

Topic: Human Resource Management

Paper Title: Human Resource Challenges

Word Count: 2048

Pages: 11

Referencing: Harvard

Education Level: Graduation

Human Resource Challenges

[Name of Student]

[Name of Institution]

[Course]

Task A

Introduction

The field of Human Resources Management did not appear suddenly. On the contrary, it evolved for a long time to acquire its current characteristics. Looking at the process of evolution one realises how technical the past led to proactive philosophy today, one can also acquire a proper perspective on the importance of the field of human resource management. Much has been written in the universal literature regarding the challenges faced by the human resource; these writings not only address a wide range of issues and approaches but also differ in the depth and rigour of analysis and conclusions.

These challenges shape the way the organization operates and for this reason influence the personnel department. In the course of this discussion, some of the common challenges faced by today's organizations.

Human Resource Challenges

It is found from well-founded scientific writings to opinions of respectable professionals who construct a discourse from their own experience. Below is a summary of the main issues present in the current debate regarding the challenges facing organizations in the present, which is based on an exhaustive literary review.

In the revised literature, one of the most commonly addressed topics has been globalisation and its impact on HRM (Cesyniené, 2008; Friedman, 2007; Roehling et al., 2005). Globalization has been mentioned with special attention as it allows for the global opening of organizations, facilitates access to resources of all kinds and increases levels of competitiveness (Cesyniené, 2008; Roehling et al., 2005). The search for differentiation now focuses on intangible assets, people become the cornerstone of competitive advantage and therefore HRM is considered fundamental in the guidelines of organizational strategies (Friedman, 2007). Globalisation is the concept of opening markets and export orientation make most companies seek to grow and sometimes to survive, internationalise and prosper through business opportunities in global markets. Globalization has pressured organizations to achieve higher levels of productivity and flexibility, forcing them to introduce technological innovations into their processes, changes that significantly affects the world of work (Lepak & Shaw, 2008). As a consequence, organizations must manage the necessary changes in organizational culture, thus avoiding the natural resistance that these advances produce, trying to maintain an adapted human resource that allows them to implement the new technological tools available, thus allowing organizations to compete in a global economy (Lawler III, 2005; Aghazadeh, 2005).

Retention of skilled and knowledgeable employees has become one of the greatest challenges of HR in today's world and one of the objectives most pursued by organizations in general. Different companies invest heavily in the design and implementation of development programs and benefits that facilitate the attraction and retention of their professionals, defining strategies of compensation, use of emotional salary and creation of portfolios of personalised aids, which include work practices. HR managers of organizations use various Human Resource practices in order to reduce as far as possible, the loss of knowledgeable and skilled employees

(Chew & Chan, 2008; Fulmer et al., 2003). The latest research on retention focus on to include new dimensions, even outside the organization as factors that favour employee retention and suggest that multiple "forces" that manage to retain the most valuable employees (Maertz & Griffeth, 2004). This suggests that not only the human resource practices usually included in the traditional employment relationship influence the retention, but also, there are other practices related to internal and external relational facet of the employee, who become important as factors favouring the retention of employees.

The establishment of organisational standards, policies and practices linked to the quality of working life and, in particular, to the management of occupational safety and health. Within this scope a wide range of topics can be found, although in recent times studies have tended to know the patterns of behaviour, cultural beliefs and values that influence perceptions of activities that can be considered risky or not by individuals (Pérez-Floriano & González, 2007). New visions of work have also emerged that aim to create a healthy lifestyle at work, going beyond mere prevention of risk and inappropriate behaviour, including environmental, social and organizational determinants of employee health (Lowe et al., 2008). This, in turn, has led to the development of welfare programs focused on food, medical care, physical, stress management and psychological support towards workers. The remuneration system must be fair and equitable internally and competitive in the sector. One must take advantage of the fiscal opportunities as a way to increase the available salary and offer the possibility of setting their remuneration according to their priorities without an increase for the company.

Skills development is linked to the retention of talent , then it consists in identifying the skills of to place them in the correct position and achieve its permanence employees. Companies have major difficulties to fill a vacancy, i.e., the position requires specialized talent that is not

easy to find. The individual development of the people within the organization is an important factor for both employees and the organisation. Career and professional development should be one of the most important people management policies, starting with identifying internal talent, analysing each individual and drawing with him an internal career development that will help him to assume greater responsibilities within the company. To achieve this, it proposes the evaluation by competences and defines individual development actions. One of the challenges of HR is to attract and manage talent. A management model (map of talent) must be implemented to guarantee competitiveness, growth and contribution of value, to compare the level of talent needed in the organization and the existing one, so that one can work in a short, medium and long term training and development plan; all this in order to ensure that professionals with the necessary skills and abilities are available at all times. The skill development of employees will be done through training programs and development plans. The focus for most organizations this year will be on development, rather than talent acquisition. Companies plan to increase internal promotion. However, most employees believe that their companies are not doing enough today to keep their skills up-to-date and a significant proportion are thinking about quitting.

Task B

Two of the most important and pressing challenges of present day HR are retention of employees and globalisation.

Globalisation

Although globalisation is a common theme, it is approached from different perspectives. This process, which is driven by the opening of countries and markets, fosters the exchange of tangible and intangible goods. In this respect, HRM models and trends also cross borders, but it should not be forgotten that despite the interdependence between countries, the cultural features remain different. Globalization also appears as a positive phenomenon as it has forced companies to acquire high quality standards in management, although clarifying that this is not an initiative for the mere welfare of workers.

Globalisation is the present factor that most affects HRM, since it has managed to universalise cultural trends and models, impacting HRM in different ways. For trade unionists, however, this factor has had positive effects, as it pressured organisations to look for innovative ways to improve their competitiveness, which often went through substantive improvements in working conditions. To the opinion of managers, globalisation contributes to the massification of information and social networks, which will streamline processes and interrelations.

In the present globalised world, the sociocultural elements that shape the way organizations operate on a daily basis. This is particularly important to consider in developing countries because, due to their lack of understanding, foreign management models tend to be adopted without previous reflection that allows the adaptation of these models to the local culture (Perez- Arrau et al., 2012). Some more critical positions even interpret this flexibility as part of a post-colonialist domination relationship, in which countries passively accept role models underlying mechanisms of control (Faria, 2013). It is remarkable how the particularities of culture and society influence HRM policies to the point of generating hybrid models that fit the local reality and the global management strategies that are intended to be implemented. In the studies carried out, violence and social political instability have been identified as the main aspects that determine the particular organizational environment in this region of the world.

The demographic changes that are taking place in the developed countries, due to globalisation, pose new challenge for the HR in the organisations. These articles deal with fluctuations in trends in birth-aging, education, and gender factors, and then discuss how organizational policies should address the problems of these changes. In this field, one of the most recurrent themes is that of the generations (Baby-Boomers, X, Y, and Z) as they present habits, patterns and different job expectations between them. More recently, a renewed interest in the larger workforce has emerged in developed countries, while the demographic trend clearly indicates that in the coming years organizations will have to face the challenge of how to incorporate these workers into their specific needs and expectations (Ferreira, 2015; Capelli & Notelli, 2010).

Employees Retention

The organisation demands greater range of behaviours and commitment to employees by offering various incentives in return for their significant contributions. To do this, the organisation should try to develop stable, long-term and indefinite, relationships with employees, including not only transactional aspects but also, relational. In addition, employee retention, especially strategic employees, relates to business success. In fact, for many strategic human resources organisations play an important role in their success and survival (Chew, 2004). Specifically, today's business success is closely linked to the capacity for innovation and the development of innovations in the organization (Wam Ismail et al., 2010). It is precisely in the field of innovation where knowledge, skills and competencies of employees are considered key resources for the development of products and services innovation offered by organizations (Lopez-Cabrales et al., 2009).

Lane et al (2006) indicate the existence and retention of knowledge in organization, as key requirements for the development of innovation; consequently the retention of that strategic human capital owner of that knowledge must be one of the priority objectives of the human resources function of those organisations that want to strengthen their capacity for innovation. Thus, the management of human resources for employee retention and innovation in the organization is a way to positively impact organizational performance.

Another construct put the focus on analysing why an employee stays in the organization, rather than on identifying the reasons why he decides to leave the organization. This construct tries to collect all the forces that hold or keep a person at work, in other words, all dimensions that contribute to maintaining a satisfied employee, favouring his stay, his commitment, his involvement and satisfaction. Mitchell et al (2008) develop this new construct and defined it as the network on which an individual is trapped in his work. An employee gets "stuck" in their

work by different links which include work-related (occupational factors) and other external factors (extra-occupational factors). These links from three critical aspects: their relationships with other people and activities, the degree of adjustment and support for their work, organization and community in different areas of employees' life and ease of break (the cost that the employee would leave the organization).

Other research (Zhao & Liu, 2010; Lin, 2007; Holtom et al., 2006) have shown that HR practices can favour the immersion at work, in one of its dimensions. For example, Zhao & Liu (2010) show that training in career development, selective selection processes, schedule adjustment, labour flexibility, and opportunities for training and socialization processes contribute to the scale-setting organization. Regarding the improvement of the links-organization dimension, identified autonomy, employee involvement, opportunities to share knowledge, awards and recognition, support supervisors and new employees and subordinates. And finally, in relation to sacrifice-organization, designated as key measures: aid business plans, dining, reconciliation measures, benefits, profit sharing, family privileges such as discounts, access to recreational facilities company, etc.

To summarise, we can draw several conclusions. First, we have found that most of the work on retention incorporates rotation mediating variables. On one hand, the satisfaction of labour and organizational commitment (Meyer et al, 2009) and, second, more complex constructs as the perceived organizational support (Allen et al., 2010), factors relating to the exchange with the leader or immersion construct in the workplace (Lee et al., 2004). This is a common pattern in the retention studies.

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