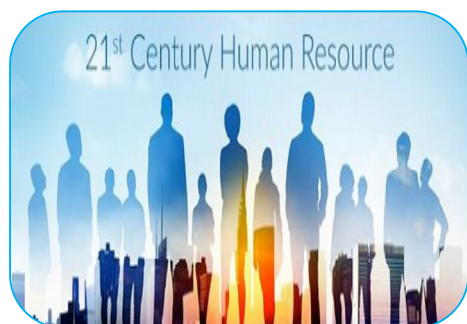




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## HUMAN RESOURCE MANAGEMENT IN 21ST CENTURY: ISSUES & CHALLENGES & POSSIBLE SOLUTIONS TO ATTAIN COMPETITIVENESS

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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.

### • INTRODUCTION

The modern business cannot 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 for 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 manage 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 the predecessors (Byers and Rue, 2006).

Because a one international or multinational organization cannot 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, 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.

- **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.

- **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.

- **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 day's 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. Everything can be access without 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 outside people, good culture can only be maintain when act upon the culture norms (Losey, 2005).

### • Possible Solutions to Attain Competitiveness in 21st Century by HR Manager

#### 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.

#### • CONCLUSION

As we have discussed in the previous pages those dominant issues and challenges which are facing by HR managers 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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