

Innovative Practices in HRM



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A B S T R A C T

This research paper addresses innovation in Human resource management in the age of globalization. In an era when knowledge is rapidly changing, and innovating is critical to business success and sustainability, the human capital of the organization is an issue of increasing importance. In recent years, the relationship between HRM and innovation has been explored from various angles. Human resources are the most valuable and unique assets of an organization. Organizations need to innovate in response to changing customer demands and lifestyles and in order to capitalize on opportunities offered by technology and changing marketplace, structures and dynamics. In companies where organizational changes is faced there are also variations in human resource practices. This paper analyse the various innovative HRM practices that can lead to change in management.

Key Words :-human Resource Management Practices,Innovation

INTRODUCTION

In an era when knowledge is rapidly changing, and innovating is critical to business success and sustainability, the human capital of the organization is an issue of increasing importance. Over two decades ago, Kozlowski (1987) called for Human Resource Management (HRM) to be more distinctly embedded in organizational strategy in order to facilitate innovation. Roberts (1988) also argued that the four dimensions of staffing, structure, strategy and system support were central to successful innovation and that ensuring the organization had the right kind of people who were effectively managed were critical staffing issues. In fast changing and cut throat competition, no company can survive, not to speak of flourishing, until and unless it has human resource which are innovative, who come forward with new ideas, new tools, new plans, new strategies and so on. In recent years, the relationship between HRM and innovation has been explored from various angles.

One direction this research has taken assumes that HRM systems in general or HRM systems comprised of specific practices that influence innovation capacity indirectly. For instance, empirical studies lend support for the contention that HRM influences mechanisms such as development and exploitation of intellectual capital (Wright et al., 2001), knowledge creation and new product development (Collins and Smith 2006)

and organizational learning (Snell et al., 1996) that in turn facilitate innovation.

OBJECTIVES AND METHODOLOGY

The main objective of the paper is to study the theoretical framework of the various innovative Human resource management practices. The present study is exploratory and descriptive in nature. The information regarding the innovative practices in Human Resource Management in the past has been collected mainly through secondary source and a little bit of personal observation. The paper explains theoretical concepts of innovative HRM practices and their successful implementation in the organization.

INNOVATIVE PRACTICES IN HUMAN RESOURCE MANAGEMENT

E-GOVERNANCE and E-HRM

The age of red-tape, long line waiting, and time-consuming procedural processes are passing rapidly and becoming bureaucratic features of the past, though it takes time to totally eradicate them. What is coming to age is the new generation of organizational capability and capacity tools that enable governments in general, and human resource management systems in particular. Through E-governance and electronic systems, governments and human resource managers can identify, locate, place, and train key strategic personnel all over the country, and provide maximum capacity to various agencies and organizations in need of such

personnel (Cladow, 1999). E-governance and E-human resource management can also provide two more functional capacities: First, they enable public organizations to provide public service information-from position and personnel needs announcements to assessment and report of the human resources status-to citizens as a way to inform people of what and how their government in general, and public organizations in particular, are performing. This function serves both the citizens, who in turn may develop trust in their government. The second capacity function is even more important, and that is the electronization or automation of government-citizen interaction, eliminating or reducing time consuming, red-tape oriented, and delayed prone activities of government organizational performance that has traditionally been the case for thousands of years (Davenport, 1992).

WORKFORCE DIVERSITY

In the highly globalized era, the more interaction among people from diverse cultures, beliefs, and backgrounds than ever before is required. People no longer live and work in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent (Byrne, 2011). Cultural diversity training programs must also be set for all the employees and managers or supervisors concerned. In a like manner, a seminar or workshop on team building should be frequently conducted and implemented for cohesiveness and unity amidst the diversity of the work. The HR personnel should educate his employees the benefits they will get by working with diverse work force.

HUMAN RESOURCE ACCOUNTING

Human resource accounting is also an innovative technique in HRM practices. It assumes human resource as a capital not as an expense. So HRA show the investment of organization makes in its people and how their values change over a period of time. It provides cost value information about acquisition, development, allocation and maintenance of human resource so as to achieve organizational goals in an effective manner. HRA enables the management of the organization to effectively monitor the use of human resource and assist in the development of effective management practices by classifying the financial consequences of various practices followed by organization.

TOTAL QUALITY MANAGEMENT

Total quality management (TQM). TQM is not a new technique or system of managing organizations. However, what is new is the novelty of sophistication in techniques, ideas, and applications of the concept TQM with a multitude of different variants applied in private and public sectors around the world. The underlying assumption behind the TQM is quality in production, service delivery, and simply performance in personal and organizational settings (Milakovich, 1995). TQM is an organizational effort designed to improve quality at every level. Using TQM as a innovation practice helps in promoting the goals and missions of HRM.

BENCHMARKING

Benchmarking has been around for a long time, but its recognition as an effective innovative strategy is fairly new. Benchmarking can be used as a strategy by using best practices across public organizations within one government, organizations of different government's worldwide, sectoral organizations such as industries, service sector, and around the world, and types or kinds of products or services. Benchmarking requires standards of performance, and performance measurement becomes important as a key instrument to achieve the goals of benchmarking process (Keehley et al., 1997).

CROSS POLLINATION

Cross pollination means if some one is working in service department and he/she may want to try his hand in product development, he is allowed to do so. The best example of this is Microsoft which is known as factory of innovations. HP and Wipro lays a lot of emphasis on practice of rotating employees across business and functions. Know who your most effective problem-solvers are in every department - Finance, Marketing, Sales, Technology, Human Resources, and Operations. "Cross-pollinate" for the best problem solving. Ask marketing to weigh in on technology. Ask Sales to recommend ideas on an HR problem. When you let your team know that all points of view are valued, regardless of background, it helps management think outside of their department and broadens solutions. It's a great "cross-training" leadership exercise, too.

REVERSE MENTORING

Reverse Mentoring is a novel concept that is gaining popularity in today's fast-paced, tech-savvy

world. Reverse mentoring partnerships generally include an older, more experienced executive with a younger less-experienced new comer. As the name suggests the younger employee serves as the mentor. Yet, reverse mentoring is indeed a two way street. Reverse mentoring gives senior executives an opportunity to stay up-to-date with the latest business technologies and workplace trends. On the other, it helps junior employees see the larger picture and gives them a glimpse of macro-level management issues. Leading organizations such as Hewlett Packard, Ogilvy and Mather, Cisco and Hartford praise reverse mentoring.

CONCLUSION

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resource is an ex-

citely, dynamic and challenging task, especially at a time when the world has become a global village. So it can be said that HR plays a key role in the competitiveness of organizations and their capacity to innovate. Organizations need to innovate in response to changing customer demands and lifestyles and in order to capitalize on opportunities offered by technology and changing marketplace, structures and dynamics.

SUGGESTION

In companies where organizational change is faced then there should also be variations in human resource practices. HR practices provide organizations with a sustainable source of competitive advantage. In order to face the challenges of change, innovation must be integrated into HR practices.

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