

Issues and Challenges of Employee and Human Resource Management

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Abstract - Good economic times means lower unemployment increased productivity, and better prospects for growth in all sectors. The economic prosperity also means increased job-hopping among the job seekers. Moreover, employee turnover rate provides valuable means of assessing the effectiveness of HR policies and practices in an organization. Employee turnover is one of the biggest challenges faced by most of the companies today. It is not only difficult for the employer to let an employee, but also difficult for him to train and recruit. To maintain a stable workforce, employer must deliberately engage in maintains activity. Today employer prefers to have a stable, committed, flexible workforce who is willing to learn and develop. Since sophisticated skills are scare, there is always heavy competition among the employers to attract the best talent to enhance their competitive position in the market. The direct costs involve recruitment and training while the indirect costs involve productivity loss. In this paper it is to examine the issues and challenges of employees and HRM.

Index Terms - HRM, Employees, Recruit.

INTRODUCTION

Good economic times means lower unemployment increased productivity, and better prospects for growth in all sectors. However, economic prosperity also means increased job-hopping among the job seekers. Moreover, employee turnover rate provides valuable means of assessing the effectiveness of HR policies and practices in an organisation.

Employee withholding is now a very crucial issues, because in the 21 centuries, the only sustainable source of competitive advantage for any company is Human Resource. Employee turnover is one of the biggest challenges faced by most of the companies today. It is not only difficult for the employer to let an employee, but also difficult for him to train and recruit. To maintain a stable workforce, employer must

deliberately engage in maintains activity. Today employer prefers to have a stable, committed, flexible workforce who is willing to learn and develop. Since sophisticated skills are scare, there is always heavy competition among the employers to attract the best talent to enhance their competitive position in the market. The direct costs involve recruitment and training while the indirect costs involve productivity loss.

In these changing times both the employee & employer are under tremendous pressure to perform. There is violent competition not only in the industry but also across categories. This new liberalized cutting-edge technology driven environment has made employee preservation mind-boggling. The fast-pacing change across the globe has made the new employee & employer relationship irreversible.

FRAMEWORK OF EMPLOYEE SAFEGUARDING

The basic value system of an individual has changed. In this competitive environment the corporate body must reassert itself. The very entity called corporation is to be explicitly understood. The organizational approach to staffing, its ethical policy, and compensation package, fringe benefits even the paths of the organization can be turned towards its advantage. The manner in which a corporation portrays its image is the beginning of the talent keeping process. The employee was once treated merely as an asset, but today he is treated as family as a unique individual. His aspirations, goals, ambitions, are all given pivotal importance. This is the new employee arrangement that governs the market of today.

NEED FOR THE EMPLOYEE

There are some reasons as to why companies should focus on retraining the employees:

1. It helps to save and reduce recruitment.
2. It portrays a culture of loyalty among employees towards the organisation and also that of the organisation towards its employees.
3. It spreads the training costs over the years of employees stay in the organisation.
4. It helps the organisation of the HR department to concentrate on another important thing like training, apart from recruitment.

FACTORS OF AN EMPLOYEE TURNOVER

Though most of the time employees prefer to have stable employment, the main reason to move is the lack of interest, frustration at work, lack of communication. This is the pull factor. The push factor is the actual culprit in employee turnover. The employee must have satisfaction of work. This further escalates the tension. Often, we find problems between the employee & the employer. At other times there are internal problems between employee & employee. This results because there is no proper coordination between various departments. The lack of bonding in the organization fosters a sense of resentment, which slowly poisons the minds of the employees.

EMPLOYEE SAFEGUARDING MEASURES

Companies now adopt more than one technique to create an internal environment that will retain their employees. Such as:

- Employees leave companies where intra-organisational interactions are unstructured, and decisions, ad-hoc and driven more by personal prejudice rather than professional consideration.
- By adopting systems that introduce an element of objectivity into its internal operations, a company can create a better workplace.
- In most family-managed organisations, professional managers leave because they cannot see themselves holding key positions or functioning with the level of independence that their designations merit.
- By inducting professionals into senior management positions, a company can lower its attrition-rate.

- Employees like to know how, when, and by whom their performance is going to be measured. An appraisal process that lists objective and measurable criteria for performance appraisal removes the uncertainty in the minds of employees that their superiors can rate their performance by any method.
- People like to work in organisations where their opinions count. A participative decision-making process is good; total empowerment is better.
- Most companies fall into the trap of holding an employee accountable for a specific activity without empowering the employee with the authority to perform it well.
- While organisations that pay best-in-industry salaries may find themselves unable to use that fact to motivate their employees, those that do not could find their best employees leaving.
- Employees who realise that they are unlikely to be promoted to fill the vacancies will leave the organisation. Growing your own is a sound retention strategy.
- Companies that choose to do the latter will find it easier to retain their existing employees since the training signals that the organisation values their contribution and is willing to invest in upgrading their skills.
- ESOPs are a sign that the organisation recognises the role of the individual in its performance and is willing to share the benefits with it.
- Organisations that recognise this, and help employees achieve a better balance between life and works are likely to face fewer problems than those that do not.
- Employee turnover may be measured by taking into account the total number of employees that left the organization in a given period. This should include retirement, redundancy, and dismissal, those who leave on their own will.

TRAINING IS A TOOL FOR EMPLOYEE WITHHOLDING

Training is considered to be one of the most significant tools in retaining the employees. Very often training is put in place without enough forethought, which is the reason that very often many training programs fail to get the right outcome. An effective training program

should have learning objectives, some observable and measurable behaviour to the end of the process.

Training is of two types:

Technical Training and Soft Skill Training. Both technical and soft skill training act an employee withholding tool in the following ways:

1. Technical training helps in enhancing the required skill sets for the job and advances the career development for the employee. An excellent technical training would add a lot of value to the individual employee. If an organisation is know for this kind of training programs, the most of the organisation is beneficial for them both personally and professionally.
2. Employee can also opt for internal recruitment for a better job.
3. Acquiring new skills and capabilities also lead to employee promotion through improved/superior performance.
4. Soft skill training helps in the overall personality development of the employees and fasters a change in attitudes in them. Focus on soft skill training is also important, as it helps in a complete development of the employee.

OVERVIEW OF EMPLOYEE WITHHOLDING

Retaining employees is a critical issue for many organizations. Research indicates that the cost of turnover, recruiting and training a new employee can be as high as one to two times the individual's salary. It is not unusual for corporations to see the cost of replacing departing workers to be 10% or more of operating income. In an effort to identify trends in employee turnover, organizations use tools such as job satisfaction surveys and exit interviews. Some of the key reasons people leave jobs include the following:

- Poor management relationships
- Job dissatisfaction
- Lack of career development opportunities
- Need for additional performance feedback
- More challenging work opportunities
- Inequalities in salary
- Limited recognition
- Work environment

ISSUES TO ENSURE MAXIMUM UTILIZATION OF HR

Employee withholding is most critical issue facing corporate leaders as a result of the shortage of skilled labor, economic growth and employee turnover. Aspects of the workforce stability issue in the face of unprecedented churning in the employment market with a focus on retaining the organization's employees.

1. Empower the employees to innovate.
2. Recognize the contribution made by the employees.
3. Enhance learning opportunities and tools.
4. Obtain the commitment of the employees.

CHALLENGES FACED BY HR MANAGERS

Establishing and maintaining a retention plan comes with many challenges. The largest of these is justifying the cost of rewards in a pay-for-performance culture. For many companies, providing talented employees with a competitive salary and benefits, bonuses, and work-life balance has proven to be the most effective way to retain employees. However, the inability to validate the return on investment and correlating the money spent on salary and benefits to performance metrics can be a challenge.

Improving retention can be accomplished by improving the three key phases of the employee lifecycle.

- Improved hiring management: Finding the right employee to hire through better sourcing, screening and placement.
 - Better employee management: Aligning Company and employee performance objectives and offering training, advancement opportunities and improved benefits to ensure employees job satisfaction in their positions.
 - Recognition of employee results: Recognizing the employee as an individual supporting their personal work-life needs and recognizing their achievements with rewards, bonuses or merit programs.
1. Rapid advancements in technology making employees competencies totally irrelevant.
 2. In order to keep abreast of today's technological trend employees must continuously learn and update their skills in the emergent areas.

3. Burnout problems faced by the employees due to high level of stress.

CONCLUSION

To maintain a stable workforce, employer must deliberately engage in retention activities. These efforts range from offering attractive compensation packages to involving employees in every share of the functioning of the organisation. Today's employer prefers to have a stable, committed, flexible workforce who is willing to learn and develop. Since sophisticated skills are scarce, there is always heavy competition among the employers to attract the best talent to enhance their competitive position in the market. Becoming employer of choice using employer branding are some of the efforts made by the employer to create a tangible work atmosphere in order to attract and retain the best talent available in the market.

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