# CHANGING DIMENSIONS IN MANAGEMENT OF HRD – AN EVALUATION

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## ABSTRACT

The present research paper is an attempt to analyze the changing dimensions of human resource management in the present era right from its evolution. There has been drastically change in the dimensions of human resource management from the HRM training and development to E – Human Resource Management and Corporate Social Responsibility. The research has tried to find out different dimensions in the HRM. It is a review paper where the secondary data has been used. It is ought to find that after the evolution of the talent management functions of HRM has now changed to large extent.

**Introduction:**

With liberalization and privatization cutting across the boundaries of various countries company's ability to compare in a global environment is becoming increasing significant to have the right people with immense talents and skills to manage their business activities effectively. Of late , corporate world has aptly realized the importance of HRM as a vital tool for achieving the organizational goals – human resources development is a part of human resource management which include the study of training of development, compensation management, talent management, HR out sourcing, cross culture management etc., - of all the prime sources. It is the human beings who constitute its greatest and for most asset. It is their competence quality and intensions that would enhance the productivity of the organization. HRD mainly focuses at improving constantly employee talent and capability levels. HRM is increasingly receiving the attention as a critical strategic partner, assumingly stunningly different, for reaching transformational roles and responsibilities. An organization cannot build a good team of working professionals without good human resources. Human resources management was been widely defined by scholars as a strategic function that encompasses management of its critical human assets for gaining competitive advantage in a dynamic business environment. HRM is the function performed in organizations that facilitates the most effective use of people to achieve organizational and individual goals. The concept that " Human Resource" is a valued assest that can help tide an organization over turbulent waters has been very aptly realized in the recent times of economic turmoil by business worldwide. Human resource management beginning with selection, training, performance appraisal, giving rewards to developing high quality employees in the long term perspective. Human resource management involves all management decision and practices that directly affects people or human resources, who work for the organization. It was only since two decades or so that Indian industries have

realized that growing need and applicability of human resource concept for their growth and prosperity. With the shift in the world economy from manufacturing to service and knowledge, this cold perspective of HR has given way to alignment and high performance perspective. The alignment perspective makes the management to view the employees is the organization as assets capable of strategic utilization and the high performance perspective make the management to view HR as a system embedded in the whole organization. The company as its corporate responsibility should create an environment where in, human talent gets the best opportunity. Self expression and all round development. Through literate review (secondary data) and help of prevalent cases we tried to study the different dimensions. The paper draws on prevailing for better understanding and opening of avenues towards future empirical research in this yet untapped sector.

**Need and Significance of HRD:**

HRM explores issues not only in the perspective of the individual employee and their employer, best in circumstances of the wider work place, the labor market and economic powers shaping the type of work, technological improvement and social trends. The concept of HRD is a process of improving and developing skills, knowledge, aptitudes, values, motivation and abilities of the employees based on the organizational pattern and requirements. The world of work is fast changing so on understanding of how these all affects the way people are managed in the work place is f tremendous importance theoretically and practically.

**Literate View:**

As the high commitment perspective on HEM has developed since the 1980's so has the role of HR managers and professionals. The HR professional has now undergone a sea change being used from the level of chief executive as the top down to the lowest employee of the organization, virtually brining total employees under the preview of HRD. It represents a variety of historical and contemporary influence of human values and its approach has resulted a tremendous transformation over the years and thus exercise would go on with the changes in times. As Rennis Likert an HRD expert rightly said" without human efforts organizations can not accomplish their objectives". In line with the movement of HRM to enter stage in its perceived ability to contribute to the sustained competitive advantage of the organization, the HR function has shifted from a predominant emphasis on operational issues to a strategic line. It is suggested that the HR function can be examined in several functional areas.

**1.  HRM Training and Development**

Human resources are significant strategic levels and the resources of sustained competitive advantage through facilitating the development of competencies of the employees. The nature of HRD policies provides guidelines for a variety of employee's relationships and identity the organizations from recruitment, selection. Placement, training, promotion, compensation, motivation and integration.

## 2. Compensation Management:

Compensation is a systematic approach providing monetary value to employees in exchange for work performed. Compensation will be perceived by employees as fair of based on systematic components. HRD practices, various compensation systems have developed to determine the value of positions. The components of a compensation systems include a) job descriptions b) job analysis c) job evaluation d)pay structures. Salary surveys and policies and regulation compensation will be perceived as if it is comprised of a system of components developed to maintain internal and external equity.

## 3. Talent Management:

Talent management is getting unprecedented recognition as a key determinant of business success in what the man power group has termed the human age. Infact talent management has become so crucial to business growth and economic progress that it is a forceeing organizations to re-examine how they attract, develop, retain and engage employees. Regardless of the industry or location, it is becoming clear that talent management is no longer the preview of just the human resource development. There is a growing consensus that having the right talent in place at the right time is the responsibility of every one in top management. Infact talent impacts almost every major decision at the suite and knowing how to access, mobilize and develop the right talent, no matter where it is in the world, can have a significant impact on business success.

## 4. Attrition and Retention:

In the global scenario as there is no clearth of opportunities for talented persons in this world given a chance, employees are prone to move from one organization to another. Corporate are facing the problem of attrition at this time of economic revival. Organization spend a lot of effort, time and money on employees retention because losing a valued employee proves to be costly in the form of lost knowledge, worried co-workers and lost money. Retention is more economic than going for fresh recruitment. Organizations should have an effective retention plan to keep the current employees. In today's turbulent lives organizations are very conscious About their reputation in the market and also like to get competitive advantage over others. As attrition is a services concern for many companies, it is necessary to find out why people are leaving the company. New age employees are far more flexible than the old ones. Companies also play a vital role in curbing the attrition and retaining the talented employees. Increasing attrition is a serious concern for every company today and they are fighting with this problem by redefining their HR policies and practices. Retaining talented employees from getting poached along with the reducing the attrition costs are the key areas that need to be given same serious thoughts. Today many organizations are on the top because they value their employees and know how to reta them. Several strategies are executed to motivate employees and retain them for a maximum period of time. Talent management should be the main agenda for companies HR as a major step towards retaining employees.

**Highlighted Work Place Strategies:**

HR leaders are continuously looking for to improve insight into workers effectiveness. The key findings are significance of strategic cross functional metrics and need for a single, fully connected people management platform to drive continuous work force and business improvement highlighted work place strategies as integration of HR and technological capabilities.

**Promoting Hrd Culture:**

Organizational culture has a major impact on the performance of the companies and specially on the quality and skills of work force. However, the culture is influenced both by the external and internal environment. The organization HRD objective should be to foster an appropriate climate which nurtures employee competence and create adequate competition levels for applying their abilities on the job. The human factor is an internal part of the corporate plan and the managements should properly utilize the HR talents in the best possible manner.

**Effective Practices in HRM:**

It was started to affect the bottom line of organizations. So there was a significant growth of HR departments and technology had progressive to point where it was beginning to be used. Consequently, there was an growing demand to adopt computer technology to process employee data more effectively. These trends give rise to in explosion in number of vendors who could assist HR departments in automating their programmes in terms of software. Computer technology developments had improved vendor activity led to development of a comprehensive management information systems for HRM.

**E- HRM:**

It is a practice of internet supported way of performing HR activities. E-HRM uses IT in dual manner. Technology assists as a medium with a goal of linking and incorporation in a office. Secondly technology assists actors by partly or completely replacing for them in performing HR-activities. Web based HRM joins the theory to internet technologies. E-HRM is particularly web-oriented also contains adds technologies like net worked ERP systems.

**Changes in Work Profile:**

There has been a tremendous change in Indian work force profile over a period of time. All HR activities used to be geared to meet job demand and **by pectatious** were based on the literacy level of the labor force. Now a days, the situations have changed dramatically. Today, they are more educated skill oriented,young and knowledgeable, having high expectations. The expectations of people have also changed with the changing profiles both in terms of financial compensations and working conditions.

**Balance Score Card:**

Work life balance is becoming a major challenge to HR manager as more women are taking up the jobs to add to finances of their families or to become more

career oriented. Organizations should undertake work life balance programmes as in their absence both me and women will be expressed to stress, tension, depression and anxiety.

### Changing Employee Expectations:

With the changes in workforce, employee expectations and attitudes also has been changed, traditional **allurements** such as job security, attractive salary housing etc. do not attract and motivate today's workforce. Employees demand empowerment and expect **efeeeality** with the management. Today , worker demands better treatment, challenging jobs and career advancement. The HR manager can prepare the profile of the worker and discover new methods of hiring , training and remunerating and motivating employees.

### Strategies to Combat Challenges:

HR challenges encompasses from finding the right talent to retaining, nurturing and growing them. Creativity is a paramount consideration related to talent management and business organizations should consider the environments that are conductive to creativity and innovation. Fostering talent from a posture of a safe and nurturing environment would enhance creativity and innovative in the organization.

### Create Work Life Balance:

Today's work force has learnt to sheen work environment where their personal aspirations are not met. To retain the talent people the companies create an environment that people work with love and affection which would extent facilities of flexible work options, monitor and control on work etc.

### Compensation rewards:

The employees in the organization are departing because of non-recognition for their efforts. Today's employees want to receive awards that reflect their efforts and contribution performance differences. Corporations must take care in application and adoption of proper compensation and reward systems to motivate the employees.

### Introduction of HRD Strategies:

To create enabling organizational culture , the organization need to introduce the HRD strategies. Quality of work life is one of the important strategy which leads to the enabling culture . HRD systems focus on quality of work life by continually examining the employee needs and meeting them to the extent feasible. QWL is a key integrating human resources in to the organization for achieving higher productivity, job satisfaction, higher morale and commitment.

### Create Learning Environment:

HRD mainly concerned with providing learning experiences for the people associated with an organization through a behavioral approach adopting various process. Such learning experience are provided with main objective of developing human being for their advantages and harnessing their physical, mutual and intellectual endowments and abilities for the growth of the organization.

**Managing Human Re Resource for Competitive Advantage**:

In a global village the managing HR for competitive advantage an important function of management several organizations have been introducing several training and development strategies helped a lot for changing the mindset and skills of work force. As a result positive impact has been observed in several organizations.

**Conclusion:**

HRM will remain an integral part of any business endeavor which involves human beings. The HR manager should be able to provide thought leadership and nurture ideas. HR practitioners need to be aware of business strategies and the opportunities threats facing the organization. To keep focus on HRD systems on quality of work life by continuously examining employees needs and meeting them to the extent feasible. Today technology is now becoming a core driver of learning systems and developing of employees. In the present day turbulent reality, there is a need to develop industry specific HRM policy and practices to remain competitive and to develop committed work force. HR manager must be proactive with all strategies and action plans in order to meet the changing needs of the organization. They must be through with basic functions of HR including planning, organizing, leading and controlling human resources.