

A Conceptual Analysis of Certain Indian Corporations Using New HR/IR Paradigms in Employee Relationships

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ABSTRACT

Human Resource Management assists firms in achieving their goals from time to time by instilling a good attitude in employees and improving employee relations. Only a strong human resource management system can allow the company to thrive. People and their potential for growth are the focus of today's human resource management. Employee engagement, talent management, brand promotion, and attrition control have developed beyond the conventional tasks of human resource departments to attract, recruit, train, promote, and set remuneration. Many large businesses are imposing new HR paradigms as a result of change management in order to compete with their rivals and stay in the market for a long time. Traditional human resource techniques are giving way to new ones such as succession planning, e-mentoring, talent management, strategic HR, sustainability, employee branding, leadership development, and assessment system changes, to name a few. We attempted to focus this study on the new HR paradigms in the five firms we chose. We also discussed the HRM strategies that are now in use in the most well-known public and private businesses. In our research paper, we also looked at the impact of technology on the paradigm change in HR practises.

Keywords: HRM, HR/IR Practices, Paradigm, Traditional HR Practices, Employee Relations.

I.INTRODUCTION

Employee recruitment, selection, proper orientation and induction, proper training and skill development, employee assessment (performance of appraisal), proper compensation and benefits, motivating, maintaining proper relations with labour and trade unions, and maintaining workers' safety, welfare, and health by complying with labour laws of concern state or country are all part of human resource management. Human Resource Management plays an important role in the development of both employees and organization. HRM is thus involved not only in protecting and developing individual employees' abilities, but also in creating programmes that improve communication and collaboration among those employees in order to foster organisational growth. Employee training, talent development, a defined career path for employees, and loyalty rewards are all hot topics in today's business world. The key motivation is to keep personnel and lower turnover rates. That is the reason behind the paradigm shift in the traditional HR practices. Talent war is going on these days among the big organizations. Every organization wants to retain their top talent so they are going for strategic HR practices. The senior level executives must realize and understand the potential of their employees so they will get appropriate roles. The productivity of employees as well as organization will increase. Leveraging technology with traditional HR practices is the need of the hour because its implementation and after impact will be positive and in the right direction. It will also save time, money and resources and indirectly it will pave way for the green HRM practices in an organization.

II.PURPOSE OF RESEARCH

The main purpose of the research is to know about the new HR paradigms in the Indian organizations. Also, the main motto of this research article is to know about the HR practices going currently in public and private organizations. Through this research we have tried to frame a HR model for organizational effectiveness and sustainability. Finally, we have discussed about leveraging technology with the traditional HR practices.

III.REVIEW OF LITERATURE

The importance of a paradigm shift from traditional and outdated management concepts to a very innovative leadership idea was emphasised by Akbar Ali (2010). Talent management has been presented as a new HR paradigm by Anna Mazurkiewicz (2014). According to the author, it is critical to retain and manage employees based on their qualifications and abilities. Anil Kumar Singh (2009) examined current HRM practises in a sample of Indian private sector companies. In addition, the report found a favourable association between HRM practises and organisational culture in a group of Indian private companies. **Dr. Asha Nagendra (2014)** has discussed about the social media as a new HR paradigm and how it has shown impact in the Employee life cycle. This research is based on both primary and secondary data. The primary data has been collected from 100 employees working in various IT & ITES companies like- Wipro, Infosys, Ernst & Young, Deloitte etc. Also 10 HR managers who recruit, induct, train, retain and compensate employees in their organization were also interviewed.

Dr.K.Palani (2013) has discussed about the challenges of human resource management in the 21st century. According to author, HRM play a very important role in the success of an organization. In this paper, he throws light on the new HR paradigms which will drive human resource management in future. **Joe Duke et al. (2012)** have discussed about the effectiveness of new HR practices. According to them, the established HR practices should be combined with new HR paradigms for more productivity and superior corporate performance. **Poonam Anand et al. (2014)** have discussed about the innovative leadership. This new HR paradigm, they claim, will aid firms in attracting, developing, and empowering innovative leaders. Innovative executives bring unique ideas to the table, which are extremely beneficial to a company's growth. Priyanka Sharma et al. (2010) explored HRM techniques for dealing with increased competitiveness and external situations such as the global economic slump, the ensuing credit crunch, and the influence on employee performance.

Raunak Narayan (2010) has discussed about the new HR paradigm “Human Resource Accounting.” The author has attempted to highlight the relevance of Human Resource Accounting as well as the issues it faces. According to the author, human resources should be assessed, documented in books, operated, and stated in financial statements. R. J. Masilamani et al. (2011) investigated the role of Job DSTs in the development of human resource systems that can assist organisations in meeting their objectives. The Job DST set includes an exclusive and comprehensive Job Description that conveys to the employee all activities to be performed, Job Specifications that include the professional and personal attributes required for the assignment, and Targets that cover the period – specific, quantitative, and qualitative aspects of the job.

Robin Kramar et al. (2010) have focused on the human resource management. They have discussed about the concept of organizational performance, sustainability and the relationship between organizational performance, sustainability and human resource management. **Shashi Ranjan Kumar Jha et al. (2014)** have discussed about the importance of HRM practices “in Indian banking industry. They have also thrown light on the current HRM practices that are going on in the current banking sector and some suggestive HRM practices for more productivity and efficiency of banking industry.

IV.OBJECTIVES

- 1) To study the new HR paradigms for the selected 5 Indian organizations for smooth employee relations.
- 2) To frame a HR model for organizational effectiveness and efficiency.
- 3) To know the importance of technology in Human Resource Management.

V.RESEARCH METHODOLOGY

This research work is entirely dependent on secondary sources of information. The information for this study came from a variety of places, including journals, magazines, research papers, manuals, corporate websites, research articles, newspapers, and books.

VI.DISCUSSION

Human Resource Management helps organizations to achieve its objective from time to time by creating a positive attitude among workers. The organization can prosper only if they have healthy human resource management system. Today human resource management aims at developing people and their potential for growth. The traditional functions of human resource department to attract, recruit, train, promote and decide compensations have evolved into employee engagement, talent management, brand promotion and controlling attrition.

Study about the new HR paradigms for the selected 5 Indian organizations.

1.Tata Consultancy Services (Change in Appraisal System & Paradigm shift in the training system) - TCS has recently changed their appraisal system from Bell's Curve to Individual's Continuous Evaluation Feedback Mechanism to reduce the attrition rate. Also there is a paradigm shift in the training system of TCS. Due to Digital revolution, TCS has given digital training to over 1 lakh 80 thousand employees in the last 1 year. In the past, coaching, mentoring, Knowledge transfer were prominent sources of training but now there has been a shift in the training style and structure.

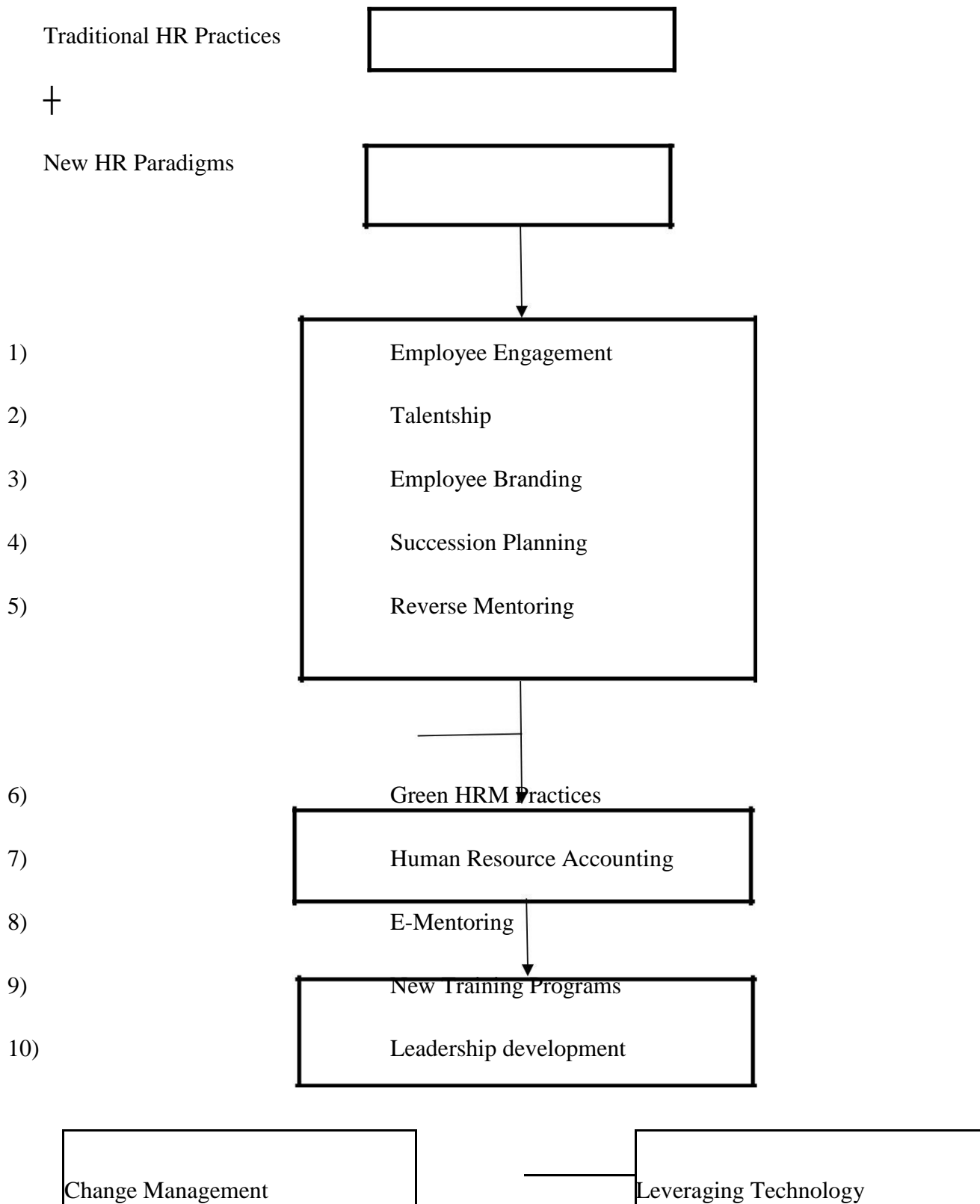
2.InMobi (Employee Branding) –In Mobi does not want compensation to be the primary driver of employee attraction; instead, they seek to provide a long-term solution. Referrals were rewarded with vacations, iPhones, and Royal Enfield motorcycles instead of cash, supervisor approval was not required for up to six days of leave, maternity leave was free and flexible, everyone received a 100% bonus, performance appraisal systems and an international travel expense policy were eliminated, and an annual "learning wand" of \$800 was given out. After adopting the aforementioned concepts, InMobi experienced tremendous success. The rate of attrition and recruiting expenses were decreased to a greater level. (Source -People matters magazine)

3.Infosys (Lister Initiative) –Under this initiative, Infosys will identify top performers among the employees. Those selected employees will be mentored by senior level executives. The main motto of Infosys behind this initiative to retain top performers and to have a fast track career path for them. Those top performers will be future chief executives of Infosys.

4.Bharti Airtel (Reverse Mentoring) –Reverse mentoring is a concept in which the senior people are mentored by their junior counterparts in the areas like- social media, digital technologies, digital platforms, information technology etc. In Airtel, the young executives are mentoring seniors in the fields of networking, switching, network security and other digital platforms. This will help to create a healthy bond between the seniors and juniors in Airtel. Productivity will increase and there will be a healthy work culture.

5.HCL (Succession Planning) –HCL for the last so many years is paying lot of attention towards Succession Planning. It involves nurturing and developing employees from within an organization. It will reduce attrition rate, and the recruitment costs. It paves the way for future leadership needs, talentship and talent development.

6.Objective 2: Framing a HR model for organizational effectiveness and efficiency





Less Attrition Rate & Healthy Work

Culture

Sustainability

VII.EXPLANATION OF THE MODEL

Traditional HRM practices should be merged with new HR paradigms. The reason for this that, in current business environment it's very important to compete with your competitors and change with the changing technologies and platforms. Organizations must leverage technology with the traditional HRM practices. This will help organizations to perform work more efficiently and smoothly. New HR paradigms will help organizations to reduce the attrition rate and save intellectual resources. We have seen in current scenarios that most of the employees shift to other organizations for good positions and compensations. In such situation, the corporation is the actual loser because they are losing potential personnel. Because firms have invested a significant amount of money in their induction, orientation, and training programmes, new HR paradigms will undoubtedly aid organisations in reducing attrition and saving potential resources, allowing them to be more productive in the future. Green culture will be enhanced in an organisation through e-mentoring, video training, and e-recruitment.

Green HRM practices along with green culture make organizations and their employees motivated, disciplined and sensible towards their organizational goals and environment. Less attrition rate will give rise to sustainability and healthy work culture in the organizations. Less attrition rate will also increase organization's operational profits, growth rate and revenues. We have seen in our examples that how TCS has been able to control attrition rate by providing effective and efficient training programs for their employees. They have paid a lot a lot of emphasis on their training and development programs. According to CEO of Starbucks while giving interview to a leading newspaper, employees can make or break a company. Howard Schultz (CEO Starbucks) along with senior management has devised new training programs for their employees. According to them, it's very important for any organization to devise effective training programs so that the employees can deliver their best and enjoy their work. Starbucks is also providing cross cultural training to their employees so that they will be aware of the traditions, customs and languages of other countries. For both permanent and non-permanent employees, Starbucks provides advantages such as stock options, medical plans, special insurance, leaves, family vacations, and so forth. Starbucks' programme has enhanced employee enthusiasm while also creating a healthier work atmosphere.

Objective 3: Importance of technology in Human Resource Management.

Today technology is playing a very important role in the development of human resource management. Now with the help of talent websites, organizations are recruiting desired and efficient candidates for various job profiles. It is also saving a lot of recruitment cost. Video job interviews are becoming popular for interviewing candidates. This paradigm shift in the interview process is giving rise to Green HRM practices.

HR departments have traditionally depended on old HR software to execute tasks and/or retain data. All data, information, and records are now saved in one place, in an integrated way, thanks to Cloud ERP HR solutions. In cloud-based HR solutions, data security is also improved. Information technology is assisting human resource experts in more effectively training new employees. E-Mentoring, digital learning, video lectures and digital certifications are new trends in the learning and development process of an organization. Technology is also enhancing the performance appraisal system through online feedback mechanism and examine employee performance through metrics.

VIII.CONCLUSION

Sustainability has now become an important factor for organizations. Strategic HRM practices will help organizations to sustain and grow. Strategic HRM focuses on corporate ethics, social effect of company choices, philanthropy, and the human resource professional's responsibility in enhancing the quality of life of employees, their families, and the society at large. To compete in today's market, businesses must combine traditional HR procedures with technology. The paradigm shift in HR practises is unquestionably due to change management. In today's world, employee happiness and retention are the top priorities for any company. They also invest a significant amount of money on training and development. HR paradigm shifts will aid organisations in reducing turnover and retaining top employees.

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