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19	PROCESS & METHODS FOR RESEARCH IN CONSUMER BEHAVIOUR <i>DR. ASHOK BHANUDAS NAVALE</i>	72
20	RECENT RESEARCH TRENDS IN HUMAN RESOURCE MANAGEMENT <i>Dr. Shirish Nana Gawali</i>	75
21	Tools ICT in Business Research <i>Mr. Vivek M More, Mr. Vicky Khandagale</i>	81
22	IPR Issues related to Business Research in India. <i>Prof.S.D.Shaikh</i>	84
23	BUSINESS RESEARCH METHODS: A DECISION MAKING TOOL IN THE HANDS OF MANAGEMENT <i>CA. Nikhil Bharat Goyal</i>	86
24	Interdisciplinary Business Research <i>Mr. Vivek M More, Miss. Prachi S Kulkarni</i>	89
25	Research Design: an Overview <i>Dr. Barhate G.H., Jawale MeenakshJanardhan</i>	92
26	Process of Business Research <i>Prof. Kekane Maruti Arjun, Prof. Pinjari Dnyandeo Rangnath</i>	94
27	Research Methodology in Commerce – Research Design <i>Prof. Sayyad Mahejabin</i>	99
28	Good Research Report Writing <i>Miss. Jagtap Mangal Babasaheb, Miss. Priyanka Deepak Rathod</i>	102
29	CHALLENGE OF SOCIALLY USEFUL RESEARCH IN COMMERCE AND BUSINESS <i>Prof. Mrs. Gujar P.S., Dr. Adik B.R.</i>	105
30	संशोधन अहवालाचे महत्त्व <i>Dr. B.D. Todkar</i>	108
31	Research in Consumer Behavior <i>Prof. Dr. Kalhapure B. B.</i>	114
32	RESEARCH METHODOLOGY: AN INTRODUCTION <i>Ghotekar D.B</i>	118
33	USEFUL TRICKS FOR WRITING EFFECTIVE RESEARCH PROPOSAL <i>Prof. Riyazkhan H. Attar, Dr. G.H Barhate</i>	122
34	ESSENTIALS FOR A GOOD LITERATURE REVIEW <i>Prof. Riyazkhan H. Attar, Prof. Shantilal R. Jawale</i>	128
35	Research in Higher Education for Quality Improvement <i>DR. BHOSALE J. P</i>	134
36	Morals and Ethic in Business Today <i>Mr.S.R.Pagare</i>	140
37	IPR in India: An overview <i>Mr. Vivek M More, Mr. Samadhan B. Tayad</i>	143
38	Intellectual property right: A way to Economic Growth in India <i>Mr. Vivek M More, Mr. Sanket G kankate</i>	147

RECENT RESEARCH TRENDS IN HUMAN RESOURCE MANAGEMENT

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• INTRODUCTION :

Research on alignment of HR policies and practices with business strategies has recently been the focus of management science. The interest of strategic management in examining the role of Human Resource as value – added has evolved. How strategic Human Resource Management leads to competitive advantage, specifically with the resource – based perspective has been dealt with in research literature. In this way practitioners and academics are both of the opinion that in the field of Strategic Human Resource management (SHRM). Learning organization and knowledge management learning are a central concern in the work place . However the operating environments of money public and private sector organizations reflect that the theoretic is not even an aspiration, let alone a reflection of defined.

Human Resource(or Personnel) management is the sense of getting thing done through people. It's as essential part of every manager's responsibilities, but many organization find it advantages to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently.

The today focus in business is personnel. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. The major purpose of Human Resource management (HRM) is to increase and improve the productive contribution of personnel to the organization in more ethical, Social and administratively responsible way. This purpose emerged from commonly called industrial relations, personnel administration, industrial psychology and personal management. Research shows that its aim is to create a whole organization culture that binds workers to the company objective with full professional commitment, integration and quality work.

Changes in Human Resource Management (HRM)

Some of the significant changes in human resource management are as follows.

• Increase in education levels :

Due to technological progress and the spread of educational institutions workers will increasingly become aware of their higher level needs, managers will have to evolve appropriate policies and techniques to motivate the

knowledge of workers so better educated and organized workforce will demand greater discretion and **autonomy at the work place.**

- **Increasing Government Role :**

In future private organizations will have to co-ordinate their labour welfare programmes with those of the government private sector will be required increasingly to support government efforts for improving public health , education training and development and infrastructure.

- **Network Ethic :**

Greater forces will be on project and team forms of organization. As changing work ethic requires increasing emphasis on individual. Jobs will have to be redesigned to provide challenge.

- **Occupational Health and Safety :**

Due to legislative presence and trade union movement personnel management will have to be more healthy and safety conscious in future.

- **Technological Development :**

This will require retraining and midcareer training of both workers and managers. Rise career training of both workers and managers. Rise of the international corporation is proving new challenges for personnel function.

- **Organizational Development :**

In future change will have to be initiated and managed to improve organizational effectiveness Top management will become more actively involved in the development of human resources.

- **Development Planning :**

Personnel management will be involved increasingly in organizational planning structure and composition. Greater cost consciousness and profit orientations will be required on the part of the personnel department .

- **Better Appraisal and Reward System :**

Organizations will be required to share gains of higher periodicity with workers more objective and result oriented systems of performance appraisal and performance linked compensation will have to be developed.

- **New Personnel Policies :**

In recent period new and better policies will be required for the work force of the future. Traditional family management will give way to professional management with greater forces on human dignity.

- **Review of 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 personnel characteristics of the candidate.
- Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable to manager to understand cultural differences better.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.
- To Balance the pros and cons of home country and host country evaluations performance evaluation should combine the two sources of appraised information.
- 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 today are focusing attention on the followings :
- **Policies** : HR policies based on thrust, Openness, Equity and consensus.
- **Motivation** : Create conditions in which people are willing to work with zeal , initiative and enthusiasm , make people feel like winners.
- **Relations** : Fair treatment of people for healthy work place relations.
- Change agent : Prepare workers to accept technological changes by clarifying doubts.
- **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.

- Recent Trends in HRM :

The business world is changing like bullet train speed. Technology, the global economy, increasing regulatory scrutiny ,the looming talent crisis the recognition that mental illness is dramatically affecting the work place.All of these are having a huge impact on the HR profession.

- The Changing Role of the HR professional :

The first step is to make sure that the organizations HR practices are effective. The practices should create competitive advantages by building strong teams and employees .But few HR departments do this in a measurable way CEOs are demanding that HR stop giving lip service to strategic performance and find the metrics that prove they are contributing to the growth and performance of the company through effective people management. Accounting to Jim Burns CeridionsPresidents “ People are the only company asset that increases in value .” so HR people need to be a lot more creative in the way they do things. The one

size fits all approach doesn't work anymore. HR departments of today need to be the talent departments of tomorrow.

- **The War for Talent :**

The most important corporate resource over the next 20 years will be talent, smart, sophisticated business people who are technologically literate, globally astute and operationally agile. According to The Conference Board of Canada "the war for talent is fierce, and is likely to become more so with the massive number of employees retiring in the next five years. Top organizations are moving beyond the vanilla employer of choice concept to a more rigorous strategy of attracting and retaining the right employees through branding.

Traditional workforce planning is being replaced by talent strategies and skills gap analysis. Once they determine the gap, it becomes clear what talent they need to hire, to lay off or to develop or transfer internally.

- **Outsourcing of HR functions :**

HR professional needs to embrace outsourcing. Outsourcing of HR transactions is a proven way to reduce costs and get access to a higher level of service.

There are five good reasons of the company for outsource their HR services.

- I. Focus – allows HR to allocate time to strategic, not transactional concerns.
- II. Regulatory compliance – minimize or transfer legal risk to the outsource and obtain specialized regulatory expertise.
- III. Cost reduction – economies of scale, automation and process improvement, especially for transactional work.
- IV. No available internal resources – provides an HR capability for a company that does not have one, cannot staff it or cannot afford a full-time resource but has reached a size and complexity where expertise is required.
- V. Access to best technologies – mutual benefits to ensure technology is continually upgraded.

- **The Health Workplace :**

There is no competitive advantage in exhausted sick and stressed out workers. There is growing recognition that there is a definite link between the work environment and the health and well being of its employees further employers are now recognizing the connecting between employee health and the bottom line.

- **The Diverse workforce :**

Diversity goes far beyond the traditional employment equity criteria of gender visible minority or aboriginal status or disability. In short diversity is employee equity but diversity is a business strategy.

The reality is that today's work force and the work force of the future will be made up of a diverse, complex collection of employees all with different needs, experiences and this is good because an organization with a broad variety of people

with a diverse range of perspectives is better able to do business with a variety of people to solve a variety of problems and to make a variety of decisions. As companies become more global and using more offshore services, it creates our needs for diversity strategies that go beyond our own national borders. In this way it will take a whole new level of education, tolerance and a willingness to embrace change. Therefore H R will need to provide cross – cultural support and training for virtual global teams.

As a business strategy the value of diversity is to bring to a company the broadest possible spectrum of knowledge experience and perspective. A diverse work force consist not just of people with a broad range of demographist traits but more importantly a board rang of education background professional and other interest, work experiences life experience and culture perspectives. However the success of a diversity strategy is measured in how well we capitalize on the skills, intelligence, culture and experience of every employee.

- **The Impact of Technology :**

Technology continues to impact us profoundly both in our personal lives and in the workplace and it will continue to evolve. While most of its impact has been overwhelmingly progressive and positive there are some downsides to its effect on our personal and work lives. Cell phones, E-mail, Messaging and blackberry- type devices have blurred the lines between work life and home life. Technology helps people connect with the work environment, regardless of time and place . It fuels that potential for increased productivity and creativity. Today’s virtual works and flexible work arrangements are made possible through communication technology. In this way organizations can be physically local yet virtual global and thanks to technology.

- **Leadership Development :**

Most organization would acknowledge that they currently have a shortage of leadership talent or bench strength ; how will they fare when the bar keeps on being raised ?

Leadership is less definable and there for the leadership capability are more difficult to builder transmit so part of fostering leadership is encouraging and rewarding risk- taking. It is also giving these leaders wherever they are in the organization the opportunity to contribute to the development of corporate strategies and plans. In this way leadership comes with empowerment – employee can’t be leaders unless they have the power to take risk, make decisions innovate and lead.

- **Succession Planning :**

The challenges for HR professional is to figure out how to look deep into the organization to find talented visionary people with a passion for the future. They needot anticipate the skills they will need in the future.

- **Corporate Values and Culture :**

Ethical behavior should be a core component of company culture. Ethical related language is formal statement not only sets corporate expectations for

employee behavior it also serves as a shield for companies in an increasingly complex and regular environment .

Consider the impact of corporate culture as more and more companies become global. How do you integrate culture when you've been acquired or you have merged with company and what about the expectations of a younger work force the people who ask " what's in it for me ?" organization need to demonstrate that they have the flexibility to adopt to these changes while still maintaining a strong culture.

- **Impact of Legal and Compliance Issues :**

To day's legislative and regulatory requirements surrounding data privacy, security etc, are a bureaucratic night mare that kafka would have been proud of. Privacy laws are in the process of fundamentally changing the way in which the HR department interacts with employees. So what does all this mean to the HR professional ? It means a lot of responsibility around risk management. It means we need to be looking for different skills. Set in HR to understand the new realities of privacy and security of employee data and means developing closer relationship with IT and finance to under the new rules.

- **CONCLUSION :**

In conclusion are live the era of not just change not an accelerated rate of change. It goes without saying that the effective management of industrial relations will continue to demand a very high priority not just to do well but now for the very survival of both the organizations as well as employee jobs. They will need for greater support and involvement from the top management and other functions toward maintaining and ensuring the future success of the 21st century organizations. The bar for success in management continues to rise. Managers and executives will need to maintain their skills of the last decade and to masters the additional tools and techniques of the next . In short it is concluded that we need to change the world of work. To do so we need to change HR department in to Talent department and HR professionals must become the c-levels of tomorrow.

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