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Limitations and Challenges of an HR in the Present Competitive Environment

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Abstract:
It published and argued about the field of Human Resource Management (HRM), its concepts, techniques, and applications, as well as its breadth and limitations, in the literature. Similarly, in the recent past, there have been various discussions about the responsibilities and obligations of Human Resource Management departments in organisations. In the 1970s, the first and most essential duty of personnel managers was not to manage employees, and employee welfare was not a top concern for management, but to act as harsh negotiators who were always ready to be tough on unions. On the other side, this has caused a schism between management and their employees. Employees are required to seek assistance from labour unions for financial and occupational difficulties. Employees were apparently left with no choice but to follow theleadership of their union and go against management, resulting in low productivity and making the organization's goals impossible. Guest (1989) outlined four major policy goals that distinguished the new concept of HRM from traditional "people" management.

Keywords: Employees, duties, obstructions, negotiators and financial management.

Introduction

Encourage employees to work hard to improve their performance while being loyal to the company. Emphasis on employee quality in organisations contributes to the production of high-quality goods and services, which benefits both customers and the company. Flexibility is vital inthe way employees are organised because it helps them to be adaptable and open to

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all types of changes in their occupations, such as work hours, working techniques, and so on besides includingorganizational goals in strategic planning help guarantee that this policy adopted and implemented on a daily basis by line managers across the organization. The organization's ranks and files which have concern for employees' well-being in businesses emerged in the 1990s to motivate employees to enhance their commitment to the organization while also increasing their job satisfaction. Human Resource Management is currently undergoing a revolutionary phase as an area of study.As a result, this book aims to provide students with in-depth and up-to-date debates on the concept and actions of HRM. The contributions of famous researchers in the subject have been brought tothe forefront for study and conclusions.

Human resource management (HRM) has been proposed as a substitute for the term personnel management in businesses. In this sense, specialists such as Armstrong (1987) see HRM as "old wine in new bottles," whereas Guest (1987) claimed that human resource management is not a replacement for personnel management, but rather differs in some ways. In practise, this implies that Human Resource (HR) duties are mostly concerned with administrative activities such as recruitment, reward systems, and promotion, among other things. However, it does not imply thatHR administrators have a seat at the table, implying that they are not viewed as strategic businesspartners and hence do not contribute to the company's success.

Byars & Rue (2004) define HRM as "activities designed to provide for and coordinate an organization's human resources." Storey (1995) defines HRM as "a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural, and personnel techniques." Furthermore, according to Boxall & Purcell (2000), "HRM encompasses everything involved with the management of employee relationships in the firm." The words "anything" and "everything" in the definition refers to a larger range of themes, such asemployment contracts and ways for employees to be involved and participate in areas not directlycovered by their employment contract, ensuring a suitable work life. Furthermore, it extends beyond employment and labour relations, which are services that people management in organisations would not be able to deliver.

The four key dimensions of HRM, according to Guest (1987), are:

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Employees are expected to understand the organization's objectives and goals, and to be committedto achieving them.

Employees are expected to respond to changes in the organizational structure quickly and withoutprejudice. The quality of an organization's employees and management determines its ability to attain highlevels of performance.

Integration explains, "It requires integrating human resource initiatives to the needs of the company strategy." Guest, 1987)

Performance Management

Human capital is one of four types of assets managed by organisations; the others are physical assets such as land, buildings, equipment, and financial assets such as stocks, securities, and humanassets, which are competent individuals with the ability to provide services to the organisation; and intangible assets such as patents and designs. Human assets, on the other hand, are crucial and fundamental to the operations of any company to varied degrees; however, human assets are at thecentre of the operations. In order to achieve organisational goals, human assets in organisations control, direct, and oversee the usage of other assets.

It is critical to emphasise that human capital does not only refer to persons in companies; rather, itrefers to their ability to contribute to the achievement of organisational objectives. Human Capital is defined by Robert and Elizabeth (2003) as "the collective value of an organisational workforce'scapabilities, knowledge, skills, life experiences, and motivation." It's also known as "intellectual capital," which refers to how people in organisations contribute their thinking, knowledge,creativity, and decision-making (Mathis & Jackson, 2006).

Organizational Human Resources

All managers are considered HR managers in most businesses. College deans, matrons, sales managers, and supervisors are thought to be in charge of HR management, but their effectivenessand efficiency are determined by how HR systems are organised and handled in businesses. A Matron (Head Nurse) or an Engineering Manager, for example, should not be involved in the design and administration of HR operations such as pay systems and rewards, human resource planning, hiring and selection, employment regulations, and so on.

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As a result, medium and large organisations create HR departments and staff them with HR specialists capable of doing these jobs effectively. Smaller firms, on the other hand, are involved in some of these operations, which are often handled by the proprietor. In some small firms, a clerical assistant is hired to help with payroll, record keeping, and other clerical tasks. Supervisors and managers (from all departments) are involved in the recruitment, selection, and training of potential employees; as a result, these activities divert their attention away from their primary responsibilities and reduce the amount of time they spend on their core and other business functions.

Managers of Human Resources and Operations

Although conflict is unavoidable, it is critical to create a positive and healthy relationship betweenHR personnel and operating managers, particularly those in sales and manufacturing, in order to achieve HR department goals. The HR department develops systems, which the operating managers assist in putting into place; nevertheless, this differs from firm to company. HR and Operations managers, for example, share responsibility for "training" in companies.

As an HR, you will be responsible for:

- Coordinating training activities
- Conducting or arranging off-the-job training
- Coordinating career objectives and staff development efforts
- Contributing ideas and expertiseto the organization's growth
- Oversees training needs
- Conducts and monitors continuing on-the-job training
- Constantly discusses employee growth and future opportunities
- Participates in organizational change

Organizational Role and Purpose of Human Resources (HR)

The value of HR departments in corporations has been discussed extensively. HR units, on the other hand, can perform a wide range of tasks, depending on the nature and terms of reference provided by decision makers on the one hand, and talents previously demonstrated in the course of their duties on the other. According to Torrington, HR professionals perform four tasks (1992). The quality of an organization's employees and management determines its ability to attain highlevels of performance.

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Human Resources have a strategic function.

HR professionals must be willing to offer their quota to the development and success of their organisations in order to fulfil their strategic role in organisations. To put it another way, they should be prepared to provide real value to the effectiveness and efficiency of the organisation. There is a clarion call for HR Managers to become strategic contributors to the organization's performance by managing human resources in a business-like manner, transforming HR's transformational operational roles into strategic functions. HR professionals would have to be proactive in dealing with organisational policies and futuristic in terms of human resource planningand compensation

Traditional people management in businesses has mostly been replaced by HRM system practisesand operations. Although this practise is not mandated, it is stated that organisations with a smallor large number of employees have replaced the term of "personnel" department with "Human Resource" department. Alternative models for HR departments' and practitioners' roles and operations will be examined for a better understanding.

Karen Legge (1978) Model

In this paradigm, Karen categorises Human Resource Practitioners into three groups: I Conformist Innovator, an HR professional who identifies with organisational goals and develops cost-cutting,conflict-reduction, and productivity-boosting strategies to meet those goals; (ii) Deviant Innovator,an HR professional who tends to deviate from organisational goals and take an independent professional stance. The recommendations they make are frequently unusual for the company, andtheir approval is seen as a result of their specific position and status. Employee development and work-life balance, among other themes, are of importance to HR practitioners who are Deviant innovators. Their ideas, on the other hand, may result in competitive advantages, even if they faceopposition; and a Problem-solver is an HR practitioner who provides daily assistance to management. It's also a common HR function.

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Storey created the design (1992). The model of Storey is built on a grid. On one axis, he depicts whether the assignment is strategic or tactical, while on the other, he depicts the level of HR managers' involvement in the management process.

According to Storey, HR professionals who fit into the advisor category focus on strategic problems but do not carry out the mandated activities. Handmaidens are HR professionals who work on a tactical level, such as administration, recruitment, welfare, training, and development, and are located beneath advisers in the grid. Regulators, meanwhile, are HR practitioners who work on tactical issues but are more interventionist in practise, ensuring that HR regulations are implemented successfully in partnership with line managers. HR practitioners who are both strategic and interventionist, who are more concerned with the management of people in their organisations than with administrative procedures, are known as change makers. On the grid, theyare the last. Change agents look at an organization's needs, design strategies, come to conclusions,

Change agents are HR professionals who work strategically to ensure that employees comply withorganisational changes, ensuring that the organization's goals, objectives, vision, values, and policies are appropriately implemented. On the other side of the grid, HR specialists who play therole of business partner are expected to work with management to ensure that the strategy devised is implemented, identifying areas where necessary plans should be completed, and determining where remedial measures are needed. In HR practise, organisations have taken on the role of business partner, contributing in the settlement of crucial challenges and providing true value to companies. Administrative HR professionals monitor daily management activities, ensuring that business rules on grievances, discipline, equal opportunity, and remuneration arrangements are carried out effectively. Essentially, the administrative role of HR specialists is regarded as critical and necessary for running businesses without stumbling blocks or barriers. Employee championsare HR professionals who act as advocates for employees on a daily basis, ensuring that good working conditions are adopted and that their position, contribution, and involvement with businesses all improve.

Models with inconsistencies

In general, models for HR departments and practitioners' duties and operations are widely recognised, although they do not provide a perfect picture of an ideal HR practise. A few inconsistencies must be resolved. Most HR models, for example, emphasise teamwork or

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group work; nevertheless, the impact of technology, as well as the requirement for cooperation and commitment, have made effective teamwork a critical component of great organisational performance. Similarly, HR models prioritise individual pay-related performance. When cooperation is fostered and individual achievement is celebrated, employees tend to be unproductive and inefficient in group work. It's tough to strike a balance between the value of personal development and the need for paid or unpaid study vacations.

On the other side, the clarion call for a unitary approach has created a desire for personal development, which tends to result in a wide range of perspectives, aspirations, and goals. In the same way, the role of HR professionals is a little hazy. In HR models, practitioners are considered advisers that oversee everyday personnel activities in organisations such as counselling, punishment, recruitment and selection, induction and training, and so on. It's worth emphasising that honing their talents in these areas in order to give accurate and appropriate advise will be challenging. HR practitioners have found it difficult to maintain the organization's values and ethical leadership when a strong emphasis is placed on consistency and a shift away from compliance in areas such as grievance procedures, compensation, employment equality, promotion, and the like.

Human Resource Operations Management

HRM departments should conduct nine (9) key activities, according to Purcell and Ahlstrand (1994). These activities, they indicated, should be applicable for most medium and large businesses, depending on the nature of their operations. Legal, economic, cultural, political, technological, global, environmental, and social impacts, as well as how they intersect with HR functions.

Employment of Human Capital

Human resource planning (HRP) is essential for a company's competitive edge because it ensuresthat the right people with the right skills are in the right place at the right time. Retaining employeesthrough strategic policies such as career path planning, pay, and benefits, as well as operational strategies such as re-training, re-deployment, or relocation, and ensuring that employees move in the right direction by establishing standards, good reward systems, and employee-employer relationships are also important issues for HR. Job analysis tends to collect information on each job by assessing employee functions, which is then organised and

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collated into a job description, which is then used when recruiting qualified job candidates from whom selection may be made tofill vacancies.

Human Resource Management and Development

HR management and development includes a variety of training, such as new employee induction/orientation and development of all employees, without exception, in order to prepare forthe organization's future difficulties. Managing a career path assists employees in pursuing their goals as they progress through the firm. Performance Appraisal: As employees advance in their careers, it is necessary to evaluate how they perform on the job.

Compensation management is designed to compensate people for their contributions to organizations, which can take the form of wages, salaries, incentives, and perks. Employers musttherefore develop definite and reasonable compensation schemes, as well as incentive programs, in order to reward success richly. Organizations value occupational safety, security, and health, thus employers must create a safe and secure work environment in order to avoid accidents and injuries. Additionally, employers must guarantee that work is scheduled in such a way that employees' health is not jeopardized.

HRM & Impediments

Occupational shifts, quality of available workforce, growth in casual employees, technology shifts, gender diversity, racial/ethnic diversity, age limit, globalisation, and organisational restructuring are some of the issues that HR operations in businesses face in practise. HRM difficulties, on the other hand, are viewed from two perspectives: internal and external, and can be divided into threecategories: I Organizational difficulties These are internal in nature and frequently derive from external environmental influences. Organizational restructuring, organisational culture, outsourcing, downsizing, and decentralisation are some of the issues that arise from organisations;

(ii) environmental challenges are issues that arise from the external context in which the companyoperates and have a significant impact on organisational performance. Individual challenges are issues relating to employees, how they are treated, matching individuals with organizations, employee development, insecurity, and reward systems, all of which affect organizational performance; and (ii) organizational challenges are issues relating to legislation, globalization, labor demand and supply, and work diversity; and (iii) organizational

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challenges are issues relatingto employees, how they are treated, matching individuals with organizations, employee development, insecurity, and reward systems, all of which affect organizational performance.

Human Resources are really important. Management occurs on a daily basis in the workplace. Some employees see Human Resources (HR) as top management's policing, traumatising, and systematising arm. HR personnel are viewed as gatekeepers by these employees, who are uninterested in employee problems.

Conclusion

It is revealed that Human Resources are really important. Management occurs on a daily basis in the workplace. Some employees see Human Resources (HR) as top management's policing, traumatising, and systematising arm. HR personnel are viewed as gatekeepers by these employees,who are uninterested in employee problems.As the organisation changes, policies must be changed (or at the very least analysed) every year. It is HR's responsibility to make official policy updatesand to advise policy changes when policies are no longer serving the firm or the employees. As aresult of an occurrence, a policy may need to be changed. HR should be involved in and always consulted on these choices. HR is the heart of any organization.

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