.in, and review of literature from journal papers, etc....

## **MEANING OF HRM**

Human Resource Management is the process of recruiting, selecting, inducing employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labour laws of the land.

## **THE HISTORY OF HUMAN RESOURE MANAGEMENT**



The history of Human Resource Management (HRM) begins around the end of the 19th century, when welfare officers (sometimes called ‘welfare secretaries’) came into being. They were women and involved with the protection of women and girls. Their creation was a reaction to the:

- ❖ Harshness of industrial conditions
- ❖ Pressures arising from the extension of the franchise
- ❖ Influence of trade unions and the labour movement

- ❖ Campaigning of enlightened employers, often Quakers, for what was called ‘industrial betterment’

As the role grew there was some tension between the aim of moral protection of women and children and the need for higher output.

## **20th century developments**

The First World War accelerated change in the development of personnel management. Women were recruited in large numbers to fill the gaps left by men going to fight. This meant reaching agreement with trade unions (often after bitter disputes) about ‘dilution’ – accepting unskilled women into craftsmen’s jobs and changing manning levels.

During the 1920s, jobs with the titles of ‘Labour Manager’ or ‘Employment Manager’ were introduced to the engineering industry and other industries where there were large factories.

The role involved handling absence, recruitment, dismissal and queries over bonuses. Employers’ federations, particularly in engineering and shipbuilding, negotiated national pay rates with the unions, but there were local and district variations and there was plenty of scope for disputes.

During the 1930s, the economy was beginning to pick up. Big corporations in these newer sectors saw value in improving employee benefits as a way of recruiting, retaining and motivating employees. But older industries such as textiles, mining and shipbuilding were hit by the worldwide recession. These sectors did not adopt new techniques, seeing no need to do so because they had no difficulty in recruiting labour.

The Second World War brought about welfare and personnel work on a full-time basis at all establishments producing war materials. The Ministry of Labour and National Service insisted on it, just as the Government had insisted on welfare workers in munitions factories in the previous conflict. The Government saw specialist personnel management as part of the drive for greater efficiency. As a result, the number of people in the personnel function grew substantially; there were around 5,300 in 1943.

Reaping the rewards of HR by 1945, employment management and welfare work had become integrated under the broad term ‘personnel management’. Experience of the war had shown that output and productivity could be influenced by employment policies. The role of the personnel function in wartime had been largely that of implementing the rules demanded by large-scale, state-governed production. As a result, the image of an emerging profession was very much a bureaucratic one.

Following the development of poor industrial relations during the 1960s, a Royal Commission under Lord Donovan was set up. Reporting in 1968, it was critical of both employers and unions; personnel managers were criticized for lacking negotiation skills and failing to plan industrial relations strategies. At least in part, Donovan suggested, these deficiencies were a consequence of management’s failure to give personnel management sufficiently high priority.

In the 1960s and 1970s employment started to develop significantly. At the same time personnel techniques developed using theories from the social sciences about motivation and organizational behavior. Selection testing became more widely used and management training expanded. During the 1970s, specialisms started to develop with reward and resourcing, for example, being addressed as separate issues.

Around the mid-80s, the term ‘Human Resource Management’ arrived from the USA. The term ‘Human Resources’ is an interesting one; it seemed to suggest that employees were an asset or resource-like machines, but at the same time HR also appeared to emphasize employee commitment and motivation. At Consensus HR, we always emphasize to clients the importance of making the most of one of your most important business assets and resources: your people.

## **TOP 6 HR TRENDS IN 2020 – TRANSFORMING THE FUTURE OF WORK**



As we near the end of this year, it's time to watch out for emerging HR trends in 2020. According to Forrester, more than 47% of interviewed executives believe that by 2020, technology will have an impact on more than half of their sales as well as the future workplace trends.

Organizations will focus on embracing HR technology to their advantage, strengthening workforce capabilities, ensuring data security, improving candidate and employee experiences, and more.

## **Emerging HR trends in 2020**



### **1. Artificial Intelligence in Recruitment**

In the year 2020, AI-driven solutions will provide immense innovation in industries including Banking, Finance, Manufacturing, Retail, Healthcare, Transportation, Social Media, etc. Organizations will adopt AI and use it in recruitment and hiring processes. AI-powered solutions will rule in the year ahead with the following advantages.

- a. Time saving** – Chatbots, considered as the dream assistant, are the conversational interface platforms that save time and speed up the recruitment process by answering the most common questions of the applicants. AI will minimize repetitive tasks, hence enabling organizations to make hiring decisions faster and improve candidate experience.
- b. Faster candidate screening** – Screening a large pool of applicants requires time and effort. For a single hire, candidate shortlisting and screening take up almost 23 hours of a recruiter's time. AI powered recruitment solutions will help in filtering high

volume of resumes and pre-qualifying candidates based on the job description and skills. Such solutions will be more in demand in the coming year as recruiters would be able to identify candidate's personality traits and predict their suitability for a job role. This would not only reduce the hiring efforts but also encourage unbiased candidate assessment.

- c. Quality hiring** – With unbiased screening and selection of candidates through AI, the quality of hires will improve and organizations would see a more productive and talented workforce in the coming year.

## **2. Data Analytics Transforming HR**

Data analytics will continue to be adopted rapidly in the year ahead. Using analytics, data driven decisions can be made by HR professionals to attract and retain top talent.

The coming year will provide endless possibilities to use analytics in identifying trends and patterns on employee absenteeism, leave frequency, employee turnover rate, engagement level etc. Data analytics will play a prominent role in:

- a. Implementing best, proven recruiting practices
- b. Reducing employee turnover
- c. Increasing employee experience and satisfaction
- d. Managing task automation and process improvement
- e. Increasing workforce productivity and engagement
- f. Improving workforce planning and talent development

## **3. Employee Experience Platforms**

Today, employees expect a lot more than just good pay and an ideal work environment. Employees do not hesitate to review and rate their company culture, work policies, growth opportunities, compensation and more on employment review websites like Glassdoor, Indeed, etc.

Employees share their experiences on these platforms publicly that can impact the reputation of their company.

Thus, improving employee experience is the need of the hour. Global HR experts suggest taking help of advanced HR technology solutions to enhance employee experience.

With the rapid digital transformation, multiple HCM platforms have come up in the market, yet there are very few which provide the desired employee experience. These enterprise HR solutions are highly customizable and configurable, yet lack in employee engagement and development capabilities.

The year 2020 will see a shift of focus to employee experience platforms (EXP).

As stated by Josh Bersin in a report, “The EXP is a single place to design, manage, and measure all employee interactions across the company. These platforms would dramatically reduce the cost and time spent on developing custom employee portals, integrating back-end systems, validating security, and measuring service interactions across multiple backend systems.

The Employee Experience Platform lets a company design multi-step, multi-flow experience, integrate it with all IT and HR applications, and abstract the user from the complexity behind the scenes.”

He further adds that, “EXP serves as a destination for employees — a place to find answers, collaborate, and share information – as well as a set of tools to create and manage cases, direct queries to the right person or group, and develop insights over time.”

The EXP will provide an integrated solution to manage coaching, career development, benefits administration, onboarding, performance management and payroll on a single platform, in an intuitive manner.

With the evolution of EXP in the upcoming years, we will see a dramatic shift in the way organizations embrace technology and manage processes to empower employees.

#### **4. Continuous Performance Management**

The approach of once-in-a-year feedback and reviews is long gone.

Organizations have gone through a huge transformation in performance management hoping to achieve high productivity, improved employee engagement and talent retention.

As a software provider and industry insider, we realized this when interacting with over 200 global organizations in 2019. Organizations are investing in Continuous Performance Management (CPM) tools to streamline their company processes in a better way and empower employees.

Tushar Bhatia, CEO of Empxtrack said, “The key challenge in a traditional review process is that feedback is provided to employees at the end of the year or at specific pre-ordained timelines. This does not work for employees, and in many ways is detrimental to employee morale.

Continuous Performance Management encourages periodic interaction between the employee and the manager allowing course-correction, timely feedback, coaching and development opportunities based on business needs. Productivity can go up by as much as 15% by implementation of the CPM processes.”

In 2020, adoption of CPM processes is expected to grow expansively. HR software vendors, like Extract, are already offering CPM tools to encourage a work culture where continuous coaching and mentoring, constructive feedback, holistic reviews, skill development plans, unbiased praise and recognition are prevalent.

## **5. On the Job Training**

Employees require continuous mentoring, training and skill development to perform well in their jobs. Continuous learning improves employee skills, making employees more adaptive to the work environment and preparing them to take up different roles in their company.

The year 2020 will see organizations investing in Virtual and augmented reality, gamification, geofencing, and other techniques to impart on-the-job training to their workforce.

## **6. Feedback Tools to Improve Engagement**

Organizations will move forward with well-thought strategies to improve workforce engagement through HR technology innovations.

## **TODAY HR ACTIVITIES**



In today's HR world we ensure that we cover a number of specialist disciplines, including:

1. Diversity (plus other aspects of employment law)
2. Reward (including compensation, benefits, pensions)
3. Resourcing (such as recruitment, disciplinary and redundancy processes)
4. Employee relations (including performance and absence management)
5. Organization development and design
6. Learning and development
7. Correcting systems, policies & procedures
8. These disciplines ensure that your business is working to best practice, within the law and making maximum use of its team. This offers financial and operational benefits to the business and team.

## **10 WAYS HR CAN HELP TO IMPROVE (GLOBAL) COLLABORATION**

### **1. Improving collaboration often a High priority**

In many other organizations, an important question is: how can we improve collaboration? Collaboration at all levels in the organization. Globally, regionally, in countries, between countries, in teams and in projects.

#### **What can HR do to improve collaboration?**

There is an enormous opportunity for HR to increase impact by designing interventions that can help to improve collaboration.

10 suggestions:

- Make the ability to collaborate an important element in the selection of new people.
- Hire people who already have a good (international) network, and who have a proven track record of collaboration.
- Do not hire individuals, but hire teams of people who have already worked together for years (the longer a team works together, the more effective a team becomes).
- Invest in collaboration tools (such as Slack, Yammer, Teams), and as HR give the good example by using the tool in projects and programs.

- Make collaboration an integral part of all training/ development activities. All of our global leadership programs now start with a virtual teaming phase, where the participants collaborate in a virtual team working on a strategic assignment, before they physically meet.
- Map the relevant networks in your organization, detect the natural collaborators and ask them to move to strategic nodes in the network where their impact can even be bigger.
- Reward collaboration, by rewarding teams and individuals who enhance collaboration.
- Invest in Community Facilitators, who stimulate communities and facilitate learning in communities.
- Change the job title from CHRO to CCO (Chief Collaboration Officer), to mark the importance of collaboration
- Involve young generations in all your projects, as their natural way of working is collaborative and inclusive, and older generations can benefit from their approach.

## **Conclusion**

Human resources are a key element in the success or failure of monitoring programs to meet their objectives. Without an adequate strategy to develop the human resources available and attract high caliber staff, monitoring programs rapidly stagnate. Whilst poor quality of staff in water quality monitoring program may reflect a wider difficulty in attracting staff to the sector, every effort should be made to invest in staff at all levels. Human resources development should encompass a much wider remit than training and should address issues such as career structures and professional development. It should also provide all levels of staff with the support and framework within which to function effectively and efficiently. Human resource management play a vital role in achieving organizational goals through HR planning and managing performance. In this assignment I have discuss different rolls of HRM in selected organization not only responsible for HR planning and decision making. Through recruitment, training and development HRM selects best employees for organization which play its role to achieve strategic goals. Through HRM performance appraisal which makes an organization more efficient. It does not only focus on the overall strategic goal of an organization, but also manage its human capital also helps in keep track on globalization and the effects or benefits it could have and at the same time have to monitor and updating the organizations HR policies and procedures. The HR

department must not only attract, recruit, selecting and train and develop the workforce but also helps in monitoring through different methods.

### **Recommendation-**

For any organization no matter how big or small there is always room for improvement in HR. following are my suggestions Performance feedback- managers should meet individually with staff once is 3 months and provide a feedback on the particular staff members performance and suggest improvements that could be, made before the next meeting Clearly defined expectation from the staff managers to make it clear to employees on what is expected from them on a regular basis. Regular absenteeism managers should do a counselling with staff and find out if the employee has any grievances or job dissatisfaction which is causing the absenteeism. Defining career development goals motivating staff by showing them what they are working for and that they have a clear achievable career path with organizations.

Performance appraisal as an on-going thing rather than an annual thing. Setting S.M.A.R.T objectives for staff this should be set in direct alignment to corporate objectives. Authorized leave at the beginning on the year to provide staff leave forms that must be handed back within a given deadline so that holidays won't affect the business and adequate staff to cover the shift.

Constantly review HR procedures and policy to make sure it is up-to-date with the law and its suitability for HR. Training & development managers to identify staff training and development needs and to work with HR department to ensure these needs are met

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