Emerging Issues of Modern Human Resource Management

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Abstract-Contemporary business environment brings significant developments and new challenges in the field of Human Resource Management. Changing face of the workforce, Globalization, employee empowerment, technological development, political and legal environment and information technology, etc are some of the significant developments that are fast emerging on the horizon of Human Resource Management. These changes pose challenges for human resource managers to adopt proactive strategies to deal with these challenges so that they emerge as a source of competitive advantage for their organization. The objective of the present paper is to analyze the various challenges that are emerging in the field of HRM. An Attempt has also been made in this paper to discuss how to overcome with these challenges. To achieve the objectives necessary information is collected from various books, research journals, internet etc. The study concludes that these challenges can overcome through cross cultural training, technological and informational training of HR people and motivation of employees etc.

Introduction-The coming up the 21st century poses distinctive HRM challenges to business especially those operating across national and international boundaries as multinational enterprise. HR managers are facing many challenges in present business scenario like Globalization workforce diversity, technological advances and changes in political and legal environment change in information technology. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee. HR professional can't ignore these challenges rather they ought to be line to design and execute innovative mechanisms of developing skills and competencies of human resources to prepare them to accept the emerging challenges.

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Objectives of the paper
The following are the objectives of the present paper.
1. To study different emerging issues and challenges in the way of Modern HRM.
2. To discuss the various methods and techniques through which HR can overcome the challenges of present business scenario

Research Methodology
To achieve the above objectives necessary information is collected from various books, research journals, internet etc.

ISSUES AND CHALLENGES OF HRM IN MODERN MANAGEMENT

Globalization-A major environmental change that has taken place in the last fifteen years is the globalization of business. Globalization refers to an extension beyond national borders of the same market forces that have operated for centuries at all levels of human economic activity (village markets, urban industries, or financial centers). Growing internationalization of business has its impact on HRM. Managing a global workforce, ensuring availability of employees who have the skills for global assignments, is not only the challenge but focusing increasingly on employee productivity to ensure competitiveness, ensuring legal compliance when conducting business abroad etc. are also the major challenges to be faced by the HR managers. HR managers have a challenge to deal with more functions, more heterogeneous functions and more involvement in employee's personal life.

Workforce Diversity-Workforce diversity refers to the heterogeneous composition of employees of an organization in terms of age, gender, language, ethnic origin, education, marital status, etc. Modern organizations are characterized by workforce diversity. Managing people, who are very different to each other in terms of age, gender, language, education, marital status, nationality etc. is the great challenge before the HR managers. If the diversified workforce can be managed properly then the organization will be highly benefited because they also bring diversified skill and knowledge.

Downsizing-Downsizing means reducing the strength of the employees through planned elimination of positions and jobs. Managing relationship, morale and commitment of survivors is the biggest challenge. Providing outplacement services or relocation of employees and providing personal and family counseling to those who lose jobs is also a major challenge before HR manager.

Technological Advancement-There is a challenging task of adapting workplace to rapid technological changes which influence the nature of work and generate obsolescence Advanced technology has tended to reduce the number of jobs that require little skill and to increase the number of jobs that require considerable skill, a shift we refer to as moving from touch labour to knowledge work. There is new-new working technology. Not only managing a virtual workforce, employee alienations a challenge but retraining current employees to manage obsolescence and developing modules and conducting programmes to provide employees with required skills poses biggest challenge with the advancement of the technology. It is the responsibility of Human Resource manager to anticipate the changes and prepare organization to face them without any breakdown in its normal functioning

Changes in the Economic Environment-This includes examination of the impact of a number of factors on production. Some of the key factors are the scarcity of raw materials and other inputs including power and electricity, encouragement of the culture of consumerism, increasing consumer awareness and demand for quality products, continuing upward trend in the inflationary pressures with decrease in the purchasing power of rupee and its spiraling effects in the ever increasing aspirations of workers for higher wages and other material benefits and mounting costs on the employee welfare and other benefits. In an inflationary economy, the resources tend to become scarce and the costs of machine, materials and labour multiply. These push up the capital and running costs.

Employee Empowerment-It is the process of sharing power with employees. It has been observed that imparting power to the employees enhances their feeling of self efficiency and a sense of owing a job. Empowerment succeeds when the culture of the organization is open and receptive to change. Rigid control systems, inadequate delegation of the authority to the subordinates are the challenges in the way of employee empowerment.

Revolution in Information Technology-Information technology has influenced HRM through human resources information systems (HRIS) that streamline the processing of data and make employee information more readily available to managers. More recently there has been and in the future there will be impact of revolutionary computerized information system in the management it covers two primary areas Application of computer in the managerial decision making process

1. Use of electronic computers managerial decision making process
2. In future computerized information system will have increasing impact at the coordinate and strategic levels of organization

How can we overcome with these challenges?-Cross cultural training of HR personnel so that they can understand other people culture, motivation of employee, technological and information technological training can overcome these challenges. Due to all these challenges it is very difficult for HR people to retain, attract and nurture talented employee. But it can be possible from motivational techniques, HR executives cannot motivate employee from only financial techniques but they can motivate from non financial techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility is also the need of the hour.

Conclusion-In conclusion we can say that HR practice is becoming more and more challenging day by day, they have to face lot of problems like retention, attraction of employee, dealing with different cultural people, managing work force diversity, technological and informational changes to overcome with these challenges training (Cross cultural training and technological and informational training) is necessary of HR people. To reduce mobility of professional personnel HR people have to motivate them from monetary and non monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.

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