# Organisational Innovations and Innovative Climate in Human Resource Management and Development-
# A Study

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## ABSTRACT

Human resource management is the process of managing people in organization in a structured and thorough manner. As the modern business facing pressures of globalization the roles and responsibilities of Human Resources Departments are transforming year to year. The global supply of talent is short of its long-term demand, and the gap is a challenge for employers everywhere. The shortage between the demand and supply of talent is likely to continue to increase, notably for high skilled workers and for the next generation of business executives. Now organizations need to place greater emphasis on attracting human capital rather than financial capital. Human Resource manager is responsible for managing the employee expectation and reconciling management to ensure employee fulfillment and realization of management objectives. Rapid changes in technology have affected businesses in an uncountable way, strength of a company can be measured based on the level of technology that implemented for the sake of efficiency, it possesses that the "technovation" (technology and innovation) is one of the key for improvement of human resource. The purpose of the paper is to bring out the importance, recent trends and sources of HRD. n study examines the concept of organisational innovations in the existing literature and to identify different strategies an approaches to the ways a manager can lead and manage innovation. Management of organisational innovation also includes some important variables such as technological change, interests and power in shaping in organisational transformation, societal values and capacity for leaning

## INTRODUCTION

Human Resource Management is a strategic approach to the effective management of people. HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills. HRM also includes employee assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labor and with trade union and taking care of employee safety, welfare and health by complying with labor laws of the state or country concerned.

In the field of HRM, training and development is the field concerned with organizational activities which are aimed to bettering individual and group performances in the organizational settings. It has been known by many names in the field of HRM, such as employee development HRD, learning and development etc. The focus of HRD is on developing the most superior workforce so that the organization and individual employees can accomplish their goals in services to customer. The efficiency and effectiveness of HR processes often stem from innovation and knowledge sharing within the global HR function.

Innovation is certainly one of the basic ingredients in organizations competitiveness and it is difficult to increase organization value. Innovation is not only an introduction of technology but it is beyond technology and requires alliance of many areas to come together to attain success. Through innovation, organization can adapt to the dynamic environment for the smooth running as well as growth.

## OBJECTIVES

1.  To know the importance of HRM
2.  To highlight the recent trends in innovation of HRM and HRD.
3.  To know the Sources for the Development of HRD
4.  To identify the Innovative practices in an organisation

**RESEARCH METHODOLOGY:** The study is based on secondary data.

## IMPORTANCE OF HRM

The Importance of HRM must be viewed through of overall strategic goals for the organization instead of a standalone tint that takes a unit based or a micro approach. HRM becomes significant for business organization due to the following reasons.

1.  **Objective:** By creating a time to time positive attitude among workers HRM helps a company to achieve its objective. It also helps in reducing wastage and making maximum use of resources etc.

2.  **Facilitates professional growth:** By training the employees in proper HR policies they will be ready for the future promotions. Their talent can be utilized not only in the company in which they are currently working but also in other companies which the employees may join in the future.

3.  **Better relations between union and management:** Healthy HRM practices can help the organization to maintain co-ordinal relationship with the unions. Union members start realizing that the company is also interested in the workers and will not go against them therefore chances of going on strike are greatly reduced.

4.  **Helps an individual to work in a group:** Effective HR practices teach individuals team work and adjustment. The individuals are now very comfortable while working in team thus team work improves.

5.  **Identifies person for the future:** Since employees are constantly trained, they are ready to meet the job requirements. The company is also able to identify potential employees who can be promoted in the future for the top level jobs. Thus one of the advantages of HRM is preparing people for the future.

6.  **Allocating the jobs to the right person:** If proper recruitment and selection methods are followed, the company will be able to select the right people for the right job. When this happens the number of people leaving the job will reduce as the will be satisfied with their job leading to decrease in labor turnover.

7.  **Improves the economy :**Effective HR practices lead to higher profits and better performance by companies due to this the company achieves a chance to enter into new business and start new ventured thus industrial development increases and the economy improves.

**RECENT TRENDS IN INNOVATION IN HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT**

1. **Recruitment Innovation:** Good recruitment is essential to the success of every organization. Perhaps this is why now we can see there are huge innovative technologies in the part of HR. There's a solution for each part of the recruitment channel:

   a. **Job advertisements:** Augmented writing technology now makes it possible to predict whether a job advertisement you write will get you the outcome you want. In order to be able to predict whether or not a job advertisement that's aimed at a certain type of candidate will appeal to that kind of candidate, the technology uses machine learning and predictive analytics.

   b. **Sourcing:** Programmatic job advertising is something that's blown over to HR from marketing. It's the automated and targeted placement of job advertisements. Recruiters can specify exactly what characteristics, skills, and demographics they are looking for in a candidate. The software makes sure that the job ad is shown to the right people, on the right platform, and at the right time.

   c. **Chat-bots:** A chat-bot is powered by artificial intelligence which can take care of numerous tasks. Many chat-bots also have natural language processing (NLP) capabilities so that they can 'understand' human language.

   d. **Pre-selection:** Pre-selection technology enables organizations to hire selectively and to bring people on board who add value. As such, selective hiring is a Human Resource best practice that can increase a company's profit. Recruiters can use this data-based information to make hiring decisions.

2. **On-boarding:** On-boarding could be considered as a part of recruitment. An on-boarding app can organize virtually everything related to the arrival of a new employee. From the paper work to the introduction of colleagues and company policies.

3. **Learning and development (L&D):** An L&D program that's customized to the preferences of each individual employee. This means that employees can access the L&D content on any kind of device and learn about things that are in line with their personal career goals.

4. **Talent management:** A talent management dashboard gives recruiters and hiring managers a comprehensive overview of their talent pool. This enables them to communicate with and nurture their talent in order to plan for the future.

5. **Performance management:** Today's performance management technology enables organizations to let their employees – and managers – give and receive continuous feedback. The software tracks people's progress and gives valuable insights into their progress. This helps managers to support their employees when necessary. It also creates a culture of coaching between peers.

6. **HR as a Profession:** There has been a huge shift in HR over the years to move from just an administration department, to a key strategic player in the business. This is supported by the rapid enhancements in technology, which is also shifting the pace of HR away from the usual administration tasks to providing value add to the organization. Employee engagement is definitely a part of how HR has evolved as a profession.

7. **Custom-made approaches:** HR function are collaborative and build strong relationships with senior management and employees across the business. It's about flexibility, remaining agile and ensuring solutions are bespoke. Organizations want custom-made approaches which take into consideration the commercial and business aspects rather than just a process defined response. In an ever-changing business environment, it has become more essential to be able to quickly adapt structurally with business needs in an agile environment.

8. **Data Pervade (spread throughout or be present):**With the enhancements in HR system technology, system providers are working with their customers to ensure they develop the technology to meet business needs. HR is then using these advancements to add value to businesses. For example, HR system technology, such as employee engagement surveys, enables employees to have their opinion fed back to the company anonymously.

9. **Forward-looking, data driven and scientific:** To enable change, the business needs to want HR to become a more strategic partner and work together to enable that transition. It's about understanding the end result of where the business wants HR to be, and forming a plan in order to get there. Key to the change is all about forming the business relationships with the key stakeholders. Understand impacts, concerns, challenges the key stakeholders have within their businesses, which may all differ from each other,

and work with them to build the HR plan whilst taking into consideration their needs and constraints.

10. **Real-time data analytics:** Despite all the additional benefits of technology such as automated systems, we must remember that we are dealing with people and sometimes a more pragmatic personal approach goes a lot further. The current trends HR innovation shows that there is an increasing importance on HR data analytics, however, every individual has their individual specific needs. Therefore, the 'one size fits all' approach with technology cannot replace the value of face-to-face interaction.

11. **Data scientists / business analysts:** In order for HR to add value to the business one area is around intelligent MI and understanding trends, cost impact and savings through the management of people. HR can help steer from a strategic stand point on tangible actions such as effective people budget planning using both quantitative and qualitative people metrics.

12. **Globalization and its implications:** Business today doesn't have national boundaries. The rise of multinational corporations places new requirements on human resource managers. The HR department needs to ensure that the appropriate mix of employees in terms of knowledge, skills and cultural adaptability is available to handle global assignments.  In order to meet this goal, the organizations must train individuals to meet the challenges of globalization. The employees must have working knowledge of the language and culture of the host country.

13. **Work-force Diversity:** Today's work force comprises of people of different gender, age, social class sexual orientation, values, personality characteristics, ethnicity, religion, education, language, geographic origin. Diversity is critically linked to the organization's strategic direction. Where diversity flourishes, the potential benefits from better creativity and decision making and greater innovation can be accrued to help increase organization's competitiveness. One means of achieving that is through the organization's benefits package.

14. **Changing skill requirements:** Recruiting and developing skilled labor is important for any company concerned about competitiveness, productivity, quality and managing a diverse work force effectively. Skill deficiencies translate into significant losses for the organization in terms of poor-quality work and lower productivity, increase in

employee accidents and customer complaints. Strategic human resource planning will have to carefully weigh the skill deficiencies and shortages. HRM department will have to devise suitable training and short term programs to bridge the skill gaps & deficiencies.

15. **Continuous improvement programs:** Continuous improvement programs focus on the long term well-being of the organization. HRM plays an important role in the implementation of continuous improvement programs. Whenever an organization embarks on any improvement effort, it is introducing change into the organization. At this point organization development initiatives dominate. Specifically, HRM must prepare individuals for the change.

16. **Re-engineering work processes for improved productivity:** Many companies function in an environment that is dynamic facing rapid and constant change. As a result continuous improvement programs may not be in the best interest of the organization. Ongoing incremental change avoids facing up to the possibility that what the organization may really need is radical or quantum change. Such drastic change results in the re-engineering of the organization.

17. **Contingent workforce:** Contingent workers are individuals who are typically hired for shorter periods of time. They perform specific tasks that often require special job skills and are employed when an organization is experiencing significant deviations in its workflow. When an organization makes its strategic decision to employ a sizable portion of its workforce from the contingency ranks, several HRM issues come to the forefront. As such, when these strategic decisions are being made, HRM must be an active partner in these discussions. After all its entire HRM department's responsibility to locate and bring into the organization these temporary workers. As temporary workers are brought in, HRM will also have the responsibility of quickly adapting them to the organization.

18. **Mass Customization:** HR will need to take the tools of marketing around customization for consumers and clients and applying them to the task of talent segmentation. The key is to optimize. At one extreme, a personal employment deal for every individual would be chaotic. At the other extreme, defining fairness as "same for everyone" risks missing important benefits of customization, and in fact may be

unproductive and unfair. Thus, HR should develop principles for understanding the optimal level of customization in the employment relationship.

19. **Decentralized Work Sites:** Work sites are getting more and more decentralized. Telecommuting capabilities that exist today have made it possible for the employees to be located anywhere on the globe. Telecommuting also offers an opportunity for a business tin a high cost area to have its work done in an area where lower wages prevail. Decentralized work sites also offer opportunities that may meet the needs of the diversified workforce.

## SOURCES FOR DEVELOPMENT OF HUMAN RESOUCES MANAGEMENT

1. **Academic Institutions:** Many human resources are available through academic institutions like colleges. Education institutions are one of the most important sources which are helpful for the organization. The organization can get suitable employees for the proper job by selecting employees from the educational institutions.

2. **Business Institutions:** Business institutions conduct case studies as they implement new human resource management platforms to manage human capital, including on boarding, talent management, benefits and succession planning. Other companies can benefit from reviewing the experiences and best practices that result, as well as from studying pitfalls to avoid.

3. **Professional Journals:** Professional journals, such as the Human Resource Management Review, Journal of Labour Research and Journal of Human Resources, solicit and publish research, white papers and scholarly works. Topics include knowledge management and sharing, strategic talent management and diversity. Research helps HR professionals understand complex topics such as the link between work-life balance and organizational performance. Small-business professionals can use this data to prepare interventions to their personnel dilemmas.

4. **Professional Organizations:** Professional organizations, such as the Society for Human Resource Management, Chartered Institute of Personnel and Development, and the National Academy of Human Resources, publish and provide access to articles, white papers and case studies that HR professionals can use in the development of their programs. Topics include leadership, creative problem solving, employee relationships, state of the HR profession and bridging the gap between research and practice.

## CONCLUSION

The first foremost work by Human Resource is to developed sound organizational structure for which it has to update its HR policies so that it will be differentiated by the other organisations. As HR leaders, helping the organization to achieve more innovations, to create the culture, to support innovative thinking and to hire, train and reward is a major undertaking. The choice of an innovation strategy implies the use of an incentive based compensation, the encouragement of employee participation, the use of appraisal systems and the use of broad internal career opportunities will help in the growth of both individual and also the organization.

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