

EMERGING TRENDS IN HRM

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Abstract: *The purpose of this paper is to establish the importance of human resource management (HRM) and how it emerged, to provide some evidence of its context, to discuss its potential and future development. Many specialists underlined the fact that human resource requires more attention and careful management than any other resource of an organization. The role of the HR manager must parallel the needs of the changing organization. Successful organizations are becoming more adaptable, resilient, quick to change directions, and customer-centered. Within this environment, the HR professional must learn how to manage effectively through planning, organizing, leading and controlling the human resource and be knowledgeable of emerging trends in training and employee development.*

Keywords: *International HRM, HRM trends, Human resource, Personnel administration, Talent management.*

INTRODUCTION

Organizations of today continue to operate in fast-changing and often unpredictable environments. Globalization, changing demographics, and changing customer relationships are frequently cited as trends that require organizational changes. Frequently caught in the midst of these changes are the human resource management (HRM) function which has evolved from a narrow personnel view, to a broader HRM perspective, and then to one that emphasizes a strategic orientation. This strategic human resource management (SHRM) orientation is evidenced in a variety of HRM areas, for example, recruitment and selection, training and development and compensation. Further, during these shifts many have been critical of the role of HRM and suggested among other things that it does not add value to the firm. However, others have shown that HRM does indeed add value. Clearly, the field of HRM is changing and growing, new knowledge is being created, and the standards of performance will increase in level and type. The HRM field is under pressure from various quarters.

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New Trends in international HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
- Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.
- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.
- In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should take into account the following aspects to ensure success:

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.
- Utilize people with distinctive capabilities.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.
- Lay off workers in a smooth way explaining facts to unions, workers and other affected groups

HR Managers today are focusing attention on the followings:

- (a) **Policies-** HR policies based on trust, openness, equity and consensus.
- (b) **Motivation-** Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.

- (c) **Relations**- Fair treatment of people for healthy work-place relations.
- (d) **Change agent**- Prepare workers to accept technological changes by clarifying doubts.
- (e) **Quality Consciousness** - Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

OBJECTIVES

The general emphasis of this study is to examine the applications and processes key HRM functions and explore the perception on its value-added contribution towards organizational effectiveness.

- What are the organization's strategic approaches in recruitment/selection practices? And how does it support the business/corporate strategy?
- What are the perceptions on the value-added contribution of recruitment/selection and practices towards organizational effectiveness?

METHODOLOGY

The paper adopts a literature review approach beginning with indicating and classifying the literature in a process model format of HRM. The analysis is based fully on secondary data like books, journals, articles and information available on internet.

LITERATURE REVIEW

Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Therefore sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups. For this the company's job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening endeavors. Finally the interview questions should be tailored to flesh out potential compatibility with the company's green goals.

The common sections of job descriptions can be used to specify a number of environmental aspects. The job title and chain of command must include environmental

reporting roles and health and safety tasks, which staff are exposed to harmful substances/potential emissions (and their extent), Job purpose must contain a reference to sustainability, the functions of the job list the primary duties associated with the position and highlight the specific eco-aspects of the job and matching personal attributes to needed environmental competencies, i.e. buying-in specialist competencies via new hires or investing in training. These then should be explained in the company's want ads reflecting the company's commitment to sustainable development and ask that all resumes contain evidence that the prospects have contributed to triple-bottom-line enhancement in prior positions.

Strategic HRM Contributions towards Organizational Effectiveness

Recruitment/selection and training/development represent two of the four key functions of HRM necessary and critical to support organizational strategies. From this perspective, strategic recruitment/selection and strategic training/development occurs when practice is aligned with and into the strategic planning process of the organizations. They emphasized that recruitment/selection and training/development not only seek to attract, obtain, retain, and retain the human resources the organization needs to achieve the strategic goals, but may have significant impact upon the composition of the workforce, the ultimate fit with the organization's needs and culture, and upon long-range employment stability and human development.

Today's organization cannot ignore the fact that a key element of an organization's resource capability is its people and greater attention is being given to the recruitment/selection process than ever before. Recruitment/selection is just one of the key human resource (HR) practices that need to be integrated into a coherent "bundle" by organizations in order to support the delivery of business or corporate strategy. Newell and Rice (1999) noted that for some, recruitment/selection lies at the very centre of human resource practices in organizations where appointment decisions represent one of the most crucial ever taken by employers. While the recruitment/selection is typically the responsibility of the HR Director/Personnel, line managers in all the business units of an organization also have an important role in the recruitment/selection process.

CURRENT TRENDS IN RECRUITMENT & SELECTION PRACTICE

A Review of Social Media and Internet-based Recruitment

Social networking sites, such as Face book and Twitter, allow individuals to post and share personal information, which has led many US employers to use social networking sites to screen job applicants (Shea and Wesley, 2006; Witham, 2011). A reason for using social networking sites to screen employees is that employers might want to verify information provided by applicants. For example, ADP Screening and Selection Services found that applicants falsify their information on applications, such as their

employment record, education, and credentials or licenses (Leashing, 2009). Other reasons for using social networking sites for selection purposes is that social networking sites have some advantages over traditional human resource tools, such as being accessible without costs (Jacobs, 2009) and are perceived to be reliable sources by users (Kluemper and Rosen, 2009).

A research was conducted to examine the relationship between use of the social media as a recruitment source and student attitudes (Rozelle& Landis, 2002). They hypothesized that that Internet recruitment would be seen as presenting less accurate information to applicants as compared to informal forms of recruitment. In addition, greater applicant use of Internet-based recruiting information was expected to be associated with lower satisfaction with the organization. The data did not support the hypotheses; hence the role of online recruitment was significantly established through this study.

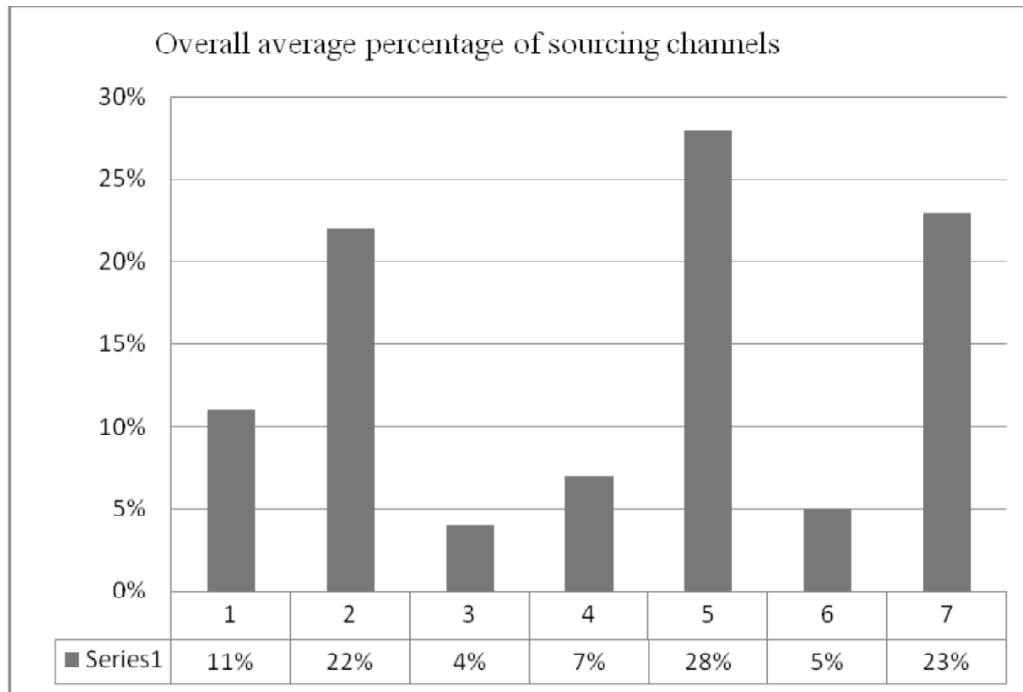
Recruiting Trends in Global Organizations from Distinct Perspectives

The present review strives to highlight the trend of current recruitment practice from a global perspective. So, it is important to ascertain the role cultural differences play in the area of recruitment, if any. Ma & Allen (2009) did a conceptual research, which explores how cultural values influence the effectiveness of recruitment practices in different cultural contexts. In today's business environment one of the popular sources of hiring people is the 'word of mouth' which significantly affects the behavioural and perceptual outcomes of the decisions taken to hire right people. This phenomenon was studied by Van Hoyer and Lievens (2009) sample of potential applicants, targeted by the Belgian Defense. They found that having positive information regarding potential talents through word-of-mouth early in the recruitment process was significantly correlated with perceptual (organizational attractiveness) and behavioural outcomes (actual application decisions). Another study conducted by Russo et al. (2001) attempted to investigate how employers' recruitment strategies change in response to different conditions on the relevant regional labor market. The influence of personal networks positively influences the wages of referred individuals (Antoninis, 2006). However, the value of recommendations to the employer depends on the type of vacancy and the provider of information. It has been shown that new recruits receive a higher start wage when recommended by a causal agent with direct experience of their productivity. On the reverse, the use of recommendations from friends and relatives has no influence on the starting wage and may even be even negatively related to wages in non-expert jobs (Antoninis, 2006). Through the literature review an effort has been made to review the findings of past research work in the area of recruitment practices from global and distinct perspectives. Furthermore, we have also conducted a survey in some of the leading IT organizations in India. The main purpose of this study is to evaluate and understand the significance of the current positioning of various recruitment sources by doing a SWOT analysis.

ANALYSIS AND FINDINGS

The analysis was conducted on to investigate which sourcing channel is most commonly used in most of the leading organization for hiring the required candidate. The study, conducted in five companies (Infosys, TCS, Wipro, HCL and IBM), showed that Job Site/Portals, Social Media like LinkedIn, FB, and Campus recruitment were the leading channels preferred by organizations for hiring the variant workforces. These channels constitute 28%, 23% and 22% respectively of overall hiring for these organizations. Other preferred channels are employee referral (11%), recruitment agencies/consultants (7%), advertising (4%), and company websites (5%). This is shown in table.

Sourcing Channels	Average
Employee referral	11%
Campus recruitment	22%
Advertising	4%
Recruitment agencies/consultants	7%
Job sites/portals	28%
Company websites	5%
Social media	23%
Total	100%



CONCLUSION

On the basis of the present study, it has been found that in the current scenario, companies prefer to adopt social media, job portals and campus recruitment to hire candidates across skill sets. This system has helped the organizations to get the right talent pool while being cost effective. In other words, by using channels such as social media, job sites, and campus recruitment, companies have been able to get the effective resources with minimum cost. This has helped organizations to grow as they have been able to get the right people for their vacancies. In addition, the appropriate channels have helped the organizations to get the different and varied sources to which they can turn to for effective hiring. What is evident from these channel distribution figures is that no single channel alone will reach all the candidates and that a multi-channel approach is essential to cover up the market. Recruiters must consider both market flow and share of applications when deciding which channels to use and to what extent. Although the Web-based job portals generate many applications they still do not reach all the candidates. To conclude, the channel distribution figures show recruiters not just the percentage of candidates that they are reaching via each channel, but also the percentage of candidates that they are failing to reach and the need to shift their source of recruitment.

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