SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS: LINKING GLOBAL PRACTICES WITH LOCAL PERSPECTIVE

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ABSTRACT

Present study aims to link the global HRM in local context. HRM deals with the responsibilities, functions, behaviors and importance of employee. Hence the significance of HRM in organization is marvel. Previously not much attention had been given to manage employee in an organized manner, but with the passage of time need were felt to shift to formalization. The level of HRM practices do not show the formalized structure, therefore it is found mandatory to focus our country so that a step towards the identification and filling of gaps is initiated. HRM role is supposed to be very inclined towards humanitarian factors. In Pakistan the issue of traditional management is required to be addressed to transform it to HRM conceptualization in true letter and spirit. In Pakistan context this article is being written with the confidence that it will help managers to link the global HRM practices in local context in their organizations.

Keywords: HRM, Organisation Pakistan.

INTRODUCTION:

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT:

Human resource management is the part of the organization that is concerned with the "people" dimension (DeCenzo and Robbins, 1996). It is a staff, or support, junction in the organizations. Its role is to provide assistance in HRM matters to line employees, or those directly involved in producing the organization's goods and services. Every organization is comprised of people; acquiring their services, developing their skills, motivating them to high levels of performance. And ensuring to maintain their commitment to the organization is essential to achieve organizational objectives. This is true, regardless of the type of organization; government, business, education, health, recreation, or social action. Getting and keeping good people is critical to the success of every organization. HRM is an approach consisting of *four functions; staffing, training, development and motivation*, and four activities; *getting people, preparing them, stimulating them, and keeping them.*

Today, professionals in the human resource area are vital elements in the success of any organization. Their jobs require a new level sophistication that is unprecedented in human resource management, not surprisingly; their status in the organization has also been elevated as the name has changed. Companies today recognize the importance of people in meeting their goals. For instance, at Standard

Chartered Bank and Sony Music Entertainment, people are "viewed as how each employee is important toward the organization achieving its strategic goals." In return, these people have needs to be met. Consequently, when major decisions affecting the organization and its people are made by the company's executives, HR typically is present to represent the people-side of the business.

Many colleges and universities are also helping to prepare HRM professionals by offering concentrations and majors in the discipline. Additionally, there exists an accreditation process for HRM professionals. The society for Human Resource Management offers opportunities for individuals to distinguish themselves in the field by achieving a level of proficiency that has been predetermined by the Human Resource Certification Institute as necessary for successful handling of human resource management affairs.

Michie and Sheehan-Quinn (2001) surveyed over 200 manufacturing firms in the UK to investigate the relationship between corporate performance and the use of flexible work practices, human resource systems and industrial relations. They found that 'low-road' practices - including short-term contracts, lack of employer commitment to job security, low levels of training and unsophisticated human resource practices - were negatively correlated with corporate performance. In contrast, they established a positive correlation between good corporate performance and 'high-road' work practices - 'high-commitment' organizations or 'transformed' workplaces. They also found that HR practices are more likely to make a contribution to competitive success when introduced as a comprehensive package, or 'bundle' of practices (Khan, 2011). Kelliher and Riley (2002), highlight evidence to support the view that the impact of HRM is greatest when it involves a set of coherent policies and practices, also consider that HR initiatives should be implemented as part of an integrated package. They instance functional flexibility, which leads to an intensification of work, but in the cases they studied this was less of an issue when supported by higher levels of remuneration.

Since mid-1990s progress has been made in conceptualizing the problem and measuring results. Huang (2000) looked at 315 firms in Taiwan and related their human resource practices to their organizational performance. Huang's study shows a significant relationship between performance and the effectiveness of their HR functions, including planning, staffing, appraisal, compensation, training and development.

HRM IN THE GLOBAL PERSPECTIVE:

HRM is one of the important factors that are critical to business success. Without it, there can be no clear vision, and opportunity will be squandered. Without it, resources will be wasted, and a workforce's full potential will remain woefully untapped. Acquiring the right talent is the key to building a company's leadership pool. However, good recruitment and selection processes require clarity about the type of talent needed. Armed with solid definitions of employee competencies, it is relatively easy to build assessment tools (e.g., structured interview guides) to facilitate and support the recruitment and selection process. This puts more rigor and precision in the decision-making process.

BUILDING CROSS-CULTURAL RELATIONSHIPS:

The use of United States-based human resource initiatives by multinational organizations can create unnecessary intercultural problems. The solution lies in building cross-cultural relationships with overseas colleagues in HR (Carobolante, 2007).

EFFECTIVENESS OF DIVERSITY PROGRAMS:

Still, the trend to develop diversity programs is increasing because of a need to make the most of diverse ideas from people who have different cultural histories. Kochan (2002) found, "there is no reason to believe diversity will naturally translate into better or worse results." Yet, although it highlighted the fact that companies do not automatically gain an advantage simply by having diverse teams, the study found that those same teams—if managed with what Kochan (2002) called an "integration-and-learning perspective"— add value, increase synergy, and can contribute directly to business and strategic growth.

However, Kochan (2002) cautioned that companies have to value and integrate the "insights, skills, and experiences" that employees acquire over time as part of their cultural uniqueness. Clearly, the study's recommended approach fosters relationship-building, which leads to cooperation—an initiative that, by working together, international HR counterparts can help facilitate.

Moreover, according to a manager responsible for global programs for a large electronics manufacturing company, "product line managers have been moving toward recognizing the need to adapt to the multicultural environment by adopting multiple counter-measures, from language and cultural training to the actual hiring of engineers and other personnel who speak the languages required in the target markets.

As today's efforts are tied more closely to strategic goals that involve global synergy development, and HR activities are becoming an integral part not just of local organizations but of these new "dispersed" realities, a similar type of collaboration among HR organizations is becoming vital, and the same type of learning relationship needs to be developed across them.

2.1.2 Relationship building

Developing relationships with international HR professionals in all countries in which the organization operates is one of the "key competencies that is required from the HR function in a global organization" (Chartered Institute of Personnel and Development-CIPD). Building those relationships can support the development of key competencies identified by CIPD.

Moving forward, the worldwide Internet population will be greater than one billion, technology will continue to facilitate globalization, and the collaborative roles of all HR teams also will gain

importance; although intercultural challenges sometimes make it difficult to recognize, there are innumerable opportunities for HR professionals ahead.

OVERCOMING GLOBAL CHALLENGES:

First, the process of developing better intercultural communication between HR groups in different countries can help them think about their organizations as a single global, rather than multiple local, system; this lays the foundation for positive change. Second, HR groups need to understand that changes in the workforce can go beyond one's local area. Multiple perspectives must be considered in order to find meaningful solutions, and common threads can be used to promote synergy in both locations and keep one informed of issues that may not be readily visible. Third, it must be understood that, because people embody very different life and professional experiences, their perspectives are unique, and, if valued, can be important resources for learning and business growth.

Today's workplaces include multiple cultures, languages, and attitudes, all of which inter-weave with myriad employee activities influenced by perspectives that are naturally more extensive and difficult to recognize. Finding common threads develops interpersonal relationships and cooperation, and stimulates global workplace effectiveness. Observations and conclusions are bound by individual viewpoints, based on one's history, memory, and culture. When people who have different backgrounds interact with one another in work situations, their behavior influences their level of understanding, as well as their underlying perceptions about what is motivating all entities involved—with negative or positive results. Global mobility professionals recognize this as a crosscultural relationship issue and fundamental driver of failed or successful employee interaction.

Yet, as globalization and technology continue to shrink the distance between all the players, and we find ourselves close to people and organizations that were previously considered remote, the ability to establish a collaborative relationship among the different internal HR groups is a key strategic objective. This requires the development of skills similar to those used by foreign ambassadors: curiosity, attentiveness, and the motivation to understand the cultural underpinning of others, while reducing our own semantic regionalism. The success of our industry, of ourselves as professionals, and of the employees who we serve, depends on our ability to recognize the new tools and expertise required to address the needs of people as they march toward a more interdependent world where most rifts have been closed. HR managers who work for the same organizations in different countries have unique opportunities to become ambassadors for change and global understanding.

HRM IN PAKISTAN'S PERSPECTIVE:

HRM SITUATION IN PAKISTAN:

Multinational corporations, with them, brought the concept of HRM in mid 90's, it was significantly advanced by PIDC, which was set up with a mandate of accelerated industrialization of Pakistan. A significant step to proliferate the concept of management was the setting up of the Pakistan Institute of Management (PIM) which emerged as a leading organization in the Human Resource Development (HRD) field in the 1960 (Jamil, 2005).

Later on, State Bank of Pakistan and private sector commercial banks and insurance companies set up their in-house T&D establishments. Gradually, the leading universities set up Public Administration departments and with this developed the basic know-how among the industrialists

about Human Resource Management. This led to the setting up of separate Human Resource Departments by not only the leading organizations, but also by the smaller ones.

HR departments in the country were set up with the claim of developing congenial atmosphere within organization, increasing the employees' involvement and commitment to the organization while pursuing professionalism in management's operations. Nevertheless, all the said prophecies seem to be razed to the ground when one sees the old problems still persisting and continuing with organizations embroiled in strikes and if not strikes then, facing strong resistance from employees. Despite of its presupposed "panacea to all organizational ills", nature, no organization today can claim of being 100 percent free from HR problems such as low motivation in employees, lack of commitment and high turn over.

There is no conscious attempt to improve the productivity and quality of human resources. Development of HRM as against conventional personnel management is indeed a neglected activity and even though many of the companies possess ISO 9000 certification they are still working with the obsolete   system of personnel administration. In most of the companies, personnel departments have been transformed to the HR department while maintaining the same old staff and not inducting HR experts i.e. there is just the change of name and not the structural change. People who are not even aware of the basic terminologies of HRM are helpless in implementing and performing the core functions of HRM.

Moreover, because of the managements 'favoritism and nepotism, the core functions of HRM i.e. recruitment and selection, training and development and performance appraisal, cannot be implemented. Even in organizations with educated and experienced staff, due to the lack of cooperation on part of the management, the department cannot carry out its functions. Observation of most of the managers at textile sector is that for the departments. It is always difficult to bring in new policies because of the resistance by the uneducated old staff that enjoys management's favors. Economies and businesses all over the world are facing new trends of globalization and free market. HRM in Pakistan was adopted in response to these challenges and to speed up the pace of economic and business activities. However, HRM is failing to do so. The concept of HRM is still in its preliminary phase in Pakistan and in small business it is almost non-existent.

Today, businesses, small and large, seem inclined to introduce the HRM to manage their workforce efficiently. But developing an HR department with a head is all cosmetic measure unless the company has a desire to invest and to accept the real essence of HR development. This transformation from old and rigid administrative structure to the new HRM techniques needs changes in managements' mindset. Otherwise, this fad of setting up HR departments, now in quandary will not bring required substantial changes in Pakistani industrial set up.

VITALITY OF HUMAN RESOURCE MANAGEMENT:

Establishment of national commission for human development (NCHD) through an ordinance in July 2002 is indicative of government's holistic approach to the human resource management (HRM). NCHD has also established human development support units (HDSU) at district level and literary support units (LSU) in 26 districts. The mandate of the commission is capacity building, enhancement of competence, literacy, primary health care, and poverty alleviation, volunteer programs in social sector, undertaking of research studies and surveys to assess the requirement, to keep federal/provincial government's update on such information. In addition to macro-economic stability and better development, government targets are to ensure clean drinking water, education, health and basic facilities by utilizing HRM to optimum level.

Non-profit voluntary sector (NGOs) role in Pakistan is complementary to promote social and human capital. In today's vulnerable world, philanthropists are actively involved to create awareness, help in enabling policy / environment but needed managed human resources and all-

rounded integrated efforts. Lack of education and health services reduces productive capacity, employability, earning power and thus perpetuation of poverty. In the current financial year Rs9.9 billion has been earmarked for health sector which includes Rs3.3 billion as current and Rs6 billion as development expenditure. The amount is 1.09 per cent of the total federal outlay. Literacy rate in Pakistan is 54 per cent, which are projected 60 per cent by 2006. Rs24.76 billion (Rs12.2 billion under current expenditure and Rs12.56 billion under development expenditure) has been allocated during the year 2004-05, which is 2.7 per cent share of the federal budget. Pakistan is signatory to UN Millennium Declaration 2000 and indicates government of Pakistan's commitments to promote human dignity and eradicate poverty. The objectives can be easily achieved if the capital of HRM is properly exploited. In South Asia, Pakistan human development index (HDI) is lowest-142 in the region as per UN's report, based on life expectancy, education and income.

According to UNDP, HD aims to give people access to the resources essential for a decent standard of living and participating in communal life, particularly in decision making. HRM is a practical realization of empowerment, to prove individual as a "productive economic agent". It being an ingredient of democratic process is an inter linkage for economic growth/ political development. HRM means decent life individually and collectively. It is a key to strong civic institutions and development programs within cultural and religious parameters, which encompasses moral, economic, political and cultural rights.

Organizational structure, professional capabilities and right outlook towards work team form HRM's base line. The role of human resource capital for realization of national development, Millennium Development Goals (MDGs) and WTO's challenges are undisputed. Appropriate health services, increase in literacy and eradication of poverty can be ensured through management instrument. Planned infrastructure could not deliver since a good team operates on interdependence and complementation than to be a mere compliant. The objective demands social motivation and not use of power. HRM is also against the evil game of divide and rule being a harbinger of negative approach. HRM as a Platonic theory means functional specialization, which the Greek philosopher had spelled out in his masterpiece writing "The Republic" in 4th BC. In modern era, HRM made depute in the corporate world in 80s but now the HRM is spread in the arteries of development business.

The systems, procedures, theories and organizational structure are bound to render futile if the human element is ignored. Best management deals with the employees as a "whole man" and not mere "job requirements". Genuine resource management means to take care of employees off the job problems as he brings his thoughts, aspirations, hopes and his personal/domestic problems to his work place. Its purpose is to improve the productive contribution of people to the organization. Introduction of social security system (SSS) is vital in resource management as it removes the vulnerability/ job security thinking. The HRM's function includes a variety of activities like staffing needs, recruiting and training the best employees, ensuring their satisfactory performance and ensuring personnel management practices conforms to various regulations.

NEED FOR HR MOBILIZATION:

Population in these days, described as the 'wealth of the poor'. This notion is only partly true; at present population is a burden, but it is not without potential. It can be mobilized and turned into a powerful resource. Investment in man and woman for human capital formation must be made an important item on the agenda for action if a developing country like Pakistan is to find an escape from the whirlpool of poverty (Khan, 2006).

Most strategies of human resource mobilization involve a series of assumptions. First, if they are to work, a process of ongoing structural change is necessary. This cannot be one step affair; time

is essential, and the process has to be achieved by stages. But without structural change, efforts at human resource mobilization are likely to languish. To reduce inequality, far-seeing legislation and its implementation are inevitable. Pakistan and many other Third World countries have enactments that are aimed at the reduction of inequality, but they are half hearted and their implementation has been weak. Welfare measures are necessary, but do not constitute development. While curbing expenditure on luxury and ostentation, it is also necessary to raise the earning capacity of the poor and to make openings for them in the structure of economic opportunity; jobs will have to be found for those who are without employment or in a state of disguised unemployment. Measures to reduce disparities between regions and groups are also necessary. Moreover, these steps should pave the way for imaginative institution building.

Most important of all, human resource mobilization requires that people have genuine access to planning and that development endeavor becomes truly participative an elite bias is reflected most national plans of Third World countries, despite concessions to the ideas of grass roots planning and planning from below. No satisfactory mechanisms have been found which can integrate the elite's and the people perceptions regarding the direction and shape of development. That is why the plans of most Third World countries are planner's plans, which do not reflect the wishes and priorities of the people in any significant measure. There can be little wonder that the common people, especially the poor show scant enthusiasm for the very abstract and sophisticated models that are developed by high-level planners. Establishing two-way communication links between central planning and regional and local planning is a major task. While planning from below cannot take into account major national needs, there certainly exists a case for having a wide enough area in which people themselves can take decisions in regard to the immediate and vital needs of their lives. In a large number of Third World countries, while most plans are theoretically sound, project formulations and assessment is generally weak. A component that is especially, effective is the delivery system. The public services in many developing countries are being pulled in different directions. They have also to serve the survival interests of their political masters and this is often given priority over

service to the people. Even with these constraints, some reforms can be introduced. The bureaucracy has to be more sensitive and responsive to the people and their wishes. It has to get out of the set grooves of precedent and procedure. Its routine and its checks and counter checks are too cumbersome and cause delays, which are sometimes very costly. This calls for rationalization and simplification of procedures and for the creation of a new operating culture. The bureaucracy has to be seen to word with the work and with the people.

It may be added that the bureaucracy in a country will have all the defects that are endemic to the society as a whole. Nepotism, corruption and lack of work ethics will have to be fought on a societal level. Bureaucracy, however, is part of the intelligentsia, and it is expected to be a relatively disciplined sector of society. As such, change in it will have to come in first, along with the rectification of the distortions that have crept into the political culture. The politics of power, patronage and mass deception does not allow the people genuine access to decision making, Renovation and reforms in bureaucracy can be controlled more directly and immediately.

For development of a true work ethics and for mobilization of human resources to achieve sustained equitable growth, concretization and politicization are necessary conditions. Man cannot be driven to work like a slave, nor can he function mindlessly attending robot-like to his assigned tasks. It is necessary for him to understand the forces that are shaping the modern world and his own place in them. It is necessary for the world's poor to know that poverty is not divinely ordained but a map made condition.

The unhappy plight of a large section of mankind is not unalterable fate; something can be done about it, and more equitable standards of living consistent with human dignity and freedom can be

attained. This is what concretization is about. Politicization should be viewed as a complementary process, aimed as a complementary process and aimed at imparting organized strength for goal-oriented action towards liberation. Unorganized masses, without a definite goal, can achieve little.

Concretization inevitably leads to politicization and enables the people, through the strength of unity, to steer social action towards a future that promises a fuller and richer life. In the initial stages, concretization and politicization will have a de-stabilizing effect and will unnerve the entrenched interests that wish to preserve their monopoly over power. There is, however, every indication that the present social order is cracking up, and that no effort to hold concretization and politicization in check can succeed in maintaining the status quo.

Any attempt to do so is likely to lead to anomic conditions and social chaos.

Thought and reflection can foresee the dangers of social anarchy much better and can initiate organized action to improve the situation; the rage of the mindless masses can only be destructive without any positive impact. Effective human resource mobilization for broad based development also necessitates change in the entire scheme of social attitudes and values towards women to enable them to become persons in their own right. Ethical pronouncements and social practices in respect of Women have two different faces, in theory, women have been applauded to the skies, but in practice they have been treated as property for the use and enjoyment of men. Social practice has to be changed and the position given to women in religious and secular doctrines has to be made a reality. Their human worth and dignity must be recognized. Equal participation will help bring about the necessary attitudinal changes. Happily popular reaction to their occupying high positions was much less than was feared. In traditional South Asia, they have been women prime ministers in Pakistan, India, Bangladesh and Sri Lanka. Increasing number of women are entering occupations that have so for been out of bounds for their sex, but a status of genuine equality has not yet been achieved. Opportunities, which can enable them to realize their full potential as human beings still remain to be created.

HUMAN RESOURCE DEVELOPMENT AT INDUSTRIAL SECTOR :

MACRO ASPECTS OF HUMAN RESOURCE DEVELOPMENT:

Unfortunately from Government of Pakistan (GOP) side it has not been a story of positive approach. Education was not given top priority (Saeed, 2001) as it is apparent from the following table:

Table 7.1: Share of Education in Development Plan of Pakistan

1	First Plan:1955-60	0.88
2	Second Plan: 1960-65	1.55
3	Third Plan: 1965-70	1.38
4	Fourth Plan: 1970-75	1.53
5	Fifth Plan: 1978-83	1.50
6	Sixth Plan: 1983-88	2.10
7	Seventh Plan: 1988-93	2.16
8	Eighth Pian: 1993-98	2.33 (P)

9	Ninth Plan: 1999-2000	2.14

Source: Various Development Plans and Economic Survey of Pakistan, 1999-2000, Table 11.3, p.141.

However, revolutionary plan is needed to achieve high percentage of functional literacy which will usher in a new and prosperous era of prosperity in Pakistan. Current position of educational institutions in Pakistan in public sector is tabulated below:

Table 7. 2: Educational institutions in Pakistan (1999-2000)

Particulars	Number		
	Male	**Female**	**Total**
1. Primary Schools (000)	95	76	171
2. Middle Schools (000)	14	11	25
3. High Schools (000)	09	05	14
4. Secondary Vocational Institutions	275	223	498
5. Arts and Science Colleges	480	309	789
6. Professional Colleges	275	19	294
7. Universities.	25	01	26

Source: Various Development Plans and Economic Survey of Pakistan), 1999-2000, Table 11.3, p.141.

HUMAN RESOURCE DEVELOPMENT IN CORPORATE SECTOR:

The first generation of Pakistan mainly consisted of shop-keepers, traders and merchants. They continued their businesses with family oriented approach. The second generation acquired education at home and abroad. They were cut out to run the enterprises with a corporate approach. However, they received a bad jolt as the early 1970s saw nationalization of industrial, commercial, financial institutions and infrastructure organizations. 1980s passed without any serious HRD agenda. 1990s saw change of political Governments from one political party to another in two rounds. Absence of long term economic policies was not a favorable factor for solid growth of HRD in corporate sector. Private sector initiative has been unleashed by the return of several qualified persons from abroad who has set up management training and management consulting firms and are rendering useful services in accelerating HRD revolution in Pakistan. Modern technologies are being developed. New management techniques e.g. ABC, ABB, Target Costing, Re-engineering, TQM, BSC, HRA, EVA, IC etc. are being taught for implementation. A wave of change management is unleashing itself in today's Pakistan. The tempo is getting quantum jump. Various HRD programs for executive training have been conducted by various management development institutions in Pakistan.

In the past Pakistan Institute of Management (PIM) has rendered glorious service for serving the noble cause of HRD. This public sector institution deserves full appreciation. Spread over Karachi, Lahore and Islamabad, excellent courses are being offered as part of HRD effort.

Management Association of Pakistan (MAP) has been rendering HRD service for the last over several decades. Their initiative to invite foreign experts to share knowledge and new skills has been a positive approach in HRD movement.

Karachi based 'Pakistan Society of Training and Development' has done an excellent role in positive contributions in HRD. Several public sector Universities and some private Universities have been performing excellent role for HRD. Case analysis and group work has been instrumental in HRD. Cases were published by PIM. A publishing house has published cases in finance prepared by teachers of a private University of Lahore.

Business executives have been benefiting from study abroad — in top business schools of North America and Europe. With developed talent they are serving the corporate sector. Future augurs well for the corporate sector with strong belief in HRD.

FUTURE TRENDS AND CHALLENGES:

THE CHANGING NATURE OF SOCIETY:

All groups gave considerable attention to changes in the society in which they operate. There was a general consensus that Western society is undergoing an unprecedented period of change and that this appears to be accelerating. Technological advances are transforming communications and access to information; the retired population is growing whilst the working population diminishes; global economies are becoming increasingly interdependent; the ethnic and religious mix is transforming; the divide between the haves and have-nots is widening. There is an improved awareness of the social and environmental impacts of our actions; a decreasing allegiance to traditional power structures; an increasing complexity with regards to stakeholders and decision-making; a move from family groups to individualism; increasing customer (and employee) demands; and a climate of change and uncertainty.

THE CHANGING NATURE OF WORK:

The changes in society are impacting significantly upon the nature of work and the workforce. There is a trend towards flexible working (including part-time, working from home and the mobile office). Decreasing job security, company loyalty and unemployment are encouraging mid-life career changes and selfemployment. Demographic changes and global trade are leading to sectorial shifts from manufacturing and production to service and leisure industries. There are an ever-increasing number of stakeholders (often with conflicting demands) and an increasing pressure to work in collaboration and to establish partnerships. Private sector organizations are becoming more powerful and influential in areas previously controlled by the public sector, such as pensions, transport and healthcare.

THE CHANGING FACE OF HRM:

The theme of our research is to establish the nature and importance of human resource management (HRM) and how it emerged, to provide some evidence of its context, to discuss its potential and future development. Human recourse requires more attention and careful management than any other resource of an organization. In the 1980's and early 1990's the term HRM came into academic horizons and gradually used by the practitioners and researchers worldwide. The last two decades have seen a marked change in HRM particularly in those activities, which involve acquiring, developing, motivating and utilizing human resources actively in the business.

The major purpose of HRM is to increase and improve the productive contribution of personnel to the organization in more ethical, social, and administratively responsible way. This purpose emerged from commonly called industrial relations, personnel administration, industrial psychology and

personal management. HRM is not just another personnel management fad. Research shows that its aim is to create a whole organizational culture that binds workers to the company's objectives with full professional commitment, integration, and quality work.

The 21st century will bring with it enormous opportunities but also enormous pressure, if the companies will not improve the productivity of the people and treat them "human being' which are the vital objects of all the economic activities leading towards industrial development. Now there is worldwide consensus on human resource being one of the major means of increasing efficiency, productivity and prosperity of the firm.

The present scenario of HRM did not suddenly appear. A review of this evolution shows how the effort of early pioneer led today's more sophisticated and more proactive method of utilization 6Ms i.e. man, money, material, machine, method and market.

Indeed, the human resources planning have been a function of management since the origin of modern organization (Khan & Khan, 2012). The major four stages of growth and evolution of the HRM function are:

REACTIVE FUNCTION: Here the main purpose is seen as maintaining harmony and avoiding disruption through strikes etc., and exists generally where organizations are operating in near monopoly situations with assured growth - the interactions between Human Resource and operating managers being assured under normal situations at this stage of reactive Human Resource Management (HRM).

INDEPENDENT FUNCTION: This function is recognized as an independent entity. In this stage, while HR is survived in setting up industrial systems and procedures for operating managers, but is not fully responsible for the monitoring or correcting the problems in the systems - only being marginally involved in various processes and other functions or results. Other functions would mostly seek Human Resource's help in administrative or on few specific issues, and Line managers do not see Human Resource as a repository of expertise.

SUPPORTIVE FUNCTION: This has its own direction with distinct status within the organization, and actively contributes to the efforts of other functions in producing results. Organizations requiring product or technology changes rapidly in a competitive scenario generally need such HR involvement with high demands for qualified and competent manpower, often in a high turnover or mobility situation. Emphasis on people development and motivation generation comes from such HR, but their understanding or involvement in total business perspective remains limited or inadequate, even with higher functional participation.

Integrative function: This is the stage when the competitive success of the organization involves HRM significantly in an integrated manner, and demands such capabilities from the HR specialists. Their roles shift from a facilitator to a functional peer with competencies in other functions, and are recognized as an equal partner by the others. The typical HRM in this case is geared to contribute to organizational objectives of profitability for monitoring employees' satisfaction, since it is seen as surrogate to customer satisfaction.

CONCLUSION:

As the time moves on steadily and relentlessly, in the new millennium, we need to review the challenges for the HR function and its responsibilities in organizations to cope with the new trends. In the start of the century it is very convenient to know how far and in what direction we are progressing, but also give the distance to our destination, and are often excellent anchors to take time off to re-examine the future course of action for the organization and resource management. Realistically, it is now been said that we have moved to the era of not just change, but an accelerated rate of change. As compared to the past, the 21st century corporations are getting to be globally market driven ones which *'invest anywhere and share everywhere'* in their conceptualization.

At a practical level, we must anticipate and prepare for the likely HR challenges in general that exists, or may be expected in the coming future - the main purpose and theme of this article. They are

consequent to the vastly increased competition for many and likely in future, due to rapid development of technology, especially, the impact of IT, and internal necessities, and/or resulting from above stated causes. With technology up gradations, much greater use of it and forthcoming ecommerce etc. new breed of 'knowledge workers' in 'learning organizations' will make the differentiation. This intellectual capital will demand much nurturing from the enterprise, in order to give back in the shape of superior results.

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