

Human Resource Management in 21st Century: Issues & Challenges & Possible Solutions to Attain Competitiveness

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Abstract

This paper report on the human resource management in 21st century: issues and challenges and its solutions to attain competitiveness. Technology has changed everything with great extent, the methods of production, the process of recruitment, the training techniques, and new equipment etc. Now it's up to HR personnel's to work with their functions as shown below to best manage the workforce. In these pieces of paper we have discussed those foremost issues and challenges which are confronting today Organization. To overcome these issues and challenges the HR mangers will have to build a standard structure that allows managing all different workforce alternatives. This way the organization maintains their competitive advantages. Recommendation and conclusions are given at the last of this paper.

Keywords: Issues, Challenges, Competitiveness.

1. Introduction

The modern business can not effectively operate in the business world if the human force not well equipped with the latest technology and techniques. This is the responsibility of the human force manager to properly train the work force and to see what is the basic need for the human force to achieve the competitive advantages of business in 21st century. Great debates on this topic going on form several years and no doubts human is an important part of any organization but due to rapid changes in the business world, globalization, change in customer taste and habits, new techniques of production, human in the organization now facing different kind of problems, to cope this situation the today's HR manager also facing a variety of issues and challenges that how they can best mange and solve all these issues and challenges with splendid ways. HR manager facing a variety of challenges to meet these challenges for the future, tomorrow HR manager or department must be much sophisticated than their

predecessors (Byers and Rue, 2006). Because a one international or multinational organization can not perform their activities well when their HR manager knows the diversity of technique to hack it with these issues and to how they can prepared a unobjectionable force for the organization to face the rapid competitive business word and to operate in the situation. All the organizations should prepare their human resources people keeping in view the global environment or market place to ensure competitive advantage. Human resource manager will have to build or developed such a frame work that allows flexibility to develop such a workforce that will be the work force for tomorrow. (Andries du plessis, 2008).The main aim of the paper is to address the HR issues and challenges in the light of variety of literature work by different authors.

2. Literature Review

The priorities for human resource in future what should be? The answer to this question is very difficult but there are many factors contributing to HR managers functions and these activities are constantly changing. By keeping in view these entire situations the organization HR department is continuously being change also. (Marshal and paalvast, 2008)

Some of the researchers also point out that the most of the challenges which facing by the HR in 21ST century are also, retention of the employees, multicultural work force, women work force, retrenchment of the employees, change in the demand of the government, technology , globalization, and initiating the process of change.

The world federation of personnel management association (WFPMA, 2009). Survey pointed out the most important top ten HR challenges are leadership development, organizational effectiveness, change management, compensation. Health and safety, staff retention. Learning and development, succession planning. Staffing: recruitment and skill labor.

Liz Weber (2009) has pointed out that the most important challenges of the HR in business are layoffs. The most of the owners and managers facing this hard issue. This laid off may be due to several reasons which include the economic uncertainty, the employee's job instability and HR less Effectiveness.

In the view point of Decenzo and Robins (2001) and Gary Dessler (2000) the most important challenges of HRM, are technology, E commerce, and work force diversity, and globalization, ethical consideration of the organization which may directly or indirectly affect the organization competitive advantages, especially with technological advancement the affect on recruitment, training and development and job performance with great extent can be study in organization. We can sum up these from the following points as the foremost challenge faced by HRM is the globalization. Globalization means the present flow of goods, services, capital, ideas, information and people. It means the movement of these things without using any human resource. In this modern business world, markets have become battlegrounds where both the domestic and foreign competitors try to capture as maximum market shares as possible. Such globalization is a challenge for HRM. However without human resource they have no value,

because a workforce is knowledgeable and skilled, who facilitates a company in going competitive advantage over other and enable a company to compete the foreign market and to make investment in not only in domestic market but also in foreign markets. Therefore all the HR Managers make several strategies to develop and retain such human resource, because Human Resource is the resource which makes an organization successful in the field of globalization.

2.1 Technology

Another HRM challenge is the technology. Technology means the ways and methods of living and work. These methods and ways have been changed by the modern technology. The information technology has changed everything. It touches such information and ideas which are essential for the economy. Economy has large amount of capital that resides in people. There are some other assets which are physically owned by the people but Human Resource as an essential asset has no true ownership. The only way to develop and retain such human resources is create such an environment which compete them to stay in the organization and it is a main challenge for HRM.

2.2 E commerce

Electronic commerce means to perform the trading activities through internet. Internet is the foundation for a new business order. It has changed customer's expectations about convenience, speed, price and services. The people who make on-line business possible are the knowledgeable workers. Now such on-line business has become a challenge for HRM and the HR Managers makes several strategies to take procedure over control on-line business. Such HR Managers try hire & develop human resources who have the ability to attract, motivate, retain, and to serve as maximum customers as possible.

2.3 Workforce Diversity

Another HRM challenge is the workforce diversification. Such workforce diversification means to effectively manage the workforce that come from different backgrounds with respect to regions, cultures, race and gender.

In this modern business world, every business organization conducts the business activities in different countries. Now such multinational organizations adopt several strategies to compete in the foreign markets through people. In this regard to manage such diverse human resources effectively, business organization adopt and make the policies and practices according to the culture and environment.

There are various other issues which also facing by today business organization and which are surprising and uncertain issues, may includes the organization environment, the ethical and ecological challenges, globalization, economic and political instabilities, employers and employees issues, the technological innovations , in which the modern business operates.

Foster (2005) in the view point of macky and Johnson (2003) the work force diversity in the modern organization now a days growing question, similarly the labor mobility, political pressure, stream of investment capital, information transfer using electronic means and currency exchange are all new challenges.

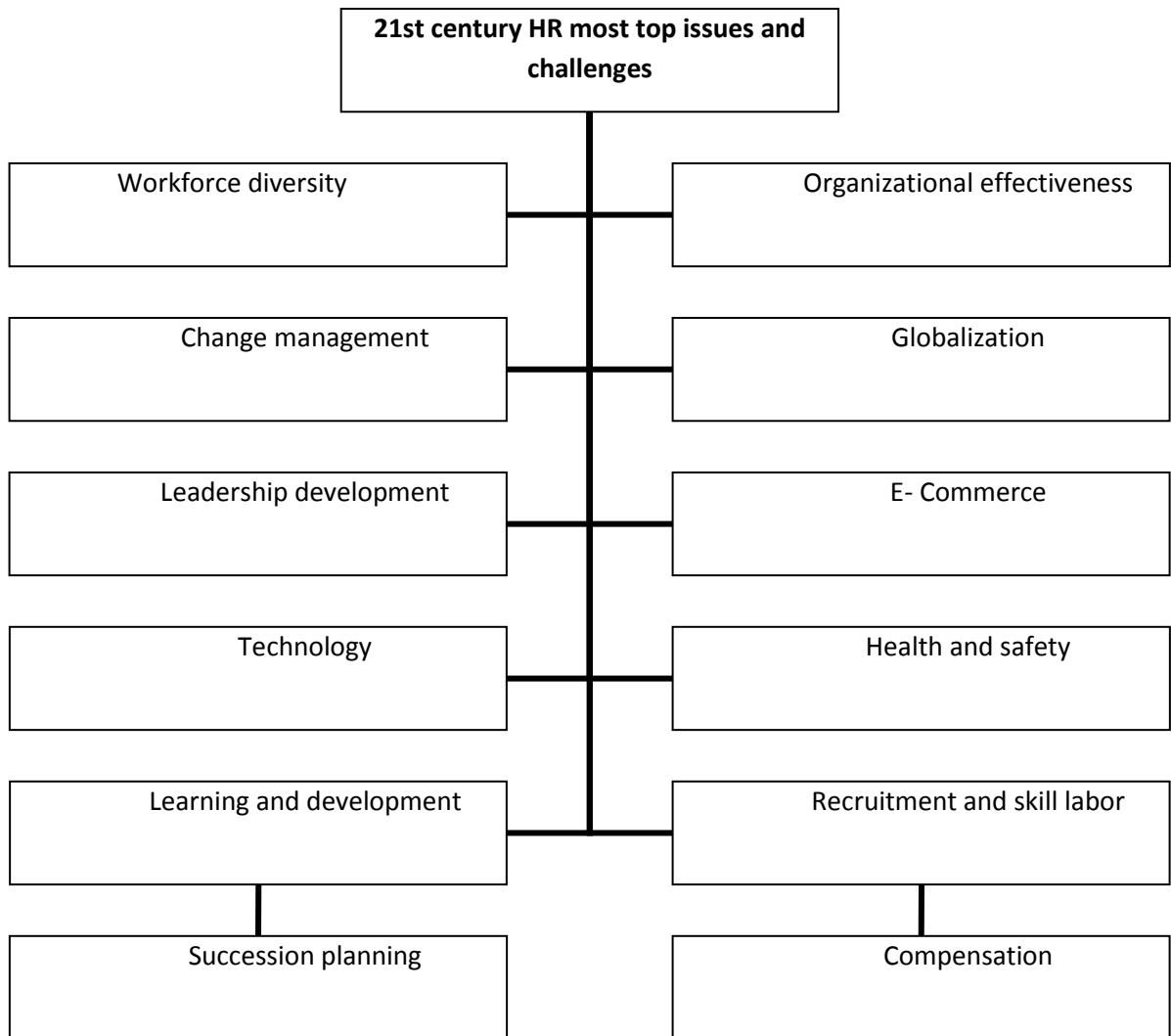
Now what to do by the HRM, to cope these issue and trends? HR needs to grip this change by ensuring that the organization has the right people with sufficient knowledge and desire skill and abilities to build such culture in the organization which positively contribute and enable the organization towards change. Zanko (2003) with advancement of technology, the world become globalizes in nature, the globalization involves the integration of markets, and it enables the corporation, individual and countries to move freely around the world. Every thing can be access with out any stress. Globalization has compelled the organization to be more competitive and advance as they were before, the technology has free the modern organization form the chronological HRM. To be more competitive the organization needs to expend their efforts to maintain place in the global market. Wiesner and Millet (2003) the employee's relation with in organization with employer may also a big challenge for today HR. The out of order psychological agreements can cause organizational problems, such as failure of trust, anger and legal action. The Modern HR responsible to ensure employees that they are valuable and important for the company. Giving less importance to employees may also cause organizational issues. HR again responsible to overcome any negative feelings which comes from the side of employees.

Baruch, Harel (2004) stability and good environment and core values are very crucial for both organization and employees. They need to understand each other well, and fulfill the emotional agreements with each others. Some internal issues may bring instability between the employer and employees' relation but HR responsible to see and hold on these circumstances. Miller (2000) ethics in the organization while performing job, is also a big issue and challenge for organization. Focusing on ethics, organization can become more adaptable, ethics enhances the performance and support and facilitate the organization for achievement goals, through enhancing social and psychological environments. Wong and Snell (2003) HR practices such as recruitment, training, development, and organization communication may also great impact of organization success, and still these are the main trends for HR. by developing sound organizational culture, The HR can overcome these issues, because culture is the brand of organization, which represent company to out side people, good culture can only be maintain when act upon the culture norms (Losey, 2005).

2.4 Now We Present HR Main Functions And Challenges With The Help Of Following Charts

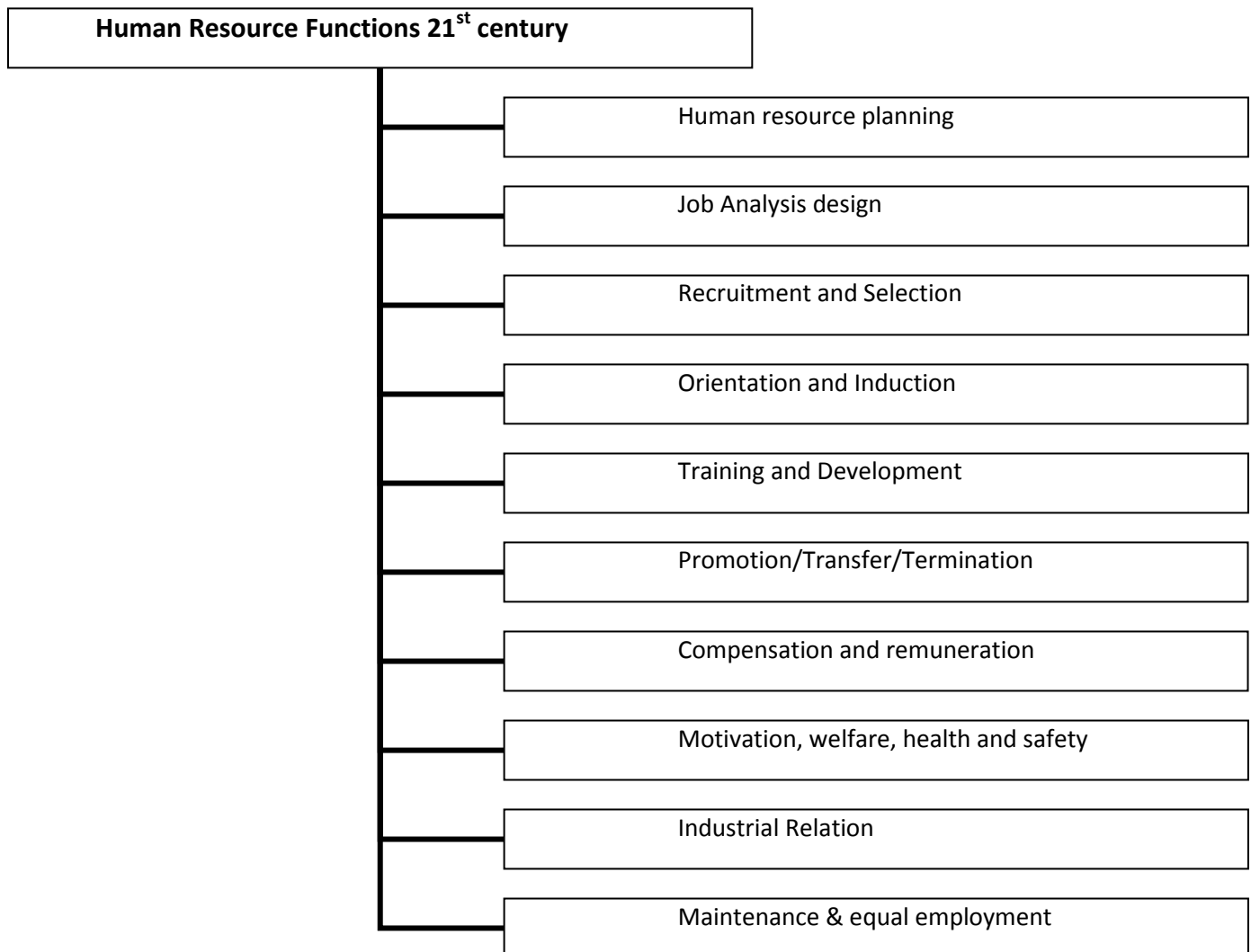
The foremost challenges and functions of the today HR managers shown as under, the challenges can be overcome by HR managers by giving much concentration to their functions, if they are performing their functions well, so it can be said that the challenges can overcome with some extent, the HR mangers built such a strategies which are flexible one, and train the workforce so they can work for the betterment of the organization.

Figure 1: HR 21st Century Issues & Challenges



Developed by Hashim

Figure 2: 21st Century HR functions



3. Possible Solutions to Attain Competitiveness in 21st Century by HR Manager

3.1 Recommendations

- In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR managers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and loyalty.
- Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and

technology should be introduced and purchase by the organization and training should be provided to young and educated workers.

- Keeping in mind by HR manager the issue of Globalization, to cope this issue the concept of Globalize Human Resource Management (GHRM) should be implemented to prepare the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.
- Human resource manager should develop such a HR system which consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.
- One of the great debate also going on work force diversity, the HR manager responsible to make such a broad strategies which help to adjust employees in global organization, HR must develop the ability to compete in the international market.
- Organization culture is also another important element which must be consider by the HR manager, the culture must be like to shape their behavior and beliefs to observe to what is imperative.
- To provide more and more talent people into the organization the HR manager must re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees separate strategies should be developed and implemented.

4. Conclusions

As we have discussed in the previous pages those dominant issues and challenges which are facing by HR mangers and organization. The first foremost work by the HR is to developed sound organizational structure with strong interpersonal skill to employees, and also to train employees by introducing them the concept of globalize human resource management to perform better in the global organization context. All these issues and challenges like, work force diversity, leadership development. Change management, organizational effectiveness, Globalization, E- Commerce, succession planning and compensation etc, Can be best management by HR manager when they will work with HR practices, such as rigid recruitment and selection policy, division of jobs, empowerment, encouraging diversity in the workplace, training and development of the work force, fostering innovation, proper assigning of duties and responsibilities, managing knowledge and other functions as are shown. Nutshell when HR works enthusiastically by keeping all the practices in mind, competitive advantages can thus be accomplished, the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive.

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