



CURRENT TRENDS IN HUMAN RESOURCE MANAGEMENT

Dr. Pravin Vitthal Yadav

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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

Table of Contents

Sr. No.	Name of the Chapter	Page No.
1	The Great Resignation <i>Dr. Pravin Vitthal Yadav</i>	1-19
2	Role of Technology in Human Resource Management <i>Dr. Pravin Vitthal Yadav</i>	20-27
3	Artificial Intelligence (AI) Powered Recruitment Process <i>Dr. Pravin Vitthal Yadav</i>	28-35
4	Gender Pay Equity <i>Dr. Pravin Vitthal Yadav</i>	36-40
5	Gig Economy <i>Prof. S.S.Khatri</i>	41-50
6	Creating Value-Oriented Performance Management <i>Dr. Abhishek Y. Dikshit</i>	51-94
7	Employee Engagement and Job Satisfaction <i>Dr. Shriram S. Badave</i>	95-103
8	Re-engineering Work Processes to Enhance Productivity <i>Dr. S.V. Khatavkar</i>	104-120

9	Workforce Diversity: A Conceptual Study <i>Sonia, Research Scholar Haryana School of Business, Haryana</i>	121-132
10	Human Resource Planning <i>Dr. Pravin Vitthal Yadav</i>	133-147
11	Work-Life Balance <i>Dr. Pravin Vitthal Yadav</i>	148-160
12	Quality of Life <i>Dr. Pravin Vitthal Yadav</i>	161-169
13	Understanding and Developing Organizational Culture <i>Dr. Shriram S. Badave</i>	170-186
14	Toxic Work Environment <i>Dr. Pravin Vitthal Yadav</i>	187-197

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Human Resource Planning

Dr. Pravin Vitthal Yadav

Introduction-

Human Resource Planning (HRP) may be defined as strategy for acquisition, utilization, improvement and preservation of the human resources of an enterprise. The objective is to provide right personnel for the right work and optimum utilization of the existing human resources. HRP exists as a part of the planning process of business. This is the activity of the management which is aimed at co-ordinating requirements for and the availability of different types of employers. The major activities of HRP include: forecasting (future requirements), inventorying (present strength), anticipating (comparison of present and future requirements) and planning (necessary programme to meet future requirements).

Objectives of Human Resource Planning

Assess Future Manpower Needs

Human resource planning helps the organization in identifying future manpower requirements for organizations. In view of organizational objectives to be achieved in the future, this process analyses the precise manpower required for the functioning of the organization. This process ensures the right number of peoples at the right time in an organization to derive requisite output.

Identify Manpower Gap

Identification of the gap between the manpower supply and manpower demand is a must for every organization. Human resource planning helps in finding out the surplus or deficit of employees in an organization. Accordingly, it makes a plan to overcome these gaps. In case of the deficit it plans for hiring new employees and in case of the surplus it reduces the number of employees by retirement, termination, layoff, etc.

Determination Of Training and Development Needs

Human resources planning aims at providing various training to all employees as per the requirement of market needs. These training and development programmes are meant for both new and existing employees. It focuses on updating and improving skills of manpower to derive the requisite productivity from them. This way it aims at the advancement of employees and serves the high skilled employees need of an organization.

Ensures Optimum Use of Manpower

Human resource planning process helps in the full utilization of human resources. The right man at the right place is a must to achieve high productivity and efficiency. This process aims at providing job to individuals according to his knowledge, skills, and experience. Job positions are properly analysed before deputing persons and it is checked whether a person is capable of delivering roles or not. This way Human resources planning ensures fuller utilization of human resources within the organization.

Meet Expansion and Diversification Needs

Expansion and diversification are activities that every organization needs to follow as they achieve progress over time. Human resource planning supports the organization in its various expansion, diversification, and modernization programs. It formulates plans for meeting the employee requirements as per the expansion plan. This ensures that skilled and knowledgeable people are available at the right time that is able to face the challenging job roles.

Estimates Human Resource Cost

Human resource planning controls the cost of human resources of an organization. It facilitates the preparation of the budget for meeting these expenses by estimating the cost of each and every human resource working in the organization. Formulation of appropriate budgets will ensure timely payment to employees and also avoids a shortage of funds.

Monitors Human Resource Performance

It monitors and controls the performance of employees from time to time. Human resource planning measures the actual performance of manpower with planned performance. If any deviations are found in performance it aims at removing them by taking appropriate corrective measures. It ensures whether human resources are performing as their defined roles and responsibilities. This way it helps in the achievement of organizational goals and objectives timely.

Human Resource Planning Process

The process of HRP is entirely based on the corporate plans and objectives. HRP is a continuous process of review, control and assessment. Figure 1 clearly indicates the HRP process.

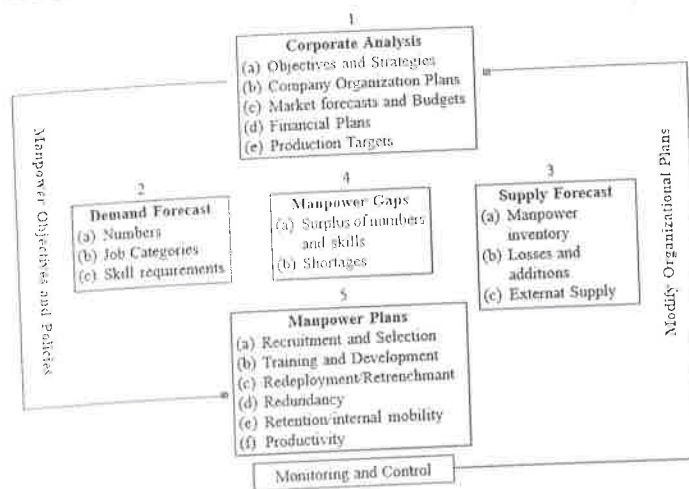


Figure 1: Human Resource Planning Process

Source: Gupta, C.B. (1997). Human Resource Management, Sultan Chand & Co., New Delhi.

1. **Determining the Objectives of Human Resource Planning:** The foremost step in every process is the determination of the objectives for which the process is to be carried on. The objective for which the manpower planning is to be done should be defined precisely, so as to ensure that a right number of people for the right kind of job are selected.

The objectives can vary across the several departments in the organization such as the personnel demand may differ

in marketing, finance, production, HR department, based on their roles or functions.

2. **Analysing Current Manpower Inventory:** The next step is to analyse the current manpower supply in the organization through the stored information about the employees in terms of their experience, proficiency, skills, etc. required to perform a particular job.

Also, the future vacancies can be estimated, so as to plan for the manpower from both the internal (within the current employees) and the external (hiring candidates from outside) sources. Thus, it is to be ensured that reservoir of talent is maintained to meet any vacancy arising in the near future.

3. **Forecasting Demand and Supply of Human Resources:** Once the inventory of talented manpower is maintained; the next step is to match the demand for the manpower arising in the future with the supply or available resources with the organization.

Here, the required skills of personnel for a particular job are matched with the job description and specification.

4. **Analysing the Manpower Gaps:** After forecasting the demand and supply, the manpower gaps can be easily evaluated. In case the demand is more than the supply of human resources, that means there is a deficit, and thus, new candidates are to be hired.

Whereas, if the Demand is less than supply, there arises a surplus in the human resources, and hence, the employees have to be removed either in the form of termination, retirement, layoff, transfer, etc.

5. **Employment Plan/Action Plan:** Once the manpower gaps are evaluated, the action plan is to be formulated accordingly. In a case of a deficit, the firm may go either for recruitment, training, interdepartmental transfer plans whereas in the case of a surplus, the voluntary retirement schemes, redeployment, transfer, layoff, could be followed.

6. **Training and Development:** The training is not only for the new joiners but also for the existing employees who are required to update their skills from time to time.

After the employment plan, the training programmes are conducted to equip the new employees as well as the old ones with the requisite skills to be performed on a particular job.

7. **Appraisal of Manpower Planning:** Finally, the effectiveness of the manpower planning process is to be evaluated. Here the human resource plan is compared with its actual implementation to ensure the availability of a number of employees for several jobs.

At this stage, the firm has to decide the success of the plan and control the deficiencies, if any.

Thus, human resource planning is a continuous process that begins with the objectives of Human Resource planning and ends

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Importance of Human Resource Planning

Acquiring Right Employee

Human resource planning aims at hiring the personnel according to the requirements of the job. It aims at matching the right person with the right job. Jobs are provided to individuals according to their qualifications and skills. It involves proper analysing of employee's qualities and skills before hiring them for a particular job role.

Improves Employee's Efficiency

Improving the efficiency of its employees is a great challenge before every business. Human resource planning helps businesses in analysing the output of people working with it and suggests ways of improving their efficiency. It ensures that manpower is efficiently utilized and keeps a check on whether all employees are properly delivering their roles.

Development Of Personnel

Human resource planning involves imparting education and training to all employees working within the organization. As per the market requirements, it improves the skills of employees by organizing various training and development programs. It identifies the skills of various personnel and provides them training accordingly as per the requirement.

Increase Employee Satisfaction

The satisfaction of employees is important for retaining the employees in the organization. Human resource planning helps businesses in working for the welfare of their employees. It aims at providing better working conditions, fair salaries and wages, and several other amenities. By focuses on the welfare of employees Human resources planning increase the satisfaction level and productivity of employees.

Analyse Future Manpower Needs

Human resource planning helps in meeting the future manpower requirements of the organization. It analyses the present manpower capacity and forecast the future requirement and then aims at meeting the gap between the two. Business through this process acquires and maintains the right number of personnel according to the requirement of time.

Control Employee's Turnover

Employee turnover has a great impact on the profitability of the business. Every business aims to control and minimize their overall cost incurred on its employees. Human resource planning focuses on maintaining the accurate number of personnel in every organization as per requirement. Any excess or shortage of employees is all fulfilled through proper analysis and planning. This way it controls all expenses required for hiring and maintaining new personnel.

Long Term Growth

Human resource planning has a great impact on the growth and survival of every organization. It improves the efficiency and profitability of a business by efficiently utilizing all human resources. This technique focuses on organization goals by keeping a check on the roles and duties of all persons working within the organization. It performs analysis from time to time within the organization and takes corrective measures in order to improve any deficiency. Therefore proper planning of human resources helps in increasing productivity and made the timely achievement of goals possible.

Features of Human Resource Planning

A successful human resource planning strategy may look different from organization to organization. It should, however, have some common features.

- **Well Defined Objectives:**

As with any type of planning, it's important to clearly define your objectives. Make your goals concrete and actionable— for example, it's better to say, "we're going to hire two new employees in the IT department by May" than "we need to beef up the IT department this year".

- **Determining Human Resource Needs:**

It's also important to know what your HR department requires in order to reach your objectives. The needs of the HR department should be determined and met so that there are no roadblocks to meeting your goals.

- **Keeping Manpower Inventory:**

It involves maintaining an available inventory of qualified manpower. This can be a huge benefit in the event of turnover or sudden growth.

- **Adjusting Demand and Supply:**

One of the more trying features of human resource planning is the adjusting of supply and demand. When there is a demand for the product or service, the workforce must adapt. When demand decreases, the workforce must again adapt. A savvy HR person knows how to plan and adjust accordingly.

- **Creating Proper Work Environment:**

It also involves creating an atmosphere that is conducive to productivity in the office. This can pertain to training, development, or even just ensuring the basic safety and security needs of employees are met.

Benefits of Human Resource Planning

- **A Better View to the business decision**

HR planning leads to a better overall view of the business's decisions by employees and the public. The actions taken by the organization become systematic and process-oriented, thus taking personal feelings out of the equation.

- Retaining top talents

When a human resource plan is thoughtfully executed, organizations can better retain top talents. As any organization knows, getting a talented individual hired is only half the battle— incentivizing them to stay can be another matter entirely.

- Addressing the organization's manpower needs

Human resource planning identifies a company's needs with regards to manpower, thus allowing the organization to effectively address them.

- Minimum Cost

Attracting and retaining talent costs money, there's no getting around it. Human resource planning, however, allows organizations to minimize the money they spend on these areas, thus reducing costs overall and leading to more efficient operations.

- Ensuring that the right people are hired

A solid human resource strategy helps organizations attract the right person for the job. This is especially important for any type of specialized position, where a specific background or knowledge is required, but it can also extend to more general positions. Finding an employee with the right attitude, for example, can greatly improve the experience of customers at a convenience store.

- Facilitating expansion programs

If your business plans to expand, human resource planning can help your business prepare to do so with minimal growing pains. If you know there are going to be six openings coming up in the next year, you can begin to recruit for them now instead of waiting until it's too late.

- Training employees

Even the right employee for the job can't counteract a lack of training. Human resource planning considers training an important part of the recruitment and retention process.

- Managing employees

Employee management can be a challenge for any organization, big or small. A solid human resource plan ensures the right employees are placed in management roles.

- Improved Utilization

HR planning can improve employee utilization by connecting the right employee with the right position. This increases productivity and leads to a more knowledgeable workforce.

- Management Development

Hiring entry-level employees is tough— hiring management can be downright impossible. A human

resource plan can direct your organization to potential employees that can be successfully groomed for management.

- Information Base

A human resource plan serves as an information base for an organization. It contains data on the organization's growth, hiring strategy, training plan, and retention. This can help the organization make more informed decisions in the future.

- Coordination

One result of a successful human resource plan is coordination amongst different departments. There must be communication between departments to ensure accurate job descriptions and staffing predictions, for example.

- Corporate Asset

A human resource plan can be a tremendous asset to any corporation, particularly larger ones or companies with multiple locations and moving parts.

- Gradual Growth

HR strategies can ultimately lead to gradual growth for an organization, which is sustainable and ideal. Unchecked growth can put unnecessary strain on an organization and actually harm it in the long run.

- Coping with change

Organizations must adapt to changes in the environment, both locally and abroad. A human resource plan can help a company adapt to changes, potentially even staying one step ahead.

- Adjusting with the Rapid Technological Change

Technological change occurs at a rapid pace, and it's critical for organizations to keep up. Human resource plans can help make sure that your company does not get left behind.

Challenges of Human Resource Planning (HRP)

The challenges to HRP include forces that are always changing. These include employees getting sick, getting promoted, going on vacation, or leaving for another job. HRP ensures there is the best fit between workers and jobs, avoiding shortages and surpluses in the employee pool.

To help prevent future roadblocks and satisfy their objectives, HR managers have to make plans to do the following:

- Find and attract skilled employees.
- Select, train, and reward the best candidates.
- Cope with absences and deal with conflicts.
- Promote employees or let some of them go.

Investing in HRP is one of the most important decisions a company can make. After all, a company is only as good as its

employees, and a high level of employee engagement can be essential for a company's success. If a company has the best employees and the best practices in place, it can mean the difference between sluggishness and productivity, helping to lead a company to profitability.

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ABOUT THE AUTHOR



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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.

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 encapsulated 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 control. With Warmest regards to the Authors, Editor, and all those who have contributed to this book.

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