

# Why Contemporary Issue in HRM Complex in Management

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**Abstract:** *This study examined the contemporary issues in human resource management complexity in management. In recent time, the changes of the business environment has affected the organization in which the HR manager have to be at the top of their game to savage any short coming as a result of the changing business environment. The study discuss about globalization and its role on human resource management where the problems, issues and trends in human resource management was also examined in the research. The challenges of human resource were also emphasized in the course of this study.*

**Keywords:** Globalization, Productivity Improvement, Quality of Work Life, Health and Safety, Quota System, Labour and Social Legislation and Labour Dissatisfaction.

## INTRODUCTION

There are changes in the society which affect organizations which HR managers must monitor closely to be able to position their workforce for the necessary change. Thus change includes globalization, increased competition, changes in product and process. When a business expands its operation into other countries, the impact of globalization on HR development and management is significant (nwoka, 2019). Contemporary business environment brings new challenges affecting many aspects of management including one of its crucial facets Human Resource Management. Most frequently mentioned challenges of modern HRM are globalization, economic and legal environment, and workforce diversity resulting from both globalization and demographic change, technological development, changes in educational background of employees and in their expectations regarding working conditions. These factors directly and indirectly determine human resource management strategies and the possibility of their implementation. The management of HR is complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on a continuous basis. Human resource management simply means to manage the employees or human resources of the company, by keeping in mind the long-term goals and profitability of the company. The basic function of the human resource department is to ensure that the company has competent, willing and efficient workforce (Bhatia, 2008). There are several other functions that the human resource department of the company has to monitor along with recruitment and selection of the employees. These functions includes job analysis, training the employees, monitoring performance of the employee for appraisal, ascertaining the remuneration for the particular job position or employee, allotting incentives for good performance, taking care of the employee benefit policies of the company, acting as a communication channel between the employees and the top level management, developing employee welfare, safety and health care plans, taking care of promotions, transfers, maintaining industrial relationships, handling the issues of the Trade Union, solving disputes within the employees or departments, assessing the ethical issues in the department or organization, etc (Aswathappa, 2007). There are changes in the society which affect organizations which HR managers must monitor for the necessary change. It includes globalization, increased competition, change in product and processes (nwoka, 2019).

## CONCEPTUAL REVIEW

Contemporary management issues examine the way of thinking that is needed to address issues as they emerge. The management of HR is complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on a continuous basis. In a nutshell, the primary task of HRM is to ensure that the organization HR are utilized and managed effectively. HR practitioners are saddled with the responsibility of designing and implementing policies and programmes that will enhance human abilities and improve the organization's overall effectiveness. Empirical studies have shown that poor human relations at work, neglect of staff welfare programmes and lack of motivation are often the factors that cause industrial strife and declining productivity in the work setting. The modern day entrepreneurs recognize that the HR are vital element in the organization and concomitantly acknowledge the role the HR practitioners play in developing these valuable resources. The degree of complexity that the contemporary managers must be able to take into account in making decisions that shape the response to current issues and future of their organization (nwoka, 2019). Worldwide, The HR industry had to adapt to factors like rising competition for globally mobile personnel, shifting workforce

attitudes and demographics, changes in the employer-employee dynamic and quick advancements in HR technology. Future human resources professionals will need to be adaptable and ready to deal with the frequently unanticipated and ever-increasing changes in the global workplace. New forms of technical knowledge, skills, and competencies will be required (Mayrhofer and Brewster, 2005). The HR industry needs to assess the effects of moving into a decentralized era, which, when done right, can result in emancipation. A new type of organization, built on a different paradigm, will be needed to bring the contributions of autonomous individuals together in a way that is socially sustainable. Thus, it is evident that a new paradigm for HR management is evolving, and that future HR managers should manage themselves (Limerick et al, 2002). The urgent need to manage change quickly and effectively in an HRM environment with the right competencies is the main concern for managers in this century. Regarding the identification of the future function and capabilities of HR professionals, factors such as global HRM, diversity, employment fairness, generation Y, reputation management, and corporate ethics, among others, must be taken into consideration.

A number of scholars have identified issues that serve as roadblocks to efficient HRM, including Kane (2006), Burton (2003), Swanepol et al. (2002), and Nel et al. (2005). According to various researchers (Parmenter, 2002; Burton, 2003), top management places little importance on human resource management and only provides a short-term perspective on the real problems facing the field. HRM practitioners are also thought to lack the necessary knowledge and expertise to implement effective HRM practices at different levels of their organization (Jayne, 2002; Burton, 2003). In the boardroom, HR professionals have not been assertive enough to direct HR programs to produce long-term effects on HR initiatives. This likely indicates a lack of sufficient motivation and communication to properly implement strategic human resources management (SHRM) (Kane, 2001; Birchfield, 2003; Du Plessis, 2004).

The following questions need to be addressed for HR practitioners to be effective in the future: first, how can HRM bring value? What can line managers take on, outsource, or just stop?

How can one hone these abilities? Thirdly, from a structural standpoint, how can HR managers create businesses that can share information and innovate? Fourth, how can HR managers make sure workers stay dedicated and engaged in the face of stress? Therefore, it is evident that the argument over the roles and responsibilities of line management and HR specialists has not been fully settled (Larsen and Brewster, 2003). The aforementioned also prevents HR professionals from performing their jobs in an efficient manner.

The forces of global change, according to Dawson (2003), are at work in companies and will undoubtedly have a substantial impact on the future of the HRM profession. A win-win perspective is being sought after, according to Jayne (2002) and Ison and Barton (2003), who also note a growth increase in coaching and mentoring, team building, leadership development, up skilling, and personal development. These are encroaching on the traditional HRM tasks including recruiting, administration, pay roll, performance assessment, and training, along with technological advancements and more outsourcing. Therefore, it is evident that a number of HR tasks likely require a thorough evaluation and potential retooling in order to be useful to the corporate world and the practice of the HR profession in the future.

The development of leadership and performance management in particular are crucial for the attainment of an organization's long-term goals, so HR practitioners should demonstrate a high level of sensitivity in these areas. Performance management also has a considerable impact on leadership and culture, which are interrelated yet essential elements to successfully carry out the function of the HR professional (Birchfield, 2003). Organizations must be able to control interactions between people and groups in order to obtain the intended results (Smith and Birchfield, 2001; Hamilton, 2003).

Sykes (2003) emphasizes that for HR leadership to be successful, practitioners must be present in the workplace at all levels of any firm. In the aforementioned setting, there are three main tasks that HR professionals must overcome in order to maximize future contributions to leadership and the bottom line (Burton, 2003). First, alongside the financial and marketing directors, HR managers need to speak up more and have more influence in the boardroom. In order for HR professionals to serve firms effectively, their quantitative skills such as the ability to assess human value and comprehend organizational dynamics need to be improved. Thirdly, HR professionals need to acquire a new set of competencies and skills related to organizational development, systems thinking, and change management.

### **CONTEMPORARY ISSUE IN HRM COMPLEXITY IN MANAGEMENT**

There are changes in the society which affect the organizations; human resource managers must monitor closely to be able to position their workforce for necessary change. These changes include globalization, increased competition, changes in products and processes, increasing importance of skills quality and productivity, job trends and social conditions and expectations, trade unions and legal system (Amah, 2016).

### **GLOBALISATION**

Today, business is undertaken on a worldwide scale, involving the transfer of cash, technology, managerial know-how, and commodities and services to other nations or across international borders. The world has become smaller because of globalization and quick communication networks. The world's economies are becoming more linked (Bhagwati, 2004). In addition, quality, efficiency, and competitiveness are now the three most important factors. Information, knowledge, and their application through science, engineering, and technology can be used to gauge the development and survival of the corporate enterprise in this century. In other words, as global businesses export their management philosophies and procedures, along with their technologies, goods, and services around the world, knowledge sharing has an impact on those businesses (Kuruvilla et al, 2003). The internet has made

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it incredibly simple to communicate with others and do marketing activities without having to leave your workstation. Even better, you may ask the vendor for advice and see what the product looks like. You must create a product that is regarded favorably around the world in order to compete on the global market. Your product must meet the needs of the market you are aiming for. The product must get value from you. It is now essential for human resource professionals to adapt to global needs by transferring people, ideas, products, and information around the world to suit local needs as a result of the rapid expansion of global marketplaces and the belief that the entire world is one market. The geographic dispersion, multiculturalism, disparate legal and social systems, and cross-border movement of capital, goods, services, and people are additional factors that the international firm must contend with, and they add a need for competency and sensitivity that is not present in the domestic firm (Vance and Paik, 2006). Therefore, managers in the twenty-first century must work to strike a balance between the need to act locally and think globally. However, some environment factors may constitute a problem and affect the rate of adaptation from international to local environment for the under listed reasons:

1. Economic system (capitalism; mixed economy, Marxist) and level of economic development (Developed, Developing and underdeveloped)
2. Legal system/environment and constraints (laws, regulations and administration of justice)
3. Political environment (power, ideologies, government policies and regulations)
4. Educational system and language vary from one country to the other;
5. Socio-cultural/Ethical environment (values, social organizations/systems, reward system etc)

The foregoing constraints have high potentials for conflicts hence Managers must develop social and diplomatic skills to forestall emergent conflict.

### **PROBLEMS, ISSUES AND TRENDS IN HUMAN RESOURCE MANAGEMENT**

In the past, the HRM's primary responsibilities have been recruitment, selection, orientation, training, job analysis and evaluation, labor relations, appraisal exercises, etc. However, in the modern era, certain issues and problems have given rise to a new era for HR practitioners and professionals. Some of these issues are discussed below:

#### **Productivity Improvement**

All hands must be on deck to find ways to increase productivity and thereby strengthen the economy for the benefit of all parties in employment relations because low productivity is likely to lead to unemployment, inflation, and a decline in the standard of living for the masses. Modern day HR practice has led to greater output and improved quality of products and thus the trend has encouraged HR practitioners in taking active roles on matter impinging on productivity improvement.

#### **Quality of Work Life (QWL)**

It describes how much an employee's personal needs are met by their job, i.e., how one's quality of life (QWL) increases when more of one's needs are met by their job. Improvements in QWL are therefore anticipated to have a positive impact on the organization's performance. In an effort to increase quality of work life, HR experts are reputed to take a particular interest in matters relating to dedication and job happiness (QWL).

#### **Health and Safety at Work**

The goal is to create a work environment where the risk of an accident or injury is as low as possible. Job stress is similar to this and can be just as dangerous as an unsafe workplace. Modern managers are interested in finding strategies to lessen the issue through medical care since they are aware of the risks of potential organizational and personal job stress.

#### **Quota System in Employment**

This is especially typical in government organizations as it is expected that employment will represent the Federal Character Principle. To ensure that employment is carried out in accordance with the aforementioned principle without compromising standards and merits is a tremendous undertaking for HR practitioners.

#### **Labour and Social Legislations**

Since the 1970s, the aforementioned laws have given workers more rights in terms of job security and privileges that were previously seen as simple expectations. These rights and entitlements (different fringe benefits, medical coverage for workers and their families, pension plans, gratuity schemes, national housing funds, retrenchment benefits, etc.) have increased the burden and costs that firms must bear when hiring, keeping, and terminating workers.

#### **Labour Dissatisfaction at Work**

This is related to problems like the rising rate of employee unionization, low morale, and alienation from the workplace. Others include the unavoidable workplace occurrences of strikes, labor turnover, brain drain, poor work habits and attitudes, and industrial confrontations.

#### **Changing Values of the Employees**

Employees steadfastly adhered to work ethics in the past with regard to timeliness, honesty, and effort, but there is mounting evidence that work ethics have seriously declined in the present. The syndrome is such that some businesses do not offer the fundamental rules for living instead leaving it up to the individuals to decide for themselves what they want to do and become in life. With this perspective, there is no need to wonder why employment has evolved into one option among many for workers trying to live in the challenging and chaotic modern world. As bribery, corruption, a lack of transparency, indiscipline, and wasteful spending increased, the trend caused values to erode.

### **Changing Demands of the Employers**

The organization must implement changes to its internal environment and technological developments as a result of competitive pressures. As a manpower reduction or expansion becomes imminent, the aforementioned issues undoubtedly have serious effects or repercussions for HR management and planning in the firm.

### **Changing Role of Government or State in Industrial Relations**

The government changed its non-interference stance for more constructive involvement in industrial relations practice as a result of the civil war in Nigeria. This is demonstrated by its "Interventionist Policy" in labor-related matters, which it dubbed "Guided Democracy." The government occasionally passes laws as business conditions may require and puts into practice ILO-approved labor standards. The HR professional needs to constantly keep up with changes in labor laws.

### **The Clean Wage Option**

The basic pay and all allowances or fringe perks have been combined in this. In other words, it is the payment of the entire package as salary without separating or differentiating between the components of the wage and fringe benefits. Many Third World nations, notably Ghana, which accepted the option in 1988, currently do this. Some oil companies, like Mobil Producing Nigeria, embraced the choice in Nigeria in 1997. The choice has effects that affect employers and employees in different ways. The option will have a high tax element for the employees because only the basic salary, which is equal to the complete package or clean wage, will be taxed, while the total emolument will raise the terminal benefits and offer additional opportunities for retirees. On the other hand, because the computation will be based on the clean wage option, it will result in increased contributions by the Employer to the Staff Pension and Gratuity Schemes.

### **Social Responsibility by the Employers**

The businesses operating within some communities have social obligation to contribute to the development and well-being of these communities since they have made life in these places intolerable for the populace through water pollution and the degradation of other natural resources. For instance, in order to prevent problems, oil corporations in Nigeria offer social facilities to the host communities. As a contribution to the economically disadvantaged segments of the economy, other businesses support sporting events, award scholarships to deserving and gifted students, sponsor or host educational activities, etc.

### **Economic Recession**

As a result of this phenomenon, which is brought on by a drop in economic activity, there are significant changes in industrial production and output as well as a corresponding increase in the unemployment rate. The primary environmental factor influencing the collective bargaining process and having an impact on industrial relations institutions. Additionally, it makes room for a wave of industrial activities because of the reduction in workforce brought on by the underuse of industrial capacity. Instead of taking an antagonistic attitude to labor/management relations, HR managers must change their approaches by teaming up with the unions to genuinely address these difficulties and keep the business afloat.

### **Public Service Reform by Government**

The major goal of public service reform in Nigeria is to demonstrate that government business can be conducted in an open, efficient, and transparent manner free from favoritism and corruptible inclinations. To provide an efficient and transparent system of economic and financial management of public resources, the reform focuses on restructuring government institutions and implementing social charters, value reorientation, moral rectitude, respect, and due process. The aforementioned highlights the necessity of cleaning up the public service's reputation and future. Public sector HR managers should lead the charge in returning the service to its glory years or earlier decades, when it earned respect and recognition.

### **Casual Labour**

This unusual work structure is a result of trade liberalization and globalization's effects.

Because employers are motivated to avoid the costs associated with enforcing the provisions of labor laws that are intended to protect permanent employees in standard and pensionable employment as well as for the purpose of flexibility, there has been a shift from standard to non-standard work arrangements. Employers are free to "hire" and "fire" temporary workers at will thanks to the practice. The practice has been a persistent source of contention between companies and unions. Since there is no law in Nigeria that supports this behavior, HR managers should have the guts to advise and lead management accordingly.

### **THE CHALLENGES OF HUMAN RESOURCE MANAGEMENT**

Future demand for organizational excellence will be fueled by the competitive challenges that the modern firm must endure and succeed under as a result of globalization and liberalization.

Like other management departments, human resources must adopt a new strategic focus and develop new talents to succeed in the modern, global, complicated, and frequently chaotic environment of multinational corporations (Briscoe et al, 2009). New HR responsibilities and priorities should place more emphasis on the profession's outcomes rather than on traditional HR activities like staffing and remuneration if they are to flourish and remain relevant in the global setting. Additionally, HR should be judged on the results it produces, i.e., those that increase the organization's worth to clients, shareholders, and employees. For the HR practitioners to contribute their quota to the enterprise in achieving excellence, they need to adopt the following:

### **HR Collaboration with Line Managers**

All managers within the company have a joint responsibility for the HRM function, so both line managers and HR personnel must be involved. HR professionals should work as a team to implement strategy with senior and line managers, assisting in moving

planning from the conference room to the marketplace (Ulrich, 1998). The HR department should act as an architect in the execution of business plans, providing direction on the best ways to carry them out. By doing this, the HR department will provide a thorough set of blueprints illustrating various units or parts and their operational/working relationships. Similar to the audit of the blueprints, an organizational or HR audit will be conducted. The comparison or exercise's results could point out areas that need more or less staffing, depending on the situation. It can point up elements that need be modified to make a goal easier to achieve (s). It is possible to characterize the architectural framework in terms of factors that are relevant to the workplace, such as leadership culture, government, management style, competency, motivation, interpersonal relationships, discipline, etc. The next step is to start replacing the parts after locating the defective ones.

#### **HR Exhibition of Expertise in the Organization of Work**

The HR experts will need to investigate and develop solutions to carry out HR duties in a better, faster, and less expensive way in order to cut costs. Efficiency and quality must be preserved in service delivery in addition to cost reduction. To ensure that expenses are decreased while maintaining quality, HR professionals should become specialists in how work is structured and carried out (Ulrich 1998). In a nutshell, HR specialists could improve the organization's systems and practices and provide perfect administrative services to establish themselves as a legitimate player in the realization of business strategies.

#### **GAP IN LITERATURE**

There are having been so many research works on contemporary issues faced by human resource management. According Sudhakar and Swetha, (2017) in their research postulate that the diverse and complex range of issues currently confronting the field of human resource management. Adopting a critical approach, the authors review theories of HRM, and apply these principles to emerging themes that exemplify the dynamic working environment confronting organizations today. The exploration highlights the challenges for HR professionals who are increasingly expected to provide leadership in the management of employees as a key source of organizational competitive advantage. Since this is new area of research, the study shows why a contemporary issue in Human Resource Management is complex in management.

#### **SUMMARY**

The achievement of business objectives and that of Human Resource Management are affected by pressures exerted by globalization. These include increasing globalized sales, manufacturing, research, management and labour market. These result in increasing competition that challenges human resource management. Competition increases need to cut cost and human resource management makes more demands on employees. There is increased competition due to globalization. For organizations to survive their HR managers have to ensure that the human resource management policies and practices of the organizations are such that will enable the employees have the right skills and be involved in the effecting of change. The HR manager has to ensure he manages the workers in such a way that they can give the organization a competitive advantage.

#### **CONCLUSION**

It's the people in an organization that carry out many important work activities. Managers and HR professionals have the important job of organizing people so that they can effectively perform these activities. This requires viewing people as human assets, not costs to the organization. Looking at people as assets is part of contemporary human resource management and human capital management. The human resources management team suggests to the management team how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies. In this way, HR professionals are consultants, not workers in an isolated business function; they advise managers on many issues related to employees and how they help the organization achieve its goals.

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