Human Resource Management-Challenges and Synchronising Valuable Resources

Ms Almas Sabir
MIS Department, College of Business Administration, University of Hail, Kingdom of SAUDI ARABIA

ABSTRACT

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function.

In this paper we will discuss major challenges in HRM and how the actual management of human resources is considered as the responsibility of all the managers in an organization. We will also discuss the issues in human resource management in a changing environment and also suggests possible ways of leveraging and managing human resources.

Keywords— Challenges, Human Resource Management, Objectives

I. INTRODUCTION

HRM is about how people are managed by a business in order to meet the strategic objectives of the business. The functional objectives set for HRM need to be consistent with the corporate objectives. If a business is to be successful and achieve its objectives, then it needs to manage its human resources effectively. The role of HR manager has changed in response to social, economic and political conditions and to advances in technology and it is still developing dynamically. The relative importance of many of the activities has changed as external circumstances have affected the needs of organizations and it is still a dynamic area where the roles and ways of organizing the HR function continue to change and develop.

HRM is useful not only to organization, but the employees working therein, and also the society at large also find it useful. The human resources division of any company has the daunting task of ensuring that the company has the best and most effective workforce possible. For this reason the human resources division plays a vital role in any company, and especially when it comes to the overall employee satisfaction and their well-being. It is therefore imperative that the Human Resources department have a finger on the pulse at all times when it comes to the company’s goals and objectives, and that they are able to constantly look at new ways to keep the employees happy, motivated and on the right track.

Literature review deals with the following areas of HRM-

Human Resource Planning- Ensures the right people with the right skills at the right time and adequate human resources to meet the strategic goals and operational plans of the organization. The basic questions to be answered for strategic planning are:

1. Where are we going?
2. How will we develop HR strategies to successfully get there, given the circumstances?
3. What skill sets do we need?

Job Analysis- It is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job analysis’s a process where judgments are made about data collected on a job. Following are the areas encompassed by job analysis:

1. What to do
2. How to do
3. Why to do it
4. Qualifications

Staffing- Most companies have a mission statement. This outlines the purpose of the company, why it exists, its goals and values and what it wants to achieve. Organizational staffing involves ensuring that all new positions advertised will fit with those company goals to benefit the business. The time spend in planning for the new person's first days and weeks on the job will greatly
increase the chance for a successful start.

**Orientation**- It is basically a person's basic attitude, beliefs, or feelings in relation to a particular subject or issue. An effective orientation will:
1. Foster an understanding of the campus culture, its values, and its diversity
2. Help the new employee make a successful adjustment to the new job
3. Help the new employee understand her role and how she fits into the total organization.

**Training and Development**- As a manager, one of the key responsibilities of manager is to develop the staff. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future.

**Performance Appraisal**- It is a systematic evaluation of an individual with respect to performance on the job and individual’s potential for development. A performance management discussion should be uncomplicated but detailed enough to give employees a clear indication of what is required of them in their jobs. The focus is on dialogue. It is important when a performance expectation is set to determine how it will be measured.

**Following are the other areas of HRM:**
1. Career Planning
2. Compensation
3. Benefits
4. Labor Relations
5. Record-keeping

**Diagnostics Model of HRM** is also another tool of gaining insight information of the organization. Although, it varies from organization to organization but few methods are common in every diagnostics study like:
1- Study of the Organization. Its system, methods, policy and procedure etc.
2- Discussion with the top management and key people
3- Interview of the employees from each department irrespective of their designation and levels.
4- Finding the gaps
5- Again discussion with the key people about the gaps
6- Finding the solutions.
7- Implementation and execution of the solution
8- Periodical Audits.

**ALIGNMENT MODEL**
Integrating the HR function with strategic agency goals takes time, persistence, and an in depth knowledge of the process involved. The HRD/Organization Alignment Model, shown below, illustrates the process of aligning HRD with the human resources function (HR) and the organizational planning function.

The three levels in each block represent the relationship among the organization, HR and HRD functions. An example of this relationship is shown below through one block of the model.
opportunities to women and disadvantaged sections of the society.
9. To provide an opportunity for expression and voice management.
10. To provide fair, acceptable and efficient leadership.

Other necessary details in relation to research methodology are as follows-

Whilst the precise HR objectives will vary from business to business and industry to industry, the following points are also commonly seen as important HR objectives-

1. Ensure human resources are employed cost-effectively.
2. Make effective use of workforce potential.
3. Match the workforce to the business needs.
4. Maintain good employer/employee relations.

However, the fundamental objective of any organization is survival. Organizations are not just satisfied with this goal. Therefore in this paper our focus is to examine the goal of most of the organizations which is mainly growth and profits.

III. PRIOR APPROACH

Over and over again, managers must deal with events that are clearly similar but also different enough to require fresh thinking.

For example:
1. Businesses is expanding or failing.
2. They innovate or stagnate.
3. They may be exciting or unhappy organizations in which to work.
4. Finance has to be obtained.
5. Workers have to be recruited.
6. New equipment is purchased, eliminating old procedures and introducing new methods.
7. Staff must be reorganized, retrained or dismissed.

Some items in this paper are clearly listed with people management (for example, recruiting or reorganizing staff). Human resource management draws on many sources for its theories and practices. Sociologists, psychologists and management theorists, especially, have contributed a constant stream of new and reworked ideas. They offer theoretical insights and practical assistance in areas of people management such as recruitment and selection, performance measurement, team composition and organizational design. Many of their concepts have been integrated into broader approaches that have contributed to management thinking in various periods and ultimately the development of HRM (see Figure).

Huarne produced the following classification (Smith, 1948, p.11):

1. Some have a disposition for the clear and easy parts, but cannot understand the obscure and difficult.
2. Some are pliant and easy, able to learn all the rules, but no good at argument.
3. Some need no teachers, they take no pleasure in the plains but seek dangerous and high places and walk alone, follow no beaten track; these must fare forthwith, unquiet, seeking to know and understand new matters.

IV. OUR APPROACH

1. After analyzing HRM in detail, the study reveals to offers little concrete guidance to practicing managers on the process of developing human resources—and in the context of a strategic plan.
2. The overall purpose of the human resource management function must focus to enhance the individual and collective contribution of employees to the success of the organization.
3. The overall purpose of human resource management should enable an organization to enhance the individual and collective contributions of employees to the success of the organization. In recent years, human resource functions have expanded and become more complex. At the same time, there has been a growing emphasis on ensuring that human resource practices fit with the strategic direction of the organization.
4. One way of looking at the various aspects of human resource management is seen in the diagram below-

The issue of strategic HRM initially came to prominence around the early 1990s, at which time academics developed definitions of strategic HRM as:

1. The undertaking of all those activities affecting the behavior of individuals in their efforts to formulate and implement the strategic needs of business.
2. The pattern of planned human resource deployments and activities intended to enable the organization to achieve its goals.

An organization cannot build a good team of working professionals without good Human Resources. HR considers employees to be its internal customers and renders services with that in mind. The main and primary objective of the human resources management is using the salaried staff in an organization effectively and salutary for the organization’s benefits. Thanks to this productive work environment, organization can reach its goals and continue its functions.

Like Armstrong (2006), Barutçugil (2004) also dealt with the aims of the HRM and he defined these aims in a similar way. A common point emphasized by these researchers is obtaining organizational goals through the employee. According to Barutçugil (2004), HRM aims (as quoted in Aray, 2008, p.4):

1. To help all employees reach optimal performance and to use fully their capacity and potential,
2. To convince employees to exert more effort for reaching organizational goals,
3. To use human resources in an optimum way to reach organizational goals,
4. To meet employees’ career expectations and development,
5. To unify organizational plans and HR strategies and create and maintain a corporate culture,
6. To offer a working environment stimulating hidden creativity and energy,
7. To create work conditions stimulating innovation, teamwork, and total quality concept.
8. To encourage flexibility for achieving learning organization. As it is mentioned above, being interrelated with all departments and external environment makes HRM a much more complex system, and HRM practices increasingly assume new responsibilities that are related with organizations. For that reason,

V. CONCLUSION

The study on Human Resource Management Practices has brought up a number of findings about the performance and management of people. Some of the findings in this research points out very clearly the effect of sound HRM system in a company. There are some other findings and observations that best use of human resources leads to the development, both economic as well as social. While the economic development leads to business expansion and diversification along with high rates of profits, the social development leads to high job satisfaction level, high class business ethics and values amongst employees. It also leads to the popularly and rating of a Company.

The purpose of this study was to understand the policies related to HRM use that is in place at organizations with areas of operations. The key to integrated human resource planning in the department going forward is to keep the process uncomplicated, and in so doing, increasing its usefulness. All the above findings are the general in nature, which reflect the progressive outlook of the company. 48% of employers struggle to find the right candidates according to Manpower Survey. Lack of available candidates, technical competencies amongst that present, refusal to move to another location, poor image of the occupation, weak soft skills and demand for a higher salary have been key reasons in Asia Pacific for the posts to remain vacant. The findings show that the company is following e-
Recruitment practice, which is one of the best known practices in its category. All recruitment in Executive and Non Executives at induction level is based on e-Recruitment process. HR practitioners in a small business who have well-rounded expertise provide a number of services to employees. The areas in which HR maintains control can enhance employees’ perception of HR throughout the workforce when they believe HR considers employees to be its internal customers and renders services with that in mind.

Mr. Peter F. Drucker has rightly observed the significance of personnel as managers are found of repeating the Trusim that the only real differences between one organization and the other the performance of people.

In essence, the supervisor development and performance of an organization although not solely but heavily depend on the quality of personnel.

Last but not the least, a human resource management system, or HRMS, should encompasses the highest level of human resource management activities.

The program of multiple human resource policies should be internally consistent in relation to a human resource objective. HRMS is also the integration of human resource management and information technology to automate and facilitate human resource activities. The general notion of an HRMS helps small-business managers craft suitable human resource systems based on their field of business and business growth stage. The global world is no longer simply a source of new markets or cost factor savings; it is a source of innovation. Any organization, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM.

REFERENCES


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