

SECTION – 4

QUESTION-1.

ANSWER:-

Employee Safety:-

Employee safety should hold tremendous importance for every company. First and foremost, every employee has the right to work in a safe and healthy environment. No employees -- or their families -- should have to suffer because of avoidable dangers in the workplace. By creating a safe and healthy workplace, companies also protect themselves.

Employee Retention:-

An unsafe environment will probably make workers feel unappreciated. For instance, if the company provides inadequate training about operating machinery, allows minors to use heavy machinery or doesn't enforce a safety code, workers will probably feel the company doesn't care about their well being. This may lead workers to feel less loyal to the company and find work with companies that take better care of their employees.

Company Finances:-

A company could run into serious financial trouble if an employee sues because of workplace hazards or a resulting injury. The federal Occupational Safety and Health Act (OSHA) requires all employers to follow specific guidelines in creating safe workplaces. Not following OSHA's rules could lead to serious legal and financial trouble. Keeping the workplace safe involves a financial investment, but the investment will pay off by ensuring the company avoids lawsuits and settlement payments..

Company Productivity:-

Healthy employees who feel safe and comfortable in their work environment will work more productively than employees who become injured or sick in the workplace. Fixing workplace hazards will help to keep employees working at their best through each workday, instead of taking time off to heal from an injury or illness. This holds true for office workers as well as those working in jobs traditionally considered more dangerous, because sitting for long periods of time each day can cause dangerous health disorders..

Company Reputation:-

A company will quickly develop a reputation as negligent if it allows employees to work among avoidable hazards.

Emerging Challenges for HR Managers:-

1. Managing Workforce Diversity:

An important challenge that human resource managers face involves workforce diversity, i.e., the increasing heterogeneity of organisations with the inclusion of employees from different

groups such as women, physically disabled persons, retired defence personnel, backward classes, ethnic groups, etc.

Whereas globalisation focuses on differences between personnel from different countries, workforce diversity addresses differences among people within the same country.

2. Meeting Aspirations of Employees:

There has been a rise in the proportion of employees in today's industries who belong to the younger generations whose aspirations are different from those of the earlier generations. Today's workers are more careers oriented and are clear about the lifestyle they want to lead. Considerable changes have been noted in the career orientation of the employees.

3. Empowerment of Employees:

There has been a general change in the profile of workforce in industrial and other organisations. The organisations in future will get better qualified and career oriented young employees. The proportion of professional and technical employees will also increase as compared to the blue collared employees.

Empowerment would be all the more necessary to speed up the process of decision-making, make use of environmental opportunities and to serve the customers and society better.

4. Management of Human Relations:

Management of human relations in the future will be more complicated than it is today. "Many of the new generation of employees will be more difficult to motivate than their predecessors. This will in part be the result of a change in value system coupled with rising educational levels. Greater skepticism concerning large organisations and less reverence for authority figures will be more common. Unquestioning acceptance of rules and regulations

Money will no longer be the sole motivating force for majority of the workers. Non-financial incentives will also play an important role in motivating the workforce. In short, human resources will be treated as assets which will appear in the Balance Sheets of business organisations in future.

5. Dynamic Personnel Policies and Programs:

The Human Resource Manager of tomorrow will not only look after personnel functions, but will also be involved in human resource policies and programs for the entire organisation. Similarly, human resource management is not merely going to be an exclusive job of the HR Manager, but every executive in the organisation would be made responsible for the effective management of people in his unit.

Thus, management of human resource will receive greater attention of all managers from top to bottom. The human resource manager would play a key role in the formulation of personnel policies, programs, plans and strategies of the organisation. Every HR program will have to be properly planned and directed by the human resource manager in consultation with the line and functional managers.

6. Building Responsive Organisation:

The Human Resource Manager will have to contribute tremendously to the building up of responsive organisation. Creating adaptive customer-oriented organisation would require soliciting employees' commitment and self-control and encouraging empowerment of employees.

Instead of imposing himself as the traditional boss, the future manager will have to think of himself as a 'team-leader', 'internal consultant' and 'change facilitator'.

7. Creating Dynamic Work-Culture:

The human resource manager will have to mobilise a new work ethic so as to assist the top management in setting up and enforcing quality standards. Greater efforts will be needed to achieve group cohesiveness because workers will have transient commitment to groups.

As changing work ethic requires increasing emphasis on individuals, jobs will have to be redesigned to provide challenge to the employees. Flexible starting and quitting times for employees [flexitime] may become necessary. Further, focus will shift from extrinsic to intrinsic motivation of employees.

8. Building Core Competence and Creating Competitive Advantage:

The human resource manager has a great role to play in developing core competence by the firms. A core competence is a unique and unimitable strength of an organisation which may be in the form of human resources, marketing capability, or technological capability. If the business is organised on the basis of core competence, it is likely to generate competitive advantage.

Because of this reason, many organisations have restructured their business by divesting those business activities which do not match core competence or acquiring those business activities which fit their core competence such as Gujarat Ambuja acquiring cement companies and Reliance Industries acquiring yam companies.

9. Outsourcing HRM Functions:

These days, many organisations are outsourcing routine HRM functions so as to focus on strategic HR issues that affect corporate performance and shareholder value. The HRM functions which are of routine type and can be safely outsourced include recruitment, selection, compensation, job evaluation, training, etc. Outsourcing of such functions would enable the management pay greater attention to core business activities.