

MODULE IV : TRENDS IN HRM

HR IN CHANGING ENVIRONMENT:

COMPETENCIES: CONCEPT, CLASSIFICATION,

LEARNING ORGANISATION: CREATING AN INNOVATIVE ORGANISATION

INNOVATION CULTURE: CONCEPT, NEED, MANAGERIAL ROLE

TRENDS IN HRM:

EMPLOYEE ENGAGEMENT: CONCEPT, TYPES

HUMAN RESOURCE INFORMATION SYSTEM - CONCEPT, IMPORTANCE

CHANGING PATTERN OF EMPLOYMENT

CHALLENGES IN HRM:

EMPLOYEE EMPOWERMENT, WORKFORCE DIVERSITY, ATTRITION,

DOWNSIZING, EMPLOYEES ABSENTEEISM, WORK LIFE BALANCE, SEXUAL

HARASSMENT AT WORK PLACE, DOMESTIC & INTERNATIONAL HR

PRACTICES, MILLENNIAL (GEN Y) COMPETENCY MAPPING

COMPETENCIES: CONCEPT, CLASSIFICATION

Competence refers to the knowledge and skills that enable effective performance of an activity or a job.

Examples of different competencies:

1 Initiative & Creativity	8 Job
Knowledge	
2 Judgement	
9 Communication	
3 Cooperation /Teamwork	10
Customer Service	
4 Quality and Quantity of work	11 Problem
5 Self-management	

TYPES /CLASSIFICATION OF COMPETENCIES

- 1 Organizational competencies**
- 2 Core competencies: Excellent Customer service, Expertise in Technology etc**
- 3 Technical competencies**
- 4 Behavioural competencies**
- 5 Functional competencies**
- 6 Cross functional competencies**
- 7 Individual competencies: Sound Judgement, Reliability, Commitment, Innovation etc.**
- 8 Business competencies: Work Ethics, Customer Service, Accountability etc.**
- 9 Leadership competencies: Influence, Resourcefulness, Commitment, Result orientation etc.**
- 10 Management competencies: Planning, Organising, Directing, Monitoring**

LEARNING ORGANISATION

Peter Senge popularised the concept of the learning organisation through his book - Fifth Discipline'. 'A learning organisation is a company that facilitates the learning of its members and continuously transforms itself.'

'Learning organisation is the one that has developed the capacity to continuously learn, adapt, and change' - B.P.Robbins and M.Coulter.

CHARACTERISTICS OF LEARNING ORGANISATION:

**1 Systems Thinking
Team Members**

**2 Personal Mastery
Change**

3 Mental Models

5 Empowerment of

6 Innovation and

7 Customer

CREATING AN INNOVATIVE ORGANISATION

Innovative organisations encourage their employees to come up with innovative ideas. The role of the organisational leaders is vital in innovative organisations. Creating an environment conducive to innovation and eliminating obstacles is the responsibility of the whole team, but especially of the leader. The essence of innovative organisation lies in their employees ability to contribute to the creative process of the organisation.

APPROACHES TO CREATE INNOVATIVE ORGANISATION:

**1 Autonomy to Employees
Failure**

**2 Provide adequate resources
Leadership Style**

**3 Focus on R&D
Subordinate**

6 Discourage Fear of

7 Accommodating

8 Respect the

INNOVATION CULTURE - CONCEPT & NEED

Innovation Culture is the work environment that leaders encourages to nurture and develop in order to generate innovative ideas. The level of innovation of an organisation heavily depends on the readiness and will of its employees to experiment with novel ideas, to build prototypes, to investigate opportunities for novel products and services.

NEED OF INNOVATION:

1 COMPETITIVE ADVANTAGE

2 MOTIVATION OF EMPLOYEES

3 RETENTION OF COMPETENT EMPLOYEES

4 EXPANSION OF BUSINESS

5 PROMOTION OF INDIVIDUAL GROWTH

6 BUILDING CONFIDENCE IN EMPLOYEES

7 HARMONY & TEAMWORK

8 ADAPTING TO CHANGING ENVIRONMENT

9 MEETING GROWING CUSTOMERS EXPECTATIONS

9 EFFICIENT UTILISATION OF RESOURCES

EMPLOYEE ENGAGEMENT

Employee engagement is the extent to which employees feels passionate about their jobs, and are committed to work in the interest of the organisation.

DRIVES OF ENGAGEMENT:

The factors that drives employee engagement are:

- 1 Employee importance of job importance**
- 2 Employee clarity of job expectations**
- 3 Career advancement**
- 4 Regular Feedback**
- 5 Relationships**
- 6 Perception of work Ethos and Values**
- 7 Training**
- 8 Autonomy**
- 9 Placement**
- 10 Recognition and Rewards**

TYPES OF EMPLOYEE ENGAGEMENT

Depending on the level of commitment, passion and integrity, the employees can be classified into these categories -

A) Actively Engaged Employees:

The employees who work with passion & committed to work in the interest of the organisation. The Actively Engaged Employees are - Innovative, Work with a positive attitude, Are proactive, Communicative clearly, Maintain excellent relationship, Focus on objectives, Adopt ethical practices etc.

B) Not Engaged Employees:

They perform what is expected of them but nothing more. Not Engaged Employees are Not passionate, Tend to play a passive role, More concern with payment rather than work, Work for self interest, Do not expect autonomy etc.

C) Actively Disengaged Employees:

These employees are dissatisfied, adopt negative attitude towards the work & that of the organisation. Actively Disengaged Employees include - Spread false rumours, Try to grab higher positions, Flatter & praises their bosses, Avoid their actual work, Adopt negative attitude, Crave for rewards & awards, May resort to corrupt practices etc.

HUMAN RESOURCE INFORMATION SYSTEM

Hendrickson - 'HRIS is an integrated system used to gather,store and analyse information regarding an organization's human resources comprising of databases, computer applications, hardware and software necessary to collect, record, store, manage,deliver, present and manipulate the data for human resource function'

Susan M. Heathfield, ' HRIS is a software or online solution for the data entry,data tracking, and data information needs of the human resources, payroll, management and accounting functions within a business organisation'

The modules or elements of HRIS software incluse -

The payroll module

Administraction module

The Training module

Self service module etc.

The HR Management module

The Benefits

The Employee

Personnel Required for managing HRIS include -

System Manager

System Analyst

Programmers

IMPORTANCE OF HRIS

1 HUMAN RESOURCE PLANNING

2 HUMAN RELATIONS

3 EMPLOYEE INFORMATION

4 EMPLOYEES PAYROLL

5 RECRUITMENT

6 SELECTION

7 REPORTING

8 SECURITY & RISK MANAGEMENT

9 SAFETY & HEALTH

10 CHANGES & UPDATES

11 COMPLIANCE

12 ADMINISTRATION & EMPLOYEE BENEFITS

13 TRAINING OF MANPOWER

CHANGING PATTERN OF EMPLOYMENT

In recent years there has been a change in the patterns to employment. The change in employment pattern has helped employers to develop a more flexible working pattern for their employees. These trends in employment patterns are: **Increasing self employment, Reduction in full time employment** : Fewer full time employees and more short term contracts, **Part-time working**: It offers more flexibility to the firms.

Contractors: Many firms now use contractors and consultants for a wide range of task.

Temporary Employment: Employees have been on temporary working contracts.

Flexible WorkForce: Firms like flexible workforces as it enables them to adopt their employee levels to meet market demand fluctuations and to maintain their competitive advantage in the face of external changes. Firms are using more part-time, temporary and external contractors. It may also provide more flexibility to employees, who may prefer to work from home, select their own working hours and days. It is possible due to improved communication technology, especially internet.

CHANGING PATTERN OF EMPLOYMENT

FLEXITIME ARRANGEMENTS: It is a system of working for a fixed number of hours with the starting and finishing timings chosen within agreed limits by the employee.

Advantages: **1** Retention of qualified staff who may not be able to work as per traditional hours **2** Equality of opportunity for people who would otherwise be prevented from entering the workplace **3** Work patterns which can accommodate variations in customer demand patterns **4** Success in tackling skills shortages **5** Reduces Absenteeism etc.

PORTFOLIO WORKING:

It is a method of employment which is not dependent on any one client or company. Such employees are paid for a number of different skills, services that they offer, often from their own home office with the help of communication technology. Thus, a freelance or self-employed person could be called a portfolio worker, if he/she has a variety of clients to whom they offer different services.

TELECOMMUTE & TELEWORK:

The telecommute is to periodically or regularly perform work for one's employer from home or another remote location.

To telework is to perform all work either from home or another remote location, either for employer or for self-employment.

Both type of employees use telecommunication technology to perform work operations

CHALLENGES IN HRM

EMPLOYEE EMPOWERMENT: It provides a certain degree of autonomy and responsibility for decision making regarding their specific organisational tasks. It allies decisions to be made at the lower levels of an organisation where employees have good understanding of the issues and problems facing the organisation.

Employee Empowerment is a philosophy, whereby employees are given the right amount of powers which they are required to take decision and achieve organisational goals.

Employee empowerment can be done by -

- 1 Foster a Social Workforce:** it refers to giving your staff access to the resources they need to become more productive and efficient.
- 2 Consult Employees:** Empowered employees are trusted and are given right authority, which promotes greater pride in their workplace. They are more satisfied & actively engaged at work.
- 3 Establish Guidelines:** Empowered employees need to take decisions within the guidelines framed by the top management.
- 4 Create flexible teams:** so as to choose the best suitable team members with the required knowledge, attitude & skills.

5 Encourage open communication: Organisations should encourage employees to freely make their observations and opinions known to the management. Also seeking employee empowerment to let the employees know that management appreciate & value their ideas.

6 Inspire employee growth & development: Empowered employees are often feel that they have plenty of room to grow. Help your employees established a plan for their growth and offer rewards as they advance.

7 Provide a level of freedom: Management needs to develop trust in the employees. empower the employees by giving them the opportunity to use their skills in completing the projects.

ADVANTAGES OF EMPLOYEE EMPOWERMENT:

1 Lead to increased organisational responsiveness to issues & problems

2 Lead to innovation & creativity

3 Lead to increase in productivity and efficiency

4 Helps to reduce employee absenteeism and turnover

5 Helps to improve attitude and skills of employees

6 Individual employees may develop a sense of self-esteem and self-confidence etc.

WORKFORCE DIVERSITY

Workforce in organisation comes from different states, regions and even countries. People belonging to different religions, languages. There is diversity in terms of demographics such as age, gender, educational level. Employee diversity is also in the form of differences in values, attitudes, behaviours and expectations etc. Organisations are becoming increasingly cosmopolitan.

Managing workforce diversity is a challenge to HR manager due to the following reasons:

- 1 More women are joining the organised workforce**
- 2 Younger employees with good education are increasing**
- 3 International careers are becoming common**
- 4 The proportion of minorities in the workforce is increasing in public & private sector**
- 4 Workforce mobility is increasing**
- 5 Employees differ in terms of lifestyles and recreational interests etc.**

MANAGING WORKFORCE DIVERSITY PRACTICES:

Managers must sensitive to individual differences and manage them effectively. Some of the practices which management may adopt are -

- 1 Forming committees or teams with members belonging to diverse groups**
- 2 Organising informal get-togethers of members belonging to diverse groups**
- 3 Organising cultural activities where diverse talents can be showcased**
- 4 Celebrating different festivals to develop sense of belonging**
- 5 Treatment to all employees as member of the same family**
- 6 Internal politics by diverse groups to be discouraged**
- 7 Fair personnel policies without much bias towards any ethnic groups**

BENEFITS OF MANAGING DIVERSITY:

- 1 Employees become familiar with different culture, customs and traditions which in turn helps them to respect fellow workers**
- 2 Managing diversity develops teamwork among different groups**
- 3 Company can develop better relationships with suppliers, dealers, customers as employees become familiar with different languages, culture and customs.**
- 4 There are social benefits as well, employees with good knowledge of different customs and culture behaves as good citizens and set up good example to others. They may help to reduce tensions and communal disharmony in the society.**

MANAGING THE PROBLEM OF ATTRITION

Attrition refers to gradual reduction in workforce without firing personnel, as and when workers resign or retire and are not replaced.

When attrition takes place due to competent employee leaving an organisation, it poses a challenge to the managers. Reasons for attrition can range from dissatisfaction due to low salaries, limited career growth opportunities, dictatorial superiors, lack of recognition, lack of authority, underutilisation of skills and talent of competent employees and better opportunities in other firms.

Retention of key talent-who are the strongest performers or those who have high potential, is of great importance to gain competitive edge in the market. Therefore management must introduce innovative practices which would reward performers, retain them and help them grow with the organisation.

MEASURES TO OVERCOME THE PROBLEM OF ATTRITION

- 1 Matching jobs with the individuals so that the talents and skills of the employees are put to best use.**
- 2 Adoption of employment relationship management on the pattern of CRM such as conducting job satisfaction surveys, informal work environment, adoption of technique 'Management by Walking Around' etc.**
- 3 Motivational Training Programmes so as to develop the right attitude towards the work and the organisation**
- 4 Adopting stress management techniques such as personal wellness centres, sabbatical leave programme etc.**
- 5 Retention bonus to employees, which may be paid in lump sum**
- 6 Employee participation and empowerment by involving employees in various committees, inviting and rewarding for suggestions etc.**
- 7 Persuasive tactics by HR manager or the CEO to encourage the competent employees to remain with the organisation.**

MANAGING DOWNSIZING

Downsizing refers to planned elimination of positions or jobs. It involves retrenchment of surplus manpower through Voluntary Retirement Scheme and other schemes. In today's business environment, organisations are restructuring to become more competitive by cutting labour cost and to become more flexible in their response to the demands of the market. Several large firms have resorted to downsizing to save employee costs and to improve employee efficiency.

CAUSES OF DOWNSIZING:

- 1 Corporate Restructuring**
- 2 Surplus staff**
- 3 Increasing Competition**
- 4 Recession**
- 5 Technological development**

EMPLOYEES ABSENTEEISM

Absenteeism takes place when employees remain absent without prior permission from superiors. It is employee's intentional or habitual absence from work.

CAUSES OF ABSENTEEISM:

1 Addiction

7 Faulty Placement

2 Burnout

8 Grievances

3 Childcare and Eldercare

9

Harassment

4 Civic Facilities

10 Illness

EFFECTS OF ABSENTEEISM

- 1 Overburden on co-workers**
- 2 Reduces productivity and performance of the organisation**
- 3 Delivery schedules in the market get affected, which may lead to loss of goodwill of the firm**
- 4 Absenteeism may have spillover effect on disciplined workers**
- 5 Absenteeism may spoil relations among the co-workers**
- 6 Absenteeism may not enable the organisation to male optimum use of resources**

MANAGEMENT OF ABSENTEEISM:

- 1 Attendance Policy**
- 2 Identify the causes of Absenteeism**
- 4 Keep track of absences**
- 5 Address the problem of assences**
- 6 Reward good behavior**

WORK LIFE BALANCE

Managing work life balance of one of the major challenges for the organisations in 21st century. It is said that employees achieve work-life balance when they happily fulfill their personal lives and at the same time that are accepted and respected at their workplace. Work-life balance is a strategy to retain employees in the organisation.

Work-life balance is increasingly becoming significant for organisations due to reasons, such as -

- 1 More and more women are joining the workforce**
- 2 In global organisations, business operations are carried out 24x7.**
- 3 With the increasing cases of social disintegration like problems with spouses, children or elderly parents, employees place greater emphasis on their families, health and wellbeing.**

MEASURES FOR WORK-LIFE BALANCE

- A) FLEXIBLE WORK OPTIONS:** Traditional work schedules can cause problems for employees with families because -
- Excessive work hours prevent employees from spending enough time with their families
 - The work day either starts too early or ends too late and thus does not allow for quality time with their families and
 - Work schedules often do not take care of childcare arrangements.

1 FLEXI-TIME

4 JOB SHARING

2 PART-TIME EMPLOYMENT

5

COMPRESSED WORK WEEK

3 TELECOMMUTING

A) SUPPORT PROGRAMMES:

1 COUNSELLING SERVICES

2 MENTORING FACILITIES

3 CRECHE FACILITIES

4 HEALTH & WELLNESS PROGRAMMES

5 SABBATICAL FOR CAREER BREAK

SEXUAL HARASSMENT AT WORK PLACE

Sexual harassment at workplace includes any one or more of the following unwelcome acts or behaviour (whether directly or by implication) namely:

- 1 Physical contact and advances or**
- 2 A demand or request for sexual favours or**
- 3 Making sexually coloured remarks or**
- 4 Showing pornography or**
- 5 Any other unwelcome physical, verbal or non-verbal conduct of sexual nature**

GOVERNMENT LEGISLATION:

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act, 2013 is a legislative Act in India that seeks to protect women from sexual harassment at their place of work. The statute superseded the Vishakha Guidelines for prevention of sexual harassment introduced by the Supreme Court of India.

DOMESTIC & INTERNATIONAL HR PRACTICES

Domestic HRM is the process of procuring, allocating to various departments and utilising the human resources effectively in local countries. domestic HRM manages the workforce within the national borders.

IHRM refers to management of human resources at the international level to achieve organisational objectives.

DIFFERENCES BETWEEN IHRM & DOMESTIC HRM:

- 1 Nations involved**
- 2 Scope of activities**
- 3 External Factors**
- 4 HRM Systems**
- 5 Personal Issues Employees**
- 6 Exposure to risks**
- 7 Payments and Facilities**
- 8 Tenure of Employment**

MILLENNIAL (GEN Y) COMPETENCY MAPPING

Generation Y, also called the Millennials. It includes persons born between 1979 and 1999. Millennials are the children born to Baby Boomers. Baby Boomers are those who were born between 1946-1964.

CHARACTERISTICS OF GEN Y :

- 1 Gen Y gives importance to independence and autonomy in decision making
- 2 They have passion for technology and they have mastered it
- 3 They belongs to social network both real and virtual
- 4 Gen Y are good at multitasking
- 5 They are educated, ambitious and generally mobile
- 6 They are quite demanding and have a desire to get promoted
- 7 Currently they comprise of about 40-50% of the total workforce
- 8 Millenials are more focused on finding work that continually offers new challenges

COMPETENCIES REQUIRED:

- | | |
|------------------------------------|-----------------------------|
| 1 Open mindedness towards learning | 7 Project Management skills |
| 2 Ability to cooperate with people | 8 Negotiation skills |
| 3 IT skills | 9 |
| Professional Experience | |
| 4 Language skills | 10 |
| Qualifications | |

COMPETENCY MAPPING FOR GEN Y

Competency mapping is the process of identifying key competencies for an organisation and /or a job and incorporating those competencies throughout the various processes (i.e. recruitment and selection, training, job evaluation etc) of the organisation. When competency mapping is done, job profile is created.

PROCESS OF COMPETENCY MAPPING:

- 1 JOB ANALYSIS (JOB DESCRIPTION/ JOB SPECIFICATION)**
- 2 PLACEMENT**
- 3 PERFORMANCE EVALUATION**
- 4 IDENTIFYING MISSING COMPETENCIES OR SKILLS**
- 5 DECIDING REQUIRED TRAINING TO DEVELOP COMPETENCIES**

NEED FOR COMPETENCY MAPPING:

- | | | |
|--------------------------------------|----------|---------------------------|
| 1 RECRUITMENT & SELECTION | 5 | PERFORMANCE |
| APPRAISAL | | |
| 2 TRAINING & DEVELOPMENT | 6 | COMPENSATION & |
| MOTIVATION | | |
| 3 PLACEMENT | | 7 |
| SUCCESSION PLANNING | | |