

“A Study Of Training And Development Practices Adopted In Industries.”

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Abstract: *To survive in the globalised era, organizations need to continuously develop the knowledge, skills and ability of their human resources throughout the year, the organization spend a huge amount of money for the purpose of training and development of the human resources. Training and development play an important role in the effectiveness of organization and to the experience of people in work. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. Training effectiveness in industry is a critical aspect of the development of knowledge of workforce. Training and development programs may be focused on individual performance or team performance. Factors that can affect the effectiveness of training and development practices in the industries include, lack of support from top management and peers, employees' individuals attitudes, job-related factors and also the deficiencies in training practices.*

Keywords: *era, globalised, attitudes, peers, employees, deficiencies.*

I. Introduction

The rapidly transforming business landscape means that there are currently many human resource management challenges which will continue to evolve for years to come. Issues facing HR are expected to change dramatically in the next decades. In this paper, we have discussed about the various challenges faced by HR Managers in Contemporary Business Environment. Issues facing HR are expected to change dramatically in the next decades. Thus, HR professionals must play special roles in dealing with these changes and must develop specific competencies to support these roles. HR managers will have to accommodate employees in their virtual work locations and find ways to manage corporate culture, socialization and employee orientation. A range of challenges are faced by organizations and HRD professionals in managing and implementing effective HR T&D, particularly in the climate of globalization, and the new technological revolution begins with the importance of human capital in HRD practice, their education and technical training, and also their communication and language skills.). One has to raise the question here what should be the priorities for human resource in future? Though we believe that human plays a vital role in an organization but due to rapidly transforming business landscape, globalization, changing nature of consumer taste and habits, a new techniques of production, HR managers are facing a variety of issues and challenges like retention of the employees, multicultural work force, retrenchment of the employees. Armstrong (2004) defined Human Resource Management (HRM) as the function within an organization that focuses on recruitment of management of, and providing direction for the people who work in the organization. Human resource manager will have to build or develop a frame work that allows flexibility to develop a workforce for tomorrow.

A range of challenges are faced by organizations and HRD professionals in managing and implementing effective HR T&D, particularly in the climate of globalization, and the new technological revolution begins with the importance of human capital in HRD practice, their education and technical training, and also their communication and language skills. Today, the field of Human Resource Management (HR) is experiencing numerous pressures for change. Shifts in the economy, globalization, domestic diversity, and technology have created new demands for organizations, and propelled the field in some completely new directions. However, we believe that these challenges also create numerous opportunities for HR and organizations as a whole.

The modern business cannot effectively operate in the business world if the human force not well equipped with the latest technology and techniques. This is the responsibility of the human force manager to properly train the work force and to see what is the basic need for the human force to achieve the competitive advantages of business in 21st century. Great debates on this topic going on for several years and no doubts human is an important part of any organization but due to rapid changes in the business world, globalization, change in customer taste and habits, new techniques of production, human in the organization now facing different kind of problems, to cope this situation the today's HR manager also facing a variety of issues and challenges that how they can best manage and solve all these issues and challenges with splendid ways. HR

manager facing a variety of challenges to meet these challenges for the future, tomorrow HR manager or department must be much sophisticated than their predecessors (Byers and Rue, 2006).

Objective

The main objective of the study was to investigate the challenges faced by the HR managers in managing the workforce and the ways to cope up with those challenges.

II. Review of Literature

The world federation of personnel management association (WFPMA, 2009) survey pointed out the most important top ten HR challenges are leadership development, organizational effectiveness, change management, compensation, health and safety, staff retention, learning and development, succession planning, staffing: recruitment and skill labour. In the view point of Decenzo and Robins (2001) the most important challenges of HRM, are technology, E commerce, and work force diversity, and globalization, ethical consideration of the organization which may directly or indirectly affect the organization competitive advantages, especially with technological advancement the affect on recruitment, training and development and job performance with great extent can be study in organization.

Liz Weber (2009) has pointed out that the most important challenges of the HR in business are layoffs. The most of the owners and managers facing this hard issue. This laid off may be due to several reasons which include the economic uncertainty, the employee's job instability and HR less Effectiveness.

Some of the researchers also point out that the most of the challenges which facing by the HR in 21ST century are also, retention of the employees, multicultural work force, women work force, retrenchment of the employees, change in the demand of the government, technology , globalization, and initiating the process of change.

III. Research Methodology

This paper is based on secondary data and Information has been sourced from various books, trade journals, government publications, newspapers etc. and research is descriptive in nature. The research strategy used is qualitative. Unit of analysis for this study is “individuals”.

Challenges Faced in Managing Human Resources

1. Globalization

Globalization refers to the amalgamation of economics and societies around the world which means that world trade and financial markets are becoming more integrated. Growing internationalization of business has its impact on HRM in terms of problems of unfamiliar laws, languages, practices, competitions, attitudes, management styles, work ethics etc. (Srivastava & Agarwal). Globalization has an effect on employment patterns worldwide. It has contributed to a great deal of outsourcing which is one of the greatest organizational and industry structure shifts that change the way business operates (Drucker, 1998). Globalization is also seen as changing organizational structures where expenses can move up or down as the business climate dictates (Garr, 2001). As a result HR managers have to confront with more heterogeneous functions and more involvement in employee's personal life.

2. Technological advances

Technological advances have a significant impact on HR business practices. Due to the advancements in the technology there has been a drastic change in the approach to the various projects and the scenarios that guide to the organizational regulations. New technologies have decimated many lower-end jobs with frustrating regularity. The increased automation also has reduced the employee head counts everywhere. The pressure of remaining cost-effective in every aspect has also compelled many a firm to go lean, and thereby cutting down extra fat at each and every managerial level (Anurag, 2011). Managing the expectations of knowledge workers is also going to be a major area of concern for all HR managers in the years ahead.

3. Workforce Diversity

Diversity by definition for the business world means having a workforce that represents many different viewpoints, backgrounds and cultures. Diversity affects all areas of organizations from recruitment to compensation, to the affect it has on the corporate culture, morale and competitiveness. Diversity in the workplace is an increasingly topical theme in management. Diversity within HRM, termed as workforce diversity, is a multifaceted phenomenon that can be defined as any visible or invisible difference between organisational members. Diversity can be labelled into two distinct aspects: observable differences (e.g.

nationality, age) and underlying differences (e.g. values, sexual orientation). Workforce diversity becomes a particular issue in HRM as it has legal, moral and business implications for an organization.

With the fusion of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business prospects more vividly and creatively, especially in the global arena, which must be one of the main organizational goals to be attained.

4. Changes in political and legal environment

If there are Changes in political and legal environment, then almost all aspects of HRM will be affected by the legal and regulatory environment. The key drivers of a political climate include the extent of external regulations, nature of work contracts, various labour legislations and case laws etc. Such factors remain ever changing, and as such, the political atmosphere of human resource management remains in a constant change of flux. It is the duty of human resource and industrial relations executives to anticipate the changes and fully examine the implication, of these changes and brings about necessary adjustment within the organization so that they can face any changes without any breakdown in its normal functioning.

5. Changes in the Economic Environment

In an economic situation companies suffer both internal and external pressures. The external competitive pressure stemming from the economic crisis produces a drop in demand and an increase in unemployment, which in turn affects the global competition in the market. On the other hand the internal management of the company focuses on efficiency. This leads to pressure to reduce costs and fringe expenditure, as well as to the need to justify the need for each and the total amount of all expenditure to be incurred. High unemployment and layoffs are clearly HRM and managerial issues. Without a doubt, these matters influence the strategic HR function. In an inflationary economy, the resources tend to become scarce and the costs of machine, materials and labour multiply. These push up the capital and running costs.

6. Ethics

While considering the challenges of human resources there is a need to discuss about ethics. The discussion about ethics happened during mid 2000s when several companies were found to have engaged in gross unethical and illegal conduct, resulting in the loss of billions of dollars from shareholders. Companies are seeing the value of implementing ethics codes within the business. Many human resource departments have the responsibility of designing codes of ethics and developing policies for ethical decision making. Developing policies, monitoring behaviour, and informing people of ethics are necessary to ensure a fair and legal business.

7. Ecommerce

Electronic commerce means to perform the trading activities through internet. Internet is the foundation for a new business order. It has changed customer's expectations about convenience, speed, price and services. The people who make on-line business possible are the knowledgeable workers. Now such on-line business has become a challenge for HRM and the HR Managers makes several strategies to take procedure over control on-line business. Such HR Managers try hire & develop human resources who have the ability to attract, motivate, retain, and to serve as maximum customers as possible.

Ways to Cope up with the Challenges

In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR managers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and loyalty.

1. Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchase by the organization and training should be provided to young and educated workers.
2. To cope up with the issue of Globalization HR manager should adopt the concept of Globalize Human Resource Management (GHRM) where it prepares the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.
3. Human resource manager should develop such a HR system which consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.
4. Regarding the debate on work force diversity, the HR manager accountable to make such a broad strategies which help to adjust employees in global organization, HR must increase the ability to compete in the international market.
5. Organization culture is also another important element which must be consider by the HR manager, the culture must be like to shape their behaviour and beliefs to observe to what is imperative.

6. To provide more and more talent people into the organization the HR manager must re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees separate strategies should be developed and implemented.
7. In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR managers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and loyalty.
8. Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchase by the organization and training should be provided to young and educated workers.
9. Keeping in mind by HR manager the issue of Globalization, to cope this issue the concept of Globalize Human Resource Management (GHRM) should be implemented to prepare the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.
10. Human resource manager should develop such a HR system which consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.
11. One of the great debate also going on work force diversity, the HR manager responsible to make such a broad strategies which help to adjust employees in global organization, HR must develop the ability to compete in the international market.
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IV. Conclusion

The challenge does not stop with recruiting the right person but with how we are going to manage the performance of our employees. The challenge would be to create a performance culture where in opportunities are provided for enhanced performance and where giving out optimum performance becomes a way of life. The future role of HR professional will change from a less administrative role to more of a strategic role. Nutshell when HR works enthusiastically by keeping all the practices in mind, competitive advantages can thus be accomplished, the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive.

The foremost work by the HR is to develop sound organizational structure with strong interpersonal skill to employees. Training employees by familiarize them with the concept of globalize human resource management to perform better in the global organization context. By enthusiastically following all the above aspects the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive.

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