



វេទិកាវៀនស្យូតលើក ទី៤៨

48th Learning Forum

ប្រធានបទ៖

Topic:

**ការគ្រប់គ្រងធនធានមនុស្សក្នុងសតវត្សរ៍ទី២១៖
បញ្ហាប្រឈមក្នុងពេលអនាគត**

**HR Management in 21st Century:
Challenges of Future**

(ផ្តោតលើការអភិវឌ្ឍន៍សមត្ថភាពមនុស្ស
និង ការរក្សាទុកមនុស្ស)

(with focus on Staff Development
and Staff Retention)

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សាលប្រជុំ ទន្លេចាសាក់ ២ ភ្នំពេញ

November 15th, 2023
Tonle Bassac 2, Phnom Penh



Human Resources Management in 21st Century: Challenges of Future

**With focus on Staff Development
and Staff Retention**

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Sources: Various Websites & Publications (See References), and

Excerpts from Research Article by Savneet Kaur, M. Com (E-Commerce), Panjab University, Chandigarh, India

International Journal of Emerging Research in Management & Technology ISSN: 2278-9359 (Volume-2, Issue-6)-Edition: June 2013

TABLE OF CONTENTS

	Slide #
Abstract	5
I. INTRODUCTION	6
Human Resource Management	7
• <i>Human Resource Management Functions & Roles in the 21st Century</i>	9
• <i>Roles of Human Resource Management</i>	10
Strategic Human Resources Management	11
• <i>HR, the Unofficial</i>	12
Globalization	14
II. MAJOR CHALLENGES OF 21st CENTURY	16
1- <i>Attracting & Selecting the Best Candidate</i>	17
2- <i>Promoting Organizational Culture</i>	18
3- <i>Career Development of the Employees</i>	19
4- <i>Adopting Human Investment Perspective</i>	20
5- <i>Catering to Changing Situations</i>	20
6- <i>Business Ethics and Values</i>	21
7- <i>Making New Retention & Motivation Strategies</i>	21
• <i>Drivers of Employee Turnover</i>	22
• <i>10 Benefits of Employee Retention</i>	23
• <i>Herzberg's Two-Factor (Employee Retention) Theory</i>	24

• <i>8 Employee Retention Strategies</i>	25
• <i>Top 10 Employee Retention Strategies</i>	26
• <i>Innovative Employee Retention Strategies</i>	27
8- Conflict Management	28
9- Managing Multi-Generational Workforce	28
10-End of Weekend	29
11-Striking Balance Between Home and Work	29
12-Attracting and Relocating Local & Foreign Talent	30
13-Employee Engagement & Grievance Management	30
14-Role of Change Agent & Business Partner	31
15-Managing Virtual Workplace and e-Commerce	31
16-Managing 5 R's	32
17-Continuous Innovation	32
18-Health & Safety	33
19-External Relations	33
III.HOW THESE ABOVE CHALLENGES AFFECT THE HUMAN RESOURCES	34
IV.STRATEGIES FOR CHANGE	36
1- Become the Pioneers	36
2- Become the Change Agents	37

3- Adequate Training & Knowledge	37
• <i>Seven Human Resource Best Practices</i>	38
• <i>What Makes Up Human Capital</i>	38
• <i>Employee Training & Development Model</i>	40
• <i>Employee Training & Development Method</i>	41
• <i>Examples of People Development for HR</i>	42
• <i>Staff Development Priorities</i>	43
• <i>Benefits of Career Planning</i>	43
4- Innovation is the Key	44
5- Individual & Organizational Integration	45
6- Sponsoring Higher Education	46
7- Investing in Technology	46
8- Effective Talent Acquisition	47
9- Re-arranging Staffing Functions	47
10- Managing Workforce Diversity	48
11- Develop New Competency Models	48
12- Face the Challenges	49
13- Developing In-house Income Generation Campaign	49
V. CONCLUSION	50
VI. ACKNOWLEDGEMENT	52

VDO Clip on Staff Retention: <https://youtu.be/z42UZpE5jys?si=xmAWVYNz8ce7aXkL>

VDO Clip on Career Development: <https://youtu.be/cmglfdSZzhY?si=oCkgJblbl7W6mdXh>

Abstract: Globalization has changed how NGOs and business houses used to work. With advancement in technology, the role and functions of HR manager has totally changed. It has become important for the HR department to **redefine its strategies** and act as a strategic partner by aligning all the HR functions with the mission, vision and strategies of the organization. This paper discusses the changes in the role of HRM after the globalization. And this change means the change in the traditional ways of working, the usual methods of production, the process of recruitment, the training techniques, and new equipment etc. Human resources have become most important strategic player in an organization and their management has become the most challenging task. The management should spend time to learn the changing scenario of the HR Department in the 21st Century. The HR department has to keep up with the changing business environment; thus, it **has to formulate and edit the organizational and individual goals accordingly.** This paper aims to point out the changing role of the HR manager and HR department.

HUMAN RESOURCES MANAGEMENT IN 21st CENTURY: CHALLENGES OF FUTURE

I. INTRODUCTION

Human beings are the most important resource of an organization. These are the people who plan all the activities and then they carry on all the activities. And managing human beings is the toughest duty of the manager², as no two persons are alike. Every individual has separate values, ambitions, motivations, assumptions, goals, etc. And now after the globalization and technological developments, the managers have to keep up with the latest changes. The HR managers should be given proper authority and s/he should have the capability to deal with the ever changing business environment. The HR manager has to decide about a staffing agency or personally hire qualified applicants to fill in the organization requirements³. They have measure the employee's performance against the set standards, and they have to decide on the employee benefits and compensation package.

² Challenges of Human Resources Management in The 21st Century, www.ituarabic.org

³ HR Management in the 21st Century: What's Ahead?

Human Resource Management

HRM is a multidisciplinary organizational function that draws theories and ideas from various fields such as management, psychology, sociology and economics⁴. An effective HRM uses the employees in such a way that their productivity is maximized. The HR managers are required to find out right people for the right job and get the job done from them. Other than this the human resource management is also responsible for the motivation, development and **training** of the employees and **retaining** efficient employees for a longer period of time. HR management has to make sure that both the personnel and the organization are complying with regulations⁵.

The human resources can be managed by using either **hard or soft approach**. The hard approach involves developing strategies for managing and controlling human beings. Under the soft approach the manager focuses on improvement of communication between

⁴ Zorlu Senyuçe, "Managing the Human Resource in the 21st Century", 2009, Zorlu Senyuçel & Ventus Publishing.

⁵ HR Management in the 21st Century: What's Ahead?

employer and employee, motivating the personnel, and developing their leadership skills. It is important on the part of the HR manager to ensure that their **human capital** is **well-trained** and **developed**. Human capital refers to the intellectual abilities, understanding, motivation, commitment, and relationship of the employee to the goals which are set by the organization for them. The management of employees varies from organization to organization and it depends upon the ability and capability of the HR manager.

The management has to be well versed with the latest technological changes along with environmental changes if it wants to achieve the competitive advantages of business in 21st Century. These changes can be the changes in the business world, globalization, change in the taste and habits of the stakeholders/customers, new techniques of production, etc.⁶ The HR manager is faced with challenge of **developing the workforce** by keeping in mind the international marketplace and global environment who can work for tomorrow.

⁶ <http://www.hrmars.com/>

HRM Functions & Roles in the 21st Century⁷



⁷ European Proceedings

ROLES OF HUMAN RESOURCE MANAGEMENT

CAREERCLIFF.COM

1. Attracting candidates
2. Selecting Candidates
3. Hiring from Within and from Outside
4. Performance Appraisals
5. Compensation
6. Employee Benefit Management
7. Learning & Development
8. Promotions
9. Problem-Solving Groups
10. Total Quality Management
11. Information Sharing
12. Organizational Development
13. Survey Management
14. Compliance Management
15. Business Partnering
16. Data & Analytics Management
17. HR Technology Management
18. Change Management



SOURCE: DIGITALHRTECH.COM

Strategic Human Resources Management



By now we know that organizations need change as they expand their business. Thus, with the change in the organization, their human resources should also change. They have become the primary source of competitive advantage. Human resources no longer have the supportive role in the functioning and decision making of the organization; rather they have taken the strategic and most important role.



In the 21st Century, the organizations/firms who have competitive superiority over other entities/companies will be able to survive; thus, the need for internal competitive advantage within the organization has arisen. This competitive advantage can be generated from organization's human resources. In order to meet the changes required by the globalization some authors suggested that the previous functions of the HRM like selection, recruitment, training and development, compensation management, etc. should be modified and linked with the current needs of the change management. But others were of the opinion that HR department should take the lead in developing strategic and competitive advantage on its own¹⁰. The changes thus required to meet the challenges of the 21st Century need to be documented. This way, it will become easier for the management to edit the vision, mission and objectives of the organization accordingly.

Since role of HR manager has changed to a more strategic one, it has become important to delegate the routine and casual activities to the line manager and let the HR manager concentrate on making strategic decisions¹¹.

¹⁰ Golden, K. A. and Ramanujam, V. (1985), "Between a Dream and a Nightmare: On the Integration of Human Resource Management and Strategic Business Planning Processes", *Human Resource Management Review*, vol. 24.

¹¹ Andersen, K. K., Cooper, B. K. and Zhu, C. J. (2007), "The Effect of SHRM Practices on Perceived Financial Performance: Some Initial Evidence from

Globalization

The globalization and advancement of 21st Century has also forced the government and non-profit organizations to go the private sector way¹². Government departments have also adapted many new technologies to make the work of general public easy. For example, some institutions have created Apps and Software for easy payment of bills, filling up and depositing public utility forms, etc. Thus, HR departments in these organizations have faced challenging situation to keep up with the changing face of HRM.

This has changed the face of the government jobs with the contractual jobs replacing the “hired for life” concept in the government departments. Thus, in order to respond to the changing needs of the organizations and become more dynamic, the HR departments will have to move from traditional to a more strategic approach.

Australia”, Asia Pacific Journal of Human Resources, vol. 45.

¹² Puneet Gupta, “Human Resources Departments face Challenges in the 21st Century”, <http://careeristt.blogspot.in/>, August 2012.

II. MAJOR CHALLENGES OF 21st CENTURY

HR planning has become a crucial activity for the HR managers. The HR function of 21st Century has transformed from “behind the scenes” to becoming the critical differentiator in business. Its role has taken a new meaning in the 21st Century especially after globalization.

Managing the manpower is somehow a boring job and needs specialized training and skills. Inflation rose to its peak during last few years, and there were many layoffs, a lot of people lost their jobs overnight putting a lot of pressure on management to reconsider its policies and strategies¹⁴. The post-pandemic period is even worse. Challenges being faced by the HR department can be found in various materials¹⁵.

¹⁴ Zorlu Senyuçe, “Managing the human resource in the 21st Century”, 2009, Zorlu Senyuçel & Ventus Publishing.

¹⁵ <http://www.citehr.com/>; Zorlu Senyuçe, “Managing the Human Resource in the 21st Century”, 2009, Zorlu Senyuçel & Ventus Publishing; Terry Terhark, “What's

1-Attracting & Selecting the Best Candidate

It has become very tough to find suitable talent as this is a process where every candidate will differ from others in one or the other sense. Even the managers will take decisions as per their perceptions; thus, possibility of bias can't be ruled out. Every manager's decision is influenced by his values, beliefs, political and social views.

So 21st Century poses the challenge of selecting and attracting the best candidates by keeping the competition in mind. The managers need to know that high-quality, skilled talent can be worth its weight in gold and all the organizations are after them to join them but nobody's able to find them. While gold in the 19th Century was found in abundance, today's high-quality, skilled talent is not.

Ahead: 21st Century Gold Rush: The Quest for Quality Talent", April 2011; Nina DuBois, What Challenges Face Human Resources Departments in the 21st Century?; <http://www.chow.com/>; <http://www.cibmp.org/>; 21st Century Presents Familiar HR Challenges; <http://www.inc.com/articles/>; Puneet Gupta, "Human Resources Departments face Challenges in the 21st Century"; <http://careerstt.blogspot.in/>, August 2012; 21st Century Workforce: Challenges for HR Solving them the TCS Way, May 2010, <http://www.coolavenues.com/>; <http://www.hrmars.com/>; <http://www.chillibreeze.com/>; Koushal Swami, "Potential Roles of HR in 21st Century"; <http://www.selfgrowth.com/>; Bharti Venkatesh, "Challenges faced by Human Resource Managers in the Era of Globalization", September 2010.

2- Promoting Organizational Culture

An organization is full of diverse people; which is good in a way as different minds will lead to innovation and new ideas but managing the culture with so many diverse minds and putting across the cultural values is a tough task. Since organizational culture is an important factor in attracting the new talent; therefore, HR manager has to put in a lot of hard work and efforts to develop a successful organization structure. Managing these people with diverse cultures like different religious, cultural, moral background is a challenging task for the HR Managers in 21st Century.

Due to acquisition and mergers taking place it becomes important for the HR Manager to develop the work culture because the whole organization is to be restructured after mergers. Organizations now are adopting **more flat and simple structure**. Globalization will impact HR managers by requiring new skills such as **language capabilities** because the manager will have to speak to other nationals while recruiting them.

3- Career Development of the Employees

With the coming of globalization, there have come many technological developments and changes. **Innovation is the key to survive in the business.** And workforce being an important factor in the organization has to be trained and developed along with the changes in the business environment. Training should not be restricted to improving skills and knowledge alone; rather it should concentrate on the overall career development of the employee, which is a major challenge for the HR manager.



4- Adopting Human Investment Perspective

The HR manager will have to adopt more active than the reactive approach. S/he needs to focus on using business strategies in HR policies and practices for satisfying consumers and employee's needs. Need of the hour is to develop a workforce that reflects the diversity of stakeholders, consumers and clients. Thus, role of HR managers is expected to change radically in the next decade. HR manager should be equipped with specific competencies to support these roles; and, as mentioned above also, the managers will have to spend nearly all of their time managing cross-functional work teams. The managers will have to develop an international workforce, they will have to keep the written records of other cultures and keep the management informed of the cost for not paying attention to all these major issues.

5- Catering to Changing Situations

Due the globalization, another problem that a manager faces is of managing the change in the organization and how to make people familiar with the changes. The managers have to work hard/er to adapt to the changing business environment because the HRM in 21st Century will become more dynamic after moving from traditional to strategic approach.

6- Business Ethics and Values

With changing work culture and structure, it has become more important to have ethics and values in place which will also in the long run decides the sustainability of the organization in the global market place (e.g. Acleda, ERIKS, Cord, ...).

7- Making New Retention & Motivation Strategies

As the organizations have opened up to hiring worldwide, it has become necessary for the managers to have better retention policies. A multinational company/organization comes with its own set of rules and policies, but they have to adopt new rules and policies keeping in mind the work culture of the country they are operating it. Only then they'll be able to satisfy the employees of that country and thus it will reduce the erosion rate. **If the employees are motivated and like their job, they are less likely to leave.** The managers will have to walk that extra mile to motivate today's employees.

DRIVERS OF EMPLOYEE TURNOVER

Preparing the predictive model



1. Cost Reduction

2. Morale Improvement

3. Experienced Employees

4. Recruitment and Training Efficacy

5. Increased Productivity

6. Better Customer Experience

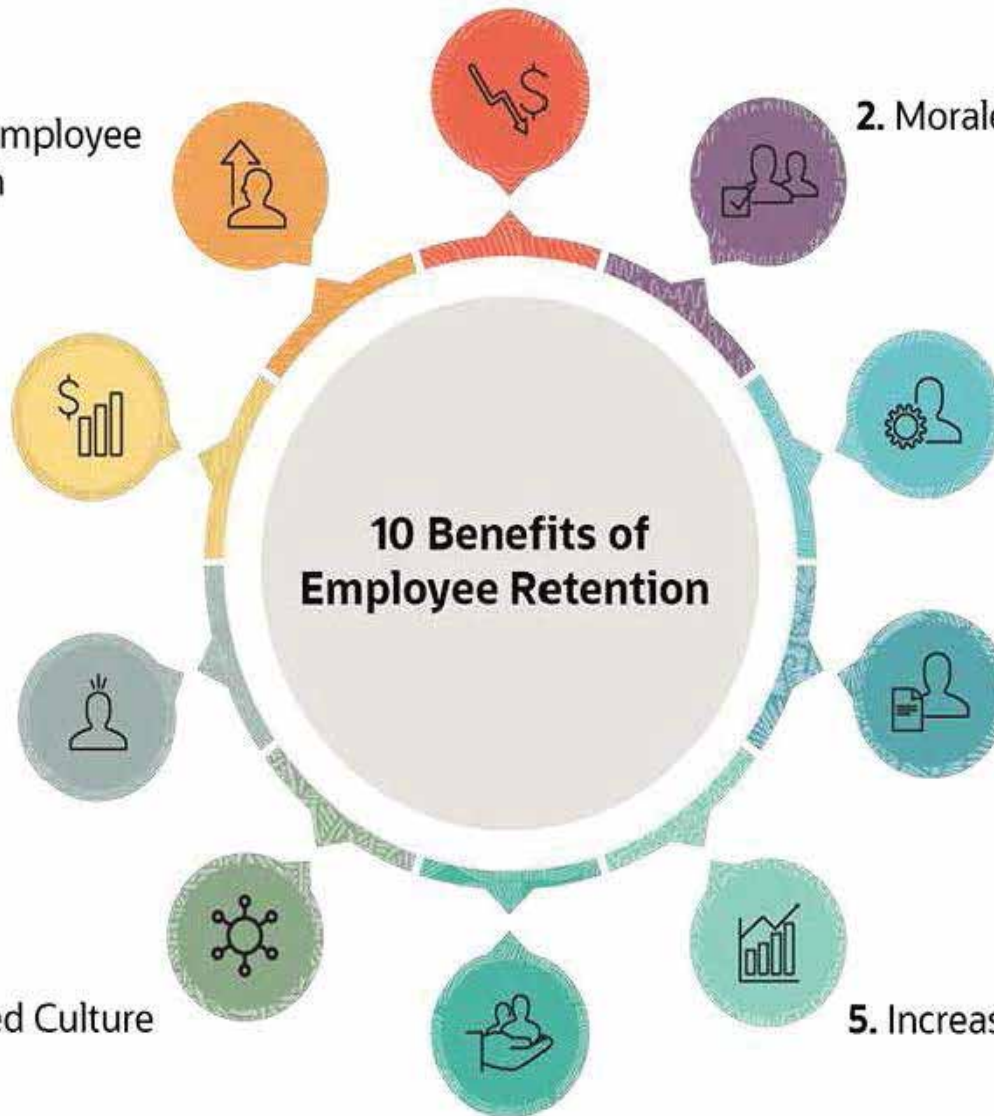
7. Improved Culture

8. Better Employee Experience

9. Increased Revenue

10. Improved Employee Satisfaction

10 Benefits of Employee Retention



HERZBERG'S TWO-FACTOR THEORY

MOTIVATORS



- RESPONSIBILITY ●
- JOB SATISFACTION ●
- RECOGNITION ●
- ACHIEVEMENT ●
- GROWTH OPPORTUNITIES ●
- ADVANCEMENT ●

- WORKING CONDITIONS
- PEER RELATIONSHIPS
- LEADERSHIP QUALITY
- JOB SECURITY
- COMPENSATION
- STATUS



HYGIENE FACTOR

8 EMPLOYEE RETENTION STRATEGIES



Top 10 Employee Retention Strategies

- 

1
Build employee engagement
- 

2
Get recognition and rewards right
- 

3
Recruit the right employees
- 

4
Create an exceptional onboarding experience
- 

5
Provide avenues for professional development
- 

6
Build a culture employees want to be a part of
- 

7
Offer winning incentives
- 

8
Manage to retain
- 

9
Prevent burnout by focusing on employee wellness
- 

10
Maintain open and ongoing communication



INNOVATIVE EMPLOYEE RETENTION STRATEGIES

CAREERCLIFF.COM

- | | |
|-----------------------------|--------------------------------|
| Hire for your culture | Focus on personal development |
| Focus on long-term benefits | Encourage, support innovation |
| Be charitable | Compensate excellence |
| Show your appreciation | Embrace employee growth |
| Foster teamwork | Reduce workweeks |
| Value tech | Let some staffs work from home |
| Solve problems | Don't micromanage |
| Offer flexibility | Show career growth |
| Provide work-life balance | |

SOURCES: FORBES.COM; ADVERTAGE.COM

8- Conflict Management

21st Century brings with it long working hours, target pressures, high competition, etc. which can lead to stress and conflicts in the organization. The HR manager's burden increases as s/he will have to make sure that work is done timely and accurately but at the same time s/he will have to find ways of reducing stress and conflict before it can cause any serious damage. Simultaneously, s/he has to balance her/his work life vs. personal life as the stress and long working hours can also have a toll on her/him.

9- Managing Multi-Generational Workforce

Normally, organizations/companies have employees of various age groups who can be classified as Baby Boomers (1946-64), Baby Busters or Gen X or Generation X (1965-84), and Generation Y or Millennials (1981-96) staff members. Generation X employees are more aware of the technology and they prefer to work with latest techniques, while the older employees may still feel comfortable with the traditional working methods. To retain these employees, HR departments must be ready to respond to their needs.

10- End of Weekend

This is also one of the challenges for the manager. Time is going to be more flexible in the coming years. With the advancement in technologies, the generation next prefers to work on palmtops and they want flexibility as to work from home or at odd hours, result-based rather than time-based. The internet has given birth to a virtual world and a nonstop market place. Though these work arrangements have many advantages but they are going to cause more stress to the workforce and management of which is a challenge.

11- Striking Balance Between Home and Work

With the working hours increasing and becoming more flexible, the manager has to make sure to draw a line between leisure and work. S/he will have to help employees to find the right balance between home and work. Increased use of telecommuting can be encouraged and the employees should be allowed to work at home and avoid lengthy travels.

12- Attracting & Relocating Local & Foreign Talent

The manager will have to plan the **placement of the employees** as per the employee's preference to keep them attached to the organization. If an employee is forcibly transferred to undesired location, then s/he's not likely to stick to the organization for a longer period.

Similarly, during the time of crises s/he will have to send the competitive employees to the charge of the situation. Thus, it's a challenging task for the manager.

13- Employee Engagement & Grievance Management

Employee engagement means that **HR should have her/his eyes and ears close to the ground realities that an employee faces in the job.** This deals with issues like work and life balance, fun at work, etc. The HR has to ensure the fulfilment of just needs of employees and addressing their grievances, appropriately.

14- Role of Change Agent & Business Partner

The HR manager's role in the 21st Century has become that of a change agent. The demand of HR staff has gone down and expectations from HR manager have gone up; thus, HR professionals will have to try hard to meet this challenge of how to meet organizational needs with fewer (HR) staff while continuing day-to-day operational and political management of HR.

15- Managing Virtual Workplace and e-Commerce

Electronic commerce means to perform the business activities through internet. The on-line business has become a challenge for the workers. The managers are finding it hard to hire & develop human resources who have the ability to attract, motivate, retain, and to serve as maximum beneficiaries/customers as possible. The virtual business world has forced the organizations/business houses to decentralize their functions as flexible work arrangements, taking away most of the time of the manager.

16- Managing 5 R's

The **5 R's** are very fundamental in the changing role of HR managers. The HR team has to take care of all stages starting from the stage of defining the organizational business strategy to **R**esourcing, **R**ecruiting the right talent, **R**etaining the talent, **R**etraining and **R**estructuring.

17- Continuous Innovation

The 21st Century HR manager has to be innovative on a continuous basis. Only those organizations/business houses who have made innovation their unique selling point (USP) will succeed. The challenge for HRM is to continue to develop innovative systems by focusing on the integrated functions and systems of organization.

18- Health & Safety

With coming up of new automated machines, the need for training the workers about how to use the equipment has also raised. Thus, the manager has to make sure that while performing any task all the safety measures are adhered to and **everybody is covered under an insurance** in order to ensure safety of the workers.

19- External Relations

The management is faced with the challenge of having cordial industrial relations with the other industrial partners. One may need any kind of technological supports/helps from other industrial unit, plus they have to follow the same laws for their functioning. Thus, it is always important to have cordial industrial relations **with the competitors as well**. Similarly, there are also competitions among NGOs; and HR needs to join in strengthening external relations with all stakeholders, without any exception.

III. HOW THE ABOVE-MENTIONED CHALLENGES AFFECT THE HUMAN RESOURCES

The role of 21st Century HR managers is expected to take a u-turn from what they have been doing in the traditional management. Thus, they are likely be affected by the globalization **while re-engineering the HR policies**. Following issues are likely to arise¹⁹:

- HR will find its role highly globalized to emerging trends in the recruitment, motivation and retention.
- The traditional managers who have significant product and customer knowledge might be rigid to adapt to the changing situation. They may oppose the use of new technologies.
- Differences can arise among the internal management as they

¹⁹ The Challenge for HR in the 21st Century Organization: Reengineering Management, <http://www.petermarkadams.com>

can divide in groups of tech know-how and traditional partners giving way for internal conflicts.

- Leadership might be taken by the innovative partner and the traditional management might be redundant on this.
- Importance will have to be given to the social issues also, and the HR will need to take a lead in introducing social, cultural and environmental initiatives.
- HR will have to integrate the new business model of working 24/7 with the work – life balance of the employees.
- HR will have to devote more time in developing the new training and development methods for the overall development of the workforce.
- HR will have to be on a continuous lookout for the innovations as they say “innovation is the key to success”.

IV. STRATEGIES FOR CHANGE

The challenges which are mentioned above are meant to change the role of the HR manager as a **strategic partner**. S/he can meet the challenges if s/he keeps in mind the following²⁰:

1-Become the Pioneers

The HR managers should become **the pioneers of change in the organization**. They should not merely follow the policies rather they should become the change agents of the business by helping employees to enhance their capabilities to ensure organizational objectives are met.

²⁰ Challenges of Human Resources Management in The 21st Century, www.ituarabic.org; Terry Terhark, "What's Ahead: 21st Century Gold Rush: The Quest for Quality Talent", April 2011; <http://www.hrmars.com/>; Koushal Swami, "Potential Roles of HR in 21st Century", <http://www.selfgrowth.com/>

2-Become the Change Agents

The HR should **initiate the change** and should **form new training techniques** which will help the employees to adapt to the change easily and quickly. They should know how to honor the past and change the future of the organization. They should design the model of change in such a way that it should be comfortably adopted by the employees. The managers should be able to align HR with the changes that are happening in the workplace and the economy.

3-Adequate Training & Knowledge

The employees should be given proper training and know-how to adapt the change. They should become well versed in their new responsibilities and should be aware of the changes in their organizations, their job roles and responsibility. They should be trained in technical knowledge, decision-making skills and group process skills. **HR practices must create value by increasing the organization's intellectual/human capital**. Organizations should be ready to invest in staff development (Slide 38 to 44).

7 Human Resource Best Practices



What Makes Up Human Capital

Health

Work
experience

Personality

Hard and
soft skills

Loyalty to the
company

Education
and training

Intelligence
and emotional
intelligence

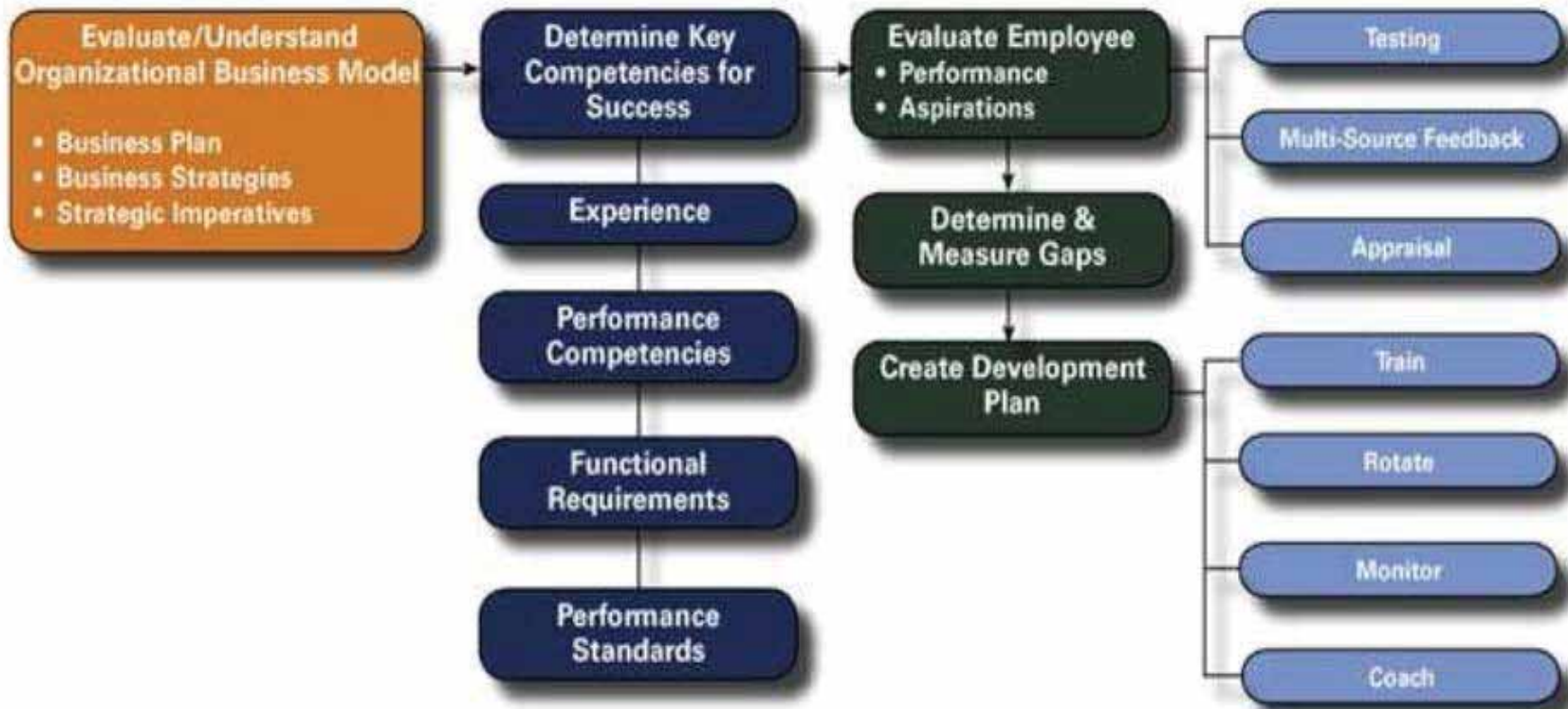


BetterUp 

EMPLOYEE TRAINING & DEVELOPMENT

SYSTEM DESIGN MODEL

Employee Development is a key to maximizing the Human Assets of any business. Training is only one option in assuring every employee is fully capable of contributing to a businesses strategic objectives. PLS can help you cost effectively implement a metrics-based employee development system.



Employee Training and Development Methods

Case Studies

1

Game-based Training

2

Internships

3

Job Rotation

4

Job Shadowing

5

Mentoring and Apprenticeship

6

7

Role Modeling

8

Stimulation

9

Team Training

10

Orientation

11

Computer-based Training

Examples of
**People
Development**
For HR

01. Cultivating a learning culture

02. Job rotation

03. Peer coaching

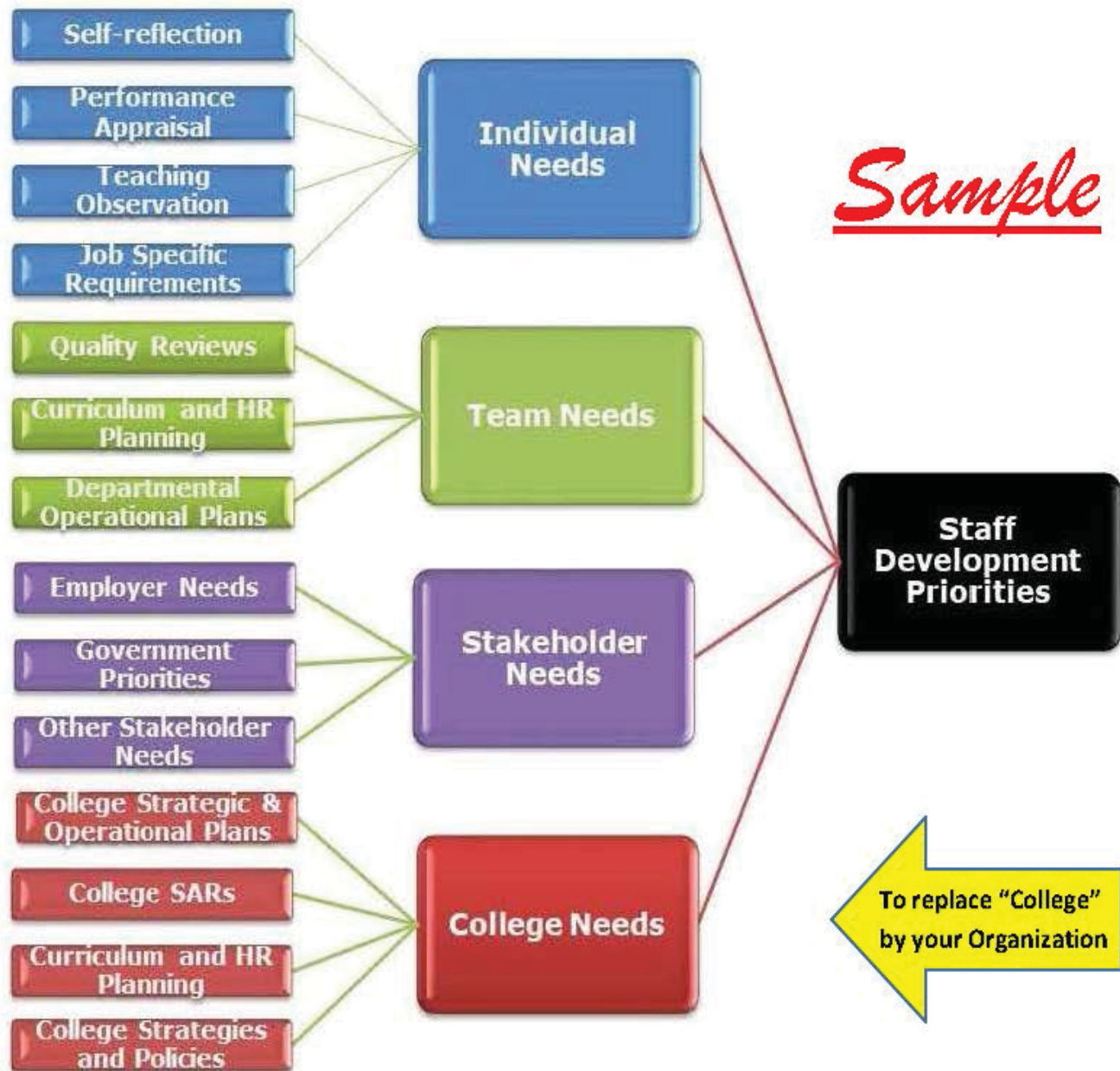
04. Targeted training and skill building

05. Job shadowing

06. Self-paced learning

07. Mentorship programs

AIHR | ACADEMY TO
INNOVATE HR



BENEFITS OF CAREER PLANNING

Advantages of Career Planning



21

4-Innovation is the Key

The HR partners should be able to bring in innovative ideas. They should be able to focus on cultural changes and align the diversity within national and international level. The HR employees committed to achieve the organizational goal.

5-Individual & Organizational Integration

The goals, vision, mission of the individuals should be aligned with those of organizations. If an individual will work towards achieving the organizational goal only then s/he'll be able to achieve her/his individual goal. The benefits and profits of the organization should also be shared with the employees. And management should trust its employees including the lower level ones. HR practices must be aligned with organizational/company strategies.

6-Sponsoring Higher Education

The organizations should have certain policies of sponsoring higher education of competent employees. This can be done by giving paid leave for pursuing the courses, by providing interest free loan for higher education, etc. This way the employee will become more loyal towards the organization.

7-Investing in Technology

The organizations should invest in the right technology to maximize their returns. In today's competitive world the need for the hour is to invest in the right technology and be armed with the right expertise to use that technology. Technology has changed everything from the ways of working and/or methods of production to the process of recruitment to training techniques. Thus, it has become necessary to invest in new technology.

8-Effective Talent Acquisition

The skilled talent is becoming scarcer. The organizations / companies are fighting to retain their skilled employees. In this regard, they need to invest in innovative programs to attract and retain high-quality ones. Skilled workers will have the opportunity to discover a gold mine of talent for tomorrow. It is very important to retain such employees in order to have a competitive edge over others.

9-Re-arranging Staffing Functions

The management should re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees as per the changing needs. This way more talented people can be brought into the organization.

10-Managing Workforce Diversity

Globalization has led to acquisition of employees from diverse cultures. The manager should have knowledge of the language of the country in which the business is operating or else s/he'll have to keep a translator to communicate with her/his employees (unless s/he knows some or any of the 6 international languages). Thus, HR manager should make such strategies which help to adjust employees in global organization; HR must develop the ability to compete in the international market. The HR system should be consistent with other organizational elements.

11-Develop New Competency Models

The HR should develop new competency models to refresh HR workforce. The newly developed competencies can offer HR practitioners an opportunity to define excellence and demonstrate what they can bring to their organization.

12-Face the Challenges

The HR managers should be able to face the challenges of the business environment. If the managers are responsible, then they can motivate others also to face the challenges and increase their efficiency and performance. HR professional of the 21st Century must emerge their roles along with the identification of new competencies needed to get their job done.

13- Developing In-house Income Generation Campaign

The HR manager should develop an in-house income generation campaign that would highlight the services HR can provide to the organization. This should be done within the organization, then also outside of the organization. A website should be created. This has a strong potential for generating revenue for the organization and can surely add some value of HR functions to the managers. For NGOs, this is crucial for self-sustainability, less dependent on Donors/external funding (which is the current emerging trend in this sector).

V. CONCLUSION

After all, we found out that the capacity to face the challenges of globalization and industrialization posed by the 21st Century depends on the human resources of an organization. The organizations/firms have other resources as well but human resources play the most important role. The globalization has changed the face of the non-profit, government and private organizations. The organizations have become more tech proficiency which in turn has led to public convenience. The role of HR departments has changed and they have become strategic partners of an organization. Earlier, the IT sector's focus was on the US and the UK but with technological advancements, the Asian countries like India and China are being preferred by the Multinational Corporations (MNCs). Many MNCs prefer to set up a base in these countries for their manpower, skills, know-how, etc. Even Indian companies are setting up their bases in other countries,

too. Since human resources are seen as the most valuable assets of the organization, the strategic HRM has also gained importance. The human resources of the 21st Century are seen as strategic partners of the organization so they are required to coordinate all the functions and supporting the strategies by attracting and retaining the essential qualified employees. The 21st Century HR is responsible for developing sound organizational structure with strong interpersonal skill to employees, and also to train employees and introduce them to the concept of globalization. The HR has to deal with challenges like workforce diversity, leadership development, change management, organizational effectiveness, Globalization, E-Commerce, succession planning and compensation etc. Thus, the 21st Century HR will result in the competitive advantage and can add value to the human resources by improving the organizational efficiency which will lead the organization to survive, for a long period in the competitive environment.

VI. ACKNOWLEDGEMENT

Cooperation Committee for Cambodia (CCC), a not-for-profit, membership Organization in Cambodia, is grateful to the International Journal of Emerging Research in Management & Technology for having their online editions (ISSN: 2278-9359, Volume-2, Issue-6, Edition June 2013), providing the valuable Research Report by Mr. Savneet Kaur, M. Com (E-Commerce), Panjab University, Chandigarh, India, which has enabled our HR Working Group to refer to in preparing this presentation, for our 48th HR Learning Forum, disseminating knowledge on Human Resources Management in the 21st Century to our colleagues HR Practitioners, who are working in the NGO Sector in Cambodia. Our sincere appreciation and gratitude extend to Mr. Savneet Kaur himself for this very useful article. We are also thankful to all websites and publications for articles and posters on the captioned topic that our Working Group has also taken as references. With our best regards.



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