Current Issues and Trends in Human Resource Management

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Introduction:
At the beginning of the 21ˢᵗ century, humanity found itself at the threshold of a great adventure, not related to the conquest of space and time. It is the discovery of the "human resource development process" and the realization that this single variable of human resource development **(HRD)** can account for all other developmental processes.

Human Resource management (HRM) is concerned with the "people" in management. HRM is the term increasingly used to refer to the philosophy, policies, procedures and practices relating to the management of people within organizations. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance, and ensuring that they continue to maintain their commitment to the organization are essential in achieving organization objectives.

Human Resource Management:
HRM is concerned with integration getting all the members of the organization involved and working together with a sense of common purpose

According to **lvancevich and Gluck**, "Human resource management is the function performed in organizations that facilitates the most effective use of people (employees) achieves organizational and individual goals".

Byars and Rue define HRM as "Human resource management encompasses those activities designed to provide for and co-ordinate the human resources of an organization."

Definition of the Human Resource management.

Edwin B. Flippo.
"Human Resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished."

The "Psychological Contract "
More recently, human resource professionals may have encountered the word " psychological contract " being used within the domain of organizational behavior in order to understand how to improve productivity and performance on the job.

A widespread development that is been seen now is what is known as " the psychological contract " between employers and the people they employ. In " psychological contract", the basic rules that govern the employment relations are the broad excitations about what each side will gain from the other.

Current Trends in HRM:
- Managing Change   Human Capital   Technology
- Globalization   Responsiveness   Cost containment

Scope of HRM:
1. Employees Hiring
2. Prospects of Employees
3. Industrial Relation
4. Employees Motivation
5. Employees Maintenance
6. Remuneration

Total Quality management (TQM) :
TQM pioneered by Edward Deming, is a broad-based, systematic approach for achieving high levels of quality. Many leading companies such as Motorola, Cadillac and Xerox, whose strategies require them to survive against the pressures of world-class competition, have implemented TQM.

Total Quality management began to gain increasing acceptance in the United States in the mid 1980s.
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TQM first became popular in manufacturing organizations, but it has also been widely adopted in service settings. TQM ideas have been clearly enunciated by experts such as Philip Crosby, joseph Juran, W Edwards Deming, Armand J Feigenbaum and Genichi Taguchi. These ideas were adopted and mastered by the Japanese and only later spread to American companies.

Comparison between Traditional Thinking and TQM

Basis of comparison	Traditional Thinking	TQM
Definition of quality	Products meet specifications, focus on post production inspection.	Products fit for use by customer, focus on building quality into work process
Problem solving	Ambiguous understanding of customer requirements	Systematic approach to seek, understand and satisfy internal and external customers.
Understanding of customers	Unstructured problem solving by individual managers and specialists.	Participative and disciplined problem solving based on hard facts.
Improvement Focus	Technological breakthroughs such as automation	Gradual but continuous improvement of each function
. 5. Errors	A certain margin of error, waste and rework is tolerable.	No tolerance of errors. Do it right the first time and every time.

Source: Copers and Lybound – Quality Improvement.

Business Trends and HR Competencies:

Today, organizations have become more complex, dynamic and fast –paced. As a result attracting, retaining and managing people effectively are more important than ever. Schuler R.S. Jackson S.E. Storey J has listed four key roles for HR professionals.

1. **Strategic Partners**:
 Show concern for multiple stakeholders, including employees, customers, shareholders and society at large. They educate managers about the values of people as an organizational resource and about the consequences of both effective and ineffective HRM.
2. **Innovators:** Innovators help their organizations create an environment that supports continuous learning and improvement. Rather than relying on what others are doing they create new approaches to managing people.
3. **Collaborators**: know how to create win-win situations. They share rather than compete, and work effectively inside as well as outside the organizations.
4. **Change facilitators:** Change facilitators anticipate the need for change and prepare their organizations to deal with it. They think conceptually and articulate their ideas clearly. They execute changes in strategy and energise others o accept and embrace change.

HR Challenges of International Business:

It would appear that, decide the impact that international growth has on a firm's HR activities , the precise nature and extent of that impact on corporate performance is not well understood. The reasons are:

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1. HR managers only become involved in strategic decisions when there is a critical mass of expatriated to be managed.
2. HR constraints on international expansion come to the attention of senior corporate management.
3. Senior management is more likely to recognize HR issues when staff transfers become significant to achieving international business objective.

Conclusion:

 HRM is a recognized body of knowledge body based on the people dimension within an organization. In HRM the focus is on how to improve the quality of work-life i.e., the factors that contribute to professional growth and in providing maximum opportunities for   personal development of every employee, allocating work properly and scientifically and maintaining healthy relationship between individuals and groups in the organization . HRM enables an enterprise to achieve its goals effectively and more efficiently through the use of available human resources.

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