Contemporary Trends in Human Resource Management and its Application in Fostering Employees Competencies and Organizational Competencies

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Abstract: *The organisation efficiency can be developed when the organisation are more focused on developing the employees competencies and more rational steps should be taken for creating the positive culture among the employee who can cater the changing needs of the market. The contemporary trends in various Human Resource Management Practices have been an dyamice role player in creating value for the organisation and will foster the employees independence for developing the employees competencies which can proprotioanlly increase the value of the organisation. The organisations should frame polices and programmes based on individual needs of the employees and will play a vital role in adding the value to the orgnisation a and develop the business from the rational point of view. There must and should lot of focus and concentration for developing the organisation and employee competencies to cater the changing needs of the business and met the dynamic needs of the market. The paper is an attempt to correlate the contemporary trends and the employee competencies and organisational competencies in the dynamic market as a whole.*

Keywords: Competencies, organizational changes, Competency based HR Practices

I. INTRODUCTION

There has been significant changes in the context of human resource management and there lies the significant scope in transforming those changes to meet the organization requirement. There has recent transformation in the context of human resource management and there lies the responsibility on the part of the organization to identify the way through which they can use this transformation for the development of human resources and thus can create the interest of the employees in development of the organization and stimulate the organization to develop the employees. There has been serious attempt on the part of the industry and the organization to identify the ways through which employees can be motivated for higher performance. The employees performance in the organization is directly proportional to the interest the organization has got on development of the employees. The recent transformation going in the organization has been going through to address the need of the employees. There has been increasing need from organization point of view to address the mindset of the employees. The infinite number of demand of employees have force the organization to provide the employees with most appropriate and flexible work regime which can foster the employee for higher production and can cater the need of the organization as well. There has been substantial increase in various technological advancement to cater the changing need of the organization. The human empowerment is the need of the hour. There has been transition going around the area of Human resource management to address the needs and wants of the workforce. This transition has totally changed the workforce perception towards the organization. This high transition has made the organization to think everything from employee point of time as compared to organization point of view. The dynamics of the market has thrown enormous challenges on the part of the organization to succeed themselves in the changing era of business. This transition led by the ever changing dynamics of the market has thrown potential challenges on the part of the organization to cater the changing needs of the employees and the organization.

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There has been various contemporary trend evolved in the market to cater this changing dynamics of the market. The more friendly approach is needed to convert the potentiality in to active performance.There should be more radical approach needed to address the need of the employees. The organization should be able to stimulate the right approach among their employees to addresses the dynamics of the organization. There has been continues changes happening around the globe to foster the employee perception and productivity to the optimum period. There has been tremendous turnover of the event to make the rational changes among the organization and the employees to address the changes happening around the market.

II. REVIEW OF LITERATURE

Lucian Cernusca, Cristina Dima (2007) looks into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to rescue the HR experts and choose who should work on what position.

Kumari Anitha and Sita V (2010) empirically investigated the role of competencies for employees development in IT and pharma industries. They found that the competencies of possessed by the employees had an impact on organisation success. The study also found that developing and implementing competency based approach was crucial effective human resource management.

Sharma Ritu and Tewari Ruchi (2013) have explored the relationships between competencies and job performance in firms drawn from inter alia IT industry. For this purpose ,they listed a pool of competencies drawn from many international studies. These competencies were presented to a group of expert and practitioners drawn from 5 different domain of which one was IT industry. The study found some of the critical competencies – which were assigned highest ranking – need to be prescribed as obligator for the entry level managers in order to ensure that the organisational performance was achieved in an effective and efficient manner.

Ujval Rajadhyaksha (2005) tested a model of techno- managerial competencies is based on data gathered from over 250 executives in one of the India's largest vehicle manufacturing companies during a consulting assessment exercise conducted by the company. A total of 24 competencies were identified out of which 13 were technical and remaining 11 were managerial qualities. A panel of experts using a combination of written test, group discussion and in depth interview were conducted for the assessment of executives on the listed competencies.

Uddin M.I (2012) studied a set of organisations that had adopted competency mapping and development programmes. The study found that competency mapping serves individual employees who seek gainful employment in dynamic environment that is conducive for learning and acquiring new skills. They also found that emotional and intellectual challenges were handled better by the competent workers in the organisation.

Dr Gyathri and Purshotoman (2018) conducted an study to understand different types of competencies required by IT professionals and they came with an model which explained the various level of competencies required by IT professionals and provided the guideline in a view to enhance those competencies by virtue of training and development in employees deficient areas.

Need of the Study

The study has been to understand the changing dimensions of the employee performance. There has been continuously changes going in the market and it is becoming difficult for the organisation to align the organisation and its activities and operations with those changes. The study is an attempt to understand the changing trend in Human resource management and to identify the impact of this changing trends in creating value for the organisation and the employees as well. The study is focused to align between the changes of the market and need of the market. The continuous dynamics of the market forces the organisation and the firms to identify the best of the ways to manage the companies challenges.

Objectives

1. To examine the contemporary trends in Human Resource Management.
2. To analyse the impact of contemporary trends in creation of employee competencies and organisational competencies

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Contemporary Trends in Human Resource Management

1) Work Place Diversity and Inclusion – The biggest of the challenges in any organization is to identify the right balance between the different culture, age, language, beliefs, religions ,lifestyle and backgrounds. This diversity is causing immense challenges on the part of the organization to excel there employees. This mainly includes the challenge of finding the right balance between the diversity of the organization. The organization is interested to align the organizational needs with the demand of the market. There has been effective interest on the part of the organization to create the balance between the employees needs and expectation of the organization. The organization have striving hard to ensure they have acculamation of right candidates for the right job who can have an larger interest in creating growth for the organization. The organization should be cater the variety needs of the employees and develop the organization to its peak. The recent issues has been more of the retention of the employees then of development. The organization is planning to create more and more interest in analyzing the diversity of the work place and its inclusion in effectively managing the problems of the organization is the need of the hour. There has been instances where the organization are unable to understand the changing dynamics of the employees which can have negative impact on the growth and development of the employees and the organization as well. in

2) Remote and Hybrid Work Model – The most amazing thing in the recent period of time has been the development of flexibility in the organizational model. There has been recent immense growth and development which has added the pressure of being the best in the business for creating the value for the organization. The most interesting thing which has happened for the recent period of time is the development of flexi time work for the employees. After the corona virus break through there immense pressure on the part of the organization to bring there employees back to the organization which promoted the employees to work from home. Various family who are having problem with emotional need to balance between there family were in support of this. The organization identified that doing this for large period of time might have negative impact on the organization as it well destroy the corporate culture and the organizational culture completely. Hence to counter the organization came with the challenge to develop a hybrid model which can provide the long term solution for the organization need and wants.

3)Up skilling workforce – The recent market trends is more focused on creating a market environment where the organization can meet the global challenges of the market.In the recent period of time there has been initiative where the organization can up skill or increase the skills of of the same to the organization.But organization has been finding it very difficult to do the same as the increment in skills demands increase in salary of the employees. The organization are finding it very difficult to identify the right balance between what the organization want and what employees want. The need for balancing between the organization needs and employees development has been the most difficult ask for the organization and market as well .There can be seen the most important need is to develop the business for which up skilling is the most important variable. The organization are engaged in identifying the best ways to develop the core skills of the employees which can enhance the employee performance for the long period of time. Upskilling combined with reward mechanism can lead to superior performance and vice versa.

4) HR Analytics – This is the data driven support for the organization and the employees where the HR records are gather and maintained to communicate about the changes in the human resource management.These data's are generated and they helps in maintaining the rational steps towards framing various HR policies and practices.HR analytics have a never ending impact on developing the human resources for which the organization gathers datas about the organization and which helps in undertaking rational decisions for the growth of the organization. The organization uses various datas about the human resources practices and they frame various policies and norms for the growth and development of the organization. It helps in framing the policies like strategies for development of the organization. HR analytics helps in development of right information about the organization which helps in undertaking right decision at the right period of time for the development of the organization.

5) HR matrices – This are the matrices which are the measurement of quantitative techniques to track, assess and identify the effectiveness and efficiency of the various HR practices in the organization. This includes identifying the various quantitative measures to evaluate the efficiency of the various HR practices in the organization. HR matrices are used to analyze the effectiveness of the various HR practices and evaluate the impact of the same in creating value for the organization and the individuals. The organization uses various evaluative measures to understand the influences of the HR practices in creating value for the organization.HR matrices uses various standard measures to analyze the

impact of various HR practices and correlate there significance in creating value for the organization and the business in particular. In this matrices the organization writes various start up times and ending times for the organization which helps in undertaking various rational decisions which are important for the growth and development of the business organizations.

6) Emyee Reward and Retention – The most prominent trend over the time can be seen is the matching of the employee needs with the organizational needs.The organization wants to identify the ways through which it can se the balance between the work and the right reward policy.The organization wants to ensure that they have got right set of balance between there reward and the efforts they putting for the work. The organization wants to ensure that they have right set of balance between the efforts and the return with the organization .The companies are finding out it difficult to keep a track between what the organization should provide to the employees and what the employees think should be delivered for the organisaiton. The companies are finding it very challenging to retain the best of the talent in the organization for meeting there global challenges of workforce. There has been intense demand on the part of the organization to create and retain the best of the employees interest in development of the organization. This interest can be financial or non financial .The organization is expected to keep an balance between organization risk and the organization return.The organization should have right performance tracker to ensure they are paying optimally to the employee and the organization is delievering in the right context to the employees .The impact of this is to create and retain the best intrest of the employees and ensuring that the organization has got reduced cost of Human recruitment and optimal space for the development of the employees

Impact of Contemporary Trend on Developing Employee Competencies

The frequent development of contemporary trends in the market has got global impact. There has been continuous development on the recent trend of HR which has forced the organization and the employees to develop their skills and the knowledge streams. The frequent changes in the market and the development of the market dynamics has forced the organization and employees to develop their skills and abilities. The recent trends in Human resource Management has forced the growth and development of employee competencies. There has been significant differences in the employee performance due to the development of various contemporary trends in market. The inclusion of work force diversity has provided with the opportunity for the firms to have the opinion s of different individuals and measure their respective beliefs, attitude and opinions for the benefit of the society. There has been significant development of the individuals to develop there competencies by hybrid mix of diversity. This can lead to development of each other skills, knowledge and abilities. The inclusion of many traits of individuals and people will ensure that the organization have right mix of individuals who can develop each other and address the problems of the individuals and the organization. The flexibility element has been added to the organization due to the remote and flexi employee work time which can ensure the employee are provided with the right time for the development of the organization and provided adequate space for the development of individual traits of the employees. The inclusion of flexi work time for the employees will ensure the employees have got right space for keeping balance between the organisaiton needs and the employee demands. The employee competencies will be able to provide the right platform for bridging the gap between where the company is and where the company should be increase their respective profitability in the real market. The individual growth of the employee competencies can be boosted by the notion that there will inclusion of right people for doing the right job in the organization. The individuals can be developed with the inclusion of right committed workforce which can add value to the organization. The up skilling of the human resource will be having right attitude in developing the competencies of the individuals and efficiency of the organization. The organization should be able to achieve the objective of the people value maximization by developing the core skills of the employees for which the organization should be laid down proper planning and execution for the development of the individuals and the organization. There has been significant development in the course of employee welfare to upgrade the employee's skills and target the right attitude for meeting the effective need of the organization.

Impact of Contemporary Trend on Developing Organisational Competencies

The organization should have serious consideration for the development of organizational competencies as well and which can be increase only when the organization are in serious consideration for the growth of the employee in the

long run.The organization has taken the fact very seriously that they have to frame the policies and procedures on which employee individual competencies can be increased and developed to meet the goal of the organization. The companies should hold the rational attempt in developing the polices based on the employee interest. The organization has identified the various employee development programmes coupled with effectively laying down the work culture dimension and leadership style so as to develop the employees and the organization as a whole. There have been frequent debate on identifying the natural ways to motivate and develop the resources which can cater the changing needs of the business and develop the business from holistic way. The frequent consideration of the employees to develop the organizational competencies is based on the notion that organization should identify the right set of workforce who creates learning and development climate in the organization. Leaders should be holding the ambition to create and develop right workforce to cater the changing needs of the employee and the organization. The organization should have rational attempt in ensuring that the company's profitability efficiency can be enhanced by using effective instruments for the growth of the organization. The flexi time space provided by the organization can ensure that organization are provided with right space for the development of the organization and the employees in the organization. The organizational competencies can be enhanced by using effective means like having positive culture, developing workforce diversity , creating good work climate and developing the leadership style for the organization. The organizational competencies can be developed by using the right trait mixture trait of communication, diversity and understanding organizational requirements. The organization competencies can be formed effectively by framing proper organizational culture ,organization climate, organizational citizenship behavior, organizational harmony and development of the organizational as a whole. The organizational harmony and organizational commitment have got impact on the organization growth and development of the organization.

III. FINDINGS OF THE STUDY

The growth of the organization is based on the notional understanding that organizational competencies and employees competencies are based on proportional relationship of each other. The organization should strive for framing various policies which can develop the organization and employee is the need of the moment. The organization should leverage various contemporary trends and recent trends for the development of the organization and the employees as a whole. The organization should identify the various ways through which they can address the problems and prospectus of the employees. The organization should be able to provide more light on the development of employee competencies which can develop the organization and employee development. The organization should be more focused in development of the employee competencies and there should be concentrated on creating organisational efficiency.

IV. CONCLUSION

Organizational development and employee development goes in hand by hand. The organization should be more focused on creating employee interest and creating organizational efficiency is the need of the hour. There should be more focused on creating organizational development and fostering the employee to meet the organizational requirement and develop the employee for creating the organizational effectiveness. The contemporary trends can used in most leveraged way to create value for the organization as compared to the cost for the organization. There must and should be frequent amount of care and coordination taken on the part of the employee and the organisational to develop and create interest for the organization.

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