

Trends in Human Resource Management in the New Technological Era

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ABSTRACT

Human Resource Management is considered as one of the very important function of in every organisation. HRM is called as the heart and soul of a business, without which the organisation would not be able to effectively recruit and retain employee and they wouldn't be able to maintain the organisation healthy. Mathis and Jackson have defined "HRM is the effective use of human resources and organisation through the management of people related activities". The importance of human resource management is immense as many functions are there to human resource management that helps an organisation stay successful. Their duties and responsibilities in the organisation is very wide. It ranges from recruitment and training to managing disputes, maintaining a healthy work life balance, and all payroll responsibilities. In spite of all these responsibilities, the role of HR department is heightened at the arrival of the pandemic. The situation was a new challenge to the HR professionals for running the organizational functions uninterrupted. At the same time it was an opportunity to the HR practitioners to rethink about their current practices and policies.

INTRODUCTION

Human Resource Management plays vital role in organisations. It helps the organisations to achieve its objective from time to time by creating positive attitude among employees. Their talent can be utilized not only in the company in which they are working but also in other companies they may join in future. One of the major advantages of HRM is preparing people for future. This conventional way of doing things have changed when the new pandemic has arrived. The way connecting with people around the organisations, mode of training and evaluation and formal set up of the organisation also has changed. More personalised plans and procedures are introduced. All these are introduced for ensuring continuity for the organisation and also for coping up with the new situations. This shift in practices enabled organisations to experiment new practices and learn new things in the work settings. The study throw a light on the major changes and new practices and advantages that are witnessed and experienced by organisations.

THEORETICAL REVIEW

Lawrence Bossidy, American author and former CEO of Allied Signal, later Homewell convinced that nothing the business organisations do is more important than hiring and developing people. At the end of the day, organisations bet on people, not on strategies. It captures a concept central to effective HR management - the recognition that employees are a company's most valuable asset. A thoughtful and in-depth onboarding experience is integral for both attracting and retaining top performers. Good HR leaders don't aim to fill spots, and then forget about employees after a few months on the job. They choose candidates who they know will be an excellent fit for the position, then help in their success by providing relevant and effective training programs, and regularly facilitating impactful collaboration within the company

Peter Schutz, who acted as the CEO of Porsche between 1981 and 1987, and then went on to become a profoundly impactful motivational speaker within the business world argued that Hire character and Train skill. He also suggested that, while HR professionals should aim to onboard candidates who will aid in the company's success, it is hard to teach someone to have a positive and contributing attitude. The overall outlook and demeanor of the candidate needs to be vetted during the recruitment process. If they seem eager and willing to adapt to challenges and learn new skills, they are likely to be a strong hiring decision.

British business magnate, investor, author, and founder of the Virgin Group, Sir Richard Branson told that, "Train people well enough so they can leave. Treat them well enough so they don't want to." He observed that, the onboarding process is central to providing a good first impression to a new employee, and in cultivating their engagement with their work. HR professionals are also tasked however, with ensuring the existence of other programs that look to engage and retain employees for extended periods; such as Succession Planning for career pathing and Training and Development Programs that support professional growth, a rewards / recognition program with an extensive benefits program can also promote longevity.

Tina Fey, a beloved American comedian, producer, writer, playwright, and spearhead of several creative projects like 30 Rock and Unbreakable Kimmy Schmidt, knows a thing or two about the value of good leadership. He told that, in most cases, being a good boss means hiring talented people and then getting out of their way. He added, good leaders know their strengths, but great leaders know their own weaknesses even more. Staying in tune with what they can contribute as a leader and understanding when it is best to step back and let an employee take the lead on something, is an essential quality of great leadership. Knowing when to act and when to remove oneself is a skill every great leader must learn to master in order to cultivate a successful and productive working environment.

According to Elbert Hubbard, American writer, publisher, artist, and philosopher from the 19th century, "One machine can do the work of fifty ordinary men. No machine can do the work of one extraordinary man." His views on the value of the individual are still current. A great leader recognizes the importance of teamwork but is even more in tune with recognizing the value of every individual within the team. Employees are not disposable commodities. Rather, every employee has the potential to offer a unique set of skills that could be extremely beneficial to the company. Leadership that consistently acknowledges this diversity of skills motivates every individual employee to continue to strengthen their quality of work, effectively increasing the morale of the workforce.

Rise People's Chief Revenue Officer Julie Bevacqua points to the importance of understanding what it is that makes the employees tick. She pointed out that, in order to build a rewarding employee experience, the organisations need to understand what matters most to its people. She suggests that employee recognition is essential to employee engagement and success. If the managers aim to cultivate a better company culture and working environment for their employees, they must be able to go straight to the source and ask their employees directly about their wants and needs. This can be done in several ways; scheduling one-on-one meetings, sending out surveys, having casual conversations, or even taking behavioral assessments. Keeping an open dialogue with every employee about their professional goals or demands will make them feel heard and valued and keep them motivated for the long-term stay.

METHODOLOGY

The New Trends in HR an Overview

The Human Resource department is the key players within the organisation in keeping the employees productive, motivated and loyal. Various human aspects are managed and handled by the department. They put efforts on integrating the employee objectives towards the organisational objectives. When the new pandemic Covid-19 arises, the situation changed. They need to put more effort on understanding the situation and change the new crisis into new opportunities and explore more from it.

Work From Home Strategy

Work from home facility was offered by only few organizations earlier. Most of the organizations encouraged physical presence of the employees at work place, as part of their policy and for maintaining discipline in the work place. But in 2020, one of the most visible changes in organisations was, increased practice of work from home by organisations for their employees. Only because of this facility, organisations could move on. When the organisations become ready to accept employee's home as the work place, it promote employees loyalty towards the employer. When the situation started changing back to conventional system, still there are left over some changes. Companies like Twitter, Capital One and Square announced that, working from home facility will be extended even post pandemic situation. Microsoft also announced that they are planning for more flexible practices for their employees.

Restructuring of HR Practices

Increased work from home facility during the pandemic period helps employers to realise how much is the idle capacity they occupied. Most of its space, office furniture and expenses was unused during the period. They even become ready to rethink many of its HR practices. Almost all of the HR practices were relied on in-person conversations, including recruitment, on boarding, performance management and even firing decisions were relied on one-to-one. When organisations are largely rely on digital technology, organisations need to rethink about these kind of practices followed conventionally from years back. More fundamentally, the way they have designed and structured their organisations will have to change. Despite the physical distance, many organisations have already made use of online tools to foster a culture of togetherness. After work socialising is an old story now. It is replaced by virtual happy hours. Regular departmental check-ins has become increasingly important. Additional virtual structured experiences may also be tested by the organisations in the coming years.

Shift in Employee Experience

The differences between joining an organization pre-pandemic and during the pandemic are huge. The employees have remote interviews, at-home assessments, virtual get-to-know meetings, and no informal coffee or smoke breaks that help people connect. HR will have to redesign the employee journey and measure the virtual employee experience. Elements like work-life balance, wellbeing, connection, and collaboration will be crucial both for employee satisfaction and for the optimization of business outcomes. Just as companies will continue experimenting with more informal ways of team building and socialization, we may also see more formalized online connections and partnerships being piloted at companies all over the world. For example, conferences now offer networking opportunities online, organizations could use virtual job shadowing for new hires over Zoom or participate in rotating online buddy systems which helps people connect and stay engaged. Such initiatives go a long way in reminding employees that they are not simply working in a vacuum alone at the desk, but are part of a greater team.

Creating Connection between Generations

Several studies have been done on finding what separates different generations in the workforce. These elements have been analysed, written and talked extensively. Even though, little proofs are there on emphasising intergenerational differences. The basic desire and aspirations of employees from different generations are similar. The case is not different in their work and life. Employees from different generation works in similar environments, they make connections with each other and the world around them. To understand the workforce, the organisation should look beyond group differences and gather insights on the interests, values and aspirations of individual employees. This will also enables the organisation to personalize how the organisation manage people as HR professionals.

Increased Learning by Employees

There was already a strong need for up- scaling the employees on pre-pandemic period itself. This need become more inevitable on the arrival of the said pandemic. It is more efficient decision for the organisation that to up-scale the talent of the existing human resource rather than searching for new HR professionals. The present human resource may be given opportunity in expertising to secure success in a changing future. For this, they need to become more abled to read, understand, create and communicate data as information to influence business decisions. Their data literacy may be enhanced. The HR need to understand the business more deeply and extensively. The strategy, customers and context of the business should be learned. The digital integration also becomes vital. The digital HR offers opportunity to drive HR efficiencies, deliver HR strategies and also drives business impact through technology. But evidently, this is the biggest skill gap in organisations.

Increased Importance of HR in Organizations

2020 has not only seen a massive shift in the way businesses operate, but it has also posed significant personal difficulty to workers. Employees are worried about their health and also of their loved ones and tense about the job security. While leaders are also worried about what should be communicated to their employees and how, while trying to have departments and model company values. HR has been on the frontline, facilitating employees, handling business requirements, managing concerns and questions of the employees, supporting them, and focusing on people's mental and emotional wellbeing. Being at the center of the crisis is a big responsibility for any HR department. To succeed in the driver's seat and maintain its newfound position into coming years. That means leading and accelerating the infamous digital transformation that's been an HR trend for years now.

Moving Forward to Digitization and Automation

Most of today's HR transformations focus on HR self-service departments. This trend has two sites. First, if the HR department still uses paperwork, it should be digitized. And second, if any of the HR work is repetitive, it should be

automated. Both digitization and automation ensure that the HR professional maximizes efficiency. Very little companies are move forward to these stages of changes. Rest are still not even started to think possibility of these changes. Consider, for example, a supermarket chain that keeps paper records of its employees. Imagine in an industry that experience has such high turnover, how much time HR professional wastes at both ends of the employee life cycle, simply hunting through the paperwork. Also imagine the frustration and headaches that are lost contracts, which is, just a few pieces of paper could cause. There is no better time to make the necessary transition to effortless shared services than today. When done properly, it will lead to a better employee experience and increased customization.

Opportunity for Personalisation

The shift that is seen this year in the way many of the organizations work inevitably leads people to create their optimal work environment. They arrange their workspace at home as they see fit and they might work outside traditional office hours if, that suits them better. When it comes to the actual work, employees do, it seems natural that they'll want to make some adjustments there too, in terms of tasks, skills or purpose. This is where a concept such as job crafting comes in. now organizations started believing that giving employee room to take ownership of their roles will be essential for job satisfaction and productivity in coming years and beyond, boosting both employee success and that of their organisation.

Data based Management

Analytics is one of those often-repeated topics that are seen on the HR trends list over the last few years. Although people analytics is gaining a solid foothold in many organizations, the impact of the findings is often still lacking. Companies have suggested three recommendations for organizations looking to ace analytics. First, measure data that matters. Although HR tracks a lot of data, often there is a gap in the areas that add the most value. A key concern for CEOs for example is leadership. HR tracks very little data in that regard. Other examples include training and development and performance management. Checking value-adding data related to key problem areas in the organization will create more return. Second, redesigning systems. The fact that organisations collect later data on key topics is indicative of a lack of strategic integration of our HR systems. Now organisations need to have systems in place for those areas that help drive the business. This can be a software-based point solution or can be inquired through regular surveys. If that is the case, they should be managed by strategic HR survey management units. Third, HR Business Partner capabilities. The single point of failure in organizations is often not the people analytics team. It's often the HRBP who struggles to leverage data and people analytics insights to make change happen. HRBP should be taught to read, understand and communicate data as information for this to be solved. By gathering and assessing data in this way, HR will be able to ACE analytics and it will have its place between the different HR centers of excellence.

Moving Forward to Purpose Driven Organisations

As a result of the increase in at-home workers, many employers fear lack of productivity and commitment as the trends continue. According to PWC, 79% of business leaders believe that purpose is the key to success. Purpose-driven organizations bring that purpose to the core of their organization. This means that decisions, conversations and behavior across all levels need to be integrated with that purpose. A great example is Barry Wehmiller, a global supplier of manufacturing technology and services, led by Bob Chapman. The company's principles of leadership are "We measure success by the way we touch the lives of others." From a people perspective, the company focuses on learning, listening, and empathy building, and they actively work to create a service mindset for their team members. Other interventions include value-based recruitment. Organizations that do this assess to what degree the values of a candidate align with their organizational values. HR professionals play an important role in integrating these practices and then continuously reinforcing them.

RESULTS

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DISCUSSIONS

Both digitization and automation ensure that the HR professional maximizes efficiency. Very little companies are move forward to these stages of changes. Rest are still not even started to think possibility of these changes. Consider, for example, a supermarket chain that keeps paper records of its employees. Imagine in an industry that experience has such high turnover, how much time HR professional wastes at both ends of the employee life cycle, simply hunting through the paperwork. Also imagine the frustration and headaches that are lost contracts, which is, just a few pieces of paper could cause. There is no better time to make the necessary transition to effortless shared services than today. When done properly, it will lead to a better employee experience and increased customization.

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CONCLUSIONS AND RECOMMENDATIONS

The situation newly arised and the changes followed by the new situation is explained in the article. Organisations and people around the world has gone through the situation and learned new practices. The changes introduced are

enabled the organisation and its employees to move forward. Most of the new practices introduced are found effective and are expected to be followed in future also.

FURTHER STUDY

The importance of human resource management is immense as many functions are there to human resource management that helps an organisation stay successful. Their duties and responsibilities in the organisation is very wide. It ranges from recruitment and training to managing disputes, maintaining a healthy work life balance, and all payroll responsibilities. In spite of all these responsibilities, the role of HR department is heightened at the arrival of the pandemic. The situation was a new challenge to the HR professionals for running the organizational functions uninterrupted. At the same time it was an opportunity to the HR practitioners to rethink about their current practices and policies.

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