CURRENT TRENDS IN HUMAN RESOURCE MANAGEMENT

Dr. Pravin Vitthal Yadav

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Title: Current Trends in Human Resource Management

Author/Editor: Dr. Pravin Vitthal Yadav

Year of Allotment of ISBN: 2022

Publication Year: 2023

Country of Publication: India

Language: English

Edition: I

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Publisher: Dr. Pravin Vitthal Yadav (Self Published), Rajmudra Enterprises, English Med. Road Malegaon BK, Baramati 413102

Printed by: Samarth Stationery & Xerox. MIDC Pencil Chouk, Baramati

Cover page designed by: Swara Graphics, Indapur Road, Baramati

Foreword

Dear Readers,

Since the early periods of the industrial revolution, technology has witnessed a dramatic progression from primitive steam engines to robotics and AI shaping up present-day shop floors. Albeit, people remain the most critical resource of any organization. The fact that economic efficiency can be achieved only when organizations optimize their human resource was realized long ago. But, how to optimize it continues to be the greatest *Yaksha Prashna-* intriguing the industries, managers, and academicians for a long.

Innumerable books have been written, experiments have been conducted, and research has been undertaken; man's endless pursuit to know the best way to manage his/her fellow beings continues in the realm of Human Resource Management. The book "Current Trends in Human Resource Management is a sincere effort from the author-editor Dr. Pravin V. Yadav to mobilize contemporary trends in HRM driving the industry.

Each chapter of this book seeks to present a critical review of its subject and to provide both practical and theoretical insights.

I am sure, the book would equip the students, teachers, and practicing managers with useful inputs in bringing the best out of human resources.

Wishing you a great reading....

Dr. A. B. Dadas
Director
Neville Wadia Institute of Management Studies & research,
Pune

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Enhance Productivity

Dr. S. V. Khatavkar

Introduction

As complex organizations and complex work proces
risk of weighing down or slowing down the company'
becomes imperative for those to restructure or
accordingly. Sometimes radical redesigning and reorg
enterprise becomes necessary to lower costs,
productivity and improve the quality of service.

Complex organizations and complex work processe
uncommon. That they impact productivity, one way or
is a truism which management gurus have been grappli
based on various business scenarios. And one mantra
made a significant contribution to productivity is re-en
the work processes or simply put – simplifying the work

One critical input in this re-engineering process is the wo
Invariably, employees are unaware of the complications
dealing with, within the system. More often, poor pro
confusing role definitions or unclear responsibilities
snowballing effect on individual productivity, in turn a
the entire group or system. Focus on institutional intricac
expense of an individual can lead to wasted effort o
organizational damage. Hence, it is pre-requisite on the

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Work Processes
Productivity

V. Khatavkar

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...ing down the company's...
...se to restructure or r...
...l redesigning and reorg...
...ry to lower costs,
...uality of service.

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...is pre-requisite on the...

human resources manager to understand what creates ...lexity for most employees and tailor work accordingly. ...rding whatever that does not add value and channelling work ...ployees who can handle the intricacies effectively.

...ess improvement comes from analysing and re-engineering ...processes to eliminate unnecessary steps and save time that ...d could be used for other productive purposes. Leading ...gers committed to process improvement take the Six Sigma ...ach that defines, measures, analyses, improves and controls, ...proach that has guaranteed incremental results. Making the ...force understand and comply with the simplified processes ...in the smooth functioning of the system as opposed to a ...ucratic approach which creates unnecessary layers and ...mls, thus becoming cumbersome and sometimes ...productive. Innovative processes that bridge time and enhance ...ductivity should be the focal point.

...cultural shift like this can take its own time and may ...enterprise-wide cooperation. There are steps around ...ning & Development which can be incorporated into a team's ...task list which factors in productivity.

Minimize employee onboarding processes - The long-...ful orientations can be eliminated by offering on-demand ...ning during an employees' onboarding. The orientation can ...focused on the basics, with a brief Q&A meeting with the ...ployees when they have a better grasp of their responsibilities.

Model job processes diligently - A job process can be ...signed in such a way so that it makes the employee more ...and have ample free time to pursue his/her other ...

3. **Phase out unnecessary meetings** – To make
complex one should try to conduct his/her own
audits without involving too many people in it. Giv
events and team gatherings that don't add value or
their original objective.

4. **Encourage evaluation in minimum loops** - Po
a benchmark event or milestone, the HR can send a
to participants requesting a tweet-length answer abo
or peers on the initiative, performance or critical ski
advice on what should be improved for the next time

5. **Regulate an email-free time zone** – Morning em
be moderated in organizations so that employees
allocate time for ideating or completing tasks.

6. **Phase out or reassess annual performance review**
organizations are doing away with paperwork. In
reserving feedback for a once-a-year exercise, HR man
interacting in a frequent and less formal ways for
improvement. For example, consider linking assessmen
to strategy, so that employees can understand ho
performance affects the business from a strategic standp

7. **End meetings 15 minutes before the hour** - Standar
45-minute meeting schedule, enabling employees to ma
next meeting or call in a timely manner.

8. **Introduce meeting-free day at work** – Many organ
have started encouraging meeting free days/day in a week
employees can devote uninterrupted time for valuable wo

9. **Deviate weekly calls to bimonthly** - The frequency of
touch-point calls with senior leadership can be turn

3. **Phase out unnecessary meetings** –To make the [p]
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employees can devote uninterrupted time for valuable w[ork]

9. **Deviate weekly calls to bimonthly** - The frequency [of]
[to]uch-point calls with senior leadership can be [cut]

[dra]ftly, saving time and increasing the quality of information
[shar]ed.

[These] tips can encourage simplification at the workplace, thus
[help] promote a less complex mindset and improving
[produc]tivity. Rewarding employees who embrace simplicity or
[p]ropose new ways to cut the clutter opens up a window of
[opport]unity for the organization.

[Busin]ess Process Reengineering: Benefits and Challenges

[B]usiness Process Reengineering can be defined as the
[proce]ss of recreating a core business process with the aim of
[impr]oving the product/service output, quality, reducing
[wast]e and cost incurred. It involves the analysis of company
[work]flows, finding processes that are not meeting the
[requi]rements or inefficient which you are attempting out ways
[to ge]t rid of them or change them.

[With] pandemic hitting every business hard, organizations of
[all s]izes and types are faced with intense competition. To
[incr]ease efficiency and improve their bottom line by turning
[to] process improvement through Business Process
[Re]engineering. Business Process Reengineering can be as
[sim]ple as shaping unclear processes and continually looking
[for] areas of improvement and making critical changes which
[can] be as complicated as reengineering ventures.

[Be]nefits of Business Process Reengineering [I]mplementation:

[Th]e following are the benefits of reengineering to enhance
[pr]oductivity

Flexibility

The only thing that is permanent is chan
organizations fall in this criterion and are regula
the need for change. Changes may become ess
of many reasons like new regulations,
innovations, market demands or the advent of
working.

One of the key features of Business Process Re
that it promotes the design of processes with mi
Most of the related processes can be easily custo
the requirements of your organization.

Enhancement of Productivity

Business Process reengineering focuses on the
a lot of repetitive elements within regular busine
The business process improvements basically inc
of process bottlenecks, initiation of parallel pr
complete elimination of redundant steps.
improvements can be easily achieved with Bus
Reengineering, which will thereby allow employ
more time on important activities. Since the supp
have been handled, it can result in increased pro
reduced waste.

Reduced Risks

The visibility of business processes reengineerin
concentration on inefficiencies. It gives orgar
opportunity to work more efficiently whereby t
their resources. Business Process Reenginee
responsible for the creation of better- designed,

...anent is change...ored processes which tends to reduce the operational
...n and are regularly...ike fraud.

...ay become essenti...

...regulations, tech... **...sparency**

...the advent of ne...ess process reengineering ensures that the organizations
...transparent and implement the regulatory requirements
...s Process Reengi...through which delays in compliance and any associated
...cesses with minim...and penalties can be prevented. When you integrate
...be easily customiz...liance into the process life cycle, you automatically make
...ion. ...rganizational **processes** transparent and visible to all your
...loyees.

...ployee Contentment

...cuses on the auto...iness process **reengineering** removes a lot of red tape in
...egular business ...organizations, **thereby** allowing employees to focus on
...basically include...tive work **which** again makes access to information
...f parallel proces...r and results **in increased** productivity and a happier
...dant steps. A...force.

...ed with Busines...

...llow employees...**proved Customer's Attention**

...nce the support...h simplified processes and increased productivity,
...creased product...ployees get enough time to focus better on the customer.
...r employees **will be** in a better position to respond to
...omer's proposals **instantly,** build solutions faster and
...tomize their requirements. Business process reengineering
...reengineering a...responsible for bringing people and technology together that
...ives organizati...mains in a way, increases customer satisfaction. Also,
...whereby they ...ployees are able to deliver the right results for customers
...Reengineering ...and related stakeholders.
...esigned, exec...

Consistency

Business Process Reengineering, every task can be
exactly the way it was planned and designed. There
requirement to reinvent the wheel as similar problem
addressed in the same way even if the roles get chang
exceptional situations and responses are noted down
that they are handled appropriately.

Durability

With the change in the organizational conditions, the
processes require to adapt to those changes and de
expected results. Business Process Reengineering
smooth adaptation while maintaining control and ma
oversight as well.

Evaluation Processes, when measured and evaluated
end and compared to the expected results, can
managing people well. Business Process Reeng
provides reporting and analytical tools which can
making executive decisions. It also helps in streamlin
quantifying processes that can help the organiza
optimize its workflows.

Integration of Technology

Business Process Reengineering bridges the gap b
users and IT by using various standards of business
management. The focus should always be on processes
on applications that support them.

eering, every task can be
ned and designed. There
wheel as similar proble
even if the roles get chang
esponses are noted down
oriately.

nizational conditions, the
to those changes and del
Process Reengineering
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expected results, can
usiness Process Reeng
ytical tools which can
It also helps in streamlin
can help the organiza

ring bridges the gap
s standards of business
l always be on processe
m.

know the perks of implementing Business Process
engineering, lets us go through the steps involved in it. As
entioned earlier, business process reengineering is a
mplex task and involves a complete change in the processes
damentally instead of working with the existing processes.
less and until you carry out every step carefully and
ccessfully, there are chances your attempts might fail. It is
erefore considered as one of the time-consuming, expensive
risky affairs and step by step process must be followed
der the guidance of a Subject Matter Expert (SME).

siness Process Reengineering generally includes analysing
d examining the company workflows to identify the
efficient processes and find a solution as to how to alter them
enhanced productivity, performance and quality.

These steps can be broadly segmented into four phases or
teps, which are as follows:

Step 1 – Identifying and communicating the need for change

While for a corporation or company, it can be challenging.
There will always be a bunch of people in the organization
who will be happy with the things as they are. Some might be
about that it might cost huge investment while the other might
think of their job security.

one has to convince them why making change is essential
the company. This should be entirely based on the research.
You must know exactly which processes are not working

properly, or are your competitors performing better th[...] or worse?

Once you get through this, you will need to come up [...] very comprehensive plan that basically involves leader[...] different departments. In this scenario, the role [...] management will be that of the salespeople; they w[...] responsible for conveying the grand vision of chang[...] portraying how well will it affect even the lowest-[...] employee positively.

Step 2 – Set up a Team of Experts

Similar to any other project, for business p[...] reengineering also, you will need a team of highly-s[...] self-motivated people who can carry out the required st[...] most of the cases, the Business Process Reengineering[...] basically consists of senior manager, operational manage[...] reengineering experts. The senior managers can pr[...] supervision, the operational managers can contribu[...] different processes with their vast knowledge, and[...] reengineering experts will be needed for several other f[...] beginning from IT to manufacturing.

The foremost benefit that you can derive from every Bus[...] Process Reengineering Team is to have a team of unb[...] people with enthusiasm and passion for making a differe[...]

Step 3 – Detect inefficient processes and outline [...] Performance Indicators (KPI)

Once you have your team set, to kick-start, you will h[...] outline the right KPIs. The idea of business p[...]

r competitors performing better

h this, you will need to come
plan that basically involves le
s. In this scenario, the ro
that of the salespeople; the
eying the grand vision of ch
will it affect even the low

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who can carry out the require
Business Process Reenginee
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The senior managers can
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anufacturing.

t you can derive from every
Team is to have a team of
and passion for making a diff

icient processes **and outl**
s (KPI)
n set, to kick-start, you will
. The idea of business

neering is always to optimize rather than being utterly
are of the expenses that might take place while adopting
process.

mostly depend on the process you are going to optimize,
all the following can be typical like

acturing Sector:

1. Total Cycle Time – the entire time consumed from the beginning to the end of a process.

2. Total Changeover or Switching Time – the entire time involved in switching the process line from making one product to the other

3. Defect Percentage – the percentage of the manufacturing defect.

4. Inventory Turnover Ratio – the time is taken for the manufacturing line to turning ventory into products.

5. Planned and Emergency Maintenance Ratio – the no. of times planned and emergency maintenance take place.

Sector:

1. Average Time to Repair – the time needed to repair a particular system, software or app after an emergency broke out.

2. Support Ticket Closure Rate – the rate of the number of support tickets closed with the number still opened.

3. Application Development – **the** time taken [to] develop an application from scratch.

4. IT Cycle Time – the time taken to get the back [up] of the network after a security breach.

Once the KPIs are exactly outlined, you would be required [to] go after the individual processes. The easiest way out to [do] is business process mapping. This is precisely where [the] operational manager plays a significant role in analysing [the] processes.

Step 4 – Processes reengineering and comparing of KPI[s]

Once company are done with all the analysis and planning work, it is time to start implementing the solutions [or] changes on a smaller scale. After reach this step, there is [not] much to add; now apply company's theories into practice [to] see how the KPIs perform. In case you find that the [new] solution is working better, you can begin the process of sca[ling] the solution and implementing it in more company processe[s]. Business Process Reengineering consists of se[veral] frameworks, i.e., Initiate, Negotiate, Select, Plan, Investig[ate], Redesign and Ensure.

Challenges Poised on the Implementation of Busi[ness] Process Reengineering:

The business process reengineering should not be taken [for] granted. For a Business Process Reengineering to [be] successful, it is important that you have an adequate infrastructure in place and complete understanding of [the] ongoing process and practices.

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you find that the
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consists of
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ntation of Bu
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Reengineering to
have an adequate
understanding of

Lack of knowledge

The team you are working with must be clear on where to implement the reengineering processes. Proper prioritization of different business process for reengineering must be considered. The employees must be trained appropriately or retouched with substantial business process reengineering programs to gain the required knowledge in the field. In case the implementation is done on wrong processes, it could result in wastage of resources. The business can see the correct process implementation only through proper training, guidance and knowledge transfer.

Irregularity throughout the implementation and opting wrong direction

Business Process Reengineering cannot be carried out with an instant competitive advantage. The entire process must be followed bit by bit for the visible growth. But this does not adhere that reengineering has to be done for every process in the organization, there might be some exception where it is not suitable.

Once the company achieves the desired benchmark, the business process reengineering practice should not be discontinued because an irregular reengineering process can hinder a lot of opportunities and growth that comes along.

Inappropriate Team Formulation

Not just the correct knowledge but the inclusion of the right set of the team is vital both for the operation and management. The team must be properly structured in which at least a senior or operation manager be allocated who is expert in business process knowledge. Complete the team with experienced

engineers for every single field such as from manufacturing or IT. This will enable constant supervision in the right set direction.

Wrong placement of resources

Lack of essential resources can completely disrupt the bridge between the organization and the reengineering process, so getting this right is the first step. You must see to it that proper resources are readily available when there is a requirement.

The list of things you must check beforehand is skilled human resources, sufficient funds, correct set of Business process reengineering tools, vast knowledge of the processes, experienced players in the system, timely approval and you are good to go.

How To Reduce Costs and Improve Productivity with Reengineering

When a product doesn't meet requirements, reengineering provides an alternative solution. That's because few things are more frustrating to an engineer than when one piece of an assembly throws off an entire project. This frustration is especially acute when a client complains that the piece, they received from that company is subpar. It also hurts a product, and company reputation, when they get complaints from their customers about delays, poor quality or cost overruns.

The idea of reengineering the corporation is not new. The development of reengineering as a modern concept for business derived from an article written in 1990 by MIT professor Michael

Hammer. The article appeared in the Harvard Business Review. In it, Dr. Hammer defines reengineering as "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance." He argues a business should reduce and remove any business activities that do not actually work for the good of its customers. The terms process improvement, process excellence and process innovation all came from him. Sometimes the concept of Business Process Reengineering (BPR) is used.

By the early years of the 1990s, businesses around the United States were adopting reengineering as a useful improvement process. If you're wondering how reengineering can help your business, let's take a look. It starts by identifying opportunities to improve performance, which leads to reducing manufacturing processes, eliminating warranty claims and ultimately reducing overall costs.

The First Steps of a Reengineering Process

Reengineering cannot proceed without the full support of a company's upper management. Once everyone agrees to proceed, those in charge must put together a very clear plan of review and a vision. That's because one of the biggest criticisms of reengineering is that it can result in layoffs.

But the goal of a reengineering process is to leave the company in better shape. That's why it's critical that everyone involved with the process redesign is on board. You may need to convince some team members as to why making the change is essential for the company. If the company is not doing well, this shouldn't be too hard.

Reengineering Your Products

Once your process analysis is complete it's time to take a look at which of your products apply. If it's a large-scale improvement plan, you may need help from an outside consulting firm. In principle, Dr. Hammer said, a whole reengineering effort should take less than a year. But business process reengineering is no easy task.

When a product design reaches the reengineering stage, it's clear that one or more factors have caused it to miss the mark. Whether driven by the lack of quality service and speed, or high costs, the same approach applies: to determine the client's goals. What do they want to see in the reengineered design that's missing from the initial design?

Remember that unless you challenge old assumptions and shed the old rules that made your business underperform in the first place, you're just rearranging the deck chairs on the Titanic. You can't achieve breakthroughs in performance by simply cutting fat or automating existing processes. This is about developing a new business process management plan. In reengineering, managers break loose from outmoded business processes and the design principles underlying them and create new ones.

The Reengineering Approach

Once the key design objectives are clear, the next step is to research and strategize new configurations. This requires a balance factor. While the core features and logic of the system are preserved, functionality/processes will need to either be added or modified.

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Say, for instance, that technological advancements have led to optimized production methods for materials. This has made new alternative materials available, ones that could offer a significant cost advantage over past options. Manufacturers want to utilize these materials in their design, while keeping the rest of the configuration the same.

With a reengineering approach, manufacturers can efficiently improve product designs. Rather than having to undertake a total redesign — a process that can be costly and time-consuming — an existing template to work from is already in place. Think, using information technology to "upgrade" a horse with lighter horseshoes which make them faster, as opposed to just building a car. This helps improve cycle time and gets your products to the market in a timely manner, while ensuring the satisfaction of companies and customers alike.

By improving the existing processes through which these products are designed, manufacturers can further save time and costs. For example, incorporating advanced technology into manufacturing processes can help limit the degree of wasted materials and expedite the whole process.

Creating new rules tailored to the modern environment ultimately requires a new conceptualization of the business process. Considering the apathy of old processes and structures, the strain of implementing a reengineering plan can hardly be overestimated. And reengineering does not need to be done haphazardly.

icon Systems has become a leader in the reengineering sphere by gathering input from a client's various departments to reengineer connectors and cable assemblies. From replicating and improving existing features to doing away with unnecessary components, icon engineers facilitate designs with increased throughput and robust performance.

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He is Assistant Professor at Anekant Institute of Management Studies, Baramati. He has 15 years rich experience in teaching & research esp., in the field of Human Resource Management. He has 15 research publications in Scopus Indexed / Care Listed/Peer Reviewed Journals.

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(Ph.D, LL.B, MBA, M.Com, MCM)

AFTERTHOUGHT

Dr. Umesh S Kollimath
(MBA, MA(Eco), Ph.D.)

Dear Reader,

I am sure, you are experiencing a mixed sense of awe, overwhelm and anticipation after having finished reading this book! Yes, the "Current Trends in Human Resource Management" penned and pivoted by an enterprising faculty of HRM, has encapsuled a gamut of insightful articles in this book. The authors of each of the articles have chosen most contemporary issues and woven wonderful articles replete with information as well as insights on their topic. Besides, the book at one end satisfies curiosity of the readers by revealing how cutting-edge technologies will be reshaping the HRM practices, on the other hand some of the articles raise subtle doubts as to whether the organizations and employees are diluting commitments of mutual welfare from the either side!!I hope the thoughts that have begun lingering in our minds after reading the book shall continue till we take some radical different decisions to nurture, retain and promote the Human Resource that is within our sphere of controlWith Warmest regards to the Authors, Editor, and all those who have contributed to this book.

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