

HUMAN RESOURCE MANAGEMENT IN INDIA: SOME ISSUES, CHALLENGES AND IT'S SOLUTIONS

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ABSTRACT

In the contemporary context, the Indian management mindscape continues to be influenced by the residual traces of ancient wisdom as it faces the complexities of global realities. One stream of holistic Wisdom, identified as the Vedantic philosophy, pervades managerial behavior at all levels of work organizations. This Philosophical tradition has its roots in sacred texts from 2000 B.C. and it holds that human nature has a capacity for Self transformation and attaining spiritual high ground while facing realities of day to day challenges. Human Resource Management has evolved considerably over the past century, and experienced a major transformation in form and Function primarily within the past two decades. Driven by a number of significant internal and external environmental Forces, HRM has progressed from a largely maintenance function, to what many scholars and practitioners today regard As the source of sustained competitive advantage for organizations operating in a global economy. Some of the factors that contribute to the evolvement of human resources management are technology, globalization, diversity, immigration and an aging workforce. In this article, we would be discussing the various Issues that HR is facing in today's Corporate scenario. A few challenges they have been able to overcome successfully but a lot of issues still need to be Dealt with. We would be discussing issues HR is facing in the present and some strategies which, if adopted, can help The HRM to sustain better in the challenging and dynamic scenario. HR is a product of the human relations movement Of the early 20th century, when researchers began documenting ways of creating business value through the strategic Management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits Administration, but due to globalization, company consolidation, technological advancement, and further research, HR Now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial And labor relations, and diversity and inclusion. This paper considers some of the key issues and challenges in human resource management in the Indian Context.

Keywords: Human Resource Management, Globalization, Diversity, Training and development.

1. INTRODUCTION

Human resources are nothing but all the people from lower level management to upper level management Working in the organization. People represent the brand value for any company. Talented, motivated and Satisfied workforce are the real assets for the company. Every human being is characterized by his own Features like physical and mental characteristics, personality traits, culture, language, gender etc. That's why Human resources have various issues while working in the organization. Now days, organizations also came To know that people working are more valuable than any other asset and need to be preserved carefully. The Success or failure of business is depending on the quality of people working in the organization. Globalization, competition, changing economic and social trends, market conditions constantly creates Various issues and challenges for the human resources working in the organization. Issues exists from both Sides; employer side as well as employee side. Employers facing the issues like demotivated employees, Lack of team spirit, more demanding employees, unethical practices, increased and updated technology, Shortage of skilled manpower, handling employee grievances, data security etc. on other hand, employees Are facing the problem of increased work pressure, dealing with diversification, cultural differences, work life balance , time deficiency for family & other work , workplace politics , health & safety issues, growing Insecurity , privacy issues, constant pressure to remain updated with change, high competition, economical Threats , increased cost of living etc.

All these issues and challenges are needed to be addressed very carefully and properly. There is high Correlation between people dissatisfaction and performance, productivity and profitability of the company. Employees are required to be happy and satisfied at workplace which in turn motivate them to work hard. There are some organizational, internal as well as external factors creating different issues and challenges For human resources working in the organization. Organizational factors consist of organizational policy, Leadership and top management, organizational culture, economic pressure, Industrial relations, trade unions Etc. Internal factors consist of personality, attitude, value system , background, culture etc. where as external Factors consist of economic and social trends, government policies etc.

2. REVIEW OF LITERATURE

- **Jen Schramm (2016)** in her article “The Big Issues facing HR” says that, today’s HR role is very difficult. Tight labor market, economic uncertainty and globalization are creating some problems. In this article, she reported emerging challenges like ethical practices, global practices, HR disciplines, labor relations and technology, competitions for talent retention, technology, insecurity etc.
- **Ritu Shrivastave (2016)** says in her article “3 Challenges facing the HR Industry” that greatest Challenge for any HR professional in the future will be how they control the evolving world of technology And countless systems designed to improve efficiency and productivity. She said biggest challenges over Last 10 years were, Retaining and rewarding the best employees , Developing the next generation of Corporate leaders and creating a corporate culture that attracts the best employees.
- **Lenin Karthikeyan (2014)** in her article says Companies desire to maintain now as well as in future the Human force which are equipped with the ever changing technology and techniques. Role of HRM Managers have moved from traditional handling simple personal issues to complicated issues like strategic Implementation through supporting the long term strategies with the necessary employee qualifications And developing the cultural and technical capabilities required for the strategies of the organization. Rapidly transforming business, globalization, changing nature of consumer taste and habits, new Techniques of production, HR managers are facing a variety of issues and challenges like retention of the Employees, multicultural work force, retrenchment of the employees. Human resource manager will have
To build or develop a frame work that allows flexibility to develop a workforce for tomorrow (Andries du Plessis, 2008, p-167). This paper explored that globalization, technological advances, workforce diversity, And changes in legal, political and economic environment are some HR issues and challenges.
- **Muhammad Hashim & Fazal Hameed (2012)** talked about various issues and challenges for HR. They Mentioned that technology, e- commerce, workforce diversity, change management, leadership Development, successive planning, Health & safety, Compensations, globalization are some problems. They have recommended that concept of Globalize Human Resource Management (GHRM) should be Implemented to prepare the skill people or manager worldwide. HR managers are required to formulate a Culture which will accommodate workforce diversity & implement such strategies.
- **In the blog of “The Most Common Issues Faced By Human Resource Managers”**, says that Recruitment & outsourcing, discrimination and conflict resolution, training & Safety are some common Issues faced by Human Resource manager. HR managers are required to be aware of methods and legal Policies to deal with discrimination on the basis of race, gender, age, religion etc. HR managers must Equip with strong conflict resolution procedure. HR manager must aware with different types of training Requirement and provide the same to employees. Safety is also one of the important issues.

3. OBJECTIVES OF THE STUDY

- To study the emerging trends in HRM.
- To understand the various challenges faced by HR executive.
- To Study the various issues faced by the people working in the organisation.
- To Study the recent challenges of HRM.
- To study the various techniques through which HR executive can overcome the challenges faced in this Present business scenario.

4. RESEARCH METHODOLOGY

The critical study of issues and challenges of Human resources working in the Organization is based on secondary data. This secondary data was collected from books, journals, Reports, blogs and websites.

Human Resource issues faced by people while working in the organisation:

1. **High Competition for Talent Retention & Acquisition:** Talent management is a commitment and Strategic process of retaining, training & retraining employees to ensure business goals are met Effectively & efficiently. Today’s era facing intense competition. More options are available to switch for Employee as compare to previous. HR people facing difficult problem of attracting and retaining the best Employee. Biggest challenge for talent retention is influencing and attracting compensation and benefits Plan offered by competitors. IT industry badly facing the problem of Talent Retention. Talented people Get bored with same type of project, job profile & they change the company. Here high profile people Will get same designation or salary wherever they approach. So main challenge for retention will be how To engage these highly talented people at workplace.

2. **Adopting Innovation & technology:** Technology is changing at fast pace. Many trends like virtual Teams, flexi work arrangement, online training, online recruitment, HR analytics are supporting to Growth, profitability & productivity. But this technology development and changes will also creating the Problems like diverse work team management , supporting virtual work force , big data base , use of IT Tools and technology usage by people become difficult. Automation, digitization changed the role & Nature of work. Most of the jobs are centralized and technology use to scale down and replace the people Requirement. Similarly technical competency, hands on technology necessitate especially skilled people Which are scared.
3. **A rising sense of Insecurity:** It has been observed in most of profession that most people are feeling Insecure about their jobs, salary, data security which is the biggest challenge. It refers to anxiety about the Loss of employment, particularly the people on probation or temporary basis. This insecurity will directly Affect the performance, motivation & productivity of an individual. So it is very difficult to motivate the People who have sense of insecurity while work in organization. Even work place violence, threat, social Security & stability, workplace competition creates the feeling of insecurity.
4. **Demographic Changes:** Because of globalization, people from different area, culture of world work Together. Multinationals are developing at fast speed. It comes with cultural diversity, generation gap; Aging workforce particularly in Public sector undertakings is increased. Women employment rate is also Increasing day by day. Social trends are changing like nuclear family, single parents etc. So managers are Facing the problem of dealing or managing the people having different culture, language, personality, Gender etc.
5. **Economic Indicators:** National and International Economic trends impact HR policies. Trends like Recession, slow down, political changes and various economic trends influence hiring and selection Strategies, payment strategies, promotion, Training & development strategies of a company. Now dealing With such situation is biggest challenge for the HR manager.
6. **E-HR Practices :** Use of technology have changed the face of traditional HR. Use of metrics, HR Analytics, Human resource Information system , In depth analysis , online recruitment & selection, Online feedback & appraisal practices , available data driven succession planning are some real Challenges for HR managers. Even many companies are outsourcing different HR functions.
7. **Work place politics:** Every organization had more or less work place politics. Favoritism, backbiting, Groups, seniority are part of work place politics. Now this is again one of the mostly faced challenge Faced by new joiners' as well as existing employees in any organization. Work place politics also affect The person's morale, work performance, interest, creativity and so need to be addressed properly.
8. **Dealing with Bullying:** Workplace bullying is mistreatment from others in the workplace which may Causes either physical or emotional harm to employee. It can include such tactics as verbal, nonverbal, Psychological, physical abuse and humiliation. This type of workplace aggression is particularly difficult Because, workplace bullies often operate within the conventional rules and policies of their organization And their society. In the majority of cases, bullying in the workplace is reported as having been by Someone who has authority over their victim. However, bullies can also be peers, and occasionally Subordinates.
9. **Ethical Issues:** There is constant pressure on HR department. Some critical situations which create Ethical issues. Decisions related to cash & compensation plans, recruitment & selection, promotion Policy, transfer policy, privacy issues creates ethical dilemma. Some of the ethical issues like whom to Give cash or non cash benefits like membership, coupons, increments etc. Also lot of influence from top Management, key employees, political parties & officials influence on various HR policies like Recruitment & selection, promotion policy etc. forces to indulge into unethical practices.
10. **Work Life Balance:** Intense competition forced employees to work more than stipulated time. Now Women employment rate is considerably high. Companies are expecting that their employees should Work 24 X 7. Changing economic & social trends like nuclear family, night shifts force employees to Work beyond office time & thus creating work life balance problems. This adversely affect on mental & Physical health, create stress, increase depression, damage family life, increases divorce, challenges Parenting etc. Thus creating the environment supporting work life balance is one of the issue faced by Many companies.

Recent Challenges of Human Resource Management:

Human Resources is currently dealing with a lot of crucial issues in the workplace. The organization's aims and Objectives are readily achieved, as is competing with the competition, thanks to the Human Resources Department.

Today's HR departments face a wide range of obstacles, To overcome these challenges, the HR Department must focus on the following: achieving the organization's goals, objectives, and meeting the competitions

Competitive Challenges- An example of a competitive challenge is one that is brought on by the factors of intense Competition, globalization of markets, and technological advancement.

Globalizations- Because of this, managers of human resources must make difficult decisions in order to prepare their Employees to take on new responsibilities and compete on an international stage. Today's business world is extremely Dynamic, and firms must adapt quickly in order to thrive. Human Resource functions and activities have an important Influence in influencing a company's performance in a specific industry.

Technology – In the context of technology, this means adopting innovative methods and processes in order to reduce Waste and maximize resources. Technology is concerned with the development and application of technological tools and The ways in which they interact with everyday life. Nevertheless, if our competitors begin using the new technology, HR Managers will be faced with a brand new challenge: how to ensure that our own personnel are up to speed on the latest Developments in the field.

Managing Change- HR executives are likewise confronted with these difficulties. An organization's goals, processes, And technology can undergo change in a methodical way when it uses change management. Managers of human Resources devise strategies for bringing about change, regulating it, and assisting employees in adapting to it.

Human Capital- Human capital refers to the skills, knowledge and experience possessed by an individual in the Organization that means HRM according to people knowledge, skill and performance identify and appoint Right Person On the Right job.

Responsiveness- HR Managers gave quickly response against the particular problems facing by the organizations.

Cost Containment- Every organization wants to maximum profit on minimum cost above all points considered by the HR Departments and minimize the cost ,full utilization of resources.

Measures to overcome the HR Challenges :

- **Tap to employee's emotions-** HR Manager must tap to the employee's emotional attachment Towards the work. For instance- Gen X has been in favour of developing their structural roles and Gen Y is more interested in having roles that fill in their emotional needs first.
- **Training and development-** HR should identify the gap of skills on early stage and provide with The training and development opportunities to equip employees with the competencies to deal with Modern day business changes. Some of the common tools used by HR for training and development Includes- classroom training, webinars, quizzes, e-learning, feedback, performance management System etc. Even recognition, incentives and support is provided to encourage employees for Completing training and development and apply them on their work.
- **Maintaining healthy relations with employees-** To provide congenial environment for work, there Is a need to maintain healthy relations with employees. Effective relations with employees help in Understanding your people and also in meeting their needs.
- **HR Planning-** HR Manager needs to do proper planning about the recruitment and selection Process. Some other factors for which planning is required like, how many vacancies are there, what Is the kind of job available, from where to recruit right candidates , what is the qualification Requirement , how to conduct interviews and some other hurdles in this process.
- **Equipping future leaders-** In a recent survey conducted, about 368 CEOs and 2102 HR Professionals are ready to take more responsibilities in future as they are currently not satisfied with Their jobs. So HR leaders must work on the strategies that will help mid-level managers and up skill Them for better future opportunities.
- **Automate Routine tasks-** According to a survey conducted; there is a technology available which Can automate about 56% of human functions. This automation helps in providing solutions to issues Like face recognition attendance system and software based time tracking. Installing all these systems Helps HR leaders to increase productivity by reducing human errors.
- **Fairness-** HR Manager must be fair while dealing with the employees in the organization.
- **Positive changes-** As per a survey, about 54% of HR Managers reported anxiety due to the Adjustments to be made on daily basis. Adjustment to revolutionary changes results in 2.5 times more exhaustion to the employees. Accepting change is not easy for the employees and for that Proper communication should be made so that employees can make the adjustments easily.

5. FINDINGS OF THE STUDY

- There is high competition for talented people acquisition & retention. HR teams have to strive hard for Getting and retaining competent & talented people in the organization.
- Technology is changing at fast pace and dealing with technology & related problems like arranging Training, constantly updating with changing technology became problem.
- People felt insecure about job, salary, position, changing work culture, health which reflected badly on Their performance & productivity.
- Social and cultural diversity, generation gap, ageing workforce are some challenges faced by Organization.
- Work place politics, favoritism, backbiting, political interference are some critical problems faced by Industry.
- Discrimination on the basis of cast, religion, gender also creates the problems for the people working in The organization.
- Ethical issues, employee privacy issues, different compensation and benefits plans are some problems.

6. SUGGESTIONS

- Talented people are asset for any organization and required to be retained. Organizations should focus On various employee engagement practices. Recruitment process must be strong and attractive to attract Talented people.
- Organizations have to invest considerably on training process to acquaint & aware people with new Technology.
- Organizations have to work on creating good organization culture, fair HR policy in order to remove Insecurity and fear from the mind of employee.
- Company should place strong grievance handling procedure & timely update the same.
- Discrimination, ethical & privacy issues will be carefully addressed; resolved & strong disciplinary Action should be taken against it.
- Work life balance policies should be introduced and implemented.

7. CONCLUSION

India has witnessed a revolution in the field of Human Resource; it has gone from being just a support function To being a strategic partner in the growth of businesses. It has transformed itself being merely Personnel Management – maintain records and ensure statutory compliances, While doing the bare minimum to keep employee satisfaction on an even keel to being an integrated part of the Corporate machinery. The HR function of 21st century India Has made a transition from being ‘behind-the scenes’ support appendage to becoming the critical differentiator in Business. Rapid globalization has made companies realize People are the key to growth, the only strategic resource That any enterprise truly needs. This has led to companies Routinely using their innovative 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 recognize that a ‘Highly engaged employee’ the Key to success, across business sectors.

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