



MANAY

THEME : NEW AGE HR



MBA (HRM) Dept,
IISWBM Management House, College Square West,
Kolkata, West Bengal-700073, India



INDIAN INSTITUTE OF SOCIAL WELFARE AND BUSINESS MANAGEMENT

The HR-nXt Club

of the

Department of MBA (HRM)

presents

MANAV 2023

On

“New Age HR”



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IISWBM Management House, College Square West,
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About IISWBM



The Indian Institute of Social Welfare and Business Management (IISWBM)

was established by the University of Calcutta and is the first management institute of India and South-East Asia. With a rich history of 67 glorious years down the path of knowledge it is one of the Premier Management Educational Institutes of the country. Dr. Bidhan Chandra Ray, the visionary Chief Minister of West Bengal, who was the Founder-President of the institute had envisaged that developing India needs to have executives trained in Business Management and Industrial Management. The institute has been carrying on with its pioneering role with acclaim that got reflected in the ranking by Economic Times where IISWBM has been selected as a top business school by CEOs of Fortune 500 companies.

The MBA (HRM) programme, erstwhile MHRM, is a flagship course offered by the institute, and is widely ranked as one of the top 10 HRM programs in India. The degree is awarded by the University of Calcutta and accredited by AICTE. The course curriculum of MBA(HRM) is one of the most updated ones globally and is designed for those wishing to embark on a career in HR Management. The course provides students with a holistic understanding of business along with fundamental principles of people management and development, reward management, organization development, leadership, coaching and mentoring, employee relations, and HR Analytics. The academic curriculum of the erstwhile MHRM program was accredited as per the global standards by SHRM USA in 2015. There are also value-added certified courses in NLP, HR Analytics, Advanced EXCEL, R/PYTHON to help students enhance their knowledge according to the needs of the industry. The department provides a wide array of internship and placement opportunities in top companies of India and abroad.

The Foundation



Pt. Jawaharlal Nehru, laying the Foundation Stone of the Academic Block, 1958

Inauguration of the first Business Management course in India (PGDBM) on 5th July, 1954
(Dr. B. C. Roy addressing the gathering ; Dr. J. C. Ghosh, Vice-Chancellor, University of Calcutta, in the audience)



Dr. B. C. Roy, Visionary Chief Minister of West Bengal & the Founder President, BOG-IISWBM

Prafulla Chandra Sen, the then Chief Minister of West Bengal & President BOG-IISWBM (1963-1990)

From the HOD's Desk



**Prof. (Dr.) Madhumita Mohanty
H.O.D, MBA (HRM),
IISWBM**

The students of MBA in Human Resource Management (erstwhile MHRM), had taken this initiative to start a magazine, calling it 'Manav', through an institute club, 'HR-nXt Club'.

The magazine will be a culmination of industry knowledge shared by the department's alumni, as well as the placement interview experiences of different batches of MBA (HRM). It will also have articles written by the budding HR minds of MBA (HRM), IISWBM.

The magazine would serve as an interactive forum for the students of IISWBM and their esteemed alumni, who have made the department proud. I, as Head of the Department of MBA (HRM), am happy that this is going to blossom into further success and reach HR professionals across India. I congratulate the students of MBA (HRM), who took the initiative, and wish them success in their endeavors.

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ALUMNI INTERACTIONS



E TO PERPETUATE THE

INTERVIEW: SURYANKYA BHATTACHARYA



Anushka Sengupta,
MBA (HRM), Batch 22-24



**Mr. Suryanka Bhattacharya,
MBA (HRM),
Batch 16-18**

The team had the privilege of getting to know Mr. Suryanka Bhattacharya, Regional TA partner at Indigo Airlines and learning about his experience over the years.

1. Please give a brief introduction about yourself.

After pursuing MHRM at IISWBM, I have worked in various fields like Telecomm, IT, Aviation. With an experience of over 5 years, I am currently the Regional TA Partner at Indigo. Previously I had worked with TCS, Cognizant, Jio and Capgemini.

2. What made you to choose HR?

To be honest, pursuing HR was not my first choice. However, as unpredictable that life is, I landed in HR not by choice. Throughout the journey, I learned to embrace the field and was exposed to its many avenues. Today, when I look back, I am indeed very proud of the same. Had I not pursued HR, I may not have been where I am today.

3.Could you please tell us about your professional journey so far?

I have mostly worked as a Recruitment Specialist in Telecomm, IT and Aviation Industries, for both Lateral and Campus hiring. I have also worked as an HRBP. I was responsible for pre-interview screening, acting as the liaison between hiring manager and candidate; sending compensation agreement, offer, interview, acceptance or rejection. I prescreened candidates through a detailed screening process; evaluated compatibility with job order's specific requirements, ensured candidate was a proper fit and was in contact with candidates 80% of the time via phone and emails.

4.We often come across inevitable and tough situations. Could you describe a time or incident where you had to make a tough call in your role? How did you deal with such a situation?

Every call that we make as an HR is tough in its own parameter. Needless to say, that most of them are sensitive as well. I recall that, I myself had to take a tough call as a result of a disciplinary action. In such cases, one must always hold ethics at high value above all. The role itself is quite challenging. I remember, during my tenure as a Talent Acquisition Specialist at TCS, I was asked to hire for a niche segment. While working with Capgemini a I had to hire a person from US at Indian Payroll which has very strict statutory guidelines

Currently, my association with Indigo, requires extended working hours and has got challenges of its own. However, that's the essence of the role.

5.Tell us about an existing practice or process that you felt required the need to be restructured? Were you able to restructure the same? Tell us about your experience.

Inclusion of AI in Recruitment. You know, as we proceed into this tech-savvy age, for a one day recruitment drive, ten recruiters are required working for 10-12 hours to conduct a drive of 700 people! We must evolve to achieve efficiency. A technology that would enable us to conduct a drive for 500 people in just 2 hours. It is time that HR Managers be termed as "Executionists" and not just "Thinkers". We must aim to shift towards Transformational HR. Transformational HR is more of what we mean when we talk about strategic human resources management. It's where the HR steps in as a business enabler rather than just a business support function.

6.How does your typical workday look like? Please take us through the major activities that take place under you.

Exciting! Everyday throws new challenges and that is how I keep constantly learning. Building connections with people is what makes me thrive better at work. To must queries about Recruitment, promotions , transfers etc. would be quite mundane. But once you start looking at it empathetically it gives you a new zeal.

7.We have significantly seen an evolution in the Human Resources sphere, could you please tell us the changes in HR practices from a practical standpoint?

Even today, we do not see HR at the top decision making process. The transformation from Personnel Management to HR has taken over 20-30 years. Comparatively, other functions like operations, finance, IT etc. have transformed at a more rapid pace.

It is true that HR Analytics is emerging, however I firmly believe that the field in itself has immense potential which is yet to be tapped.

8.What motivates you to come to work every day?

Today at a stage where I am having 5 years of experience, I would say that the trust that people show in me to solve their issues motivates me. There is no substitute to that. It makes me thrive to better my problem-solving skills and help in any way possible.

9.How do you manage stress at work?

Initially, yes, I did feel quite stressed out, however I am sure you must have heard that it takes 21 days to develop a habit. I followed that. Right from the time we wake up we are stressed. But we must remember that it is a passing phase. Vent it out and the rest will be smooth.

10.What advice would you like to give to budding HR aspirants of IISWBM?

Enjoy, Study hard, party even harder! Be empathetic yet practical.

A PEEK INTO THE DAY-TO-DAY RESPONSIBILITIES OF AN IR PROFESSIONAL



Aniket Mitra,
MBA (HRM), Batch 19-21
Now with
Tata Metaliks



Please tell us a little about yourself and your academic journey.

Well, I was born and brought up in Kolkata. So most of my academic journey revolves around Kolkata itself. I completed my graduation in B.Com (Accounting and Finance), and then shifted into the HR domain. After completing my post-graduation in MBA (HRM) from IISWBM, Kolkata, I joined Hindalco Industries Limited-Metal and Mining Flagship of Aditya Birla Group. My first assignment was in the Coal and Bauxite Mines of Jharkhand. I have also worked at the Corporate Office under the BCoE (Learning and OE) Wing in Mumbai Head Office. Later on I was shifted to the Renusagar Power Division, Uttar Pradesh. While working with Hindalco, I have got a chance to work in three different states, namely Jharkhand, Uttar Pradesh and Maharashtra (Mumbai). Very recently, I switched to Tata Metaliks Limited, a Subsidiary of Tata Steel, in their Kharagpur unit in the same Industrial Relations profile. Therefore, throughout my career till date, I have been working in the field of Industrial Relations.

What prompted you to choose this particular field, specifically the transitions from B.Com. to HR and then to IR?

Introspection and self-realization is of critical importance in determining the career path one wants to pursue after graduation. When I was doing my graduation, I was considering multiple career options. Some of these options involved pursuing an MCom, an LL.B., or a CA course. Being a BCom graduate, I liked dealing with numbers, and I was keen on pursuing something I enjoyed doing. Now, at the very outset, the field of Finance deals with numbers with numerical analysis being one of the core competencies. Interestingly, the field of HR and most of the other corporate jobs also require good analytical skills, and fortunately for me, interactions with my seniors gave me a better understanding of what I wanted to do and what best suited my personality. That's how I segued into the HR domain.

Now, while speaking about my transition from HR to IR, I must say that they are actually not very different from each other. Previously, around 10-15 years back HR and IR had separate functions, but today, be it in Hindalco or in Tata Metaliks, there is a general HRM function wherein people carry out the responsibilities of both HR as well as IR. In the manufacturing sector, the major part of the workforce operates from the plants, so it is very important to understand the Process and People of the plants.

IR is actually a part of HRM that mainly deals with the blue collar workers like Apprentice Trainee, Industrial Trainee, Permanent Workers, Contract Labours. To summarize, HR and IR are not fundamentally different, in fact IR is a part of HR. Any difference between the two is only in terms of the customers or the target audience.

Could you tell us something about your internship, the company you interned with, your role and your overall experience?

Incidentally, our internship period was in 2020, when we were still struggling to find the best way to deal with COVID 19, which was like an alien for us all. I was interning with Tata Steel on a completely work-from-home basis, because COVID 19 was at its peak during that time. My project revolved around Employee Engagement and Stress Management at Tata Steel's Group Strategic Procurement Division, which is based in Jamshedpur. Unfortunately, during my internship, I was not able to physically visit any of the plants or view their operations first hand.

My key takeaways from the two months long project were that although in theory, we talk a lot about Employee Engagement, Stress and so on, yet in real life situations, Employee Engagement is not only about conducting surveys and organizing some fun activities in the office. Employee Engagement is something much more beyond these few functions. In Tata Steel, due to the COVID surge, the majority of the workforce was working from home. So during that phase, we at Tata Steel ensured that Employee Engagement involved not just online entertainment in the form of games and other activities, but also to a greater extent it revolved around how we took care of our employees' needs at that difficult point of time. This approach was newly conceptualized. On those lines, we started a program called the Employee Assistance Program (EAP) where we organized for a vendor to provide emotional and mental counseling and online medical consultations. There were multiple other modules and services under this program that proactively catered to their well-being and provided them with relevant services. To measure the effectiveness of the program we conducted multiple surveys such as happiness surveys, pulse surveys, amongst others. We also developed a psychometric tool, which was launched to measure the stress levels of our officers. The results seemed pretty obvious considering the ongoing pandemic situation that had put almost everyone in a stressed and agitated state. Many people were working from home for the first time, they were not accustomed to it, and their work was not traditionally designed to support such flexibility. So in general, the stress level was on the higher side. So EAP was one such HR intervention which was the brainchild of Tata Steel, which was continued throughout the COVID period.

During this internship, which cadre of workers did you mainly deal with? As in white collar employees, or blue collar workers?

At Tata Steel, I was working in the Group Strategic Procurement Department, so there I received the opportunity to deal with all the white collar employees. The Group Strategic Procurement Department was like the purchase department of the entire Tata Steel group. We used to deal with the procurement of raw materials for all the plants under Tata Steel.

Did you have any prior work experience before Hindalco and Tata Metalliks?

Before my MBA course had begun, I had a small 5-month stint with a company called Netscribes India Pvt. Ltd., where my key role was on investor analysis. I learned a lot about private equity and venture capital. Although these are not so relevant in the HR field, yet, as goes the old adage “No knowledge is ever wasted”!

Would you like to share any anecdotes from your professional journey starting from Tata Steel, then Hindalco and then back to the Tata group?

Well, I won't talk about the internship because it was very short spanned plus it was completely on a work-from-home basis. I'll be talking about my experiences post completion of my MBA course, when I got placed in Hindalco. I joined Hindalco at a time when the second wave of the pandemic hit. I left my home on 29th of June, 2020. We did not have the flexibility to work-from-home because Hindalco is primarily a manufacturing company. My first stint was to work with the Coal and Bauxite mines which are based in Lohardaga, Jharkhand.

In Hindalco, there are a total of 19 Bauxite Mines and 1 Coal Mine in Jharkhand. Jharkhand is a mischievous Naxalite region, and the mining sites are entirely influenced by the Naxalites. Most of the Bauxite and Coal mines had been completely outsourced to contractors. And at Bauxite Mines, we actually didn't pay contractors on the basis of the Mandays, instead, we paid them on the basis of the specific target tonnes mined (as agreed upon in the Job Contract). Now, we couldn't deny that we were mining on their land itself, as they were the landowners. Yet, the landowners themselves were not taken into the permanent payrolls of Hindalco, rather through a contractor. My project was basically the implementation of a Contract Labour Management System (CLMS) in the mines. This management system was to be designed to take the attendance and leaves of the Contract Laborers, generate their

wage sheet, and to ensure that all the statutory Compliances as per the Labour Laws are abided by. It had been taken up by BCoE (ER) of Hindalco throughout their PAN India locations as their flagship project. So the biggest challenge that we faced during that project was in trying to exercise some control over the contract workers and over their activities while working on their own land which is largely under the influence of Naxalites. Earlier, there used to be no control regarding the punching of daily attendance, etc. So that was something new for them. This was a source of great dissatisfaction among the native tribal communities and the localites. From long years they are into misconduct such as late-coming, leaving work after 3-4 hrs of work, amongst others. Due to their non-cooperation, the entire system was delayed as a result. So it was a learning point for us, that trying to control them was proving to be counter-productive, as we were not prepared for the consequences.

Now, interestingly, we found that we didn't face as much resistance in the case of Coal Mines in Palamu District, although that area was Naxalite as well. Even in the same state, the culture of the workers working in bauxite mining, and that of those working in the coal mines was very different. This was thus a very insightful experience for me. I realized that there are multiple different cultures exhibited by the different units at Hindalco. Even the Organization Culture that we so often talk about, comprises not a single culture but a multitude of cultures for every unit because of the concerned people who are actually working there, owing to factors such as the average age of workers, their native places, and the socio-economic differences between those places, and so on. So we realized that the bauxite miners were more resistant than the coal miners in Jharkhand. Consequently, the Coal Mines project didn't get delayed, but the bauxite project got delayed. We also faced many infrastructural issues at that point like technological problems, communication problems, etc. Even electricity was a big issue for us in preventing that project. So that's all about my first stint.

My second assignment in Hindalco was a relatively comfortable work environment at a luxury corporate office. It was all about the core HR functions involving learning and development, making career paths, working on HR chatbot, working on managers' capability building. In core HR, you wouldn't be faced with as many people challenges as you would expect in IR. You'll be sitting in front of a laptop or a computer, conducting research and making powerpoint presentations, and executing people's strategies. Even the resistance you face from people would be comparatively less or negligible. So, the challenges faced in system implementations are also lower. The project might still get stuck due to some other XYZ factors, but the chances of that happening are on the lower side because dealing with a blue collar worker is very different from dealing with the white collar workers. So I personally didn't face any challenges at my time in the corporate.

Thereafter, I moved back to the manufacturing unit, this time posted at Renusagar, which is an 840 megawatt thermal power plant and is the oldest captive power plant in India. This was when I got confirmed as an Assistant Manager - Area Head, Employee Relations. In Renusagar, I was taking care of the entire gamut of IR in that plant, from dealing with contract labor to permanent workmen.

Now, during my Renusagar stint, I was faced with two very challenging situations, which greatly contributed to adding to my repertoire of exposure & experience. I handled two back-to-back fatal incidents in the month of November 2022. Fatal incidents are a rare occasion but when they do occur they are very challenging for the IR professionals to handle.

In one of our FGD (Flue-Gas Desulfurization) projects which was about to end, on the last day of the project, a casual worker was found lying on the plant floor. The other workers rushed him to the colony hospital, but there he was declared as being brought dead. There were no witnesses of the event actually happening, but *prima facie* it appeared to be a typical case of falling from a height.

So I previously spoke about having faced no such challenges at the Mumbai Corporate Office, but in a plant setup, there are a few major factors or challenges that an IR professional is encountered with. These challenges arise out of the village or the local community, Labours Inspectors, DLC/ALC, ADFs, the Local Police.

The deceased casual worker came from the local village itself. After the incident, the villagers started demanding money and employment, threatening the management in the name of strikes. This experience truly went a long way in helping me learn how to deal with unruly mobs, the family members of the deceased, the political leaders of the area, the Gram Pradhan, and so on.

Best thing at Hindalco was that they did very good liaisons and maintained strong relations with the police, the government officials, the local authorities, and all other relevant stakeholders. The police arrived promptly at the site, attempted to understand the situation, and carried out the preliminary investigations. Hindalco as well as the contractor had already decided to support the aggrieved family in all ways, specially in helping them get all the statutory benefits like ESIC, EDLI, EPF Pensions, etc. until the time they truly get the benefits. Usually during such fatal incidents, the management is under a lot of pressure from the Inspector of Factories. In this case, many different alternatives were considered to come to a conclusion as to what could have happened, such as an accident, heart attack, etc, but even the post mortem report was not able to give any clear picture.

So we've faced many such difficult situations in the IR role, but we've handled each of them very well along with substantial support from the police and the government. The most important thing is to maintain liaisons with all stakeholders, understand the primary Union, and have them understand your stance on behalf of the management.

Between Tata Metaliks and Hindalco, the major difference is owed to the culture which is unique to each state, that is, West Bengal and Uttar Pradesh, respectively. To some extent, even the dynamics of the contract workers and the unions are different. In case of Tata Metaliks, Tata provides complete support as per the statutory norms and policies. Hindalco also provided the same, but the culture is absolutely different. In general, trade unions in West Bengal are a bit aggressive and demand multiple things through the Charter of Demands. Unlike Hindalco, which still enjoys some semblance of support on part of the local villagers and the trade unions. So that's a very basic kind of cultural difference that I have seen in IR. IR usually manages the end-to-end lifecycle of the blue collar workers, right from apprentices, to industrial trainees to permanent workmen. On the other hand, the HR in Tata Metaliks manages the lifecycle of the executive officers, and the supervisors. The IR role is most crucial in cases of fatal incidents or in situations like a delay in LTS, issues with food quality in the canteen, and so on. Under such cases, even for trivial matters like salt being a little less in the food, the workers are very fixated on their demand that they would not go to work if this continues. Whereas, if the same thing occurs in Uttar Pradesh, the workers and unions are not that bothered with such matters.

In terms of the process and policy structure is quite the same in both the industries. The objective is also the same as both IR and HR aim to maintain peace and harmony in the industry. Dealing with people, understanding the people and connecting with people is very important in Employee Relations, which comprises both IR as well as HR, besides maintaining strong relationships with all the relevant stakeholders.

Can you briefly elaborate on the differences in the work culture at Hindalco versus that at Tata Metaliks?

Apart from the cultural differences I discussed in the previous question, to speak about the work specific environment and culture, we usually mean how the management implements the rewards and recognition system. Say, the first day you go to an office, you are given the opportunity to visit another department. This feeling of ownership and belongingness is what forms the culture of that organization. Speaking of Renusagar, Hindalco, it is a very remote area and a very peaceful area as well. There are multiple coal mines full of coal dust. The average age of the workman is 50 years and above. In fact, I was the youngest employee in my department.

Due to this generation gap, some differences in mentality become prominent. Being the youngest one there, I have a different set of tastes and preferences. But if you see the work culture, the entire workforce is very committed and engaged. The attrition rate is extremely low. And if someone is doing considerably well on critical projects and achieving high feats, they get rewarded by the senior leadership team. It is not only about the result, but also about the effort. If someone is doing some projects and the projects fail, even after giving a good amount of effort, they also get significant recognition from the senior leadership team. Moreover, in terms of the nature of work, the job security, and other benefits, Tata Metaliks is rated on the top amongst other reputed companies in India. We have a very good policy rendering significant medical facilities.

In Tata, the average age of the workforce is around 30 years. The younger workforce here has a different way of doing things, as compared to the older workforce of Hindalco hailing from the state of UP and Jharkhand. The culture at Tata Metaliks is very different from the culture at Hindalco, and it promotes Openness, if we speak about the OCTAPACE dimensions of Organizational Culture. You can easily approach your senior management at any point of time with any issues or suggestions that you may have. The entire Tata Group believes in the welfare of the people. So in all spheres of life, Tata has tried its best to provide the employees with the best of class welfare facilities. Tata is also very famous for its canteen facilities. The Aditya Birla Group and the Tata Group also vary slightly in terms of culture with respect to their business policies.

We would like to know your opinion on the modern trends in the field of IR.

Normally, what is actually pitched in the B-schools in the name of IR is that it requires the constant usage of labor laws. This is the usual scenario that I've seen during the multiple campus placement processes, even the ones I've myself helped conduct. It is now commonplace to think that labor laws are something that you need to regularly deal with in an IR role. But like I always say, IR is something that is with the people, for the people, connecting with the people, and understanding the pulse of the people.

Again, IR is not different from HR. However, that was not the case 30 to 35 years back. IR is something that deals with liaisoning, maintaining relationships with your external authority, dealing with contract labor, handling industrial disputes, strikes, lockouts, gheraos, layoffs, retrenchments, and VRS, to name a few. But the entire scenario has changed now. IR is now not entirely IR but mostly HRBP, that is the Human Resources Business Partner. They take care of everyone ranging from the workers, the officers, the supervisors, as well as the contract laborers.

Specific HRBP personnel are appointed to take care of all the stakeholders of a specific plant amongst the milieu of plants viz coke oven plants, pig iron plants, ductile plants, etc. This is how the overall concept of HRBP has changed over time.

Previously, the IR practice was solely about dealing with people and controlling them. Now we are moving into sustainability, wherein analytics and metrics are being used for amalgamating the entire pulse of IR. This is how we try to measure the IR health, the union management relationship, and so on. So analytics is gradually getting deeply intertwined with IR. Recently, we're also coming up with new rewards and recognition techniques to accommodate the differences in preferences and perspectives of the contemporary workforce, which has the Millennials and the Generation Z as the newest entrants. Taking the example of Renusagar, Hindalco, the major chunk of the workforce comprises Generation X and Generation Y, whereas Tata Metaliks has a large number of Generation Z, Millennials and Generation Y in its workforce. So there are bound to be certain differences in perspective, and thus it becomes all the more important to understand their psychology, their needs in order to be able to design the most effective interventions. These are some of the modern trends in the field of IR, that is, understanding the perspective of the workforce, and the increased use of analytics in not just HR but also in IR, in order to better analyze and understand the different aspects.

You mentioned that HR and IR Analytics are an incoming sphere. Anything else you would like to add as to the scope and prospects in the field of IR?

Like I said, IR is for the people. As and when the perspectives of the people change, the IR practices need to change accordingly. In multiple organizations, IR is shifting into more of an HRBP role in the plants. One thing I'd like to highlight is that in many industries, the workers have a very dominating nature, and the IR outlook is still to control them rather than to understand them. But it is to be realized by many IR professionals that via controlling you are essentially looking for a win-lose situation whereas the aim should be to fall upon a win-win outcome. Some of the newer organizations are trying to incorporate this outlook in their operations. So the IR field hasn't seen a drastic change, but since the workforce has changed, the needs of the workforce and the expectation of the workforce have also changed in recent years.

IR is basically contextual. One cannot take the practices used at Hindalco and apply them to Tata Metaliks. In generic HR, for every problem there might be pre-defined solutions, models, or frameworks. But that is not the case in IR. Here, in IR, you have to come up with a solution depending on the context. That is what goes great lengths to speak about the proficiency and thus success of an IR stalwart, his ability to deal with a particular situation at that place at that time in that specific context.

Any advice or suggestions you have for the budding HR and IR professionals?

It is my humble suggestion to whoever wants to build their career in the manufacturing sector, that they spend at least a few of the initial years in the plants getting to know the people, connecting with people, and trying to understand the pulse of the people. Once the IR professionals move to the Corporate, they are required to make strategies and policies. A Plant IR stint would give them an edge as they would already know the plant culture, how the people behave, how they react, so the policies and strategies would be based on the culture and need, which would enhance their chances of being effectively implemented and successfully accepted by the workforce.

Essentially, one can say that actual HR happens in the plants, because HR is something which involves people making connections with other people and dealing with people. Now suppose you are an HR of an insurance company, your job role comprises recruitment, handling Performance Management System (PMS), and Talent Management. If you think about it, you will hardly get complaints like “We didn’t receive our bonus or incentive this month”, “The Quality of the food at the canteen is not up to the mark”, “The washrooms are not clean”, etc. If you are an HR Analytics Consultant, you would be required to prepare reports and submit them for review to your senior management; you won’t even be dealing with people. The IR stint gives the professional a significant edge in dealing with the people, handling different conflicts, strategizing and preparing policies, and so on.

Plus the average age of MBA graduates in India being around 24 years, when most of them are still bachelors, they do not have any such commitments, and can move freely, they can even stay in some remote locations for the initial years of their career, as compared to married professionals who have many other family commitments and responsibilities to execute. The initial struggle would take them a long way on the road to success. So, it will be a really great start to your career if you begin with a plant location or an IR role, and then you can move to the Corporate, because it's not very difficult to move from a Plant to a Corporate.

Interviewed by - Madhurima Kumar and Rahul Datta.

ESSAY: FEATURED ARTICLES



Ritu Das & Rakhi Basu,
MBA (HRM), Batch 22-24

G E N Z entering the workforce, hybrid work becoming a reality, and the fast adoption of technology – an interplay of these factors is invigorating workplaces across the globe.

The focus of how a workplace should be is shifting from ‘what can be provided to employees’ to ‘what will employees need.’ Occupiers are looking for ways to elevate employee experience by creating workspaces that drive employees to learn and grow. Offices are no more just a space for usual work but are hubs that facilitate collaboration, innovation, and the well-being & happiness of employees.

In the future of work, the need for physical offices will be pivotal even as companies stitch up their hybrid work plans. The demand for workspaces has already seen an uptick since late last year and is expected to continue. With the waning of Covid-19 infection, commercial office space leasing has now increased by almost 3 times in 2022 with vacancies dropping. The absorption in the first two quarters of the year surpassed more than 80% of the total absorption seen in the preceding year, 2021. Companies are looking for next-generation offices where technology is interwoven seamlessly into the daily activities of the workplace. Occupiers are preferring offices in prominent locations, near residential catchments, and in green buildings that are replete with modern amenities.

Given the pervasiveness of technology coupled with the pressure to better find and nurture talent, it’s no surprise that HR at many organizations is becoming increasingly digitized and automated.

New-age HR encompasses a lot more than what traditional HR used to address a few years back. Apart from traditional HR practices like recruitment, payroll, and salary management, today's HR also looks at addressing issues related to workforce optimization, talent transformation, upskilling and reskilling, training, L&D, employee engagement and wellness practices, and more. Thus, HR has become a convergence for all people-related decisions in an organization.

Digitization and automation of certain redundant HR practices like resume screening, interview scheduling, and employee evaluation, have transformed HR into a more strategic role player. Using cloud computing and cognitive technology like artificial intelligence, machine learning, analytics, neural networks, and automation, HR processes have become not only faster but more accurate and bias-free but are also adding an intelligence layer across major business functions.

Today, CHROs can not only distinguish the best fits for a job role but also ascertain the joining probability of a prospective candidate, gauge skill gaps and map employee career paths, predict attrition and impose retention models, and create a more engaged, networked, and efficient workforce.

New age HR is and has already turned digital because society around us has turned digital, but the key challenge is how we ensure that the new age HR does not lose the human touch.

While 70% of HR executives believe that the sector needs to be redefined through HR 3.0-which deals with personalization, skills, and data-driven decision-making - only 10% of companies have achieved it globally, says a study by IBM along with Josh Bersin Academy.

The study was conducted amongst 1,500 global HR executives across 20 countries and 15 industries. 60% of Indian organizations report that data-driven decision-making powered by AI is critical to the future of HR.

HR 3.0 envisages the function, not as something administrative but to turn the organization more agile by design. thinking for innovative solutions, cognitive tools, and employee skill development.

Skills have emerged as the new currency across businesses. 41% of companies in India make skills growth a key part of their performance management approach and close to 30% of Indian organizations have skills and capabilities in AI within the HR function. Organizations are also embedding AI and digital technology throughout the entire employee lifecycle. According to IBM, 25% of organizations in India are leveraging AI and analytics to make better decisions about their talent - such as skilling programs and compensation decisions.

"The world's best companies are taking bold steps to accelerate their HR transformation with speed and purpose. We believe that HR 3.0 is the next evolutionary step, representing a major paradigm shift for CHROS and their teams", said Chaitanya Sreenivas, vice president and HR head, of IBM India and south Asia. As our relationship with technology evolves, so too will the HR roles and responsibilities. Fortunately, many of these digital changes are for the good in our data-driven world.

HR will still be relevant but a lot of what HR will do will roll closer toward employees self-managing themselves. Employers on the other hand will look for ways and means to have smaller HR outfits, and be less dependent on expensive administration.

HR must connect with the business, and more line managers must be empowered to learn HR, manage HR, and do line reports responsibly. There will be less of the passing of the blame.

For example, hire hires with a business partner. When a problem arises, the business partner plays the nice guy and passes the buck to HR. These kinds of dodgy practices will be reduced as more business-type people set foot in the HR function.

Some symptoms of the future state of HR:

- Hierarchies will be flatter. Leaders are getting younger. More female leadership would emerge. The structure will keep redefining itself.
- Employees will be much more mobile. Thus, there is a need to manage loneliness and HR experts must know the issues confronting employees. There is a need to flex and organizations must manage this risk. Employees must also know when to switch off from work and achieve a life balance.
- Professional careers would still be important.
- HR will still be the enabler, but companies would use more systems to manage, and be less dependent on one person behind the desk keying in data, checking in on data, and also purging poor-quality data. The flow of data would be confidential but more seamless. HR must manage the risk and still be compliant.
- Employees will be expected to whine less and be more self-empowered to manage themselves within an organization. There will be less spoon-feeding.
- Those who rely on companies will suffer. With the advent of blended learning, and so much knowledge being generated in the last two years on the net - employees must have a strong nose for research. Find out things for yourself or be left behind.
- Employees will be required to have technical and general knowledge. There will also be an emergence of vocational skills.
- Learning IT would be non-negotiable in HR.
- Crowdsourcing will be vital and employers will be able to access more help at cheaper rates.

With AI and robotics coming into play, some aspects of the HR processes could be taken over and this is being mapped as this answer is being typed. Ex: employee screening. Competencies mapping. Data collection of salaries.

Both employers and employees must be aware of the changing state of HR. Only when change is embraced, and systems used- can businesses be less stressful and careers more productive and enjoyable.

The “me” attitude would be taken on by “we”, and the community. Collaboration and working with the community are integral to one’s success. Whether it is fintech or insurance, healthcare, or housing - jobs are being redefined by disruption. HR must embrace all. This is the starting point and HR must collaborate closely with the higher-ups and not wait in their offices to be told what to do. The profession must rise to be relevant and speak up for its people.



Debrupa Bose & Sanjukta Roy,
MBA (HRM), Batch 22-24

Given the advent of new technologies and the increasing use of analytics in today's world, combined with the quest to find and nurture the best available talent, HR has moved from traditional practices to more digitized & automated processes and is not limited to just generic employee management.

New-age HR is a lot more than what traditional HR used to address a few years back. Previously we used to associate HR with just recruitment, payroll, salary management, performance management, etc. but in the 21st century, HR has a broader perspective. It looks at addressing issues related to workforce optimization, talent transformation, up-skilling and re-skilling, training, L&D, employee engagement and wellness practices, and more. A lot of focus has been attached to mental health posts Covid-19 and hence counselling has been introduced in many organizations where the employees can use this platform to open and discuss their personal and professional problems upfront. Hence there is an increasing focus on making an organization more people-centric rather than employee-centric. As "Steve Wynne has well said "Human Resources isn't a thing we do, it's the thing that runs our business". This stands true since the role of HR is to build a community and not just a workplace which is beyond Hiring." published in a recent Economic Times article.

Covid-19 has forced HR to rethink all the 'best practices' they knew of so far. The business conditions are highly different from ever before and most predicted trends have become non-existent. Current HR heads must learn everything about the industry, competitors, and business operations to fully evaluate the future. The emerging need of bringing both humane and technological expertise to the organization has given rise to several reforms and policies. To talk about a few humane policies to build a great and safe workplace are work-life balance, people-first, flexibility, health-first, etc.

Next, if we talk about the technological aspects, digitization, and automation of certain redundant HR practices like resume screening, interview scheduling, and performance evaluation, have transformed HR into a more strategic role player. Using cloud computing and cognitive technology like artificial intelligence, machine learning, analytics, and neural networks, HR processes have become faster, more accurate, and bias-free. Since Human Resources began using more tech. In-house HR departments are reducing in size due to new software and its consequent employee independence. So many roles are being outsourced to specialists. These specialists also include specialized cloud HR software that can simplify transactional tasks such as providing payroll or managing engagement.

When HR is involved in strategy or business transformation what unique contributions can they bring? Imagine the HR person above who attends meetings in emerging markets controlling costs or increasing innovation. HR contributions in these settings, it is not only about HR activities (sourcing, compensation, and training); they are also about HR results work.

I like to think of three goals or outcomes of HR work: Individuals, Organizations, and Leadership. To deliver any strategy, individuals must be more productive; the organization must have the right leadership skills, and needs to be widely shared across the organization. With a discussion of emerging markets, costs, or innovation, HR professionals may ask:

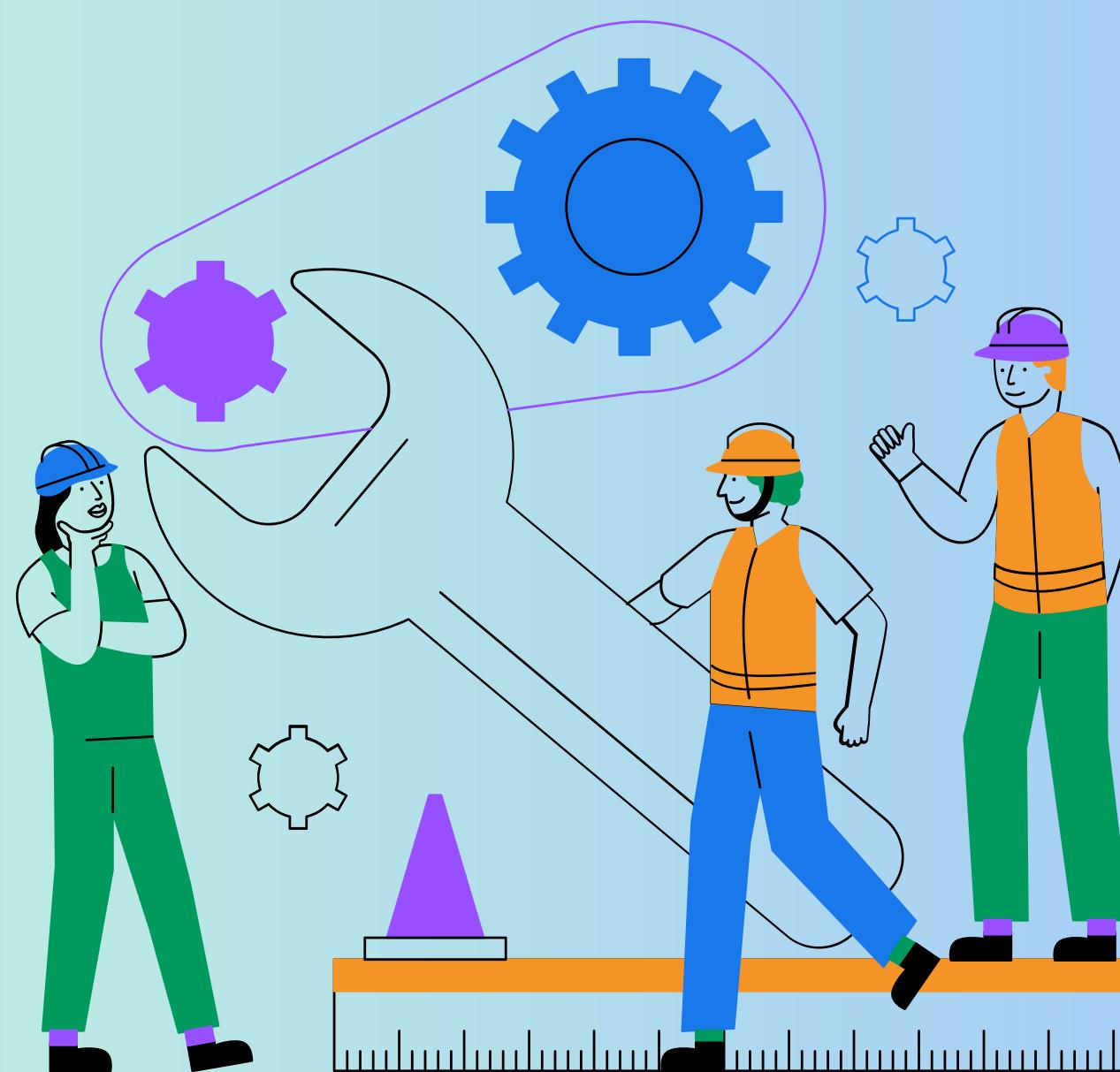
- ✓ Individuals: What talent do we need to create this strategy happen?
- ✓ Organization: What organizational skills do we need to make this strategy happen?
- ✓ Leadership: What our leaders must be good at will this strategy happen?

Along with this, nowadays top leaders are fully aware of the power of information technology (IT) tools for achieving business goals. The use of IT tools helps not only to fulfil the set goals of the company but also to optimize work processes. The trends and results of current studies are constantly confirming the contribution of IT tools in the field of human resources (HR), i.e assigned HR tasks using the resource of IT capabilities. The next paper gives a brief overview of the possibilities of using IT in the area of HR for the measurement and monitoring of human capital and the use of the HR information system usually. Information and Communication Technology (ICT) – a collective term for techniques associated with mobile communication, the Internet, new media, and PC – allowed companies to improve their internal processes, key competencies, organizational structures as well as relevant markets on a global scale. ICT is spreading everywhere in every sector of the economy and has implications for almost every business HR processes should be focused on strategic goals. These strategies led to the preparation of a strategic IT plan, which is subsequently reflected in an appropriate strategic plan of human resources in the field of IT Information systems in HR can (Armstrong, 2002):

- Provide better service to line managers,
- Serve as a pipeline connecting personnel policy and personnel processes in general organization and thereby facilitate personnel management in the company,
- Provide important data for strategic personal decision-making and enable a quick acquisition and analysis of information for HR assistants,
- Reduce labour costs when performing personal activities.

Globalization brings the requirement to think about how IT can contribute to the fulfilment of the business strategy in the framework of human resources management to direct the business to excellence and achieve competitiveness in the market. Nevertheless, the questionnaire showed that information technology persists in the moderate achievement of HR goals, accurate HR information implementation plan in the system can significantly support the HR strategy in the company to achieve the defined key performance indicators (KPIs). The project should mainly contain what it should be that is, how IT tools can support KPIs, and what kind of HR processes-related IT tools should be maintained. The research will be expanded with further research.

As a result, CHROs can not only distinguish the best fits for a job role but also ascertain the joining probability of a prospective candidate, gauge skill gaps and map employee career paths, predict attrition and impose retention models, create a more engaged, networked, and efficient workforce due to the advent of IT in industry.



ROLE OF HR: TRADITIONAL Vs. MODERN ERA



Alipa Chakraborty,
MBA (HRM), Batch 22-24

The role of HR has changed a lot from the late 19th century to the present era. It would be interesting to know how HR has changed its definition of work over the period. Industrial Relations were the first form of HR Management.

There was a time when negotiation between management and the workforce spread during the war. The personnel departments became responsible for its organization and administration. Health and safety and the need for specialists became the main focus. The need for HR specialists to deal with Industrial Relations was recognized so that the personnel manager became a spokesman for the organization when discussions were held with trade unions/shop stewards.

In the 1970's Industrial Relations were especially important. The heated climate during this period reinforced the importance of a specialist role in Industrial Relations negotiation. The personnel manager had the authority to negotiate deals about pay and other collective issues. But, was it only restricted to Industrial Relations? Certainly not! During the 1930s, with the economy beginning to elevate, large corporations in these newer sectors saw value in improving employee benefits as a way of recruiting, retaining, and motivating employees. But older Industries such as textiles, mining, and shipbuilding which were hit by the worldwide recession did not adopt new techniques, because they had no difficulty in hiring laborers. On the other side, large industries faced difficulties and they wanted HR specialists for Recruitment and Selection. Employee Recruitment as it originated today was thus the product of World War II. During that period, there were no internet facilities to collect CVs and shortlist candidates. It was all done manually face-to-face, via pen paper method. The beginning of performance management and career planning witnessed an introduction to HR Management. Before the introduction of HR Management, succession planning was purely based on observations of line managers. Performance management was a real revolution in the past. Most organizations were not interested in providing consistent and formal feedback to employees about their performance before the introduction of performance appraisals. The best practice spread quickly over the market, and the largest companies introduced customized performance evaluations and other related processes by the mid-80s. The introduction of performance management had a significant impact on the productivity of employees. The ambitious employees got a chance to highlight their wish to be promoted and the path leading to promotion was drafted for them. It was the first version of succession planning. Employees valued the opportunity to express their plans and agree on the next steps with managers.

The scenario changed rapidly with modernization in the 21st century. In recent times, the scientific and data-driven HR Management and people management practices in large organizations have developed with rapid technological development, enough to support robust HR processes. In the past, HR was limited to Industrial Relations, Recruitment and Selection, Performance and Compensation Management, and Training and Development.

Today, the definition has completely changed. New Age HRs is a Multi-tasker! How? It is expected that new-age HRs know everything starting from Accounting to Coding, from Counselor to Strategic Business Partner, and from Law specialist to the trainer. Modern HR has joined hands with the IT department to build efficient technologies and user-friendly software to help employees and employers in their work. This is specifically an "HR Analytics" role. Moreover, HR also sits with CAs, the Accounts department, and Finance officers in planning the budget and looks after the cost-benefit analysis, taxation, and compensation areas. In the pandemic situation, HRs functioned as "counselors". They were continuously counseling and motivating employees, figuring out policies to retain employees in tough situations. HRs also plays a key role in creating marketing strategies to attract young talents through recruitment ads. In a way, they need to be innovative in marketing ideas too. HR acts as a Strategic Business Partner. It means HR delegates help the business achieve its growth targets by integrating work cultures, ensuring changes in the alignment of work, planning strategies on how to excel at talent management and how to effectively engage their people, and creating an employer's brand.

The role of an HR in handling Industrial Relations is quite like that of a lawyer. During any conflict or disturbance, or unusual situation, HR manages the situation, provides a resolution as per the laws, and brings a settlement. They are also authorized to issue a charge sheet and act as per the requirement. With user-friendly HR systems, Learning and development have become an integral part of HR that cannot be overlooked anymore. With rapid technology disruption and an ongoing talent crisis, it has become imperative for organizations to invest in re skilling and retaining their existing workforce. Moreover, it has also narrowed the gap between employees and managers and employees and HR Team. Employees make use of chats and emails to address their issues and problems and without delay get a quick solution, creating a more transparent communication flow and a happier and more motivated workforce. Bringing the entire workforce on a digital platform has eased the process of performance reviews, appraisals, and feedback systems and has also made it more transparent and unbiased. This process has eliminated the chances of gamification to gauge employee performance and reviews.

It is predicted that in the coming years, HR will be the most booming and demanding sector. By 2030, the work styles, work-culture, and expertise are expected to significantly shift as a result of largely driven Gen-Z. Looking ahead to 2030, HR will need to prepare and lead organizations with their newfound agility and confidence, no matter how unexpected the change will be. HR will no longer be a function. Instead, it will become a more inclusive network, in which HR spends more time with the rest of the business, and business growth. It's not just HR that will need to become more flexible, but employees too. Thus, New Age HRs will be multitasking and innovative with a need to understand the skills and tech.



Sourav Gayen,
MBA (HRM), Batch 20-22
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The biggest challenge of an HR Professional associated with a company is the challenge of building a fair and outcome-based Performance Management process and a sound work culture that includes proper work-life balance which is focused on improving the performance conversation and making it frequent and strength-based.

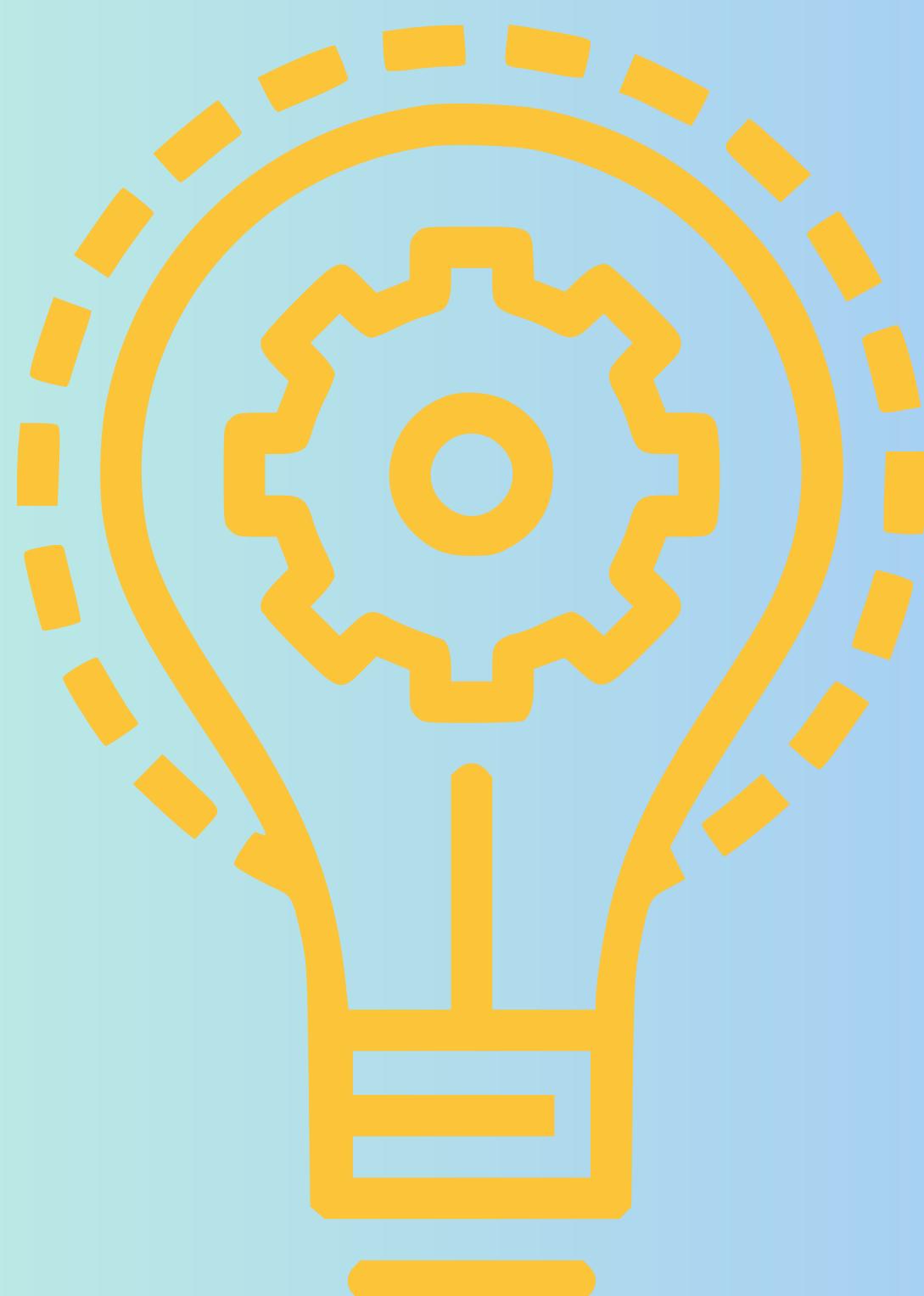
With this process, we can identify future-focused action plans for all employees that will help them to grow personally and will help automatically towards the growth of the Company. This further will lead to increased engagement along with fruitful employee experience from the point of view of employees & better talent management & achieving the goal of increased employee efficiency across the Organization from the point of view of employers.

Of the many ups and downs which the HR fraternity has faced throughout the decades, this recent pandemic has proved to be the biggest learning of all time for them. In earlier times, their main work was focused on Employee Administration. Over time, many changes took place as far as the focus is concerned. The focus slowly shifted to Business processes and how the Human Resource Department of an Organization can add value to the growth of the business & employers as the face of the Organization. But after the pandemic, the focus has them the facilities they require as much as possible so that they can focus on the work without any anxiety and tension related to their family and the well-being of their family.

For me, New Age HR does not only mean the technological aspect and growth of an HR or an HR Department of an Organization as a whole but it means how as a fraternity it reacts and responds after a downfall, how it adapts to certain situational requirements and in which direction its focus shifts during the need of the hour. Employee Mental Health has been the focal point of the HR Department of any Organization after the pandemic. The concept & definition of Employee Satisfaction & Work-Life Balance has gone through major changes during and after post pandemic.

Other than that aspect, I believe HR is an integral function of any organization's machinery and can directly contribute to business success. HR is responsible for transforming human capital by creating enriching careers and providing a continuous learning environment. HRS must create and accelerate trust in employees working in teams & groups that contribute to a thriving & balanced work environment. Hence, the HR Department should focus on building transparency, exploring employee strengths, and adding to their happiness and contentment at the workplace. The HR Fraternity is the custodian of the cultural ethos of the organization and it is up to them to instill the values and purpose of our business inside the minds and hearts of the employees and get them excited to be a part of the Organization's growth story.

So, to be a successful NEW AGE HR in this era where "CHANGE IS THE ONLY CONSTANT", one does not only require to be knowledgeable in new technological changes, new law changes, or new work procedure changes but also one needs to work with the broader perspective in which an HR helps as well as empathizes employees and help them to give their utmost best to the Organization. In this way, the goal of Business Growth and adding value to the Employer's Brand will be fulfilled automatically. A NEW AGE HR should focus on becoming the BRIDGE RATHER THAN BARRIER between EMPLOYEES AND EMPLOYER.



Srija Sai Das,
MBA (HRM), Batch 22-24

To improve is to change. Changing for the new age, adapting to succeed and endure in the new age is important for growth and progress. New Age is about new businesses, and new technology within the new generation.

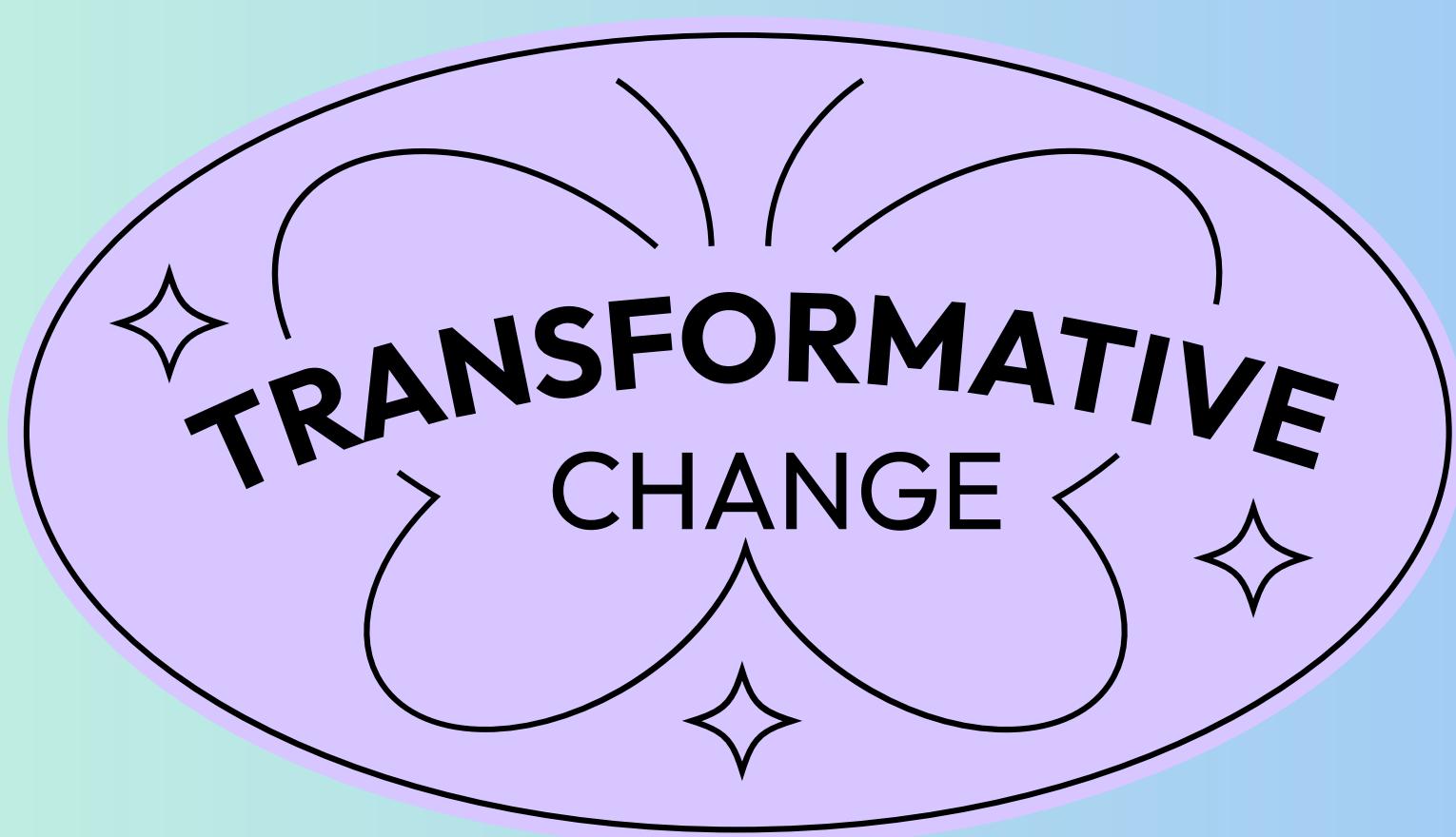
HR was just a people-dominated area but now technology, artificial intelligence, machine learning, and cloud computing are entering HR and making it a technology-dominated arena. In the new age, the role of the HR manager is to create a seamless culture in an organization where the employees don't feel overwhelmed by artificial intelligence and big data.

Now viewing and updating employee information can be easily done and the HR doesn't have to do the mundane routine administrative task and can move to something strategic. Big data and AI have made the process of team training, the hiring process and smart people analytics, access to HR Business Transaction data a lot easier and automated the repetitive low-tasks.

New age HR has various roles one of which includes a Human experience strategist who is responsible for creating a complete experience for an employee as a very strategic maker and enables to understand the employee of this technology at a very individual level. One emerging new age HR role is AI auditor for maintaining the privacy of data of the employees. Another role that can emerge is AI Bias Expert. Though AI is very smart it can also be biased, so we will need an AI bias expert in times to come when biases can be taken care of if we are using AI to take some very key decisions in terms of human staffing. Last but not least a Mindset coach. An individual might be technology driven but every individual might not be a person who loves technology. These individuals need some mindset shift by a mindset coach who will help to understand why the individual needs to use and learn this technology. These are some future new-age HR roles that are very predictable and we are going to see them shortly.

Although the new age HR is on its way to thriving in the future, there are some barriers to adopting the new age HR. 40% of the CEOs believe that there is a huge talent gap and because of this talent gap, it is becoming very expensive and hard to find people who are either properly educated or skilled. The safety of the data of employees is a huge concern and this is also becoming the biggest barrier if people are not ready to adapt to new technologies as nobody wants any compromise with their privacy. The authorized person must only have access to confidential HR data securely. Ongoing maintenance in terms of everyday technology is changing so fast but we are not able to change our mindset and our speed of adaptability to new technologies which itself is becoming a barrier. Another barrier is integration capabilities and a limited mindset which is resistance to accepting the change.

At the end of the day, we cannot lose the touch with the core HR even if AI, big data or robots in interviews, or any other technology comes. The HR role is integrating technology and people and creating incredible employee experience but not technology management. For the new age, HR must start thinking and acting like data scientists. A digital mindset must be built within an HR professional to thrive and survive in the new age. But the focus should never shift from the people and thus HR professionals must strengthen their human skills like critical thinking, emotional intelligence, communication, and mindfulness to take care and balance technology and people in an organization. Hiring employees with three competencies which include curiosity, problem solving, and design thinking is needed as technology can be taught by the organization but not these skills which will make an employee a new age HR.



Rudranil Biswas,
MBA (HRM), Batch 21-23

Artificial Intelligence is the greatest invention of humankind. The maximum workload has been reduced to a very tiny amount of work using AI Technology. There is no exception for the HR field.

Artificial intelligence has only recently been taken on board by human resources, and only after being introduced into other fields. Where do we stand in concrete terms? Although there has been a whole host of ingenious innovations (driven by start-ups in particular), and although everything virtual is all the rage, the technology seems to run up against serious limits when it comes to HR. Based on a survey carried out among HR managers and digitalization project managers working in major companies, I recall three potential pitfalls regarding the data used, the risk of turning AI into a gimmick, and algorithmic governance.

The term artificial intelligence is polysemous, just as AI itself is polymorphic. Hidden behind AI's vocabulary – from algorithms, conversational AI, and decisional AI to machine learning, deep learning, natural language processing, chatbots, voice bots, and semantic analysis – is a wide selection of techniques, and the number of practical examples is also rising fast. There's also a distinction to be made between weak AI (non-sensitive intelligence) and strong AI (a machine endowed with consciousness, sensitivity, and intellect), also called "general artificial intelligence" (a machine that can apply intelligence to any problem rather than to a specific problem). "With AI as it is at the moment, I don't think there's much intelligence, and not much about it is artificial... We don't yet have AI systems that are incredibly intelligent and that have left humans behind. It's more about how they can help and deputize for human beings" (Project manager).

For HR managers, AI paves the way to time and productivity savings alongside an "enhanced employee experience" (HR managers). For start-ups (and there are 600 of them innovating in HR and digital technology, including around 100 in HR and AI), the HR function is "a promising market".

Automation can save costs, improve decision-making, and deliver a superior employee experience. When combined with AI and Machine Learning, HR Automation could make way for a more human-centric employee value proposition in an organization. In today's hyper-computing scenario, AI integration into human resources (HR) practices could build organizations better because these applications will analyze, predict and diagnose to assist HR teams in building better decisions.

EFFECT OF AI & AUTOMATION IN DIFFERENT FUNCTIONS OF HR:

→ **Talent Acquisition**

According to the 2019 artificial intelligence in the Recruiting industry benchmark report of CEIPAL, a SaaS supplier of staffing firms – two-thirds of all staffing corporations can adopt AI-driven ATS by the end of 2020, whereas 79% of enterprise staffing corporations (firms with more than 100 recruiters) can have done the same.

AI can automatize the screening efforts of recruiters and find the best match from a pool of many candidates' applications received through the one-click Apply button. It will rank qualified candidates high based on a matching algorithm for resumes with data points from the job description or pre-screening questionnaire scores. Applicant Tracking System (ATS) backed with AI, ranks the potential candidates with high match scores for the recruiter's manual reviews and saves time by disabling irrelevant applications. Data Scientists recommend that ML models like Latent semantic analysis may be used to discover the similarity between two documents i.e. resume and job description through keyword match/similarity scores.

AI will help to identify passive candidates who may show interest if reached out by the analysis of social media and online information associated with prospective candidates which can include information points like education, social media post, experience, skillset, recommendations, etc. The response of a candidate can be predicted by data scientists using artificial neural networks and Regression i.e. probability between zero to one. The best source/channel of applications for open requisition can also be identified.

→ **Performance Management**

1. Automated performance reviews

Business leaders love AI-driven performance management. It helps them as well as team leaders to focus on factual information and carry out employee performance reviews. There is a need for employees to collaborate and make decisions. We are now better off measuring results from such collaborations using AI software in performance management.

The ROI of the performance management system is pretty much connected to the presence of artificial intelligence in the performance management system. We can see 3 major benefits of this:

- A. *Seamless collection of information*: Otherwise, employees have to run around on different office floors and look for the information they need. It is all right if there is ample time for taking certain decisions but what about the ones that need immediate action or approval? Therefore, the role of AI in the performance management system is going to ensure that all the information is stored in one single place. This information or employee data can help leaders and stakeholders evaluate employee performance and share it with other team members as well.
- B. *The manager can easily extract insights from real-time analysis*: This is because the real-time analysis is important to keep a regular check on performance. Nobody needs outdated data or information. Nobody would benefit from that either. Therefore, correct data comes with real-time analysis and it helps improve overall employee performance.
- C. *It eliminates any form of psychological bias*: In fact, it is one of the most crucial reasons why AI in the performance management system is going to take over performance evaluation and employee assessment.

2. Continuous real-time assessments

Modern and agile performance management guides help conduct regular feedback sessions. AI in performance management systems can reduce the necessity and burden of rigid performance evaluation cycles. Therefore, it brings more flexibility and relevant insights with the help of performance ai.

It will accelerate and ensure timely feedback. This is important because irregular feedback may impact overall employee performance. So, timely feedback can immediately highlight areas of improvement and boost business productivity.

3. Quick, agile, and continuous performance feedback

Traditional or annual performance reviews are outdated and they do not add much value to a business or employee performance improvement. We now need more proactive feedback solutions so that we can tap into employee potential and offer them a platform to improve.

The process is fair, removes any form of bias, and creates a new form of personalized experience for employees. It promotes authentic peer performance reviews as well. Evaluation software such as PeopleHum also enables business leaders to conduct 360-degree feedback questions. This way, leaders, as well as peers, can provide relevant feedback to employees to ensure holistic improvement.

4. Improve the quality of talent management

Locating the right talent for business is one of the most difficult challenges for HR leaders today. There is ample talent available in the market but there's no clear idea whether the talent will be a good cultural fit or not. Business leaders and recruiters are now focusing on using Ai-driven performance management to improve the quality of recruitment. It is helping them locate the right pool of talent and make the right hiring decision.

Artificial intelligence in performance management systems will also reduce the need for time-consuming and repetitive actions and automate all possible tasks. In the end, AI and machine learning will improve not just performance management but talent acquisition and onboarding as well.

5. Robust data analytics for problem-solving

Problem-solving is one of the many skills that employees must possess in today's time of cutthroat competition. AI in the performance management system is therefore here to help leaders and stakeholders make data-driven decisions and solve existing problems. Also, it is useful in not just problem-solving. Leaders need to own challenges that may be beyond human capabilities. As a result, machines can take over and fill in wherever there is a need for more sophisticated solutions.

And technology is a real game-changer in the modern workplace. Now, companies other than just product industries are reaping the benefits of AI, machine learning, and other automated technology for problem-solving. Manual reviews and evaluations are becoming a big challenge and AI is solving this problem with automation. Similar to this guide to objective and key results, AI is providing end-to-end visibility so that there is no chance of disparity. It is a crucial aspect when it comes to problem-solving.

6. Easy and quick access to information

A recent survey by ServiceNow revealed that 30% of employees want a "Google-like" option to easily get the help and information they need at work. Voice technology has taken common households by storm.

The increasing popularity of Alexa, Google Home, and Siri is enough to support the thought without actually having to check data. Therefore, voice assistance in the workplace is also a key consideration, especially while carrying out performance reviews for remote employees.

Beyond these considerations, an effective solution must be mobile, and personal and provide the employee with options in terms of how they wish to engage and be supported.

7. Advanced insights & better output

Collecting meaningful insights, understanding employee intentions, and creating a workflow according to it, are crucial for improving employee engagement. Therefore, NLU systems and deep learning algorithms will help in entity extraction and sentence semantic analysis so that companies can design a modulation for engaging employees better.

HR technology has made real-time data available to businesses. HR technology tools such as Pulse Surveys and others ensure that managers can understand what their team members are going through daily.

Some HR professionals aren't quite sure if HRIS is built for performance management, perhaps because they belong to the late majority constituting 34% of the population. However, the increasing demand and popularity will help them gain more confidence and treat it as an opportunity to improve the workforce culture.

Learning & Development (L&D)

With the new normal post-COVID-19 setting in, L&D has become the highest priority of organizations for upskilling, reskilling, cross-functional skilling, and continuous learning of its employees to make them relevant in the uncertain future ahead. It's intended toward building a holistic 'Personal, Precise, and Proactive' approach for employees.

AI in combination with an effective Learning Management System (LMS) can help to create personalized learning tracks for employees based on their talent set needs. AI chatbots can be integrated into LMS which may answer questions 24x7 and provide real times automatic assistance during a training program. It can also list out training courses based on employees' interests, skill gaps, or queries to form an enhanced learning experience.

AI also can facilitate identifying and recommending a training program for an employee by analyzing ratings provided by similar types of employees to different training programs and choosing the programs that a specific employee might like. Data scientists recommend the User item recommendation technique of ML using deep learning and word embedding for desired outcomes. It works on the same concept as in E-commerce/Netflix by generating recommendations of products/services to customers/viewers using ML. Training course recommendation is based on the highest predicted ratings that staff may provide to each of the courses not taken.

➤ **Employee Engagement & Retention**

Automation is a huge enabler in the employee engagement and retention cycle. Employee engagement is considered an important factor that drives employee productivity and retention.

This can be increased through automatic virtual assistance for self-service employees. Whenever employees have any queries about policies and procedures for advantages, insurance, leaves, reimbursements, etc. they don't need to write or ask HR but can refer the chatbots /virtual assistant instantly for human-like communication. AI backed chatbots can understand the natural language queries from employees and map them to document/guide of that various topic in form of direct links or short answers. This too may work on the similarity score concept of the Latent semantic Analysis technique of ML. This can prove extraordinarily useful in case of repetitive queries or FAQs and save time for employees as well HR.

AI could also help HR practitioners track the pulse of employees through sentiment analysis via internal communication platforms like employee engagement survey feedback, chatbots, or internal post on any of the topics associated with work. The text used can be an indicator to assess whether the content of the message is positive, negative, or neutral. It will act as an alert just in case of low levels of employee engagement or motivation which could cause attrition and needs to be immediately addressed. It's just like a natural language process technique.

→ Automation

The streamlining and automation of the workflows facilitate reducing time and cost. The repetitive and high-volume administrative tasks will be performed by AI tools leaving HR to concentrate on building meaningful engagement and relationships with employees and candidates. It also permits HR to boost its role as a strategic business partner than just transactional activities.

AI-enabled automatic communication will help to disseminate needed information like policy changes, internal announcements, etc. among employees in no time.

ATS backed by AI will facilitate the generation of automated messages based on the status of candidates and communicate identically to candidates and hiring managers thereby reducing the workload of recruiters. It can also automate the scheduling of interviews, and send feedback on the status of candidature in the recruitment process.



CONCLUSION

Whether AI will replace humans with human resources function will be too huge an announcement to form today. AI is a facilitator, not an entire solution. AI, when used responsibly, will facilitate giving data-driven insights which coupled with human interventions will provide optimum solutions. The massive amount of input used for AI should be properly kept and managed as it has sensitive employee personal data which is usually kept private and confidential. The automation, operational analysis, and predictive analysis provided by AI techniques can facilitate to increase of productivity and performance of HR functions, and contribute to enhancing its role as a strategic partner in a company. Delivery through cost reduction and value-added services, the HR departments came under pressure to harness technology that was becoming cheaper and more powerful.

The economic landscape underwent radical changes throughout the 1990s with increasing globalization, technological breakthroughs (particularly Internet-enabled Web services), and hyper-competition. Business process reengineering exercises became more common and frequent, resulting in several initiatives, such as the rightsizing of employee numbers, reducing the layers of management, reducing the bureaucracy of organizational structures, creating autonomous work teams, and outsourcing.

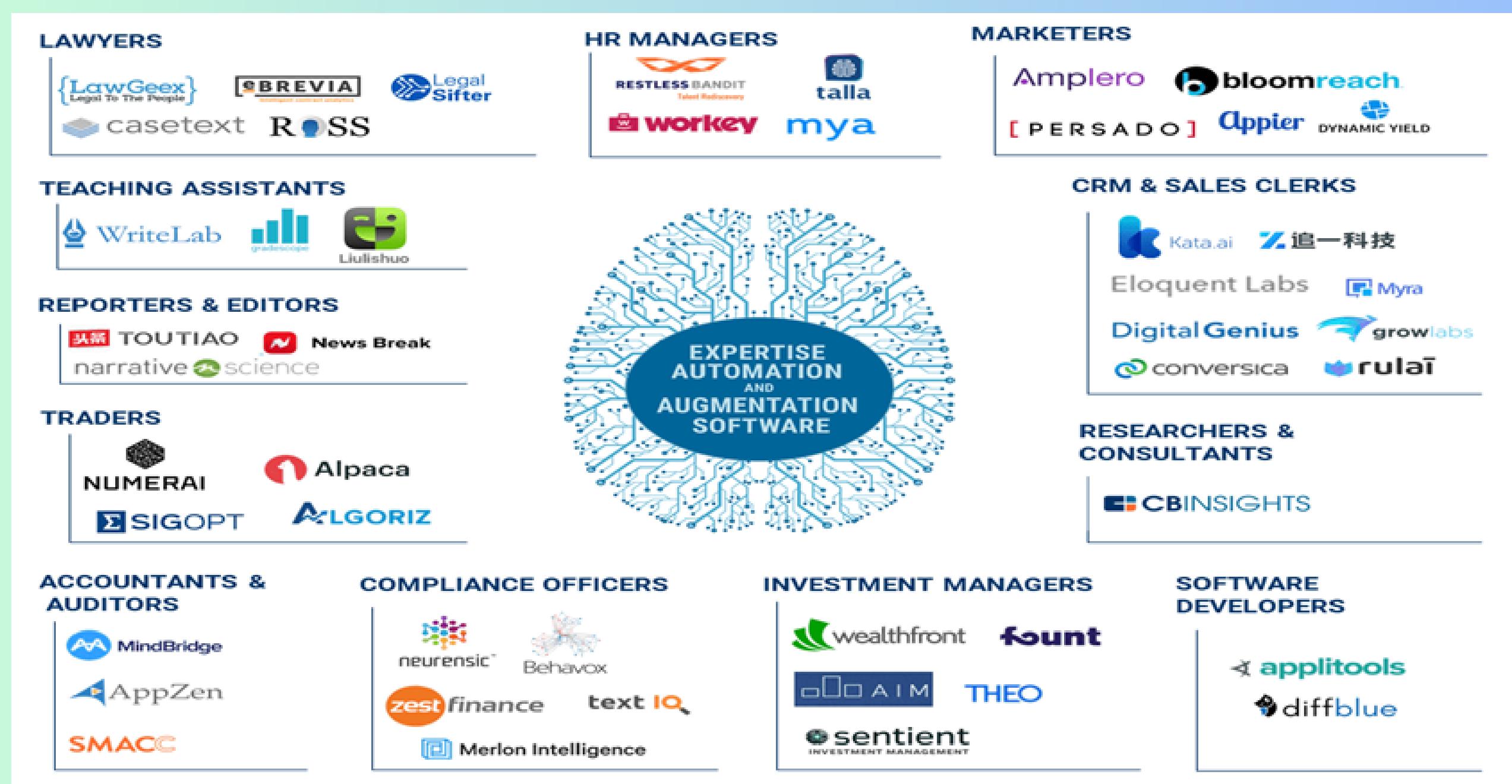
Firms today realize that innovative and creative employees who hold the key to organizational knowledge provide a sustainable competitive advantage because, unlike other resources, intellectual capital is difficult for competitors to imitate. Accordingly, the people management function has become strategic in its importance and outlook and is geared to attract, retain, and engage talent. These developments have led to the creation of the HR balanced scorecard (Becker, Huselid, & Ulrich, 2001; Huselid, Becker, & Beatty, 2005), as well as to added emphasis on the return on investment (ROI) of the HR function and its programs (Cascio, 2000; Fitz-enz, 2000, 2002).

The increased use of technology and the changed focus of the HRM function, which shifted to adding value to the organization's product or service, led to the emergence of the HR department as a strategic partner. With the growing importance and recognition of people and people management in contemporary organizations, strategic human resource management (strategic HRM) has become critically important in management thinking and practice. Strategic HRM derives its theoretical significance from the resource-based view of the firm that treats human capital as a strategic asset and a competitive advantage in improving organizational performance (Becker & Huselid, 2006).

Reflecting on the resource-based view, Becker and Huselid (2006) stress the importance of HR systems and structure—that is, the “systems, practices, competencies, and employee performance behaviors that reflect the development and management of the firm's strategic human capital”—for organizational performance (p. 899). Context is a crucial element in strategic HRM, and, therefore, researchers increasingly emphasize the "best-fit" approach to strategic HRM as opposed to the "best-practice" approach to strategic HRM. The success of strategic HRM is contingent on several factors, such as national and organizational culture, size, industry type, occupational category, and business strategy.

Accordingly, Becker and Huselid (2006) argue that "it is the fit between the HR architecture and the strategic capabilities and business processes that implement a strategy that is the basis of HR's contribution to competitive advantage".

In conclusion, due to the many challenges that are facing human resource departments, there is a need for organizations to adopt correct and workable policies that will not only ensure they alleviate these challenges but also develop mechanisms of dealing with such challenges in case they occur in the future.



THE VITAL ROLE OF HR IN ENHANCING EMPLOYEE RELATIONSHIPS

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Employee relationships are a critical part of any business's success. Investing in human resource activities and strategies to enhance employee relationships can have a positive impact on the overall organization.

HR plays a vital role in developing, maintaining, and improving employee relationships. This article will explore the many ways HR can be used to enhance employee relationships.

Introduction

Human Resource Management refers to the management of employees in an organization. It oversees hiring, managing, and training employees. HR also manages the administration of employee benefits, payroll, and employee relations. HR plays a significant role in enhancing employee relationships within an organization. HR activities such as developing effective policies and providing training and development programs can help create a positive and productive work environment. HR can also help create a culture of respect and trust between employees and management. An effective HR team can help resolve conflicts and promote communication between employees. HR also plays a role in motivating employees by recognizing their achievements and rewarding them for their efforts.

Developing Effective HR Policies to Enhance Employee Relationships

Developing effective HR policies is essential for creating and maintaining strong employee relationships. An effective HR policy should be created to ensure that employees are treated fairly and equitably. It should also provide clear guidelines on the expectations of employees and management. It should also guide how to handle disputes and conflicts.

An effective HR policy should also provide opportunities for employees to express their concerns and grievances. This can help create a culture of open communication and trust between employees and management. HR policies should also be flexible to accommodate the changing needs of the organization.

The Benefits of Strategic HR Planning for Employee Relationships:

Strategic HR planning is an important part of enhancing employee relationships. It involves setting goals and objectives, identifying areas of improvement, and creating strategies to achieve those goals. Strategic HR planning helps create an environment where employees feel valued and respected. It also helps create a culture of trust and collaboration between employees and management.

Strategic HR planning also allows organizations to anticipate and address potential issues before they become major problems. It helps organizations identify potential areas of improvement and create strategies to address them. This can help create a more positive and productive work environment.



HR Strategies for Enhancing Employee Relationships:

HR strategies can be used to enhance employee relationships. HR can develop policies and guidelines to ensure that employees are treated fairly and equitably. These policies should also guide how to handle disputes and conflicts. HR can also develop training and development programs to help employees develop their skills and abilities.

HR can also create reward and recognition programs to motivate employees. These programs should recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management. HR can also implement communication strategies to help employees stay informed and connected.

Motivating Employees through HR Policies:

Motivating employees is an important part of enhancing employee relationships. HR can develop policies and programs to motivate employees. These programs should recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management.

HR can also create flexible working policies to allow employees to manage their schedules. This can help create a more positive and productive work environment. HR can also create opportunities for employees to give feedback and express their concerns. This can help foster a culture of open communication and trust.

Recognizing and Rewarding Employees for Enhancing Employee Relationships:

Recognizing and rewarding employees for their contributions are an important part of enhancing employee relationships. HR can create reward and recognition programs to recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management.

HR can also create incentives and bonuses to motivate employees. These incentives can be based on performance or achievement. This can help create a culture of motivation and collaboration. HR can also provide opportunities for employees to share their ideas and opinions. This can help create a culture of open communication and trust.



Implementing Conflict Resolution Strategies to Enhance Employee Relationships:

Conflict resolution is an important part of enhancing employee relationships. HR can develop policies and guidelines to help resolve conflicts between employees. These policies should guide how to oversee disputes and conflicts professionally and respectfully.

HR can also provide training and development programs to help employees develop conflict resolution skills. This can help create a culture of understanding and trust between employees and management. HR can also create opportunities for employees to express their concerns and grievances. This can help create a culture of open communication and trust.

Training and Development Programs that Enhance Employee Relationships:

Training and development programs are an important part of enhancing employee relationships. HR can develop training and development programs to help employees develop their skills and abilities. These programs should be tailored to the individual needs of each employee. This can help create a culture of learning and collaboration. HR can also create opportunities for employees to give feedback and express their concerns. This can help create a culture of open communication and trust. HR can also provide mentorship and coaching programs to help employees develop their skills and abilities. This can help create a culture of understanding and respect between employees and management.

The Role of HR in Promoting Employee Engagement and Productivity:

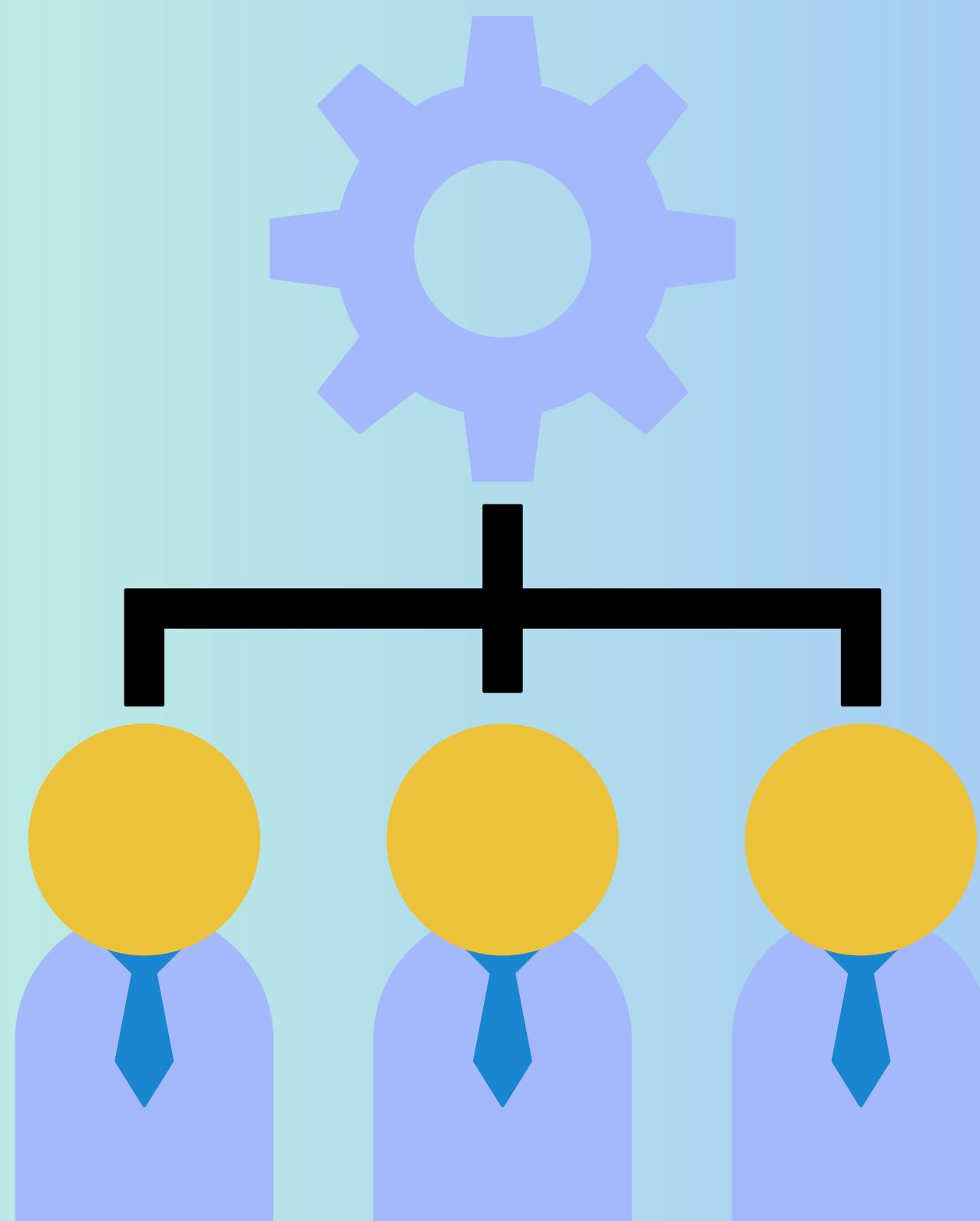
HR plays a significant role in promoting employee engagement and productivity. HR can develop policies and programs to help employees stay motivated and productive. These policies should guide how to handle disputes and conflicts professionally and respectfully.

HR can also create reward and recognition programs to recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management. HR can also provide mentorship and coaching programs to help employees develop their skills and abilities. This can help create a culture of understanding and respect between employees and management.

Conclusion:

HR plays an important role in enhancing employee relationships. HR activities such as developing effective policies, providing training and development programs, and recognizing and rewarding employees for their efforts can help create a positive and productive work environment. Strategic HR planning and implementing conflict resolution strategies can also help create a culture of trust and collaboration between employees and management. Finally, HR can also promote employee engagement and productivity by creating policies and programs that recognize and reward employees for their accomplishments and efforts.

By investing in human resource activities and strategies, organizations can create a culture of respect and trust that will foster strong employee relationships. These relationships will, in turn, lead to a more productive and successful organization.



BECOMING THE GREAT COMMUNICATOR



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Many employers face an uncertain future in 2023. Rising inflation, utility prices, and the possibility of economic recessions are all combined to introduce doubt about the next 12 months. One of the biggest questions for HR and senior leaders is going to be what they do on staff pay in response. Raise salaries to keep people afloat or hold back because the possibility of a recession may erode profitability. For those companies who can't raise salaries to match inflation, benefits are going to become even more important.

Crucially though, employers may not need to introduce new benefits, just to communicate better about existing ones...2023 may be the year that HR seeks to make benefits communications louder through a multichannel communications strategy that reaches every worker, no matter where they are."

- Scott Hitchins, CMO, Interact Software

The HR department is an integral part of businesses. It carries out essential functions, such as hiring and retaining the best possible employees, staying on top of labor laws, managing compensation and benefits, and promoting employee development – all vital to the smooth running of a company.

To carry out these important, multi-faceted duties, HR employees must possess a wide range of abilities. Among other things, they must be keen organizers, have a knack for dispute resolution and negotiation, and be strong multi-taskers. Underpinning all of these skills, however, is the ability to communicate effectively.

Human resources deal with an organization's most important resource: its human capital. A person can't manage humans without interacting with them, and the key to effective interaction is communication – both verbal and nonverbal. If you're thinking about a career in human resources, it's necessary to understand the role that strong communication skills play in your chosen field. For example, good communication skills are vital when hiring new employees. Knowing how to compose questions for interviews will help ensure you find the candidate with the right fit for the position. Furthermore, a clear job description is the best way to attract qualified applicants who fully understand what the work entails.

In many instances, effective communication can help solve problems or stop them from developing in the first place. Employees turn to the HR department when there is a problem with their job or they have a personal problem that could affect their job performance. In these situations, an HR executive must know what questions will draw out responses that paint the full picture and how to communicate a possible resolution to the problem.

If there is a problem between two employees, it is up to HR to negotiate a solution. Skilled negotiation takes excellent verbal and nonverbal communication skills. Employees feel comfortable opening up when they sense that they are speaking to someone who cares and listens thoughtfully. When HR professionals exude trustworthiness, it puts employees at ease and helps them feel confident that their concerns will be resolved. Likewise, special sensitivity and tact are required during employee performance evaluations or layoffs.

During training sessions, an effective HR professional can have a direct bearing on how well employees learn new skills by making performance goals clear and designing employee training tools that are clear and easy to follow.

Of course, effective communication involves good listening. To bolster productivity, workplace morale, and employee engagement in a corporation's overall goals, human resources personnel need to foster an environment of open communication and active listening. It is vital that staff members feel their concerns and ideas are being heard. Plus, through establishing a company culture built on trust and open, ongoing communication, HR can help employees navigate the challenges of organizational change, thus playing a pivotal role in leading that change.

It's also important to have solid written communication skills. Management often communicates with personnel via email, instant messaging, newsletters, and reports. It is up to HR professionals to make sure that written communication of all kinds is clear, professional, and easy to understand, being essential to the multimodal communication channels relied upon by today's hybrid workforces. The more proficient HR professionals can communicate through all channels, the more they will be able to successfully help manage these workforces.

Superlative communication skills are necessary to excel in a human resources career. If you don't consider yourself an expert communicator, you can still learn. As more and more employers begin to place greater value on communication, universities with Master of Business Administration (MBA) programs are responding by ensuring their courses develop future business leaders who can communicate effectively.

Effective communication can increase productivity while preventing misunderstandings. Leaders who can explain the benefits of HR plans, for example, are more likely to cultivate employee buy-in. This point is important because employee support is critical to ensuring that employees use HR services.

Effective communicators have open and honest communication, active listening skills, and a friendly tone in conversation to avoid misunderstandings. Deliver good or bad news with empathy and listen and hear what the other person is saying.

Great communicators choose their words well, understand their audience, and connect with them at the right time and place. By applying these tips and practicing often, you can master the skills and learn how to be an effective communicator.

Effective communication is an essential skill for achieving success in all areas of life, whether personal or professional. Communication skills breed confidence and optimism, two character traits that enable you to accomplish your goals. Some people find that communication comes naturally; for others, it's more difficult. But if you fall into the latter category, you don't need a communication degree to make yourself heard—or to get what you want and need. The challenge of how to be an effective communicator gets far easier when you follow these seven steps:

Identify Your Objectives

What do you hope to accomplish, either immediately or long term? What action or response from your audience will show that you have communicated successfully? Understanding your objectives will help shape your communication style and make you more effective.

Listen Actively

Communication isn't just about what you say. If you want people to listen to you, you need to listen to them. Don't get so focused on what you're saying that you miss their important comments, emotions, and reactions. Likewise, when others are speaking, listen and process what they're trying to communicate instead of planning your response. When everyone is actively involved, communication is far more effective.

Note Your Body Language

Communication involves not just the words you speak, but what your body is saying. Without realizing it, your body language can send a stronger message than your words. If you sit or stand with your shoulders hunched and your arms folded across your chest, you show that your guard is up and you're unwilling to have productive, two-way discussions. Alternatively, when you sit or stand up straight with your arms at your sides, or relax into a more casual pose, you project openness and a willingness to communicate—before you've said a single word.

Know Your Audience

The same speech, conversation, or sales pitch won't succeed with every audience. Modify your language for each group so that you're not being condescending or speaking in a way in your audience can't understand. Adjusting how and what you say to match your audience will improve your communication skills.

Pace Yourself

Pay attention to how quickly you're speaking and whether your audience appears to be processing what you're saying. Slow down if necessary, and vary the volume and rhythm of your speech to hold their attention. It's important to deliberately repeat important points a few times to make sure your listeners hear what you have to say.

Choose the Right Time

If you're planning to ask your boss for a raise, make sure he or she is in a receptive mood. If there's a big problem with the production line or your company has lost a big account, it's not the best time to bring up the subject. So, in general—whether you're planning to deliver good or bad news or simply presenting a new idea that requires energy and focus—be aware of your audience's mindset. Timing is a big factor in successful communication.

Be Clear

Do not spend too much time setting up your idea or request. Communicate your needs and desires. You'll not only avoid misunderstandings, but you'll also earn respect through your honesty and clarity and have a greater chance of accomplishing your goal.

Workplace communication is an exchange of information between individuals or groups in an organization. It does not necessarily need to be verbal. There can be nonverbal communication in the form of voicemails, emails or texts, etc. An organization comprises employees who are all different from one another. Effective workplace communication is what brings all the employees together helping them achieve their goals.

Thus, benefiting the organization altogether. For a smooth operating organization, workplace communication is unavoidable. Identifying the barriers in workplace communication is quite crucial as only the problems known can be solved! Even though the HR department of the organization has to resolve the issues, the process of achieving effective communication works on a very personal level. In an organization, workplace communication is as important as breathing.

After all, communication is important for an HR in every organization.



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New-age HR is specifically designed to bring out the hidden competencies, of which the individual was even not aware. It not only helps the organization upskill their employees but, in the process, also, provides a platform for their personal growth, boost in confidence, increased patience level etc. A transformational change, keeping in mind "the work culture ", is also a key factor to be considered in New Age HR. Not keeping in mind, the "already existing work culture " while making transformational changes might lead to devastating results, like- high turnover, increased job dissatisfaction, highly affected employee productivity and performance, frequent quarrels, turbulent supervisor-subordinate relationships etc.

New Age HR should bring "newness", but in limited quantity and a stepwise manner, because if overnight changes are made, they are most probable to ring in lots of confusion, high uncertainties, and high risks and as a result of which, the "downfall" of an organization is guaranteed. The "Novelty in familiarity" principle should be used, which means adding newness to something already present, be it developing talents, making changes in job descriptions/job specifications, organizational structure, performance norms or any other relevant components of work tasks.

New-Age HR skills:

1. Be catalysts for change: The pandemic has taught us the importance of adaptability, how human beings adjust to sudden, unpredictable changes While one is unsure about the long-term implications of the pandemic, the need for responding to change in a volatile, uncertain, complex, and ambiguous business environment predates this present crisis. All HR professionals need to be catalysts for change, implying that they need to understand, from their organization's perspective, the rationale for and the ideal velocity of change and match it with the capabilities of their employees in responding to such change. HR professionals need to be able to understand the pressure points for change, what makes people resist change and identify the change agents who can evangelize and lead change.

2. Be lead users of technology: Technology has become one of the most critical levels of change. Organizations intend to transform themselves digitally so that they can get more insights from data and respond to the needs of businesses faster. The rapid pace of change in technology and a wide array of choices create significant confusion. HR professionals need to understand the implications of technology and how such technology can be leveraged to get the best out of people. Basic human behavior about understanding and adopting technology has not changed. HR professionals need to be lead users of technology so that they understand the advantages and challenges of digital transformations that employees need to go through.

3. Differentiate signals from noise: HR professionals cannot be expected to become data analysts. They will be consumers of insights and analysis. However, understanding how such analysis is done is increasingly becoming difficult with the latest technology, such as AI, ML and associated data deluge. HR professionals need to differentiate between signal and noise because just as analytics can be used to generate insight, it can also be used convincingly to spread falsehoods and create wrong impressions. To distinguish signals from noise, HR professionals need to develop the discipline of triangulation, checking the credibility and above all, use native intelligence to cut through the hype.

4. Represent a larger purpose: Profitability for business and compensation for individuals will always remain important. However, neither individuals nor organizations can thrive because of the money they make. Talented individuals want to be part of a larger purpose that would give a greater meaning to their highly demanding professional efforts. Organizations need to honestly articulate how their business is good for the world and HR professionals need to translate its implication for the employees. This is not about planting trees or installing CFLs in the office but working with leaders to establish governing principles related to sustainability and inclusivity. HR professionals, through their thoughts and actions, need to embody how their organization is a force for good and not only a tool for profitability.

5. Develop meta-learning capability: Finally, HR professionals, like all professionals grappling with uncertainty, need to develop the meta-capability of learning to learn. The latest research shows that adults are capable of neuroplasticity, and despite some limitations, there is no upper age limit to one's capability to learn. To develop such capability, HR professionals need to be willing to take some risks, experiment and learn from failures and pursue new learning objectives with focus and dedication.

6. There is no doubt that the above is a tough ask: Rapid advancement in information and technology along with growing concern about issues about sustainability and inclusivity had already made life difficult for HR professionals. The pandemic has only added to those challenges. Let us hope that HR professionals will be able to discover opportunities within such challenges and develop new skills to stay relevant and enable their organizations to make this world a better place.

The Digital HR Agenda

As organizations place greater focus on digital strategies in the new age of work, the role of HR leaders is no doubt changing. And with this change, comes the opportunity for HR to redefine what the digital HR agenda means today. On that note, most CEOs and HR leaders surveyed in Malaysia, Thailand, Indonesia, Vietnam, and Singapore (96%) said they see the role of HR moving away from being just a service provider and should focus more on being employee experience designers, change agents, and talent developers.

In contrast to the traditional Human Resource processes of the past, essentially paper-intensive, non-innovative, time-consuming practices limited to recruitment, payroll, and salary management; digitization in HR does not imply merely using spreadsheets, dashboards, and technology. It has a much deeper impact on an organization's journey into the future. It includes talent transformation and imbibing new talents to bridge the digital gap and keep the process of innovation alive.

New-age HR encompasses a lot more than what traditional HR used to address a few years back. HR has become a convergence for all people-related decisions in an organization.

Digitization and automation of HR practices like resume screening, and interview scheduling, have transformed HR into a more strategic role player. The use of cloud computing and cognitive technology like artificial intelligence, machine learning, analytics and automation HR processes has become not only faster but also more accurate and adding an intelligence layer to important business functions.

Being the New-Age HR, always try to find echoes of another person in ourselves to better understand and empathize with them. It believes in empathizing with employees by placing oneself in others' shoes. This helps people to stand by each other and determine the right balance between co-workers' organizational goals and personal space ensuring their wellness while going the extra mile for employee care.

Technology that will influence HR functions in the future are:

Real-time employee engagement mapping: HR gathers employee feedback about any specific instance or new development. This real-time capture enables them to do timely course corrections in case required.

People analytics: Analytics giving deep insights into past trends, future predictions and suggested trajectories help the HRs with the best talent acquisition. Based on skill set mapping along with past behavioral trends, it is easier to predict factors like longevity, dependability, and suitability of a candidate.

AI and Chatbots: These technologies have a significant impact in revolutionizing the way organizations work – by making the processes more simple, intuitive and engaging. For example, managing talent acquisition processes through AI, managing payrolls and completing the onboarding processes through bots and Machine Learning approaches etc. are quite innovative and efficient methodologies being slowly adopted in modern-day workplaces.

Let's take areas where HR is power-packing itself through digital transformation:

Bridging the employee-manager gap: With digitizing HR systems, one of the best things that have happened is the narrowing of the wide communication gap between employees and managers and employees and the HR team. With new dialogue tools like chatbots and intra- organization communities, there's a more transparent communication flow and a happier and more motivated workforce.

Transforming L&D: Learning and development has become an integral part of HR which cannot be overlooked any more. With rapid technology disruption and an ongoing talent crisis, it has become imperative for organizations to invest in reskilling and retaining their existing workforce. With AI and analytics in use, HRs and employees can now map their career progression routes and upskill themselves in the most demanding and fitting skills to avoid the pink slip nightmares. Also, with digital education options, bite-sized, on-demand, mobile or web-based micro-learning sessions, talent transformation and training, reskilling and upskilling workforce has become much easier and fast-paced.

Feedback and reviews: Bringing the entire workforce on a digital platform has eased the process of performance reviews, appraisals and feedback systems and has also made it more transparent and unbiased. Many organizations use gamification to gauge employee performance and reviews.



FROM HR NXT



HR nXt

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When we are talking about New Age HR it's really important to know about the origin and the evolution of HR over time. The roots of HR extend to psychology, social science, Law, Management, and others. HR as a subject seems to be a combination of all the above-mentioned disciplines.

This historical analysis will show how the role of HRM in the firm has changed over time from primarily being concerned with routine transactional and traditional HR activities to dealing with complex transformational ones. Transactional activities are routine bookkeeping tasks— for example, changing an employee's home address or health care provider. Traditional HR activities are focused on HR programs like selection, compensation, and performance appraisal. However, transformational HR activities are those actions of an organization that "add value" to the consumption of the firm's product or service. An example of a transformational HR activity would be a training program for retail clerks to improve customer service behavior, which has been identified as a strategic goal for the organization. Thus, transformational activities increase the strategic importance and visibility of the HR function in the firm.

In the early 20th century and before World War II, the personnel function (the precursor of human resources management) was primarily involved in clerical record keeping of employee information; in other words, it fulfilled a "caretaker" function. The central thrust of scientific management was to maximize employee productivity. It was thought that there was one best way to do any work, and this best way was determined through time and motion studies that investigated the most efficient use of human capabilities in the production process. Then, the work could be divided into pieces, and the number of tasks to be completed by a worker during an average workday could be computed. These findings formed the basis of piece-rate pay systems, which were seen as the most efficient way to motivate employees at that time.

Post World War II, The mobilization and utilization of labor during the war had a great impact on the development of the personnel function. Managers realized that employee productivity and motivation had a significant impact on the profitability of the firm. The human relations movement after the war emphasized that employees were motivated not just by money but also by social and psychological factors, such as receiving recognition for work accomplished or for the achievement of work norms.

Due to the need for the classification of large numbers of individuals in military service during the war, systematic efforts began to classify workers around occupational categories to improve recruitment and selection procedures. The central aspect of these classification systems was the job description, which listed the tasks, duties, and responsibilities of any individual who held the job in question. These job description classification systems could also be used to design appropriate compensation programs, evaluate individual employee performance, and provide a basis for termination.

The Social Issues Era witnessed an unprecedented increase in the amount of labor legislation in the United States, legislation that governed various parts of the employment relationship, such as the prohibition of discriminatory practices, the promotion of occupational health and safety, the provision of retirement benefits, and tax regulation.

As a result, the personnel department was burdened with the additional responsibility of legislative compliance that required the collection, analysis, and reporting of voluminous data to statutory authorities. For example, to demonstrate that there was no unfair discrimination in employment practices, a personnel department had to diligently collect, analyze, and store data about all employment functions, such as recruitment, training, compensation, and benefits. To avoid the threat of punitive damages for noncompliance, it had to ensure that the data were comprehensive, accurate, and up to date, which made it essential to automate the data collection, analysis, and report generation process.

It was about this time that personnel departments were beginning to be called human resource departments and the field of human resource management was born.

The increasing need to be in compliance with numerous employee protection laws or suffer significant monetary penalties made senior managers aware of the importance of the HRM function. In other words, effective and correct practices in HRM were starting to affect the bottom line of the firms, so there was significant growth in HR departments, and computer technology had advanced to the point where it was beginning to be used. As a result, there was an increasing demand for HR departments to adopt computer technology to process employee information more effectively and efficiently. This trend resulted in an explosion in the number of vendors who could assist HR departments in automating their programs in terms of both hardware and software.

Another factor was the booming economy in most industrialized countries. As a result, employee trade unions successfully bargained for better employment terms, such as health care and retirement benefits. Consequently, labor costs increased, which put pressure on personnel managers to justify cost increases against productivity improvements. With the increased emphasis on employee participation and empowerment, the role of personnel function transformed from a "protector" rather than a "caretaker" focus, shifting the focus away from maintenance to the development of employees. Thus, the breadth and depth of HRM functions expanded, bringing about the need for strategic thinking and better delivery of HR services.

In the Cost Effectiveness Era With increasing competition from emerging European and Asian economies, the U.S. and other multinational firms increased their focus on cost reduction through automation and other productivity improvement measures. As regards HRM, the increased administrative burden intensified the need to fulfill a growing number of legislative requirements, while the overall functional focus shifted from employee administration to employee development and involvement, in order to improve effectiveness and efficiency in service.

HR Strategies for Enhancing Employee Relationships:

HR strategies can be used to enhance employee relationships. HR can develop policies and guidelines to ensure that employees are treated fairly and equitably. These policies should also guide how to handle disputes and conflicts. HR can also develop training and development programs to help employees develop their skills and abilities.

HR can also create reward and recognition programs to motivate employees. These programs should recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management. HR can also implement communication strategies to help employees stay informed and connected.

Motivating Employees through HR Policies:

Motivating employees is an important part of enhancing employee relationships. HR can develop policies and programs to motivate employees. These programs should recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management.

HR can also create flexible working policies to allow employees to manage their schedules. This can help create a more positive and productive work environment. HR can also create opportunities for employees to give feedback and express their concerns. This can help foster a culture of open communication and trust.

Recognizing and Rewarding Employees for Enhancing Employee Relationships:

Recognizing and rewarding employees for their contributions are an important part of enhancing employee relationships. HR can create reward and recognition programs to recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management.

HR can also create incentives and bonuses to motivate employees. These incentives can be based on performance or achievement. This can help create a culture of motivation and collaboration. HR can also provide opportunities for employees to share their ideas and opinions. This can help create a culture of open communication and trust.

Implementing Conflict Resolution Strategies to Enhance Employee Relationships:

Conflict resolution is an important part of enhancing employee relationships. HR can develop policies and guidelines to help resolve conflicts between employees. These policies should guide how to oversee disputes and conflicts professionally and respectfully.

HR can also provide training and development programs to help employees develop conflict resolution skills. This can help create a culture of understanding and trust between employees and management. HR can also create opportunities for employees to express their concerns and grievances. This can help create a culture of open communication and trust.

Training and Development Programs that Enhance Employee Relationships:

Training and development programs are an important part of enhancing employee relationships. HR can develop training and development programs to help employees develop their skills and abilities. These programs should be tailored to the individual needs of each employee. This can help create a culture of learning and collaboration.

HR can also create opportunities for employees to give feedback and express their concerns. This can help create a culture of open communication and trust. HR can also provide mentorship and coaching programs to help employees develop their skills and abilities. This can help create a culture of understanding and respect between employees and management.

The Role of HR in Promoting Employee Engagement and Productivity:

HR plays a significant role in promoting employee engagement and productivity. HR can develop policies and programs to help employees stay motivated and productive.

These policies should guide how to handle disputes and conflicts professionally and respectfully.

HR can also create reward and recognition programs to recognize and reward employees for their accomplishments and efforts. This can help create a culture of appreciation and trust between employees and management. HR can also provide mentorship and coaching programs to help employees develop their skills and abilities. This can help create a culture of understanding and respect between employees and management.

Conclusion

HR plays an important role in enhancing employee relationships. HR activities such as developing effective policies, providing training and development programs, and recognizing and rewarding employees for their efforts can help create a positive and productive work environment. Strategic HR planning and implementing conflict resolution strategies can also help create a culture of trust and collaboration between employees and management. Finally, HR can also promote employee engagement and productivity by creating policies and programs that recognize and reward employees for their accomplishments and efforts.

By investing in human resource activities and strategies, organizations can create a culture of respect and trust that will foster strong employee relationships. These relationships will, in turn, lead to a more productive and successful organization.



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The introduction of HRIS & HRD has evolved the HR's role from managing payrolls and manpower to being a strategic partner in the growth of the business. HR acts as an integral part of the corporate, nowadays HR is seen in the following roles:

1. Investing in talent:

- *Employee experience* – In organisation employees must feel invested in their organisation's purpose.
- *Retention of employees* – For retention of an employee offering the best perks is not sufficient but the managers are focusing on developing a 'human deal' which makes employees feel cared for financially, physically and emotionally. This increases the level of job satisfaction.
- *Employee Wellness* – The employer needs to show that they care more about their employees than their work, they are concerned about the employee sees family's health and well-being. Companies understand the mental health pressures that implement during the event during pandemic were huge, thus they took various measures to assist the employees, for example- PwC Canada launched a mental health program in 2020 that taught managers how to recognize the signs of mental health issues.

In October 2020 PwC South Africa launched a gender-neutral domestic violence policy. It provides support to employees experiencing or recovering from domestic or gender-based violence, which has risen since the lockdown. This policy provides for emotional and legal counselling, time off to find new accommodation and attend court hearings and a salary advance for any moving expenses.

The above examples are the practices that evolved during Covid, it improves the employee's well-being as well as the foster connection between the employees and the employer.

2. Bracing for Diversity:

The inclusion of diversity in an organization helps the firm to have a larger talent pool, increased employee engagement and trust, and new perspectives and innovation which leads to stronger business results and profit. Cultural diversity focuses on promoting inclusiveness and celebrating employees and partners for their differences as much as for their similarities.

3. Greater emphasis on employee development:

The new age HR is more concerned about employee development through training, re-training, job rotation, coaching, mentoring, and constitutions of various work groups and committees in the workstations for better communication between the employees.

Employee development programs assist the organisation in creating a highly attractive working environment as it increases the employees' future performance and growth.

4. Use of technology in HR:

With the inception of technology in HR the firms are accompanied by higher standards of data security as the HR tools are migrated to Cloud and block chain integration to ensure standardization by unifying data storage and facilitating access of data to eligible parties for enhanced data security.

The use of AI in talent management has accompanied HR in achieving certain objectives –

- Intelligent employee scheduling – determining how much workforce you need to handle a project;
- Predicting last-minute changes improves planning precision and reduces bottlenecks;
- Ensuring job candidates and employees are interviewed and treated unbiasedly;
- Automating routine tasks

5. Improving Work-life balance and employee engagement:

HRs nowadays are more concerned with creating a work environment that promotes work-life balance as employee performance is inherently linked with their well-being. Most companies have adopted flexibility in remote work, flexible work hours through this employees can choose their work hours and with this, employee engagement improves significantly.

Work-life balance can also be achieved through mindfulness training and implementing an employee mental health program as it provides a tool that aids in reducing employees' stress and tension between their personal and work lives.

6. Motivating the workforce:

Employees are the key factor to an organisation's growth moreover the contribution of a satisfied and happy employee is far better than a dissatisfied employee. The HRs are boosting the employees' motivation by giving them a purpose in life with this they easily understand the company's vision and are more eager to execute their tasks. A company's caring attitude towards its workforce plays a major role, this can be done by rewarding, praising, promoting, by celebrating the special occasions of the employee.

7. Green HR:

The HR policies are more inclined towards sustainable practices and increase employee awareness and commitment to the issue of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc.

Successful organizations of tomorrow will be the ones that identify the business, economic and socio-political, and demographic trends early on and prepare themselves for the same while focusing on continuous improvement since customer expectations will always be moving up. To build organizational ethos and continuous innovation, HR will play a key role in institutionalizing innovation across all levels of an organization, and although the approaches currently practiced need radical rethinking, HR should drive such thought processes and be the catalysts for the new changes.



PREDICTING TECHNOLOGICAL INVASION THROUGH HR



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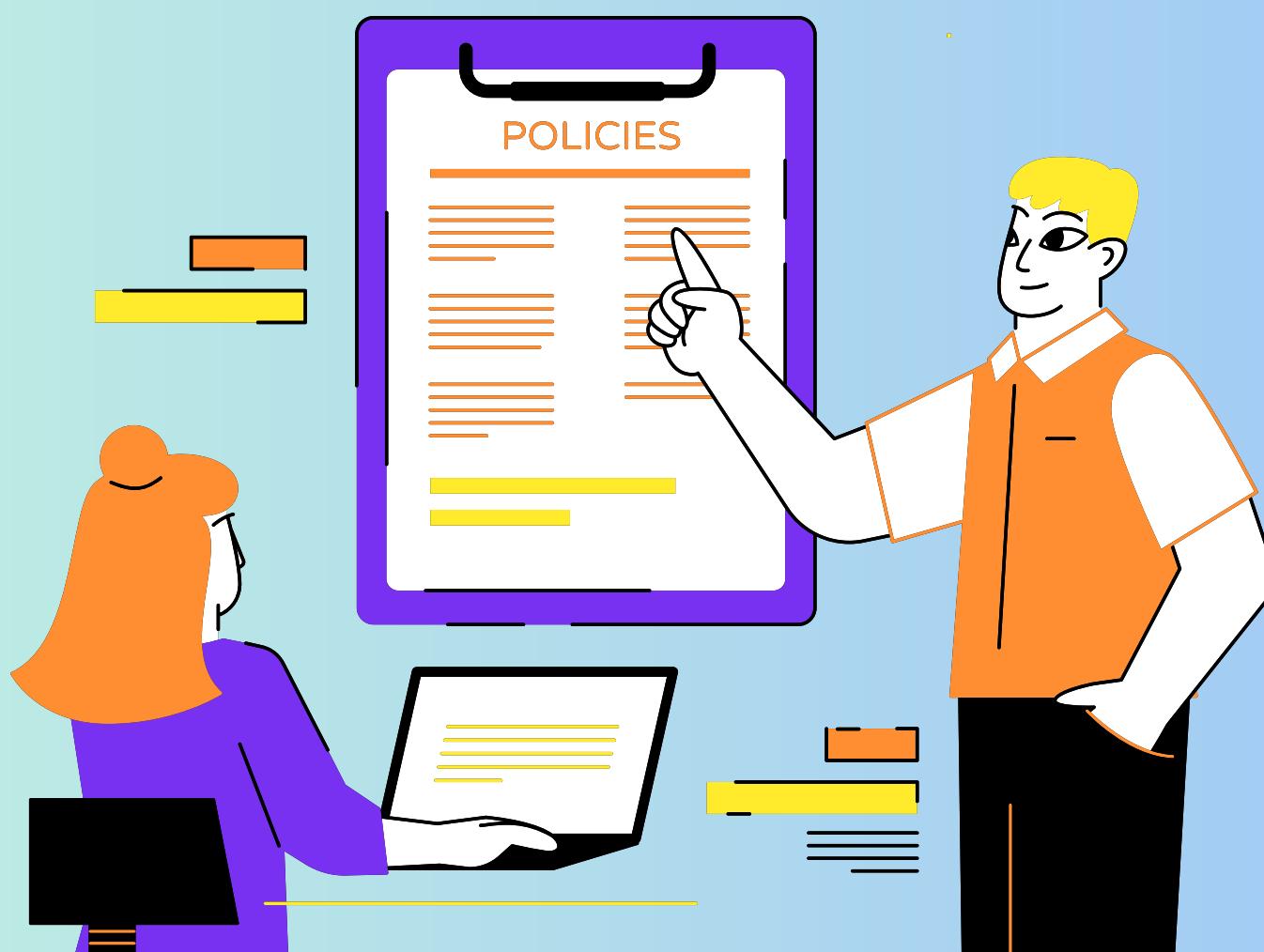
I came across "n" number of posts while writing this article about how advanced our civilization will be by 2025 where people couldn't help but think, "Is the age of Skynet finally here?", "Are we doomed?", "What will happen to our jobs?"

Change is inevitable and we have to adjust accordingly. This couldn't be more evident than in the function of talent management. Utilizing big data, cloud storage and mobile apps to their advantage is how human resources has forced parallels to not to fear digitization but embrace it.

No matter what time or age, HR is fundamentally always involved in bringing out the best of people. Though few, a select group of our talent fanatics have expressed an opinion about creating in-house competitive portals. Similarly, by using the power of big data to figure out gender pay gaps, creating a common field with our competitors and data protection using online cold storage, we are literally in an age that allows us to be the creators of our destiny. The baby boomers didn't have that luxury and neither did Gen-X.

Is the speculation right about AI entering a job function? While that may be true and lower-level job exodus lies in the foresight, it doesn't necessarily apply to human resources. We need to ask ourselves: how carefully can face sensors detect fear, who would make the calls and run background checks during onboarding and what happens during orientation?

The bottom line is that if you are in HR or even aspire to be one of the HR professionals in the future, the likelihood of technology meeting your needs is 100%.



DISCUSSIONS



INTEGRATING THE “ART” WITH THE “SCIENCE” OF NEGOTIATION



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“In business, you don't get what you deserve, you get what you negotiate.”

- Richard Nixon

The term negotiation refers to a strategic discussion that resolves an issue in a way that two or more parties find acceptable.

In a negotiation, each party tries to persuade the other to agree with their point of view. Negotiations involve some give and take, which means one party will always come out on top of the negotiation. The other, though, must concede- even if that concession is nominal.

The key takeaways of orthodox tactics in negotiation are:

- Negotiation is a strategic discussion that resolves an issue in a way that both parties find it acceptable
- Compromise is formally the basis of negotiation
- Negotiations can take place between buyers and sellers, an employer and prospective employees, or governments of two or more countries
- Negotiating is used to reduce debts, lower the price of a house, improve the conditions of a contract, or get a better deal in a car
- When negotiating one must be absolutely sure to keep their emotions in check and should have a clarity when to walk away

PRACTITIONER’S PERSPECTIVES ON CONTEXTUAL FACTORS

Negotiations can be fraught with emotions, but it's only recently that researchers have examined how particular feelings influence what happens during deal-making.

Anxiety leads to poor outcomes. Anger, on the other hand, is a double-edged sword. In some cases, it intimidates the other parties and helps strike a better deal, but in other situations particularly those involving long-term relationships, it damages trust and goodwill and makes an impasse more likely. To avoid or defuse anger , one must take a break or cool off , or try expressing sadness and a desire to compromise.

Disappointment can be channeled to reach a more satisfactory outcome. Ask a lot of questions to assure that one have explored all options and it is not imperative to close the deal hastily rather one must find avenues to sweeten the conversation.

Excitement isn't always a good thing. If one can master the art of containing the marginal excitement, the roads to capture the artistry of settlements makes you a winner.

THE PSYCHOLOGY OF NEGOTIATION

The overarching lesson is that negotiation isn't caving to demand or taking advantage of other people, but recognizing that people have different goals and trying to align those goals to the maximum effect.

The Psychology of Negotiation stands on perception, cognition and emotions. As complex interactions become the norms in business, skills such as persuasion, collaboration , critical reasoning , problem-solving and strategic negotiation are escalating in demand. Negotiation may look like a process of coming to an agreement/disagreement, but in reality it is heavily reliant on human psychology. Therefore, to master the skill of negotiation, it is essential to dive into the basics of human psychology.

Understanding Perception and its errors: Perception is the process by which persons connect to their environment. It is a sense-making process where people interpret their environment to respond appropriately and concurrently. The fact is that the environment is more complex than ever, hence interpreting it aptly is not always easy. People, therefore, develop 'shortcuts' to process and connect , which may lead to perceptual errors like:

- **Stereotyping**: It involves assigning attributes to a person solely based on the membership to a particularly large group or category such as his or her social, racial, religious or sexual orientation, etc.
- **Halo effect**: This involves generalizing many attributes based on the knowledge of one attribute of the individuals without any consistent relationship between them.
- **Selective perception**: It is the process by which the human mind singles out certain information that supports a prior belief and filters out information that does not confirm the belief.
- **Projection**: Negotiators may assign to others, the characteristics or feelings that they possess themselves. This usually arises out of a need to protect one's self concept.

Understanding Cognition and its errors: Cognition is about how we acquire knowledge and understanding through thought, experience and the senses. Negotiators tend to make systematic errors when they process information. These errors are collectively called cognitive biases and they tend to hamper a negotiator's performance and outcomes.

Some of the cognitive biases are as below:

- Irrational escalation of commitment: Negotiators may maintain a commitment to a course of action even when that commitment constitutes irrational behavior. This can be avoided by employing an advisor who works as a reality check.
- Mythical fixed-pie beliefs: In this type of error, negotiators assume that all negotiations involve a fixed pie. This is averted by consciously introducing accountability in the negotiation context.
- Anchoring and adjustment: Negotiators start with an initial idea and adjust their beliefs based on the starting point. Because the initial “anchor” might be based on faulty or incomplete information, the outcomes can be misleading. These errors should be avoided with periodic checks.
- Issuing framing and risk: In the cognitive bias, people decide on options based on whether the options are presented with positive or negative connotations, eg as a loss or gain.
- Availability of information: This bias is a result of information being presented in a vivid or attention-getting way, thereby making it easier to recall that particular information and getting influenced by it.
- The winner’s curse: Negotiators often tend to settle quickly on an item and then subsequently feel discomfort about a win that comes too easily.

Understanding emotions and errors: Negotiations create both positive and negative emotions. Positive emotions generally have positive consequences for negotiations, creating a positive attitude towards the opponent, and leading to more integrative processes. Positive emotions are a result of fair processes, such as favorable social comparisons. On the other hand, negative emotions may lead to parties defining the situation as competitive or distributive, leading to conflict escalations and retaliations. Emotions can be used strategically as negotiation gambits to achieve one’s desired outcome.

Each of the above impedes achieving proper negotiation-outcomes, and hence must consciously be avoided. For this the negotiating parties must start with developing awareness about the biases. Openly discussing the possible biases in a structured manner within the team is an essential step in any team. This open approach helps acknowledge the possible pitfalls and can go a long way in fruitful negotiations.

INFUSING THE SCIENCE AND ART IN NEGOTIATION

Science and Art has always been in conflict as they superimpose each other with respect to realism and surrealism. But Administration is the place where they infuse strategically and give a constructive setup which complements each other. The factual and the social implication makes negotiation the agent of reality.

The implications which help in the infusion of the Science and Art in Negotiation Context:

- The Customary Norms and Values
- Desire to preserve a continuing work relationship
- A seamless communication
- Interdependence of the Collaterals in Science and Art
- Power

The growth of negotiation as a field is the change that is always mentioned by great psychologists and philosophers. For instance, Ury, Coulson, Susskind and Keltner were the simulators of ADR (Alternative Dispute Resolution). Ury and Susskind were among the cofounders of the Program of Negotiation in Harvard Law School. They were also the founding members of the Society for professionals in Dispute Resolutions, now the Association for Conflict Resolution.

There has been a growing interest in the field of problem-solving approach i.e. Negotiation. According to Selig, “Court after Court is now setting up multidoor models, where cases come in and a case coordinator looks them over and determines which ones might be mediated .” According to Rice, the recent surge in global competition has driven more business sales which gave rise to mergers and acquisitions thereby a playground for negotiation is now a composite factor. It can be rightly said that increased negotiation prospects have given a hybrid form of Competition and Collaboration.

There is emerging interest in the effect of the Internet on negotiations. The speed and connectivity which the Internet provides in matters of flexible administration are conducive in the field of “Gig Negotiations”.

CONCLUSION

The art and science of negotiation will forever be an important skill for the development of Human Resources in the New Age. In addition to the familiar use of negotiation in business and international relations, negotiation serves as a communication process for building relationships, establishing and revising norms for behavior, and facilitating understanding in interpersonal and community relationships. Negotiation is an alternative to demanding or forcing as a form of persuasion, for overcoming resistance. Principled processes for negotiation offer parties the opportunity to establish, refine, or affirm identities as well as to deal constructively with cultural change.

The abilities and skills identified by both theory and practitioners as important for negotiators are equally important in other areas of life this error, questioning, summarizing, reframing, being flexible , managing emotion and being patient. Negotiation favors ethical communication reflected in behaviors regarded as possessing integrity, honesty, good judgment and standards of fairness.

As the world becomes more and more complex and integrated, the processes of negotiation becomes more essential. Blended families, organizations encountering change, communities dealing with diversity and nations working together to prevent violence require negotiations that will promote understanding and common ground. Safety, wellbeing and peace will be the function of our ability to work together. As we are traversing deeper into the 21st century , a time of both possibilities and perils , negotiation is no longer a choice -it has become a necessity , a way of life.



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B

eing an ecologically intelligent future HR, what would you prefer:

Strategic HR Activities OR Procedural Mundane Paperwork???

How would you attract or retain top talents:

By fostering brand advocacy OR By Age old Conventional Practices???

What would you opt for cultivation of the employees which is Human Resource Development (HRD):

e-Mentoring OR Classical Mentoring???

Strategic Human Resource Management is attributed by a framework channeling people management and developing practices to the organization's goals.

e-HR alleviates mundane paperwork by digitalization of human resources and subsequently, Strategic HR activities comes into the light, thereby boosting the e-HRM efficiency, high quality service delivery, more empowered employees and standardization in HR processes.

Being a Strategic Business Partner is eventually carrying out HR activities with the long-term goals of the organization. To evolve and exercise analytical skills, one must be focused at “the why” as well as “the what”. This conjures “investing more time on the translational work(such as planning and implementing HR practices) than on transactional work(such as HRIS, recruitment).

“Recruitment is Marketing” - People want to work with a company that boosts a strong mission and vision along with an extravagant reputation.

e-HR has elevated the recent trends of marketing employer brand and leveraging social recruiting, which in turn hiked up the engagement with passive talents and allowing employees to become a part of the organization.

Once an organization has crafted an employer brand, the empowered employees publicizing the organization's brand provides a clear edge in the war for talent.

To preserve the sustainability in overall productivity of the organization, a periodic evaluation of the employee's performance and accordingly a process of Human Resource Development (such as training and development) must be incorporated.

e-HR enables e-Mentoring programs encompassing many mentor-mentee pairs from different locations unlike the classical mentoring programs encompassing face-to-face mentoring relationships.

Ecologically intelligent future HR must make an extensive utilization of e-HR process by elevating the 3C's of employee engagement – Career, Competence, Care. e-HR creates a sense of corporateness by extending HR functions to spread all over the organization.



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As organizations place greater focus on digital strategies in the new age of work, the role of HR leaders is no doubt changing. And with this change, comes the opportunity for HR to redefine what the digital HR agenda means today.

On that note, most CEOs and HR leaders surveyed in Malaysia, Thailand, Indonesia, Vietnam, and Singapore (96%) said they see the role of HR moving away from being just a service provider and should focus more on being employee experience designers, change agents, and talent developers.

In contrast to the traditional Human Resource processes of the past, essentially paper-intensive, non-innovative, time-consuming practices limited to recruitment, payroll, and salary management; digitization in HR does not imply merely using spreadsheets, dashboards, and technology. It has a much deeper impact on an organization's journey into the future. It includes talent transformation and imbibing new talents to bridge the digital gap and keep the process of innovation alive.

New-age HR encompasses a lot more than what traditional HR used to address a few years back. HR has become a convergence for all people-related decisions in an organization.

Digitization and automation of HR practices like resume screening, and interview scheduling, have transformed HR into a more strategic role player. The use of cloud computing and cognitive technology like artificial intelligence, machine learning, analytics and automation HR processes has become not only faster but also more accurate and adding an intelligence layer to important business functions.

Being the New-Age HR, always try to find echoes of another person in ourselves to better understand and empathize with them. It believes in empathizing with employees by placing oneself in others' shoes. This helps people to stand by each other and determine the right balance between co-workers' organizational goals and personal space ensuring their wellness while going the extra mile for employee care.

Technology that will influence HR functions in the future are:

Real-time employee engagement mapping: HR gathers employee feedback about any specific instance or new development. This real-time capture enables them to do timely course corrections in case required.

People analytics: Analytics giving deep insights into past trends, future predictions and suggested trajectories help the HRs with the best talent acquisition. Based on skill set mapping along with past behavioral trends, it is easier to predict factors like longevity, dependability, and suitability of a candidate.

AI and Chatbots: These technologies have a significant impact in revolutionizing the way organizations work – by making the processes more simple, intuitive and engaging. For example, managing talent acquisition processes through AI, managing payrolls and completing the onboarding processes through bots and Machine Learning approaches etc. are quite innovative and efficient methodologies being slowly adopted in modern-day workplaces.

Let's take areas where HR is power-packing itself through digital transformation:

Bridging the employee-manager gap: With digitizing HR systems, one of the best things that have happened is the narrowing of the wide communication gap between employees and managers and employees and the HR team. With new dialogue tools like chatbots and intra- organization communities, there's a more transparent communication flow and a happier and more motivated workforce.

Transforming L&D: Learning and development has become an integral part of HR which cannot be overlooked any more. With rapid technology disruption and an ongoing talent crisis, it has become imperative for organizations to invest in reskilling and retaining their existing workforce. With AI and analytics in use, HRs and employees can now map their career progression routes and upskill themselves in the most demanding and fitting skills to avoid the pink slip nightmares. Also, with digital education options, bite-sized, on-demand, mobile or web-based micro-learning sessions, talent transformation and training, reskilling and upskilling workforce has become much easier and fast-paced.

Feedback and reviews: Bringing the entire workforce on a digital platform has eased the process of performance reviews, appraisals and feedback systems and has also made it more transparent and unbiased. Many organizations use gamification to gauge employee performance and reviews.



CAN HR BLEND WITH THE PARADOXES OF ARTIFICIAL INTELLIGENCE?



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Artificial intelligence (AI) is widely acclaimed and heralded as a new age and revolutionary multifaceted technology that will transform and revolutionize the world of work and lifestyle.

There are around 300+ human resource technology start-ups developing AI tools and products for HR or people management, with around 60+ companies gaining traction in terms of customer acquisition and venture capital funding. Recently, an AI-based talent intelligence platform that helps attract, develop, and retain talent, has raised \$200 million and stands at a \$2 billion valuation. Phenom, an HR technology firm that automates job tasks and improves the job search experience was reported by Forbes as having ‘quietly become a billion dollar unicorn’. Accenture has made a strategic investment in the London-based start-up Beamery, which offers its operating system for recruitment and has got an interim valuation of \$800 million. Large global technology firms have also started to make AI central to their people management systems and processes: IBM reported that in a single year, its cost saving due to implementing intelligence in human resources exceeded \$100 million.

Although, the deployment of AI systems and subsystems in business is limited concerning its pre the sent scenario AI-driven future is fast approaching. In this context, there are widespread popular concerns that AI usage will lead to dystopian work culture and future, whereas managers degrade the quality of work. These concerns reflect broader insider critiques of the technology industry, which argue that AI developers are overly focused on technical and commercial priorities and neglect the ethical and societal impact of their work.

It is possible as well as feasible to imagine a future in which the deployment of AI could also usher in an increasingly dystopian future of widespread unfairness and intensified managerial control. Indeed, a paradoxical lens suggests that both imaginaries will co-exist alongside each other.

What is AI?

AI is typically defined as the use of digital technology to create systems capable of autonomously performing tasks commonly thought to require human intelligence. In contrast to popular representations of artificial intelligence in science fiction, recent advances in AI have taken place in the field of machine learning, a subset of AI where digital systems autonomously improve their performance under the purview of system learning through experience. Over the last decade, there have been significant advances in the use of ML AI in text analysis, speech recognition and comprehension, and image recognition.

Conceptually, ML AI is often analyzed as making predictions and classifications. Machine Learning is a subset of AI that is narrowly focused on how computer programs interpret data and learn. Instead of relying on a person to code a program to complete a task, an ML system can catalogue employee behaviors to evaluate whether they may be departing for a new opportunity.

In short, AI encompasses all of the ways computer programs can make intelligent decisions, while ML focuses on how AI collects data that's not explicitly programmed by a person.

There are also Digital assistants which are conversational interfaces where users can ask questions using their own words. For example, digital assistants can help new hires complete onboarding tasks and guide what to do next, and they can help employees quickly get the answers they are looking for, without having to scour various documents or web pages and take up valuable work time. Digital assistants are built with ML algorithms to understand natural language and the intent of the user's question and to provide intelligent guidance to complete the required steps.

How AI helps address common HR challenges

Talent acquisition – Effective recruiting is vital to modern business. When done right, it allows organizations to grow old and add value to their respective industries. Using AI to improve sourcing can greatly enhance an organization's ability to find the right talent at the right time. It can help to:

- Find the best candidates-uncover candidates with the best match between job requirements and their skills and experience. Beyond a simple search for key terms, ML algorithms learn synonymous words that are commonly used in resumes.
- Recommend jobs to candidates- prospective candidates, found either through organic search activity or a targeted campaign, receive recommendations to apply for open positions. AI can alert the right people with the right skill sets to available jobs before their posting.
- Predict candidate performance- AI-based candidate matching uses HR data to calculate a candidate's likelihood to accept a job offer. Project performance outcomes, and estimate their expected tenure.

Screening and Interviewing- A major benefit of AI at the interview stage is the use of digital assistants for a more engaging candidate experience, which can:

- Help candidates become more self-sufficient: The entire interviewing process is in their control, from rescheduling or cancelling to sending reminders, sharing notes, and recommending resources for the interview.
- Assisting hiring managers: AI reminds them of upcoming interviews and provides them with details of candidates. AI can also help overcome subjectivity by gathering data from previous employees in similar roles and preparing targeted questions for hiring managers. This provides greater focus on the candidates' skill set, more context on the nature of the job, and measures against similar roles in other organizations.

While ML applications should never make the final decisions on who gets hired, AI can help recruiters and managers make better hiring decisions. In general, it eases the administrative burden and induces job-related productivity.

Talent Management-AI can equip an employee with intelligent suggestions for courses or reading that will aid in day-to-day job duties.

AI can enable organizations to realize the full potential of talent management by creating an environment that meets employee needs and improves retention. Such technology can personalize career development, optimize succession planning, close skill gaps, and steer compensation strategy. It supports managers, leaders, and associates in developing and deploying talents, which in turn creates strategic advantages for the business. In short, AI collects insights about each employee's career progression and delivers it to them in a personalized way,

"64% of people would trust a robot more than their manager and half have turned to a robot instead of their manager for advice." - Oracle and Future Workplace AI at Work Global Study.

Compensation – A fleeting concern of the labour market is compensation, as workers seek to be paid for their value addition. In this tight labour market, employees feel confident in seeking jobs elsewhere or asking for pay raises to improve their quality of life, In this environment, employers also face the challenge of ensuring the right compensation for the right positions to avoid paying too less or too much. While HR is continuing to evolve, it is important to also change how compensation is determined and perceived. AI helps to:

- Provide market insights: AI provides a nuanced and strategic view into how roles should be banded by analyzing a wealth of salary data points relative to the local market and available competitor data.
- Increase recruiting efficiency and efficacy: By matching a specific offer with individual job and employee histories to calculate the odds of whether a candidate will accept and assess the authenticity of a good offer accepts.

Learning- It can be the edge provider which advocates competency, eliminates skill gaps, encourage development, and engage and retain top talents.

Employees from different departments often need to learn together and from each other, and AI can help them pair up. These fundamental changes have led reskilling to be called "the new trend in recruiting". Therefore, organizations are now increasingly looking to learning and development(L&D) to fill skills gaps in multiple functional areas.

AI helps to:

- Offer personalized learning- AI can gather information on an employee's learning habits, skills interests, work style, and projects and responsibilities to provide pertinent recommendations for courses that will enhance the employee's productivity and competency in the workplace.

- Promote collaborative learning- AI drives collaboration which in turn drives cross-functional learning. It simplifies organizational operations and improves team performance.
- Optimize learning administration – AI can ease the workload of administrators by modifying curricula based on role, location, and line of business while also capturing data on learner engagement, interactions, and outcomes. With greater optimization and better insight, leadership can effectively manage and report on how learning benefits the organization

Organizations are focused on addressing skill gaps, aligning skill sets with current and future business needs, maintaining compliance, and ensuring quick responses to changing industry developments. In addition to the key priorities, organizations must also focus on their leadership pipeline to address operational challenges and prepare their people for the future.

Defining the Bias

In the context of AI in HR, adverse impact is a technical term referring to the majority and minority group differences in employment-related opportunities, for example, hiring, promotion, and termination, that are distributed as a result of real differences between groups, or they may be due to AI models measuring differently or predicting differently for different groups. Until recently, the computer science community has had no method for differentiating these two possibilities, also recent work has started linking the social science and computer science fields on this issue. To industrial psychologists, however, this would be only considered as an adverse impact. It does not demonstrate bias, as it is quite possible to have an adverse impact with an AI system that measures and predicts equivalently across groups (the AI-based decisions on real differences between groups), that is, one can have a system that is unbiased but still produces adverse impact. This distinction is of fundamental importance because removing adverse impact caused by true differences from an AI system typically leads to the lower predictive accuracy of future job performance. Social scientists call this a diversity-validity dilemma. In a nutshell, some organizations may be comfortable with different selection rates based on an AI tool, if the decisions are being made on job-related criteria, and if the scores from the AI system predict performance in the same way for all groups. Indeed, this is the way the US and Asian courts interpret the situation, which much of the world looks to as the most evolved example of how to regulate adverse impact. Hence, there will always be checks and balances to innovations and interventions because that is how the whole world operates.

CREATIVE CORNER





Purba Das

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CASE STUDY



COVID & ITS IMPACT ON THE MENTAL HEALTH OF EMPLOYEES



Rohan Dey, Sweta Ghosh,
Souvik Pal, Uttariny Das,
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We, as HRs, believe that life at its very essence deserves to be lived well, healthily, and in a stress-free manner. The topic of employee well-being is highly significant for organizations. The study of employee well-being is a multi-disciplinary area of research interest, spanning several disciplines.

The overall quality of an employee's experience can be measured in terms of happiness, physical and mental health, and social well-being. The indicators for employee well-being are employee engagement and job satisfaction. Wellbeing can also be measured in terms of:

- ✓ Burnout
- ✓ The amount of independence to use skills and abilities
- ✓ Working relationship with coworkers and supervisor
- ✓ Amount of pay
- ✓ Opportunities for promotion, type of work
- ✓ Amount of job-related stress, etc.

Employees' sense of well-being (Sullivan, 2012). The positive ratio of an employee's The positive ratio of an employee's experiences in a workplace should be more than the negative.

Human resource management (HRM) is the discipline that focuses on the relationship between the individual and the organization. The tasks of HRM professionals include managing the process of attracting, selecting, and onboarding fresh staff, managing employee performance and disciplining them, administering payroll functions and employee benefits, developing and revising employee classifications, negotiating salaries, etc.

Workplaces have a major influence on people's quality of life and the ability to impact employee well-being. The covid-19 has created a challenging environment for human resource management (HRM) by causing employees who formerly spent all or most of their time working inside their organization's physical boundaries now have to adjust to remote work environments. Moreover, the Covid-19 pandemic is having profound socio-psychological, physical, and technical implications for employees as they attempt to adjust to their drastically altered work environments. The altered working conditions resulting from the covid-19 pandemic are adversely affecting employees' well-being.

The effect of remote working on work-family interconnections, particularly for employees with children, is becoming evident. It is also affecting single, childless, and older employees alike. The dominant models within HRM theory and research continue to focus largely on ways to improve performance, with employee concerns very much a secondary consideration. However, there is a strong ethical and biblical case for focusing on employee wellbeing. Therefore, in this unprecedented time, HRM should focus on the well-being of employees and devise an alternative route that enhances employee well-being and at the same time improve performance. Servant leadership human resource management (SLHRM) is an HRM approach that is associated with higher levels of job satisfaction, commitment, and lower rates of absenteeism, turnover, grievances, and a higher level of performance and employee well-being. The power to change organizational culture begins with committed SLHRM leaders who love their employees and take pleasure in their wellbeing. Thus, the unprecedented time demands a shift from the current HRM approach to SHRM approach.

As we slowly emerge from the upheaval of the pandemic, skilled workers and top performers are changing their expectations in terms of benefits and culture. One clear trend in employee development for the most sought-after talent is an expectation that companies have a well-thought-out, comprehensive approach to mental health care. Employees will be looking for brands that take a nonbinary view of mental health. A nonbinary view goes beyond the simple, “are you or aren’t you well?” Way of viewing mental health. Brands that embrace a nonbinary view of mental well-being see mental health as a continuum. They ask, “where along the line of mental health do you fall today, and how can we support you?” In other words, they demonstrate that everyone is somewhere on a mental health continuum.

Today’s top employees expect this nonbinary view of mental health, which allows for prevention, a continuum of care, and evidence of a culture of caring in the organization. This means that it’s vitally important to step up the employee development mental health game. Now more than ever, expectations for a caring and supportive company culture are high.

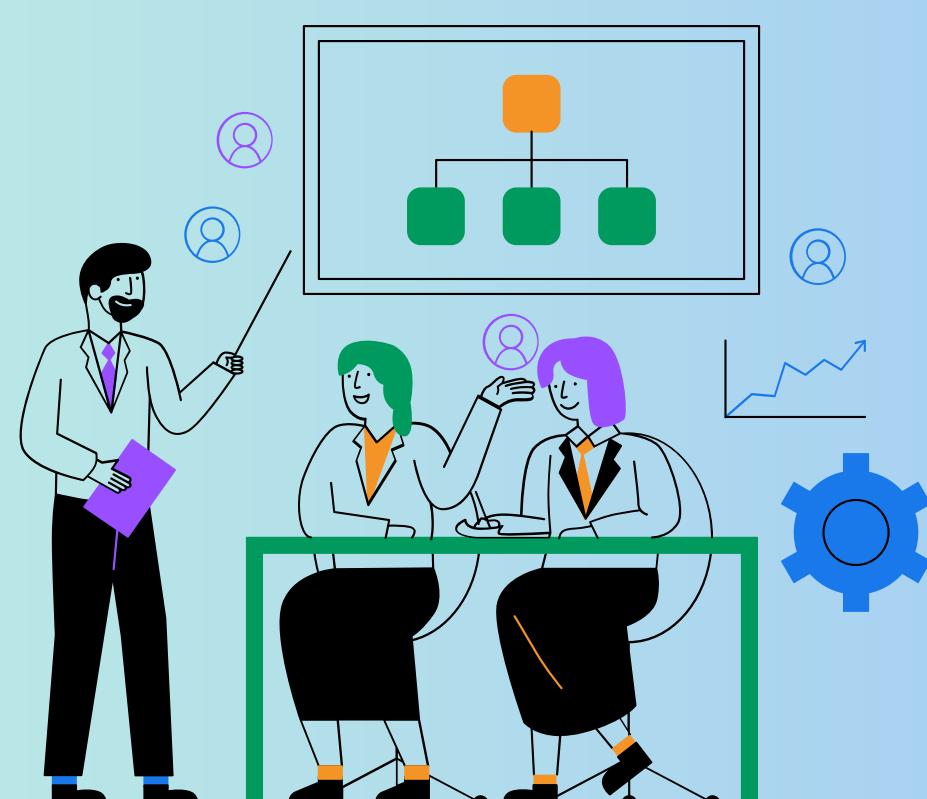
An inclusive and caring culture that supports all parts of employees’ lives, including mental health, is going to be expected by the applicants who are most sought after as well as employees looking to switch companies. This shouldn’t come as news to HR leaders and benefits brokers who are listening to their workforce. One study found that 86% of employees think a company’s culture should support mental health. That research by MindShare Partners, Sap, etc. conducted in 2019 concluded that it’s not surprising that when companies provide employees with the support they need, not only does engagement increase, but also recruitment and retention.

Doing nothing, on the other hand, reinforces an outdated and damaging stigma. Researchers also found that the most desired workplace resources for mental health are a more open and accepting culture, training, and clearer information about where to go or who to ask for support.

Mental health is becoming the next frontier of diversity and inclusion, and employees want their companies to address it. The way companies think about mental health is changing.

But we still have ways to go. They know that mental health isn't static but fluctuates over time. If companies empower their employees to live more fulfilling and balanced lives, they will reap rewards while they draw top talent. By creating a company culture where everyone understands that mental wellness should be nurtured and celebrated, companies see a healthy discussion as a natural result. According to Woltersrs Kluwer, 6 percent of large employers provide access to online mental health support resources such as apps, videos, and articles, and that number is predicted to jump to percent in 2021. They also concentrate on bringing awareness to mental health issues to help lower the stigma associated with mental wellness. Now is the time to get on board in the right way. As we emerge from the pandemic, top talent will choose companies with a culture of supporting and caring for their employees, including their mental health.

Therefore, companies that offer mental health solutions that are intuitive, engaging, and empowering are fundamentally adopting a mental health culture. A culture of connection and caring and yes, removing the stigma around mental health starts with a clinically backed, holistic mental health program. That program must not only support people to feel it's ok to talk about mental health and its symptoms, but encourage conversations around topics like stress, depression, and anxiety. Companies that embrace such a culture draw top talent and help to usher in a new age of thinking about mental wellness.



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Every person is affected by climate change. In large part, both individually and collectively, we are responsible for how global warming is addressed. The course that humanity takes is greatly influenced by the corporate world's response today. It has a significant impact on whether humans make climate change better or worse.

There is an actual and urgent threat to society from the effects of climate change. At least 85% of the world's population, according to some estimates, has already felt the effects of climate change. Expected effects include physical and economic disturbances as well as a rise in human risks, such as danger to one's health and well-being, a risk to one's ability to support oneself, greater unfairness, etc. Many employees are attentively evaluating their companies' part in climate change, especially those in the next generation of the workforce. However, do employers follow their example?

Businesses must begin the transition to a carbon-neutral and more sustainable model as they re-evaluate how they operate. This is necessary not only to meet rising community and societal expectations but also to draw and keep talent that may be attracted to companies with strong environmental credentials. Google CEO Sundar Pichai stated that "younger generations will not want to work for companies that pollute".

The climate agenda for HR goes beyond talent. Organizations and their HR leaders should address climate change for the following reasons, among others: Value creation: by creating a proactive plan for combating climate change, businesses will be able to discover, cultivate, and uncover new sources of value. Regulatory requirements: as mandated disclosures about climate change increase, corporations will need to back up reporting with real action.

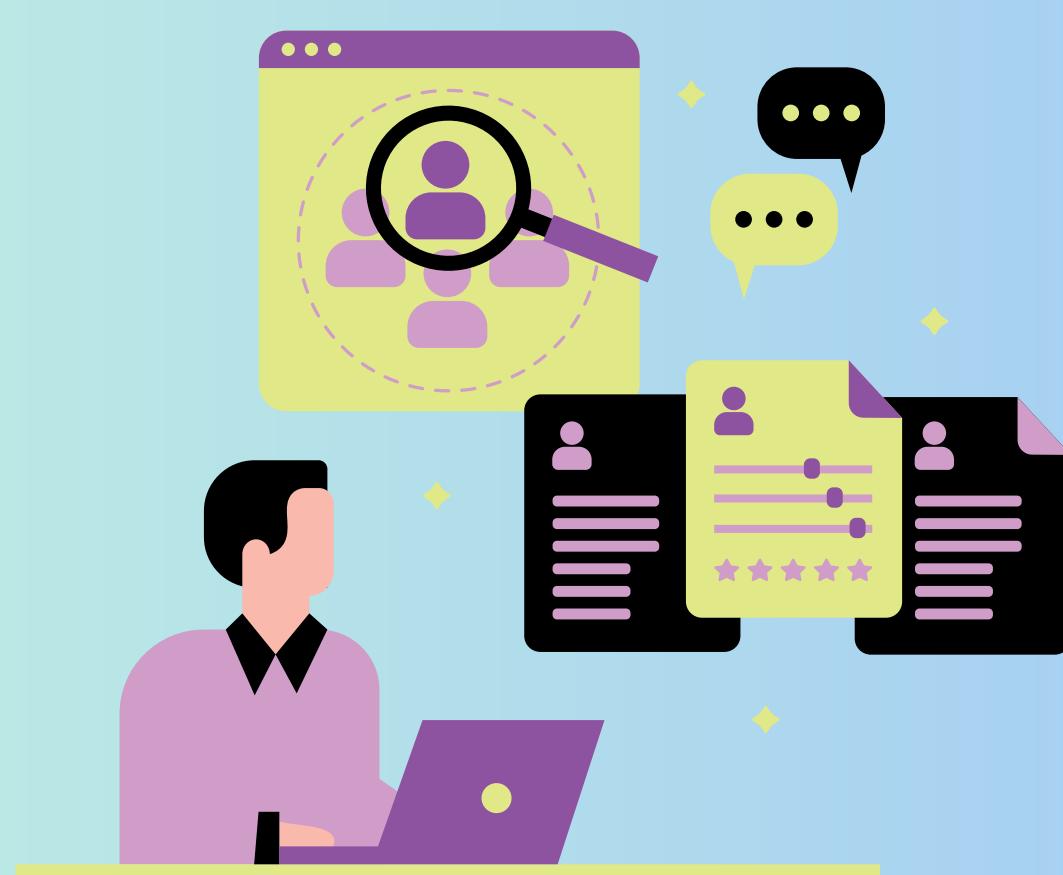
When it comes to how and where work is completed, how employees are compensated, how internal communications operate inside the firm, and how corporate culture is viewed and practised, HR is at the core of all of these factors. HR has a responsibility to improve employee experience and concentrate on climate measures that will encourage the entire firm to reduce its carbon footprint.

There are several ways that HR may demonstrate its strategic capabilities. These comprise the following:

- Making sure that the organization's goals for sustainability and the environment are included in its overall purpose
- Collaborating with the company to reimagine how work is done to meet climate goals, manage risk, and reduce carbon footprint.
- Defining the organization's environmental, social, and governance goals with defined accountability standards and fostering the growth of critical organizational teams and competencies to carry them out.
- Connecting with employees through surveys and virtual focus groups to learn their opinions regarding climate change and uncover gaps in their understanding of the topic.
- Integrating cutting-edge components into Total Rewards, such as "green" perks and/or HR policies, to support climate change projects.
- Making use of communication to help staff members understand and support the organization's climate strategy

Every organization looks for more convenient ways to increase productivity and boost performance. This is achieved by choosing the best employees for a firm and giving it the resources necessary to do jobs efficiently. The management of these resources falls within the purview of the human resources division of organizations.

The road to sustainable organizations is quite lengthy, but knowing this shouldn't make people lose faith. Instead, it is important to be thorough about the task's relevance, urgency, and scope. This article highlighted the role that human resources can play in preventing climate change through initiatives that organizations may get their staff involved in. It's time for HR to respond as the climate change alarm starts to ring.



EMOTIONAL INTELLIGENCE HAS GIVEN HR



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Introduction

During a person's lifetime, emotions determine a person's motivation, decisions, and actions in personal relationships or at work. Due to this power, emotions directly or indirectly determine a person's success. People have feelings and express emotions constantly; however, there is less observation and thinking about them. Immature and uncontrollable emotions even are the beginning of several destructive actions. Organizational progress leads to the development of human resources and vice versa. A prerequisite for all this, among other important issues, are people with high emotional intelligence, technical skills, and a high IQ. The research aims to study well-known and recent research and find out how emotional intelligence is realized in issues that contribute to human resource development and career success. The results of the research have practical value for employees and managers, as well as for all interested people who work in a social environment. In the future, the range of issues in which emotional intelligence is realized and how the career success of an employee is determined may be explored and enhanced.

What is Emotional Intelligence?

The concept of emotional intelligence was first introduced by psychologists in the 1990s, but it has become an extraordinarily prevalent part of our lexicons in the workplace in recent years as we have had to cope with, adapt to, and process changes in the way we work. Leadership is now expected to not only possess strong emotional awareness but to be able to teach it to others, as well.

Emotional Intelligence and Responsibility

The defining of responsibilities is a pattern of relationship management that incorporates a team approach and knowledge reality. Since effective human resource management involves managing the external and internal perspectives of the organization, different situations might present themselves and require the individual or combination of certain emotional intelligence factors such as emotional self-awareness, self-control, integrity, empathy, influence, openness, adaptability, flexibility, motivation, and leadership, among others. These are among the ingredients that influence the strategic approaches required to enhance managing people to achieve desirable results in a competitive business world.

Today, dealing with the workforce has become increasingly demanding in terms of job satisfaction and quality of work life. Therefore, emotional intelligence is a necessity in mediating between role pressures from family and work, resulting in reduced stress and improved productivity. Reducing role conflict is a fundamental component of emotionally intelligent behavior that goes a long way toward enhancing effective human resource management and helping organizational people keep their minds and hands on the pulse of the greater organization.

The Importance of Emotional Intelligence in HR Management

HR professionals need to possess strong EQ to perform their jobs well. As much as we might like to pretend that we can separate work from the rest of our lives, it would be impossible to show up to work 40 hours each week and not feel a single emotion during this time. You will be there when employees are onboarded, and you will be there when life events disrupt an employee's work, and you will be there when employees resign or are terminated from their positions. To handle these emotionally charged events, we need to examine how to build emotional intelligence in human resources management.

As an empathetic HR professional, you will also need to be able to share empathy-building and self-awareness practices with management at your company so that they can be strong, positive leaders who constructively influence workplace culture. You can help contribute to this effort by educating employees about the power of understanding one's emotions.

The benefits to HR professionals of being self-aware at work include:

- Harnessing emotions in one's tasks to build productivity means working with one's emotions rather than against them
- Using one's emotions to bolster the critical thinking process
- Allowing emotions to guide problem-solving efforts
- Developing self-motivation by harnessing positivity
- Boldly modeling empathy and becoming a trustworthy source of support

5 Key Characteristics of Emotional Intelligence for HR Professionals

The concept of emotional intelligence was widely popularized by Daniel Goleman in his book *Emotional Intelligence: Why It Can Matter More Than IQ*. In his work, he suggests five fundamental features of EQ. These are:

- Self-awareness: This is the ability for one to recognize and describe their own emotions, strengths, limitations, etc., and to understand how these qualities radiate into the world around them, inevitably affecting others in various and complex ways.
- Self-regulation: This is the ability to manage impulses and control your outward displays of emotions to use them to your benefit. This can help you when it comes to adapting to change, using rational thinking in times of stress, and designating yourself as a stable and reliable source of support within your organization.
- Empathy: This involves understanding other people's emotions. Being compassionate comes from developing strong empathy. When you are outwardly empathetic, people know that you care about and understand them.
- Motivation: This consists of enjoying working toward your goals for the sake of self-accomplishment rather than money or power. This helps to improve your productivity, increases self-confidence, and sets a positive example for your teams.
- Social skills: This speaks to managing relationships at work so that the overall culture is one of positivity and respect. Strong social skills lead to developing rapport with your employees and earning their trust and respect. This will help you listen well when employees come to you with issues, and you will be able to better understand their needs and identify ways to be a source of support.

Conclusion

Emotional intelligence as an index of performance competencies is a powerful tool to promote effective human resource management and is central to finding competent executives that can re-engineer contemporary corporate organizations toward the paths of effectiveness. 255 respondents participated in the investigation conducted through the exploratory research design, and the result showed a positive correlation between emotional intelligence and effective human resource management.

NEW AGE HR INTRODUCING GREEN HRM



Sreeja Mitra
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The steady development of the concept of “sustainability” in corporate practices is finally bearing fruit. In the new age HR, GHRM or Green HRM has managed to establish itself as a force to be reckoned with – ever since its inception in 2018.

The steady development of the concept of “sustainability” in corporate practices is finally bearing fruit. In the new age HR, GHRM or Green HRM has managed to establish itself as a force to be reckoned with – ever since its inception in 2018. According to “Sustainability’s” official definition, “The growing role of sustainable development in the development of a modern company’s competitive edge leads to the popularization of the question of how to incorporate ecological practices into the area of human resource policy – which is often referred to as Green Human Resources Management (HRM)”.

Even in India, as CSR Policies are being refined and given more credence, the Corporate Sector has already started to compete along a new value curve, that is eco-friendly organizational practices. Previously, CSR and “Green” policies served as a means of abiding to compliance and as a means of branding. But today, entire organizational structures are being realigned along with the principles of Sustainability, to thwart the catastrophic effects of climate change and create new structural reconfiguration amongst the workforces.

Since 2020 onwards, the Pandemic has added into the mix as well. The change in the work module, the Great Resignation, the Layoffs etc. have coupled upon GHRM, to force the Corporate Sector to be extremely futuristic in their orientation. According to a forecast by PwC, Corporates need to become a Sustainability Champion, where the HRM department will be the nerve-center of the Green movement within the organization – a necessity for survival and success.

Green HRM brings about changes in the management in employee life cycle, starting from the recruitment to the exit – interview:

- Recruitment: “Green” Job Descriptions tries to inculcate a sense of being ecologically aware through one’s own professional practice. Employers’ also try to brand themselves as much more “greener” by developing policies that are not only employee centric but also promote environmental sustainability.
- Performance Management: Ecologically friendly performance indicators are translated into Performance Management Systems and Appraisals (PMA). Green Schemes are permeated down to the lowest levels of the staff as the Upper Management setting up Green SMART KRAs. Appraisals are done according to responsible use and care of the environment and compliance to sustainability policies.
- Training and Development: Development of “Environmental Management” through training in the areas of energy efficiency, safety practices, recycling, and waste management, is done following a Top-down approach mostly, with accountability resting upon the Upper Management.
- Employee Relations: Organizations can try out Employee Involvement and Participation (EI&P) in their Green Policy framing, allowing greater customization according to the business standards and diverse insights being incorporated.
- Pay and Rewards: Develop an ecologically motivated tax break and compensation schemes with sustains the eco-friendly behavior amongst personnel.
- Exit: Need to check if lack of ecological awareness is aiding employee turnover. Organizations with a reputation of being highly unsustainable have a propensity f losing out on bright human assets.
- Green Work-Life Balance: an ongoing field of debate on whether the Company should monitor employees’ workplace based eco-friendly practices or should even implicitly study their private consumption patterns as well (as personal preferences makes up a part of work attitude).

Given below are few instances of GHRM being practiced in highly eminent organizations:

IBM believes in a practice where it “double’s its IT capacity” by migrating the entirety of its HR services to the cloud servers and process – driven models, now available worldwide. By doing so, the energy footprint reduces, operational costs go down by 40 to 50% and savings increases by \$1.3M per year. IBM has a dedicated unit for manning its Green IT projects – named as IBM Project Big Green Use.

Walmart is on the way to “green” its supply chain by – developing an environmental product rating metrices and deploying practices that reduces emission of approx. 20 million metric ton of greenhouse gases. Walmart is actively communicating with its millions of associates, located worldwide, to develop a highly interactive sustainability model, that which not only develop zero-waste policies (for e.g.,) but also implements them collectively to check its feasibility. Its GHRM practices starts right from its L&D programs, where employees' awareness to organization's green needs are checked and revamped.

Gas Authority of India (GAIL) is a well-known Indian Navaratna Company that has a HRM system which is at par with international organizations. GAIL prefers an employee-centric branding, named as TEAM GAIL, and has an impressive track record in sustaining its Human Resources. GAIL, despite being in the energy sector, has an impressive track record in the arena of environmental management, for e.g., the steps taken to reduce the effect of air pollution on the Taj Mahal. In line with the CSR compliances, the organization submits 2% of its Profit after Tax (PAT) for social causes. GAIL is a classic example of an organization that already has an established legacy in sustainable corporate practices even GHRM has been developed as a concept.

Oil and Natural Gas Corporation Ltd. (ONGC) is another Indian Government enterprise that has an international renown in practicing transparency in its corporate practices. As an energy major, ONGC has invested in GHG auditing systems to check the overall carbon footprint of the organization and thereby plan for mitigation measures. Their Global Reporting Initiatives (GRI-G3) harps upon sustainability reports, taking a top-down and bottom-up approach, to record all stakeholder activity with regards to the organization and to the environment. For its employees, ONGC has developed the safety management system OHSAS 18001 to identify and prepare for all possible hazards in operation sites.

Indian Tobacco Company (ITC) is an organization with enormous diversification of products and services. Its chain of Luxury Hotels is considered to be the greenest of its kind. ITC PSPD (Paperboards and Specialty Papers Divisions) has developed a 60,000sq/ft. QSC (Quick Service Centre) at Talegon that aims to reduce lead time of 2-3 days and the additional turnover – thereby increasing its capacity to produce manifolds. Finally, ITC has a practice of developing over 5 million sustainable livelihoods in areas where projects are run. These are just some of the few possible instances of where organizations have successfully integrated their CSR with HRM, leading to GHRM. All the policies are integrated with the philosophy that both the ecology and the general workforce should be taken care of if organizations want to stay ahead of the curve.



INFLUENCE OF TECHNOLOGY ON HR



Anisha Dhar
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Previously, people used to do everything in a board room with the help of pen and paper as technology was considered both fancy and expensive.

However, with time, people are becoming more dependent on technology and Human Resources is no different. Technology has now become a strategic necessity that is slowly and steadily being induced into every business process and function, be it sales and marketing, customer servicing etc. Business management or human resources is becoming more of a data-centric and performance-driven concept. HR at several organizations is becoming increasingly digitized and automated.

Nowadays, the HR Manager has a lot more on his or her plate to address. Previously HR practices were just recruitment, payroll and salary management, but today HR also looks at addressing issues related to workforce optimization, talent transformation, upskilling and reskilling, training, L&D, employee engagement and wellness practices and more. Thus, HR has become important for all people-related decisions in an organization.

Now, CHROs can not only distinguish the best fits for a job role but also ascertain the joining probability of a prospective candidate, gauge skill gaps and map employee career paths, predict attrition and impose retention models, and create a more engaged, networked and efficient workforce.

HR is becoming a more strategic function due to digitalization and automation in HR practices like resume screening, interview scheduling and employee evaluation. Using cloud computing and artificial intelligence, machine learning, analytics, and automation, HR processes have become not only faster and more accurate but also add effectiveness to major business functions.

The rapid technological development of the organizations during COVID also speed up the process of technological advancement of the human resource department of the organizations making it more dependable and efficient for the employees and the employers.

HR is developing itself into a user-friendly interface, bridging the manager and employee relations gap by making it digitalized, feedback and reviewing the system, employee performance etc. Digitizing their record-keeping system is enabling the human resource team to work effectively and efficiently.

The technological transformation of employees and the human resource department can not only keep the organization along with the evolving space but also create a more productive environment. It is high time for human resources to also embrace these new-age ideas for meaningful impact on employees and employers as well as to generate more business for the organization.

Eventually, all these efforts and effects combined will enable HR to rise from being a sidekick to a superhero in an organization.

RESEARCH PAPERS



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The Ritz-Carlton Hotel Company, an independent division of Marriott International Inc., manages luxury hotels in North America, Europe, Asia, Africa, and Australia. More than 85% of the company's 17000 employees - known as the "The Ladies and Gentlemen of the Ritz Carlton", are all front-line workers in the hotels. The organization's mission is "To be the premier worldwide provider of luxury travel and hospitality products and services." Everyone receives a wallet-sized copy of the "Gold Standards", essentially a listing of performance expectation and the protocol for interacting with customers and responding to their needs. These are reinforced in training (which totals 250 hours for first year front-line employees), in the daily five-to-10-minute briefing at the start of every shift, and through the company's reward and recognition system.

At every level, the Ritz-Carlton is detail-oriented, steps for all quality-improvement and problem-solving procedures are documented, and methods of data collection and analysis are reviews review-party experts and standards are established for all processes. To cultivate customer loyalty, The Ritz-Carlton has instituted an approach of "customer customization", which relies on extensive data gathering and capitalizes on the capabilities of advanced information technology. Information gathered during various types of customer contacts, such as responses to service requests by overnight guests or post-event reviews conducted with meeting planners, are systematically entered into a database, which holds almost one million files. Accessible to all Ritz-Carlton hotels worldwide, the database enables hotel staff to anticipate needs of returning guests and to initiate steps that will help to ensure a high-quality experience.

In an independent survey, 90% of guests said they were satisfied with their overall experience; more than 80% were "extremely satisfied". From a field of 3,528 nominees, Ritz Carlton was selected "Overall Best Practices Champion"-1998 study by Cornell School of Hotel Administration and McGill University.

Performance Measures:

The language of money is well understood across an organization. Quality problems, when manifested on monetary scale, have better appeal. Cost of quality is a result of many specific segments, each one linked with a specific (or linked) root cause. Estimation of quality cost leads to identification of improvement plans and also sensitizes the managers to take actions in order to reduce the costs.

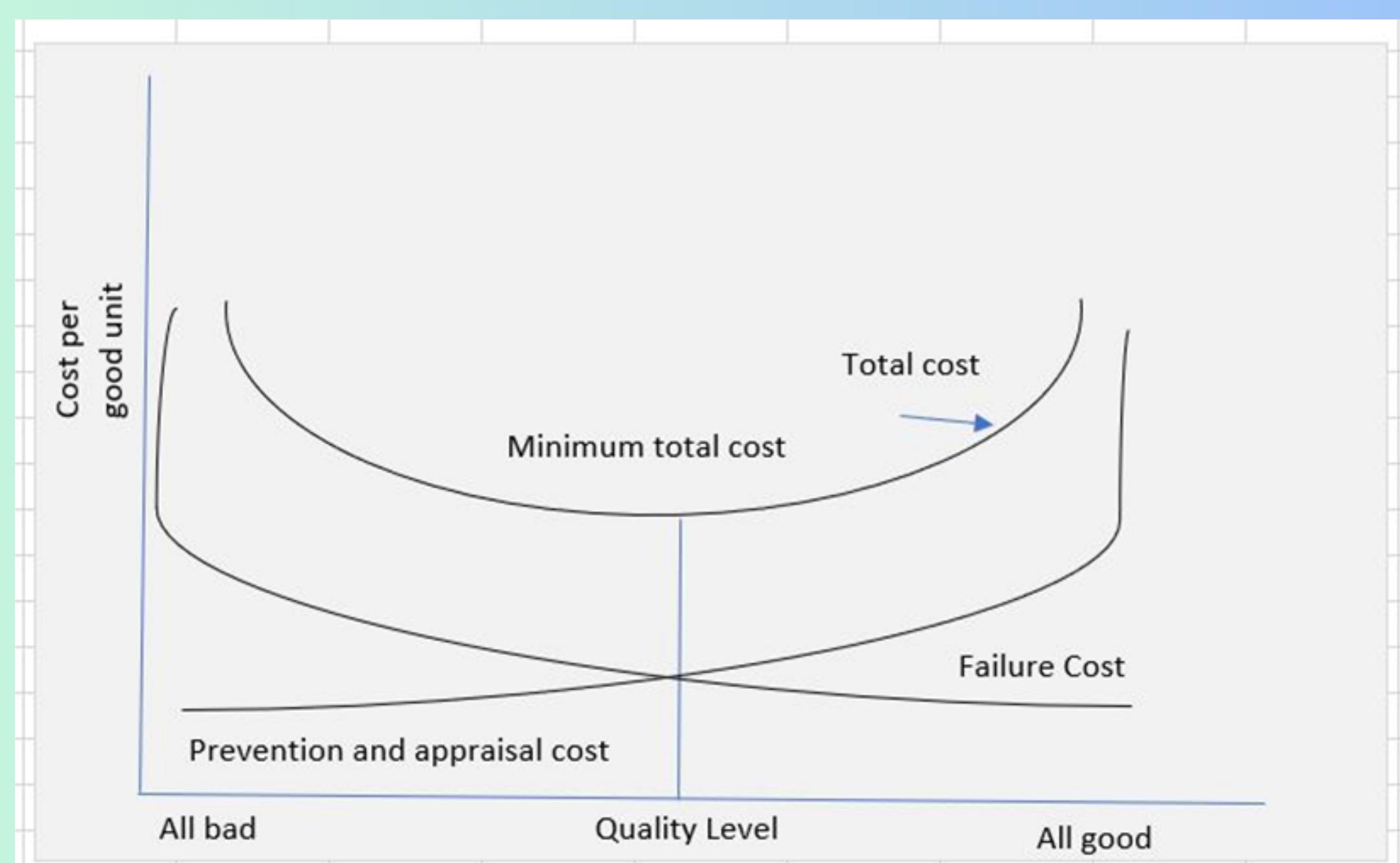
Reduction in quality cost has a direct bearing on the increase in profitability, without increasing sales or without deploying more resources.

Quality costing and its associated analysis exercise leads to identification of opportunities for reducing customer dissatisfaction.

Prevention Costs:

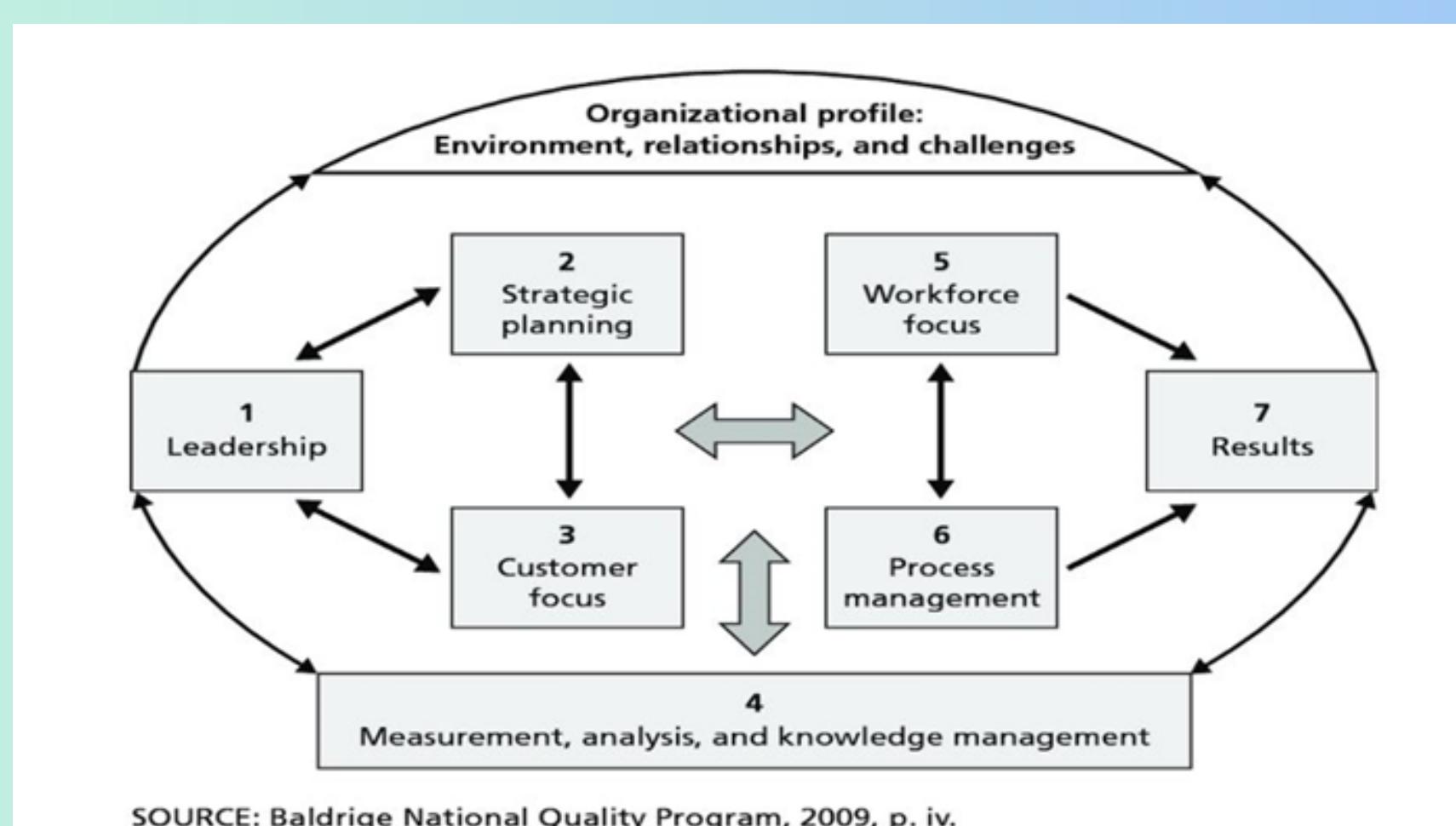
These are the costs of all such activities undertaken to prevent defects in design, development, purchase, labor and other aspects of creation of the product/service. Prevention costs lower the other costs (failure cost and appraisal cost). Prevention is achieved by examining previous failure data and developing action plans for incorporating into the basic system so that the same failures/defects do not occur again. Examples of prevention costs include-

- Staff training
- Product Quality Planning
- Design and Process FMEA
- Computer aided design and analysis
- Process capability study for process qualification
- Designed experiment for optimum settings of the product
- Part selection for better reliability



Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award (MBNQA) is an annual award to recognize U.S. organizations for performance excellence. It was created by Public Law 100-107 on August 20, 1987. The award promotes understanding of the requirements for performance excellence and competitiveness improvement, sharing of information on successful performance strategies, and the benefits derived from using these strategies. There are five categories- manufacturing, service, small business, health care and education. Three awards may be given each year in each category.



Quality by Design

Quality Engineers are the primary users of statistical tools associated with a quality by design environment; the primary statistical tools that cover all facets of design, testing, and production is:

- Statistical tolerance stack-up analysis – performed to prevent any functional or assembly problems due to incorrect tolerances. Simulation is performed to anticipate problems if any before physical manufacturing of the parts.
- Reliability and life data analysis- is performed to estimate measures such as Mean Time between Failures (MTBF) or B10 life which is the time period by which 10% of the parts or systems will fail.
- Statistical process control (SPC) is the primary Total Quality Management (TQM) tool. It is a charting technique used to monitor process variations and correct problems before producing scrap.

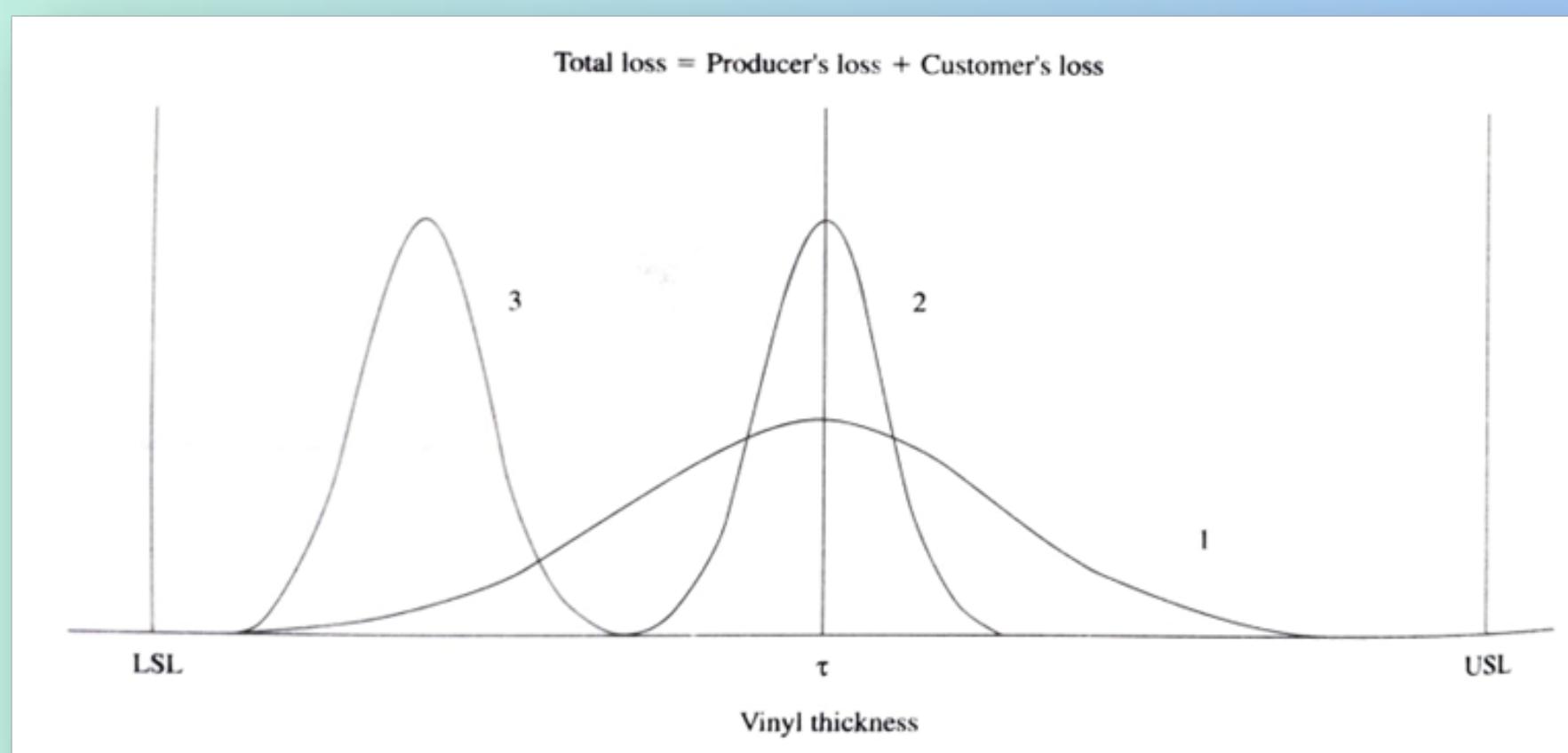
Probably one of the greatest examples of quality by design was the Boeing 777 that was nearly 100% designed, analyzed and tested using multi-disciplinary teams, design for manufacture and assembly, computer-aided-design and analysis software, computer numerical control machines, and a vast array of computer networking with their supplies.

Taguchi's Quality Engineering

Dr Genichi Taguchi introduced the “loss function concept”, which combines cost, target, and variation into one metric with specifications being of secondary importance. Furthermore, he developed the concept of robustness, which means that noise factors are taken into account to ensure the system functions correctly. Noise factors are uncontrollable variables that can cause significant variability in the process or the product.

Loss Function

Taguchi has defined quality as the loss imparted to society from the time a product is shipped. Societal losses include failure to meet customer expectations, failure to meet ideal performance, and harmful side effects. Many practitioners have included the losses due to production, such as raw material, energy, and labor consumed on unusable products or toxic by-products.



The loss-to-society concept can be illustrated by an example associated with the production of large vinyl covers to protect materials from the elements. The aforementioned figure shows three stages in the evolution of vinyl thickness. At (1), the process is just capable of meeting the specifications (USL and LSL): however, it is on the target τ . After considerable effort, the production process was improved by reducing the variability about the target, as shown at (2).

In an effort to reduce its production costs, the organization decided to shift the target closer to the LSL, as shown at (3). This action resulted in a substantial improvement by lowering the cost to the organization; however, the vinyl covers were not as strong as before. When farmers used the covers to protect wheat from the elements, they tore and a substantial loss occurred to the farmers. In addition, the cost of wheat increased as a result of supply and demand factors, thereby causing an increase in wheat prices and a further loss to society. The company's reputation suffered, which created a loss of market share with its unfavorable loss aspects.

Taguchi developed more than 68 loss functions; many situations are approximated by the quadratic function which is called the nominal-the-best type.

The quadratic loss function is described by the equation,

$$L = k(y - \tau)^2$$

Where L = cost incurred as quality deviates from the target

Y = performance characteristic

τ = target

K – Quality loss coefficient

The loss coefficient is determined by setting $\Delta = (y - \tau)$, the deviation from the target.

When Δ is at the USL or LSL, the loss to the customer of repairing or discarding the product is “A” USD.

Thus,

$$k = A/(y - \tau)^2 = A/\Delta^2$$

If the specifications are $10 + 3$ for a particular quality characteristic and the average repair cost is 230 USD, the loss function can be determined as (at $y=12$),

$$k = A/(y - \tau)^2 = A/\Delta^2 = 230/32 = 25.6$$

Thus,

$$L = 25.6(y - 10)^2 \text{ and at } y = 12,$$

$$L = 25.6(12-10)^2 = 102.40 \text{ USD}$$

CONCLUSION

Total Quality Management encompasses all aspects of business. Its key components are emphasis on management commitment, customer focus, involvement of all, continuous improvement, treating suppliers as partners and performance metrics.

Sustained implementation of TQM vis-à-vis Human Resource capability index can result in benefits such as improvement in quality, productivity, reliability, market share, revenue, profits and growth.



Rohini Shome & Sumanta Paul,
MBA (HRM), Batch 22-24

“Human Rights”

as is evident from the name, suggests that it deals with the rights that are inalienable to a human. These are the rights that every human is born with and are not conditioned to discrimination based on gender, race, caste, colour, nationality, ethnicity, religion, language, etc.

Hence, every person is entitled to their human rights without any discrimination. The Constitution of India is the Grundnorm based on which various legislations derive their validity, under Article 13. The Constitution under the Preamble states that India is a Democratic and it is “We, the People of India,” through whom the Constitution derives its powers. Thus, the drafters of the Constitution had a clear idea of the power that the common individuals held in the country, and the vision were to establish the same through the Preamble, Fundamental Rights, and Directive Principle of State Policy, together. India is a marriage of Democracy and Socialism, and its Constitution enlists a plethora of Fundamental Rights to protect human dignity and upholds the uncompromising respect for Justice, Equality, Liberty, and Fraternity. When focused specifically on the angle of labour, human rights are protected through various labour legislations, drawing their basis from the Constitution. Labour legislation has always had welfare ingrained in its very nature, protecting the human resource or workforce from exploitation so that the nation can work in harmony, progress, and prosperity and participate in the wheel of nation-building.

Labour legislation in India has been the subject of complex jurisdiction. Under the recommendation of the Labour Commission, 2002 the labour laws have finally seen the light in the form Codified structure, intending to boost the economy by making it easier to do business and attracting investment. These measures appear to be aimed at achieving the same goal, namely, stimulating the creation of many job possibilities in the country.

The Industrial Relations Code, 2020, strives to establish a structured and friendly industrial relations framework by removing inconsistencies and misunderstandings, thereby promoting economic growth, job creation, and worker welfare. It is one of four Labour Codes that make up the Central Government's most significant reform program in decades. It incorporates three important Central laws relating to the resolution of industrial disputes and collective bargaining agreements, namely:-

1. The Industrial Disputes Act, of 1947
2. The Trade Union Act of, 1926
3. Industrial Employment (Standing Order) Act, 1946

The Industrial Relations Code, 2020 essentially consolidates the laws for simplicity of compliance into a comprehensive framework, retaining the majority of the goals of these Statutes. Several analysts consider the working condition in India to be difficult. Several reforms have been made, however, to increase the ease of doing business, reduce compliance burdens, and modernize the legislative framework governing India's industrial relations regulation. With the Indian economy presently experiencing an unparalleled recession because of the Covid-19 outbreak and the ensuing lockdowns, it has become vital to make some long-awaited adjustments to Indian labour laws to give businesses more latitude to function and adjust to remain relevant in international markets. This was also important for India to become self-sufficient. The three Codes, on the other hand, set out to reform the entire Indian labour law. The Industrial Relations Code of 2020 aims to harmonize and update the legislation governing trade unions, working conditions in industrial establishments or undertakings, and the inquiry and resolution of industrial disputes. However, despite the continued effort of the legislature to consolidate the labour legislation, the IR Code, 2020 suffers from numerous discrepancies, that have been the subject of debate and criticism.

(i) Trade Union: The scholar would like to point out the incapacity of the working committee. Whilst democracy thrives on discussion and debate, keeping the notion of a Works Committee, the Industrial Relation Code, 2020, the code also recognizes the Trade Union with 51 percent or even more employees' subscriptions in the case of several Trade Unions (recognized trade union), as the single negotiating unit or negotiating council under Section 14. The provision relating to the works committee seems to be quite inadequate compared to negotiating council under section 14. While the works committee seems a positive step where the workers without any authority can address their grievance towards the employer, with such elaborate and expressed provisions about the negotiating council, its existence seems quite unnecessary, as eventually, the trade union holds the upper hand. With both of these bodies coexisting together, it just seems that the works committee is merely a discussion group and a subordinate body of the trade union, without it having any obligation or practical impact. The code surely aims at ease of business, but the provision would have some dimension to it if it was held as a periodic meeting, conducted either every two weeks or every month to gather actual and potential issues relating to workers' condition, and then addressing them accordingly within a definite period. This would give the employee some time to address the problem and to understand the fact if at all he/she wants to address the problem and hence in a stage of a dispute would reveal the nature of the establishment and employer's regard for human rights.

(ii) Hire and fire: India is a welfare state, the word “Socialist” is enshrined in its Preamble and also states that there shall be economical justice as well. It considered as a Democratic Socialism. But this is equivalent to depriving 13% of the right to livelihood under Article 21. In Exel Wear v. Union of India it was held that principles of social justice and socialism cannot be ignored completely or to a very large extent, the interest of another section of the public interest the private owners of the undertaking. No minority should suffer for the sake of the privileged. In D.S. Nakara v. Union of India, the Supreme Court held that the basic framework of socialism is to provide decent quality and standard of life to the working people, especially from cradle... grave.. This is gross human rights violation that is fuelled by the government that is considered as the trustee and the people its beneficiary. Thus, leading to adverse human rights impact. The only suggestion would be for the government to rethink these provisions and consider the rights the labourer.

(iii) Amendments: The amendments to the definition from the previous definition in the industrial dispute acts of the terms “employer”, “employee” and “worker” has suffered severe criticism, which appears to be quite true. The definitions appear to be unclear, preposterous, and flawed. The term "employer" includes but "contractor," the act does not provide any provision to define "contractor". On considering the term "contractor" bears a similar meaning as in the Social Security Code, the definition appears to be even more distressful. The term "contractor" has been redefined from "a person who supplies contract labour for any job of an establishment as a mere human resource" to "a person who supplies contract labour for any work of an establishment as a mere human resource." The term of "employer" separates from the concept of "master and servant," which foundations labour law.

The contract worker under the new code works for both the principal employer and the contractor. As a result, it's difficult to determine the "employer". Ergo, the individual employing may be a legal entity such as a corporation, and the factory's confuses confusion in the minds of the people about who is accountable for enforcing the Code's rules. It also raises eyebrows as to who is to be held responsible for any absurdities relating to retrenchment. In the Industrial Code, 2020 Sections 28 provides for Standing order. Provisions relating to Standing applies to businesses with a workers count of 300 or more. Dr. K.L. Sham Sundar in an article states that Standing Order under Industrial Relation Code, 2020 will not cover roughly 90% of operational factories and over 40% of the workers who work in them because of the 300 thresholds. Thus, it's imperative to remember that the previous laws on industrial dispute create a powerful bulwark against employers' hire and fire practices and extensive procedures for terminating employment even in circumstances of accused misbehaviour. These provisions were largely in conformity with the ILO's 1982 Recommendation on Termination of Employment (No. 166).

In contrast to the same, Standing Order provision applies exclusively to industrial facilities with 300 or more employees. Dr K.L. Sham Sundar in an article state that because of the new criteria of 300 workers, Standing Order provisions do not cover about 90% of operational plants and more than 40% of employees. A look at the threshold limit of 300 workers seems to cause a lot of ambiguity; hence a look at the same by the Ministry of Labour seems to be a viable option. A mid-ground between 100 to 300, should be considered.

A thorough winding-up of workers' rights is nothing more than an authoritarian rule that is antithetical to democratic values that the Constitution advocates in a country such as India, where social justice is enshrined in its Constitution. The elected government is the trustee, with the people being the beneficiary. According to Mahatma Gandhi, the India of his dreams would be one where the poorest ought not to feel included respected, and protected. Slowly with the passage of years, this idea of dignity and social, equality, and justice seems to be a distant dream. Some provisions like re skilling of the retrenched workers, grievance redressal forum, alternative dispute resolution, and expressed provision for protection against unfair labour are provided in the code, it largely proves to be inadequate due to the regressive provisions relating to the standing committee, promoting hire and fire and restricting the rights of the trade union.



TRUST & ITS INFLUENCE ON EMPLOYEE-MANAGER RELATIONSHIPS



Rahul Datta & Madhurima Kumar,
MBA (HRM), Batch 22-24

Trust is a phenomenon that is mostly characterized by its complexity and multidimensional nature. A significant part of professional relationships depends on the strength and foundation of organizational trust between colleagues, and also between employees and managers. Depending on its basic nature trust can be classified into two categories, i.e.- institutional and interpersonal. For a convenient measurement, understanding and thereby explaining trust from the organizational perspective, the identification of several dimensions and types of trust is required. Integrity, benevolence, and competence are three major dimensions of trust, whereas vertical trust between managers and employees and horizontal trust between colleagues can be considered as different types of trust. Trust not only strengthens the propensity of risk-taking behaviour in an individual but also reinforces both inter and intra-organizational liaisons. The important role of trust in the well-being of a business professional is being widely discussed in many research articles nowadays. Trust is an important element that facilitates effective communication between employees and managers and between colleagues as well. Trust minimizes operating costs and risks and on the other hand, trust also increases productivity and commitment among employees. Building trust takes time, and it can be quickly destroyed as well.

One party's willingness to be exposed to another party's conduct is referred to as trust. Trust is the shared belief that neither party will ever act in a manner that would be detrimental to the other or exploit their weaknesses. The choice to rely on someone else in a risky situation is called trust.

The result of positive relationships between two parties is trust. Trust refers to the belief that parties involved will act in a way that is beneficial to both. Advantageous behaviour in the past builds trust. By upholding anticipation of reciprocal and beneficial behaviour in the here and now, trust and collaboration are improved. On the other side, trust is constrained when two people are unsure about each other's motives, and behaviour. Most of the time, trust is interpersonal.

Trust is a broad assessment of how the employees feel about the organization's ability to be trusted. It's also critical that the staff members have faith that the company will operate in a way that benefits them or at the very least does them no harm. The exchange of information and the creation of knowledge are improved by the trust. Interactions, engagement, and collaboration are improved by the trust. In many various kinds of interactions, trust is crucial.

There are primarily two sorts of trust: institutional and interpersonal. The two types of interpersonal trust are horizontal trust, which exists between colleagues, and vertical trust, which exists between employees and managers. Institutional trust, however, exists between businesses and their employees. Employees' trust in organizational policies, innovations, administration, objectives, aspirations, expertise, and fairness is known as institutional trust. In general, vertical trust is more complicated than horizontal trust.

Because managers have significant control over the allocation of resources, employees feel insecure. Managers are thus in an ability to make choices that have a significant impact on workers. For example, individual tasks, performance reviews, and advancements must be handled by managers. Published investigations have shown that connections between employees and managers approved by the trust. Studies have demonstrated that employee decision-making behaviour is influenced by the extent of vertical trust.

There are also allusions to how trust lowers operational costs, enhances manager-employee interactions, and streamlines intra-organizational ties. It is crucial to comprehend vertical trust and these behaviours that managers might employ to foster it. It is quite critical to comprehend horizontal trust and the actions that staff members might take to foster it. The ability to be open to colleagues' conduct and decisions, over which they have no control, is known as horizontal trust. Contemporary workplace trends like decentralization and workgroups call for more communication, collaboration, and sharing of information among colleagues. The new workplace environment thus calls for greater horizontal trust among colleagues. Mechanisms for gathering and disseminating knowledge also require horizontal trust. Previous research mostly focused on the trust that exists vertically across staff and management, less so on the trust that exists horizontally across colleagues, and infrequently on the trust that exists between managers and because of that they must depend on their managers for job assignments, performance reviews, and advancements, previous research has shown that employees feel insecure.

Recent studies have also revealed that managers experience vulnerability as a result of depending on their staff to perform duties. Managers are equally accountable for tasks that are left unfinished. The performance reviews, income, and reputations of the supervisors are impacted by unfinished work responsibilities. Therefore, managers must have faith in workers to delegate work to them. Vertical trust is also associated with beneficial consequences, such as substantial levels of coordination and efficiency, absorption of influence, the absence of surveillance, reliance on beneficial outcomes, and reciprocal understanding, according to recent studies. Recent research has shown that organizational processes are generally improved by vertical trust.

Benevolence is reciprocal assistance, sometimes going above and beyond what is required by contractual procedures, in relationships among colleagues, or between managers and employees. Exceptional conduct that improves the well-being of the trustor is benevolence. Being benevolent is being prepared to think about the trustor's concerns when making decisions. Being benevolent is being inclined to act in a way that is sensitive to and considerate of the interests and requirements of the trustor. In interactions within organizations, competence is a crucial component of trust. A level of accomplishment known as "basic competence" satisfies the prescribed standards of a position held by a person. Greater competence is a performance standard that extends above and beyond what is formally required of an employee's work and is accomplished individually.

Competence is a critical element in developing trust, according to the latest research. Since it is not reliant on emotional exchanges, competence-based trust can be established quite rapidly. Integrity is the degree to which a trustee upholds the trustor's values in their activities. Integrity is established by abiding by a set of laws and moral principles. The trustor should also embrace the laws and moral principles that govern behaviours.

Hence, managers who exhibit beliefs and behaviours that align with those of the employees seem to be more likely to foster positive working relationships with their staff. Earlier meta-analytic academic investigations demonstrated that various types of trust may be predicted using integrity, competence, and benevolence. Prior empirical critical incident research showed that when assessing their supervisors' trustworthiness, subordinates referred to acts of goodness and integrity more frequently than acts of competence. When staff is treated properly, respectfully, and dignifiedly, they view their supervisors as good people who can be relied upon or trusted.

The horizontal trust's characteristics can occasionally be impacted by culture. Vertical trust between staff and managers was a topic that was usually overlooked in earlier research. Nevertheless, managers count on workers to finish their jobs. A manager's assessment of a worker's performance must take employee competence into account. Consequently, competence is crucial for developing vertical trust between staff and managers.

HR TRENDS STEPPING INTO THE NEW AGE



Jyotishko Sen Sharma,
MBA (HRM), Batch 19-21
Now with
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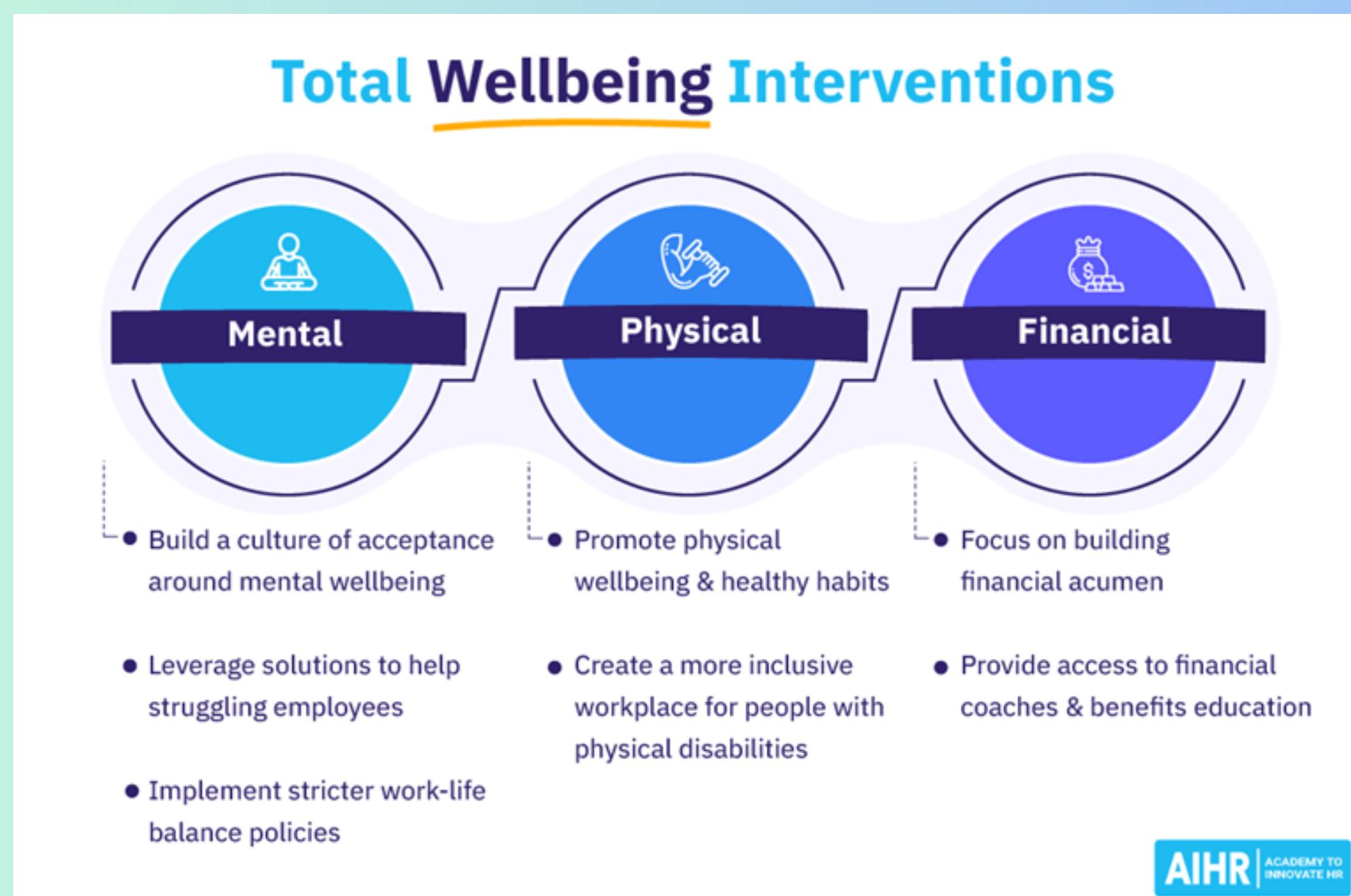
The way how businesses are operated has been constantly changing and evolving in this tremendously competitive market. This process of change has been fast-tracked throughout the world by a technological revolution that has swept over the world in the last decade, and companies that do not change with time are left behind and cannot survive in the market. This holds for Human Resource Management as well. HR functions have changed drastically from what it was a decade ago and HR personnel today cannot afford to be just looking into matters of keeping records, compliance with laws, and payroll. According to PWC's Digital HR Transformation Survey 2022, the role of HR is moving away from being just service providers to focus more on being "employee experience designers, change agents and talent developers".

New-age HR encompasses a lot more than what HR used to address traditionally a few years ago. Apart from traditional HR practices like recruitment, payroll, and salary management, today's HR also looks at addressing issues related to workforce optimization, talent transformation, up skilling and re skilling, training, L&D, employee engagement and wellness practices, and so on. Thus, HR has become a convergence for all people-related decisions in an organization.

The following are some of the trends that will shape human resource management going forward:

HR as a catalyst to change: As mentioned in the beginning, the use of technology and digital transformation is the way forward and the pandemic has propelled these digital transformation years into the future. According to a study, 84% of companies plan to accelerate the digitization of work processes and 50% of companies plan to accelerate the automation of tasks. HR needs to play a very important part in this endeavor to digitize and automate how people work. They need to ensure that the right talent to drive this technological change is hired and that the job descriptions and job roles are streamlined and evolve with the changing needs and scenarios of the company in this era of digitization. A study has confirmed that 50% of workers are currently using some form of AI at work compared to only 32% in 2018. This transition has led 60 % of the workforce to believe that their skills will be outdated in 3-5 years following the massive drive to use technology to automate processes. So, HR needs to play a vital role in learning and developing skills to stay relevant in the coming time.

A focus on "Total-Wellbeing": Workspaces have evolved a lot from how it was a decade ago and especially since the pandemic. Focus on the both mental and physical well-being of the employees has been one of the major focal points of the HR department and will continue to be so going forward. According to the American Psychological Association (APA), almost 3 out of 5 employees reported negative impacts of work-related stress in the wake of the pandemic. Anxiety about rising inflation has added to this and 7 out of 10 employees feel that their compensation has not kept up with the changes in the market. HR needs to move towards a more proactive and holistic approach to well-being and resilience to cater to this 'burnout' crisis that workers across the world are facing which involves mental, physical as well as financial well-being. HR needs to play a leading role to bring about a culture of acceptance and mental well-being in organizations where help is given out to employees struggling with such issues. Employees need to feel that their employers care about their well-being which in turn will foster love and loyalty towards the organization. Adopting such a culture of acceptance and well-being will help the organization stand apart from the rest and attract the best talent who will want to stay. According to the words of Ms. Betty Thompson, "culture is what motivates and retains talented employees". And thus, a culture of total-wellbeing that encompasses both the personal and professional needs of the employees has to be adopted going forward.



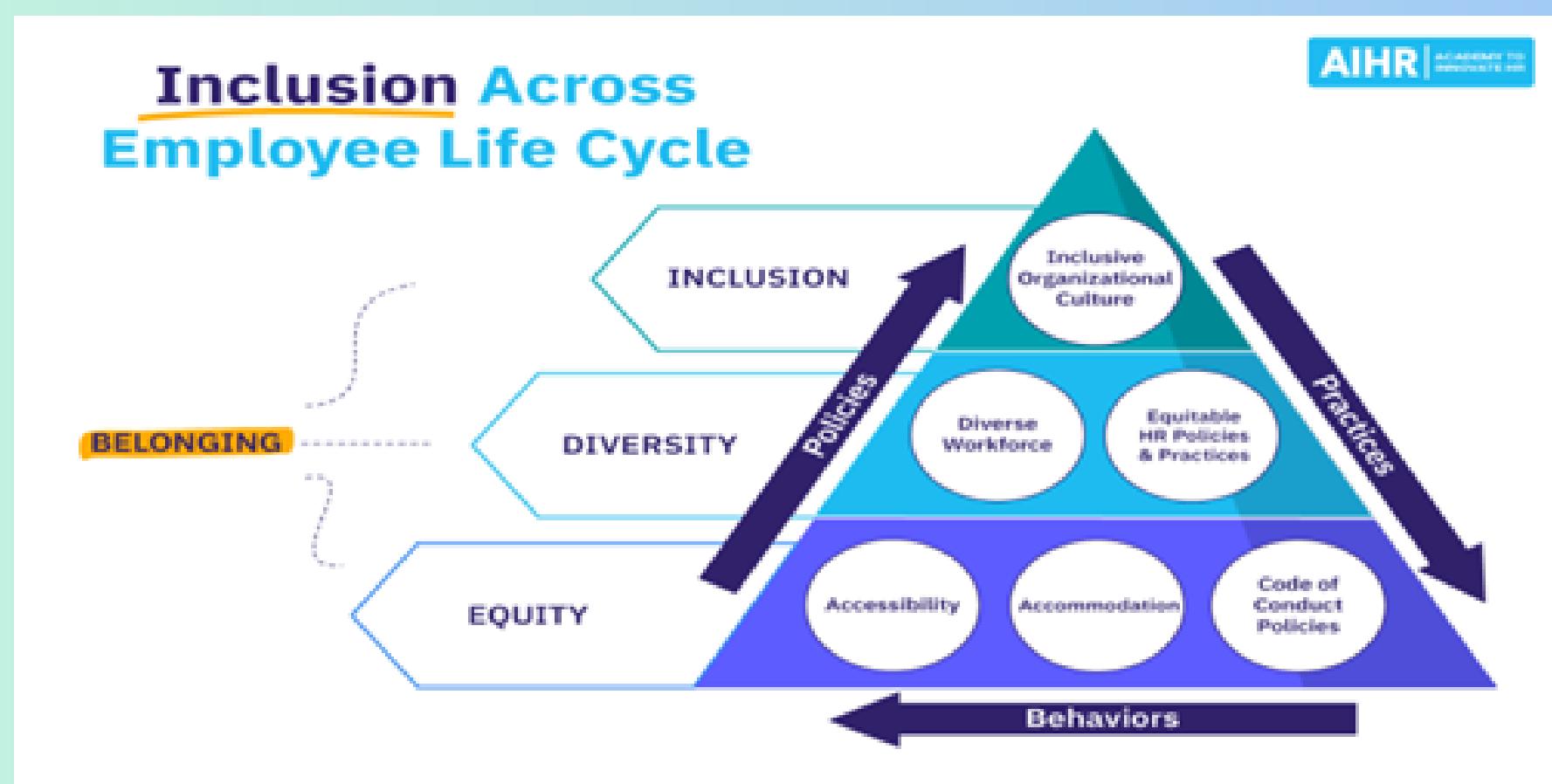
Managing workforce ecosystems: While HR has traditionally focused on permanent employees, other types of workers like contractors, gig workers, and employees working for supply chain partners, especially since the pandemic, play an increasingly important role in an organization's service delivery.

People have increasingly started options for 'non-traditional' modes of employment and a large part of the world's workforce now works through gig platforms. According to a study by ADP Research Institute, in about 40% of the world's organizations, one in four workers is a gig worker. This means that a big part of the total workforce goes unmanaged, and HR has to capitalize on the opportunity to make an impact. HR will have to be actively involved in managing its contingent workforce. Contractors, gig workers, and external contributors will have to be integrated into the HR value chain. Creating a blended workforce ecosystem will add value to a company's external contributors who, as mentioned, play a vital role in its delivery of services. For example, Uber is the largest taxi company without drivers, Airbnb is the largest hotel chain without properties, and platforms like YouTube and Netflix outsource most of their content creation. These companies are highly dependent on their contributors. There is a role for HR to play in making these contributors part of their people practices.

Redefining remote and hybrid work strategies: The way we work has changed in the course of the pandemic. According to a study by McKinsey, the pandemic has sped up digital transformation in organizations by three to four years and workers have adapted accordingly. For instance, LinkedIn data shows that remote jobs, which make up around 20% of all jobs on LinkedIn, received over 50% of all job applications. This data reflects that resistance by employers to provide some degree of flexibility in the mode of working will put businesses at a competitive disadvantage. According to a study, 64% of employees would consider quitting if they were expected to return to the office full-time. Hybrid working has become a part of modern work culture. Going forward, HR personnel will have to set clear principles about how, where and when work is done as employees want clear communication and modernized policies. HR will have to facilitate conversations on this topic and push their organizations to make decisions to explore different workplace strategies.

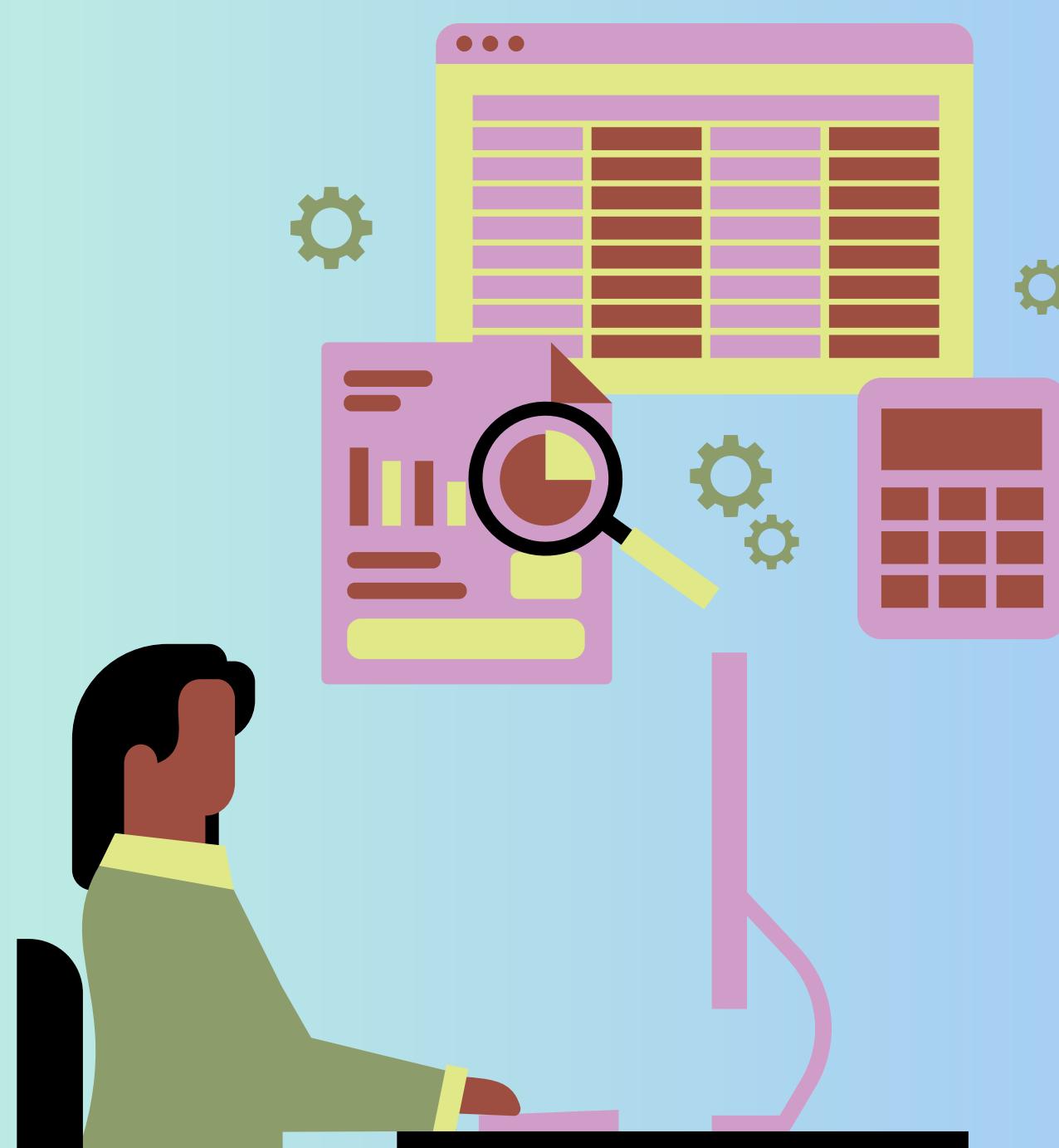
Inclusion across the employee life cycle: Diversity, Equity, Inclusion, and Belonging (DEIB) have been receiving increasing importance and visibility. All Fortune 100 companies have their DEIB initiatives outlined on their websites, and 49% of them have a dedicated DEIB initiatives leader. Currently, diversity initiatives primarily focus on recruiting. Going forward, HR needs to analyze and devise ways in which DEIB initiatives can be implemented throughout an employee's life cycle in an organization.

There are plenty of opportunities when it comes to onboarding, development, promotion, and other people practices creating more inclusive workplaces where people feel like they belong. HR will have to take the lead in developing inclusive policies and practices which will eventually lead to a work culture that promotes and nurtures the principles of DEIB.



Reshaping Workplace Learning: Going forward, HR will need to reinvent employee development strategies and bring learning into day-to-day work. According to a report by McKinsey, amid the Great Resignation and the Great Reshuffle, lack of career development and advancement is the top reason for resigning from a job. While 87% of organizations across the world know they have a skills gap or will have one within the next few years, only 40% of employees say their company is upskilling. Closing the skill gap is one of the critical ways for HR to make a difference in their organization. However, doing this well requires initiative and reinvention of old learning approaches. We will see a focus on more strategic learning – the training of skills aligned with the competencies that the organization needs to be competitive in the market. This can include hard skills, which are more technical, and soft skills, like communication, time management, and analytical and critical thinking skills. Learning and implementing these within the flow of work requires a reinvention of traditional training methods. We will see more micro learning, micro-mentoring, performance coaching, and learning in the flow of work. As part of this trend, HR will need to invest in more personalized workplace learning that is linked to what people are interested in learning and the ways they prefer to learn. That way, HR can ensure that employees are learning what is relevant to them in an engaging manner. To do this, HR will have to refresh many old learning habits and replace these with more contemporary techniques.

The coming years present immense opportunities for HR to reinvent itself and produce more value for the organization. But in this "new age", HR will need to overcome certain challenges as well. HR needs to prioritize its well-being and continue building resilience. That will place HR professionals in a better position to boost the well-being of their employees and help organizations become ready for future challenges. One of such challenges will be convincing the management to adopt a broader perspective and make them understand that HR trends do not concern just one department but the entire business. They must consider how HR can play a key role in managing organizational change. In other words, business leaders and HR needs to collaborate closely and acutely to successfully handle the changes in the world of work. Business leaders must accept that the new age, especially the post-pandemic era, is a "human-first" era where organizations are not just structures for maximizing profit and effectiveness but also drivers of meaning for empowered, engaged, and diverse workforces.





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THE INTERNATIONAL HR CONFERENCE 2023



Prof.(Dr.) Madhumita Mohanty
Organising Secretary,
International HR Conference 2023,
Professor & Head, Department of MBA (HRM),
IISWBM



The IISWBM International HR Conference on "**Decoding HR Mantra: HR Roadmap & Future of Work Force**" was held on 1-2nd March 2023 at hotel "The Park" Kolkata. It aimed at creating a common platform for professionals from industry and academia to exchange ideas on decoding the HR mantras and to contribute in building future roadmaps and intellectual discourses in the ever-evolving field of human resource management. The MBA (HRM) department organized the conference along with AGRH France as the academic partner

THE INTERNATIONAL HR CONFERENCE 2023



The conference witnessed participants from all over the world. Among the prestigious Indian institutions taking part were NITs, IIEST, Xavier's Institute of Social Service Ranchi, IIMs and IITs to name a few. Among the foreign institutions participating in the same a few were New Mexico Highlands University, University of New Mexico, Albuquerque, USA, University of Maryland Global Campus, Adelphi (USA), University of Angers Esthua, France, Université Jean Moulin Lyon, France, Epworth Clinic, Melbourne, Australia, and De Monte Forte University, Lester (UK), Management University of Africa, and National Institute of Development Administration (NIDA), Thailand.



Conference: CONVENOR'S ADDRESS

THE INTERNATIONAL HR CONFERENCE 2023

The first day commenced with an enriching address from Prof. Dave Ulrich, the “Father of Modern HR” who shared his words of wisdom with the august audience. The illustrious Guest of Honour, Dr. Shalini Lal, the founder CEO of Unqbe and Global fellow of Wharton School, graced the occasion with her presence giving insight into the current and future HR trends.



The highlight of this conference was the coveted “IISWBM-Dave Ulrich HR Excellence Awards” to be awarded to three best organizations in the field of HR. The distinguished jury of the award included Prof. Ashoke K Dutt, Founder Director IIM Shillong, Shri Adika Ratna Sekhar, Chairman and Managing Director, Balmer Lawrie & Co., Shri Tushar Basu, Founder Director of Analytic Consultants and Prof. Sanjay Mukherjee, Professor, IIM Shillong. The award was won by Indian Oil Corporation for “The Best Employee Champion Organization”, Modenik Lifestyle Pvt. Ltd. for “The Best HR Transformation and Innovation” and Coal India Ltd. for “The Best Inclusive Workplace” for their exceptional contribution towards these 3 categories of Excellence parameters in the HR field.



IISWBM-Dave Ulrich HR Excellence Awards



Post-lunch, in HR Leaders' Speak, on "FROM THREATENING TO THRIVING – Post Pandemic Work Place Challenges and Future of Work Force", was attended by:

- Mr. Rajesh Chintak, CHRO Engineering and Projects, Tata Steel
 - Mr. Manish Patel, Executive Director (HR), Indian Oil Corporation
 - Ms. Sharmishtha Adhya, SVP Group Head Organisation Design and HR Compliance, Infosys
 - Mr. Jagannath Oleti, Vice President and Head HR, Larsen and Toubro
 - Mr. Vinay Ranjan, Director Personnel and Industrial Relations, Coal India Limited, and
 - Dr. Ratna Sinha, VP HRM, Tata Metaliks,
- Prof. Charles Henri Besseyre des Horts, Emeritus Professor HEC Paris and President, AGRH moderated the session effectively.





The conference witnessed big number of industry delegates being sponsored and nominated by organizations like Damodar Valley Corporation, Indian Oil Corporation, Coal India, Tata Steel, Tata Metaliks, MCPI, Western Coal Fields, South Eastern Railway, Calcutta Post Trust etc. After the hectic day, the participants were taken on a river cruise over Ganges followed by dinner





The second day was held at IISWBM premises and started off with researchers presenting their papers in 10 parallel technical sessions out of which there was one session which is completely virtual for both participants and session chairman. Eight themes shaped the discussion for the conference in which a total of 74 selected research papers were read.

In Valedictory session, the deliberations of Prof. Charles Henri Besseyre des Horts, Emeritus Professor HEC Paris and Dr. Debi Prasad Mohapatra, Assistant Professor, University of Massachusetts, Amherst were topical and illuminating.



The two-day event paved the path for the resounding success of the hermeneutic International HR Conference 2023 which helped to gain insight into what the future of HR looks like and visualised various challenges and possibilities. The conference received wide coverage in the media including The Economic Times and The Times of India.

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Experts: HR must adapt to post-Covid work culture

Human Resources (HR) segment must adapt to holistically changing work ecosystems on multiple fronts rather than adhering to pre-Covid models of catering to individual staff.

Aheli Banerjee • TOI-Online • March 03, 2023, 09:14 IST

Kolkata: Amid unprecedented shift in employee behaviour post-pandemic, management experts at a conference organised by Indian Institute of Social Welfare and Business Management (IISWBM) on Wednesday stressed that human resources (HR) segment must adapt to holistically changing work ecosystems on multiple fronts rather than adhering to pre-Covid models of catering to individual staff.

Confronted with a string of socio-political shifts in employment starting from the Great Resignation, anti-work, quiet quitting, to new work patterns such as moonlighting and work-from home over the last three years, the experts argued that HR must apply multiple-format, simultaneous approaches to adapt to these changes.

Entrepreneur and Wharton School Fellow Shalini Lal said that the nature of work-related questions shifted drastically in 18 months, with workers increasingly expressing concerns over digitalisation, remote work and hybrid work, to name a few. "The future of work is changing so rapidly that every HR model gets outdated every three months," she said, adding that there is a rise in anxiety with predictions of a looming recession.

Meanwhile, employers are simultaneously hiring and laying off people, as existing skills for certain jobs are becoming outdated. Lal argued that traditional HR policies are not sustainable. "Currently, employees opt for working multiple jobs, and engage in work practices like moonlighting."

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Industrial Visit to Garden Reach Shipbuilders & Engineers



Rahul Datta , Oindrila Das Gupta &
Madhurima Kumar,
MBA (HRM), Batch 22-24

GRSE was first established in 1884. Initially, the corporation operated as an unincorporated entity, running shipbuilding and repair workshops. On February 26, 1934, it was incorporated as "Garden Reach Workshops Limited"

with the Registrar of Companies, Calcutta, in accordance with the Companies Act, 1913. On November 5, 1957, it was renamed "Garden Reach Workshops Private Limited." After being nationalized in 1960, the organization was quickly absorbed into the Ministry of Defence. Since then, the President of India and occasionally its nominees have owned all of the company's shares. On November 30, 1961, the firm name was changed to "Garden Reach Workshops Limited" following the government acquisition. On December 31, 1976, the name was once again altered to "Garden Reach Shipbuilders & Engineers Limited" in accordance with the certificate of incorporation that the West Bengal Registrar of Companies had issued.

GRSE is situated in Garden Reach, Kolkata, which is a strategically important location for shipbuilding given its proximity to the Bay of Bengal and the vast network of waterways in the region. The company has earned a stellar reputation for its commitment to excellence, quality, and innovation in ship design, construction, and repair.

GRSE's core competency lies in the construction of a wide range of vessels (Frigates, Anti-Submarine Warfare Corvette, Missile Corvette, Landing Ship Tank, Landing Craft Utility, Survey Vessel, Fleet Replenishment Tanker, Fast Patrol Vessel, Offshore Patrol Vessel, Inshore Patrol Vessel, WJ-FAC, Hover Craft, and Fast Interceptor Boat), including naval ships, coast guard vessels, and commercial ships. The majority of the products manufactured by GRSE are supplied to central and state governments and entities owned and controlled by such governments. A significant majority of the company's revenues are derived from sales of shipbuilding products to the Indian Navy and the Indian Coast Guard. In addition to military vessels, GRSE has also ventured into commercial shipbuilding, constructing cargo ships, offshore petrol vessels, and even passenger ferries. Apart from shipbuilding, GRSE has expanded its operations to encompass other engineering and construction projects. This diversification has allowed the company to contribute to infrastructure development in India, including the construction of bridges, jetty facilities, and more.

General HR practices at GRSE: GRSE has been at the forefront of driving 'Atmanirbharta' in defence shipbuilding with sustained and systematic indigenization efforts to maximize the indigenous content of the platforms we deliver.

The company is forging ahead with the belief that true fructification of this national goal can only be achieved by forging strong working relationships with industry partners, including MSMEs and

. The company is also striving to indigenously develop new and emerging technologies through strategic MOUs with academia, technology leaders, and start-ups, thereby bringing these cutting-edge technologies to our products and processes. Following this approach, your company is already working on the development of a triad of autonomous vehicles, namely, AUVs, USVs, and ship-based drones, among a number of other new technologies. While your company has a well-defined policy to encourage innovation within the organization, I am delighted to share that GRSE has also embarked on a mission to leverage the start-up ecosystem in the country to encourage the development of innovative solutions for the shipbuilding industry. Towards this end, the company launched the “GRSE Accelerated Innovation Nurturing Scheme-2023, or GAINS 2023,” and GRSE-funded projects are expected to take off during the current financial year.

Training and talent management: Employees are the company’s most valued asset, and your company’s success rides on the individual efforts of each member of Team GRSE. They have some of the best talent in the country, and it remains one of our key endeavors to nurture them. Its people policies are structured to ensure a safe and conducive working environment, which facilitates and provides incentives to bring out the best in them. In a rapidly changing technology landscape, our paramount focus is on continuously identifying skill gaps and delivering tailored training to prepare them to take on emerging challenges while also aligning them with their overarching business strategy.

Redefining remote and hybrid work strategies: An IISWBM alumnus, Ms. Ananya, started with a brief organizational introduction and some very inspiring videos of ship launches and felicitations. This was followed by the Senior Manager (Works), Mr. A. K. Rout, taking over the batton to give us a tour of the shipyard. We were shown the various dry docks, wet docks, and inclined berths and explained the utility of each. Dry docks are used for the purpose of draining water in order to allow for the inspection and repair of a ship's hull. We had the opportunity to view one of the biggest dry docks, with a width of about 180 meters. Wet docks, on the other hand, require water to be maintained at a constant level to allow the ship to stay afloat.

The large components of a ship's steel hull are constructed atop the inclined berths, whose downward slope toward the waterway facilitates the launching of the ships. In addition to these, there were multiple other shipbuilding shops for the construction and assembly of the various components.

We also saw a Goliath crane, which had a capacity of 250 tons and could lift entire ships. Mr. Rout informed us that after the construction of a ship, it takes about 5 years for it to come into operation.

Recent Launches: GRSE had recently built INS Vindhyaagiri, a Nilgiri-class (Project-17 Alpha) frigate of the Indian Navy, which was formally launched by the President of India, Srimati Droupadi Murmu, on August 17, 2023. The investment for this project was over 7,000 crores.

HR Structure : Towards the end of the tour, the overall human resource structure at GRSE was delineated by Dr. Rajesh Chatterjee, CMO, GRSE, for our benefit. As of March 31, 2023, their employee strength was 1747, including 481 board-level and below-board-level officers on regular roll, 09 officers, and 69 supervisors on fixed-term contracts. At present, about 7% of the total company strength comprises women. The entire Department of HR and Administration is overseen by the incumbent General Manager, Mrs. Lipi Das.

Employee Relations and Legal Compliance : GRSE attributes significance to industrial relations, employee relations, and contract labour management for maintaining peaceful, productive, and sustainable relations with the workers directly involved in the shipbuilding or repair process and all other employees indirectly facilitating the same. As per the Contract Labor (Regulation & Abolition) Act, 1970, GRSE, as the principal employer, is liable to undertake full responsibility for all contract labourers engaged by the contractor in case the contractor defaults, but GRSE may then recover the expended amount from the contractor's bills. All applicable labor laws are followed in toto, allowing for additional welfare benefits for the workers wherever feasible, as per their organization-specific guidelines. In order to ensure workers' safety, all fresh recruits undergo mandatory training at the Technical Training Centre (TTC). The company also has a robust HRIS and payroll system for time and leave management. GRSE also has portals and systems in place for the receipt and redressal of RTI queries and public grievances. Additionally, we were informed about GRSE's commitment to adhering to the Official Language (OL) policy of the Government of India and how the organization had successfully achieved the various targets prescribed by the Department of OL, Ministry of Home Affairs, and GOI to transact official work in Hindi.

Corporate Social Responsibility: GRSE's focus areas for CSR initiatives include health and nutrition, education, skill development, infrastructure development of educational institutes, cleanliness campaigns under the Swachh Bharat Swachh Vidyalaya Mission, mainstreaming differently-abled persons, and improving the quality of life of the marginalized segment.

They've also strived to leave a footprint through the holistic development of underprivileged tribal children.

Conclusion: In the following years, it hopes to implement cutting-edge manufacturing techniques and become self-sufficient in design in order to become a Navratna Company by 2030 and be acknowledged worldwide as the greatest Indian shipyard. It carries on with its mission to construct high-quality warships at reasonable costs while going above and beyond for customers in terms of product support and delivery schedules. The business is aware that talent development, employee and stakeholder involvement, product innovation, realizing export potential, and customer happiness are the keys to long-term growth. In order to achieve the "Next Level of Performance," it aims to "Reform & Transform" in all areas of operations by utilizing technology and GoI initiatives.



HR nXt Club, Batch 2022-24



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