Human Resource Management Practices: an Analytical Investigation of Recent Literature

Laxmi Rajak¹, Dr. Kushendra Mishra²

¹Ph.D Scholar, School for Management Studies, Babasaheb Bhimrao Ambedkar University [A Central University], Lucknow, INDIA
²Associate Professor & Head, Department of Rural Management School for Management Studies, Babasaheb Bhimrao Ambedkar University [A Central University], Lucknow, INDIA

ABSTRACT

Human Resource is the most important asset for any organization and it is the source of accomplishing aggressive advantage. Managing human resources is very demanding as compared to managing technology or capital and for its successful management; organization needs a successful HRM system. HRM system should be backed up by sound HRM practices. HRM practices pass on to organizational activities directed at managing the group of human resources and ensuring that the resources in employment towards the achievement of organizational aims. This study has been designed to review the existing literature available on HRM Practices. The purpose of this study is to develop an understanding of HRM Practices and to study the unique HRM practices implemented by different organizations. The research methodology of this research paper will be descriptive research. The data has been collected through secondary method, to use the journals, books, research papers etc. After reviewing the existing literature on HRM practices, the researchers have found that HRM practices get affected by directly or indirectly as well as external and internal factors which affect other variables such as employee and employer relations, employee’s attitude, financial performance, employee productivity etc. and ultimately contribute to the overall performance of organizations.

Keywords--- Human Resource Management Practices, External factor, internal factor

I. INTRODUCTION

Human resource management is the techniques, methods, theory and tools for studying the modification of employees and their associations in the organization, linking among work and its relations, similar the people and work in order to fully develop human resource management, spout people’s potentials, motivating people, promoting the work efficiencies and gathering the organizational objectives. The daily actuality and the challenges for HR managers in India are really different from the challenges faced in the West. Still, though the attrition rate is high in India, HR managers are very people-oriented, whereas their western generation is far more process and task oriented. HR practices must be proactive with all strategies and action plans in order to meet the changing needs of the organization. They must be thorough with the basic functions of HR including planning, organizing, directing and controlling human resources. Business environment in India is unstable. There is explosion in conditions of opportunities brought forward by globalization. Though this is also most important to many involvements in terms of restructuring, turnaround, union, downsizing, etc. Research has clearly shown that the success of these interventions is greatly dependent on managing the people issues in the process.

The tackle of Human Resource Management (HRM) practices would be to generate an environment of malleability, which can accommodate and integrate successfully changes in systems, structures, technologies, methods, etc. People would have to acclaim the precise connotation to the change process. India is well-equipped to do well in international markets. It has a pond of highly knowledgeable people, a well-developed legal structure, independent dominance, an established banking industry, and comparatively complicated and inter-linked profitable markets. Knowledge industries will be at the front line of economic opportunity, and India will be balanced to take benefit of this development with its magnitude of extremely experienced people.

Research corroboration shows that HR practices along with civilization do persuade competence in the organization. There are scarcely any or very few studies which show a correlation between HRM practices and
organizational ethnicity in India. The review of literature has accredited that the major segment of research in India emanates from descriptive data and experience sharing, which does not supply up persuaded practice-oriented concerns. There is very unassuming methodical, empirical research in the scientific archetype that has been carried out in the Indian HR lexicon. HR research is inspired by western models, and lacks anative perspective. The review of literature on HRM practices has uncovered that the most of the work done is in relation to organizational loom.

Indian organizations are nursing to become vigorous to meet internationally pertinent principles. The growing connotation on privatization has warranted a new focus in terms of result direction, long-term strategies, consumer hub, initiative and different mind sets for internal and external declaration. The Indian business circumstances is characterized by the historical rigidities arising Largely out of federal planning. Our decision-making is discriminatory, among other factors, by posing more a self-discipline rather than a mechanism. The practice of cynical Indian industries during protective tariffs and quotas for over four decades has led to a lack of worldwide competitiveness in terms of prominence of products, services and prices.

The Indian economy is supported by huge inflow of FDI, raising foreign exchange, treasury an IT and real estate boom, developing principal market. The foremost significant potency for India is English speaking and comparatively young work force, increasing domestic demand for goods and services, enlargement of domestic companies.

However 60% of the India’s 1.2 billion population is reliant on agriculture is a major confront. Need for enormous investment in infrastructure is another challenging region. On the other areas which need to be addressed are state administration, corruption and tariffs and the level of public debt.

The world economic array is changing speedily. Evolutionary changes are taking place at revolutionary speed, largely pushed by strong external forces, arising out of a yearning to increasing competitiveness and competence. The current liberalizationand bold economic reforms prominent by the government has thrown up many challenges and opportunities to the industry with the outburst in the information technology, increased global competition, rapidly changingmarket deregulation etc. Not surprising, therefore, the HRM concepts and practices being created and carried out today are also more and more different from those of the past. Like many other themes HRM is also an American concept, but is no longer restricted to the an American society. Human resource management is the theory, techniques, methods, and apparatus for studying the instruction of people and their relations in the organization, correlation between work and its relations, matching the people and work in order to fully expand human resource management, tap people’s potentials, motivating people, promoting the work efficiencies and meeting the organizational objectives. The daily authenticity and the challenges for HR managers in India are truthfully different from the challenges faced in the West. Even though the abrasion rate is high in India, HR Managers are very people-oriented, while their western colleagues arefar more process and task leaning. HR professional must be practical with all strategies and action plans in order to meet the changing requirements of the organization. They must be methodical with the fundamental functions of HR including planning, organizing, leading and controlling human resources. Business environment in India is unstable.

II. LITERATURE REVIEW

Schuler (1992) suggests that planned Human Resource Management (SHRM) has much diverse machinery, including policies, culture, values and practices. Strategic business requirements of an organization are predisposed by its interior (which mostly consist of factors such as organizational culture and nature of business) and external characteristics (consisting of the nature and state of wealth in which the organization is obtainable and solemn success factors, i.e., opportunities and threats provided by the industry), which are prejudiced by HR activities. Thorn hill, Lewis, Millmore, and Saunders (2000) originate a apparent role for HR-centered strategies to be used to transform or realign the ethnicity of an organization. An organization can regulate its civilization through its recruitment loom of replacing managers with those from outside, reorganization the organization, downsizing the workforce, training programmes, fresh incentive strategies and usual management to adjust employee behavior’s or emphasize developing ones. After the financial liberalization, Indian organizations were beneath complexity to change from low-cost, native, less well-organized and outdated technology to high-cost contemporary technology and organize people to use it. This was done to expand and maintain their cutthroat edge in the larger business environment (Khan, 1999).

Organizations may employ many mechanisms to attain their HRM goals as without competent and dedicated employees, an organization can complete very diminutive even it has outstanding technological and other belongings at its command. Such a statement gains better dependability in the structure of developing countries like India, that is, classically in early development stages in stipulations of profitable development and growing more hurried than the conventional developed economies of Japan, North America and Europe. This also includes most South East Asian, South Asian and some Latin American countries. Selection in organizations is based on non-job connected criteria like attractiveness, goal orientation, and interpersonal skills; a universal lack of anxiety for value
similitude (Prakash, 1994). The foremost prominence has been on the worldwide practice of identifying and civilizing on available performance strategies. This practice would require a complete swap where congruencies of values should find a place in selection and training. Only then would it possible to accomplish linkages with the values of the wider socio-cultural background in India. In order to make an organization efficient, the values of the society and the cultural situation should be synthesized with those of the organization and it’s functioning. Fombrun, Tichy, and Devanna (1984) prolonged these premises and developed the model of SHRM, which emphasizes a ‘stiff fit’ between the organizational strategy, organizational formation and HR system. Political, economic and cultural forces are dependable for an organization’s mission and strategy. This explains these underlying relations, which form the ‘stiff fit’ between strategy, organization arrangement and HR policies and practices. On the foundation of mission and strategy, the form of organization is prearranged, i.e., people are prearranged to carry out different errands to attain the organization’s mission.

III. OBJECTIVES OF THE STUDY

The key objectives of the present study are as follows:

✓ To study the Human Resource Management Practices in a more precise manner.
✓ To describe the various interventions of Human Resource Management Practices.
✓ To investigate the new dimension of Human Resource Management Practices.

IV. RESEARCH METHODOLOGY

This study is entirely based on secondary data collected from different sources. The data are generated by responsible authorities of the departments and published research by various researchers provided on their site/reports. Apart from these, data has been taken from different Books, Journals, Research Papers and other print media. The present study was undertaken to understand the various aspects of Human Resource Management Practices.

V. FINDINGS AND CONCLUSION

India has witnessed an insurgence in the field of Human Resource; it has gone from being just a support occupation of being a strategic partner in the enlargement of businesses. It has distorted itself being simply PersonnelManagement – maintain records and ensure constitutional compliances, while doing the bare minimum to keep employeesatisfaction on an even keel to being an incorporated part of the corporate apparatus. The HR function of 21st century India has made an evolution from being ‘behind-the-scenes’ support attachment to becoming the significant differentiator in business. Rapid globalization has made companies apprehend people are the key to growth, the only strategic resource that any venture truly needs. This has led to companies regularly using their pioneering HR practices as their USP (Unique Selling Proposition) to keep up with the times in the wake of a rapidly changing labor landscape. Companies now distinguish that a ‘Highly occupied employee’ the key to success, crossways business sectors.

REFERENCES

[3] Anil Kumar Singh, (2009), A Study of HRM Practices and Organizational Culture in Selected Private Sector Organizations in India, University of Delhi, Sri Aurobindo College, This paper was presented at the Tenth International Conference on the topic of “UN Millennium Development Goals:Challenges and Perspectives” held in Gödöllő, Hungary, on 23-26 June, 2009.