

# A Study of the Literature Concerning Human Resource Management and Development

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## Abstract

*The role of Human Resource Management (HRM) in organizations is becoming increasingly crucial in today's rapidly changing business environment. Effective HRM practices, such as training and development programs, performance management, and diversity and inclusion initiatives, can positively impact employee performance and organizational outcomes. However, organizations are facing numerous challenges, including managing a diverse and dispersed workforce, adapting to technological advancements, and attracting and retaining talent. HRM is also crucial in managing diversity and inclusion in the workplace, promoting fairness and equality and creating a positive and inclusive work environment. Despite the importance of HRM, organizations are facing numerous challenges in today's rapidly changing and complex business environment, including the need to manage a diverse and dispersed workforce, the need to adapt to technological advancements, and the need to attract and retain talented employees. This study explores the role of HRM in organizations and highlights the challenges and opportunities facing organizations in today's business environment and how organizations can stay competitive by ensuring that their HRM practices are effective and aligned with their goals and objectives. The study concludes by emphasizing the need for organizations to take a strategic approach to HRM in order to achieve long-term success. The study also discusses the importance of continuous improvement of HRM practices. The article concludes by emphasizing the need for organizations to take a strategic approach to HRM in order to achieve long-term success.*

**Keywords:** Human resource management (HRM), diversity and inclusion, workplace, organizational success, positive work environment, fairness and equality

## INTRODUCTION

Human Resource Management (HRM) is a critical aspect of organizational management, which deals with managing the people who work for an organization. HRM plays a key role in ensuring that an organization's employees are well-managed, motivated, and skilled to help achieve the organization's objectives. HRM also ensures that the employees are treated fairly and equitably, in accordance with the laws and regulations that govern the employment relationship. This literature review will focus on the role of HRM in the development of employees and the organization, drawing on the most recent research and theoretical developments in the field [1].

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## The Changing Nature of Work and the Implications for HRM

The nature of work has changed significantly over the past few decades, with the rise of globalization, technological advancements, and changes in the economic landscape. As a result, organizations are increasingly facing a range of challenges, including the need to attract and retain talented employees, the

need to improve productivity and competitiveness, and the need to manage a diverse and dispersed workforce. These challenges have placed a greater emphasis on the role of HRM in organizational management, particularly in the development of employees and the organization as a whole [2].

One of the major changes in the nature of work is the rise of the gig economy and the increasing use of non-traditional work arrangements such as freelancers, contractors, and part-time employees. This is leading to a more dispersed and diverse workforce that is challenging traditional HRM practices and requiring organizations to adopt new approaches to managing their employees.

The changing nature of work is also leading to the need for organizations to adopt more flexible and agile HRM practices. This includes providing employees with opportunities for remote work, flexible schedules, and continuous learning and development opportunities to help them adapt to the changing nature of work [3].

## **SHIFTING HRM TRENDS**

### **Technology**

The distinction between personal and professional lives continues to be muddled by smart devices that enable constant contact. In HR, Kushner added, "I believe one of the issues is trying to figure out how to have engaged people" without making them work nonstop. Most organisations have not generally considered what that differentiation should be. The first stages in managing the problems of continual connectivity and work/life balance, he noted, are telecommuting and flexible hours.

### **Outsourcing**

According to Kushner, businesses now categorise certain tasks as vital and others as not. In the future, he said, "organisations will gravitate to outsourcing the noncore workplace competencies". According to him, businesses today employ more "free agents" who join them for projects and contribute their specialised knowledge while honing their skill sets before moving on to other businesses. The difficulty for HR, according to Kushner, is that it forces us to examine our organisational strategy and construct our HR strategies around how and by whom work is done in our organisation [4].

### **Changing Worker Attitudes and Values**

Changing the beliefs and attitudes of employees, Kushner recalled a time when people would work in the same position for their entire lives. The average organisational life expectancy for a worker in the United States is currently just 3.5 years, according to the Bureau of Labour Statistics. As HR attempts to "reconcile how we engage our staff in such a manner that they want to stay here, but acknowledge they have interests outside the office", he said it will be a challenge for the department.

### **Population Trends and Diversity**

According to Kushner, "in the next 10 years, we will have five generations in the workplace" for the first time ever. People are also living longer. Traditionalists, Baby Boomers, Gen X, Gen Y, and what I like to call Gen wireless will all be present. These are people who have grown up using technology; they are aware of it and are skilled at utilising its resources [5, 6].

### **Globalization**

Prior to being acquired by Oracle, Sun Microsystems had staff members working around the clock on specialised projects in the United States, India, and Europe. "They now have a 24 h workday. The greatest way to accomplish work is through geographic dispersion, according to Kushner.

## **THE STRATEGIC ROLE OF HRM IN ORGANIZATIONAL DEVELOPMENT**

Organizational development approaches are being incorporated into HR initiatives, and the idea of strategic HR is probably here to stay. Regardless of the type of professionals driving the cause's progress, the overarching objective should always be to continually strengthen the people-side of business. The better course of action is to make sure HR professionals understand and appreciate when

they are applying organisational development techniques to solve dilemmas, and which problems require OD solutions rather than HR solutions, rather than trying to categorise things according to who traditionally does what.

One of the key roles of HRM is to support the development of the organization by providing a strategic framework for managing employees and the employment relationship. This framework should ensure that the organization has the right employees, with the right skills, in the right jobs, at the right time, to achieve its goals and objectives. HRM should also play a key role in developing the organization's culture and values, to ensure that employees are aligned with the organization's mission and goals [7].

HRM also plays a strategic role in attracting and retaining talented employees. This includes developing and implementing effective recruitment and selection processes, creating competitive compensation and benefits packages, and creating a positive and inclusive work environment that supports employee engagement and motivation.

HRM plays a critical role in developing and implementing performance management systems that support the achievement of the organization's goals and objectives. This includes setting performance standards, evaluating employee performance, and providing feedback and coaching to support employee development.

### **Diversity**

Innovation depends on a diversified talent pool. Age, gender, colour, sexual orientation, ability, culture, and value orientation are all examples of the variety. The goal of these initiatives is to broaden corporate diversity.

### **Wellness Initiatives**

These interventions include putting employee assistance programmes and stress management programmes into place. They address social trends and encourage workers to maintain a good work-life balance [8].

## **THE DEVELOPMENT OF EMPLOYEES THROUGH HRM PRACTICES**

HRM practices play a critical role in the development of employees, by providing them with opportunities to learn, grow, and develop their skills and abilities. This includes providing employees with training and development programs, coaching and mentoring, and performance management processes, among others. HRM also plays a key role in ensuring that employees are motivated and engaged in their work, by providing them with a supportive and positive work environment, and by recognizing and rewarding their contributions.

A human resources professional is in charge of inspiring the workforce to take part in employee development programmes. Make them feel as though they alone are responsible for the organization's destiny. Make them feel valued. Encourage them to periodically update their current expertise so they may become important resources for the company [9].

## **THE IMPACT OF HRM ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL OUTCOMES**

The impact of HRM on employee performance and organizational outcomes has been widely researched, with a large body of literature indicating that effective HRM practices can have a positive impact on employee motivation, job satisfaction, and performance, as well as organizational outcomes such as productivity, competitiveness, and profitability. For example, research has shown that organizations that invest in employee training and development programs have higher levels of employee satisfaction and motivation, leading to improved performance and greater organizational success.

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## THE IMPORTANCE OF HRM IN MANAGING DIVERSITY AND INCLUSION

In today's increasingly diverse and globalized workplace, HRM plays a critical role in managing diversity and inclusion. This includes ensuring that employees are treated fairly and equitably, regardless of their race, gender, age, religion, or other personal characteristics. HRM also plays a key role in creating a positive and inclusive work environment, where employees feel valued and respected, and are able to contribute to the organization's success [10].

HRM can also support diversity and inclusion by developing and implementing recruitment and selection processes that are fair and impartial. This includes using objective selection criteria, promoting diversity in the recruitment process, and ensuring that all employees are treated equally and without discrimination.

In addition, HRM can support diversity and inclusion through the development of training and development programs that promote cultural awareness and understanding. This includes training employees on cultural sensitivity, managing diversity in the workplace, and promoting cross-cultural collaboration and teamwork.

## CONCLUSION

In conclusion, HRM plays a critical role in the development of employees and the organization as a whole, by providing a strategic framework for managing the employment relationship and ensuring that employees are well-managed, motivated, and skilled. Effective HRM practices, such as training and development programs, coaching and mentoring, and performance management processes, can have a positive impact on employee performance and organizational outcomes. Additionally, HRM is crucial in managing diversity and inclusion in the workplace, by promoting fairness and equality and creating a positive and inclusive work environment.

Despite its importance, HRM is also facing a range of challenges in today's rapidly changing and complex business environment. This includes the need to manage a diverse and dispersed workforce, the need to adapt to technological advancements, and the need to attract and retain talented employees. To address these challenges, organizations must continuously review and improve their HRM practices, in order to stay competitive and achieve their goals and objectives.

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