

Changing Skill Requirements in Human Resource Management

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Abstract:

The recent changes in the working culture of organizations have greatly affected the way their human resources work. Especially exceptional situations such as “Corona Virus” have largely challenged their working which in turn has begun to question the skill set required by HR managers. In today’s era of cut throat competition, HR managers are expected to hold advanced skills to deal with extraordinary situations within and outside an organization. Although the possession of basic skills is still necessary, knowledge of advanced skills has also come into play. These advanced skills have become important because of recent changes in human resources management - Globalization of industries, workforce diversity, advancement in technology, changes in employee expectations and demands, the occurrence of exceptional situations, the evolution of distributed work sites, and rising environmental concerns.

This article throws light on the advanced skill set required by today’s human resource managers to find incredible solutions for incredulous situations because "modern problems need modern solutions" (Dave Chappelle).

Keywords: HRM, Changing trends, Skill requirement.

Introduction:

Human Resource Management (HRM) is the process of employing people, training them, developing policies in connection to them, and developing strategies to retain them. Human Resource managers act as a bridge between organizations and employees. They help the organization in setting objectives and also train and guide the employees so as to achieve those objectives in a timely manner. Since the world is changing at a faster pace and so as the expectations from the HR managers. Changing situations have led to changed requirements. The requirements of present-day HR managers are very different from what they were expected to do a decade ago. So this fast-evolving world now requires HR managers to possess advanced skills in

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addition to traditional skills to cope with modern problems. Earlier HR managers were expected to have a thorough knowledge process so that they can hire a better quality workforce for the organization but now in addition to this, they are also expected to motivate employees so that they can give better performance in the organization and also to retain dear best employees in the organization and prevent them from leaving. Similarly, additional skills are also required while planning, organizing staffing coordinating, and leading. Especially with the rise in the trend of the

contingent workforce the task of HR managers has become more complex. Contingent workers are the employees who are hired by a company for a particular project once the project is completed they no more work for the company. Since they are not permanent employees of the company their factors of motivation are also different. Hence, it becomes tough for the managers to motivate them to complete their tasks appropriately within the given time sphere. In a similar manner, the concept of work-life balance has gained much importance in the advanced workforce. Today's employees don't want rigid office work hours and a tight business schedule. Rather they prefer to maintain a proper balance between their professional and personal life. This means that managers should provide them with such opportunities.

The role of technology has increased greatly in our life. Hence the technical skill required of today's managers has also been enhanced. Today's HR managers are expected to have more technical knowledge than they were decades ago. So fluency with the working of different software has become mandatory and the HR managers are expected to be more and more tech-savvy. This has led to the advancement in the technical domain of HR managers.

Hence the skill requirements of today's HR manager are quite different from the managers just a decade ago. So, HR managers need to upgrade their skill set in order to achieve greater success in today's era of fierce competition and dynamic milieu.

Literature Review:

In order to gain more knowledge on this topic we analyzed case studies of following four companies; IBM, Unilever, L'Oreal, and Gucci.

- **IBM** (From Old to New: the evolution of HR)

Like all industries, HR is changing as part of the current digital revolution. Previously, the role of HR was to listen to and respond to the needs of employees and managers, but tomorrow it will be the driving force behind growth, whose mission is to grow the business. AI aims to automate many of the day-to-day processes and procedures that currently consume most of the working hours of HR professionals, allowing them to focus on building a good workforce to pass on to the future. Where people were once regarded as "resources" or commodities like others, tomorrow's best talent is coveted and becomes the company's main currency. HR needs to be more creative and proactive in order to attract and retain these talented people.

HR leaders once worked with management teams to support the board, but tomorrow they will increasingly lead the talent and transformation agenda, navigating the company and its employees through disruptive change. CHRO has a significant influence among colleagues and designs talent strategies that meet business needs at a high level in an increasingly volatile, uncertain and competitive business environment. The HR team was addressing the hiring needs of managers across the organization, but tomorrow we need to interpret talent trends and translate them into advanced workforce planning strategies.

- **Gucci** (McKinsey Framework of Gucci)

Gucci makes use of the McKinsey model to regularly enhance its performance, and implement successful change management processes. Gucci has a sophisticated and complex system to ensure communication between employees and managers at various levels. Gucci's communication system improves the overall organizational structure. Systematic, defined and organized communication facilitates the flow of information and prevents lack of communication and misunderstandings from compromising organizational tasks and goals. Gucci has a participatory management style. Through a participatory leadership style, Gucci can engage employees in the decision-making process and management decisions. Through participatory leadership, Gucci can increase employee motivation, increase organizational commitment and ownership of employees and other stakeholders. Gucci pays special attention to improving the skills and abilities of its employees. Gucci holds regular training and workshops managed internally and externally to provide their employees with opportunities for growth and development. Gucci focuses on the personal and professional growth of its employees and works with them accordingly.

- **Unilever** (Human Resource Management in the Unilever)

A personnel planning is one of the active activities of the department to continuously and systematically plan to fully utilize the potential of already hired employees. The plan is for personnel managers and departments as a whole, with the sole purpose of helping the organizations involved utilize their talented people, in the sense that the company has different roles to achieve specific goals. Again, the plan manages the shortage or excess of each docket by not only assigning tasks to the most appropriate employees, but also encapsulating the ideal number of employees that the company needs. First, the company needs to develop a recruitment policy. This can be a department's independent work or a joint venture with all other departments. This policy provides companies with a solid and concrete foundation for developing their ideals when hiring and selecting the best candidates. Ideally, the company has different requirements for each job, but the hiring policy is the basis for the company to determine the basic requirements during the exercise. The human resources department is basically the best department to design policies, so the head of the department must be someone who is equally innovative, dynamic, and successful in his career. The company is enthusiastic about emphasizing its education and training efforts. This allows them to build a team of skilled and innovative talent who had supported the company's success over the years. Investing in workforce development is part of Unilever's long-term strategic plan and has strongly driven the growth of multinational corporations over the years of its existence.

- **L'Oreal** (How AI reinvented hiring practice at L'Oreal)

L'Oreal uses latest technology like AI and Machine learning to avoid unnecessary tasks and to pay attention to their value addition task of recruitment. For the evaluating purpose L'Oreal maintained Chabot, Mya to help job seekers like human recruiter, select suitable candidates for the company. After Mya finishes asking questions and screening for

qualifications, it would deliver updates to the recruiters letting them know about the «best-fit» and «non-fit» for the job role. While Mya was taking care of the harder aspects like qualification, location, salary, the organization felt the need to automate the assessment of candidates on the softer aspects too. So, L'Oreal commissioned Seedlink technology to use their algorithms and create a customized AI model based on L'Oreal's values and competency frameworks, which asked some related questions from the candidates who have completed the initial interaction with Mya.

Research Methodology:

In this study we have used exploratory research. For this purpose secondary data has been used. Specially four case studies were used for analysis and finding which has already discussed in review of literature. Gaining knowledge of new and advanced skills of HRM has become very crucial in order to succeed in a highly competitive world like today. In the first step, we explored online the relevant literature related to the topic. We specifically focused on the papers published in the last 20 years to field the trend in change of skills. We explicitly used keywords such as "HRM", "Changing trends" and "latest skill" to search the content using an online database.

In the second step, a detailed analysis of that literature was done. In some literature, only a few relevant topics were analyzed. The main objective of this step was to gain a deep knowledge of the recent changes in the skills set of the HR manager best on the knowledge gained from the literature. This paper is structured around upgraded skills required by the model HR manager to succeed. Various skills required in IBM, Gucci, Unilever and L'Oreal are tabulated below:

Company	Skills Specified
IBM	Focus on Strategy Emphasis on Talent Regulation of Skills Advanced Leadership Use of both Qualitative and Quantitative skills
Gucci	Focus on Strategy Maintenance of Organizational Structure Regulation of Skills Participative Leadership Style Proper communication with Staff
Unilever	Strategic Planning Upgraded Selection and Recruitment Procedures Enhanced Training and Development Evaluation of Performance Decision making
L'Oreal	Use of Advanced Technology(AI and Machine Learning)

Findings & Conclusion:

The precept of HR has reciprocated substantially over the past 20 years making it a more complex job. To deal with such a complex role HR managers should possess radical skills. Presuming that the HR community responds completely and creatively to the imperatives of the amendment, the future ought to hold a lot of valuable roles for HR in organizations. To succeed, the HR role should shift from receptive to proactive, from “backroom to battlefield”, from a company to operations focus. This shift requires a new and advanced pool of skills. This transformation can lead to HR professionals who are going to be internal counsels who could raise the level of the organization. But all this requires the HR managers to commit to upgrading their skill set as per the modern needs trends of the world.

Based on the literature, a diversion in the skill set of HR managers has been noticed in recent years. Due to the changing work environment (especially globalization and extraordinary circumstances such as corona virus) and changes in the mindset of human resources some modern skills have taken place in the requirement of modern human resource managers.

1. Advancement in Technology:

The latest advanced technology has the capability to perform several functions performed by the HR manager. If the technology can perform those functions then HR managers would have more time to perform other crucial tasks assigned to them (Fall, 2006). This would lead to their better concentration on more constructive work. The HR manager can focus on topics that require more attention and are more essential. With the advancement in Artificial Intelligence (AI) the involvement of technology in HRM has arisen.

But in order to take advantage of the latest technology, HR managers should have technical knowledge. This has led to higher expectations from HR managers of being more tech-savvy. HR managers should have knowledge of the latest inventions and usage of the software. They should know how to use that software so that they can use them to their advantage. Hence, advanced knowledge of technology is required, instead of just basic knowledge of computers.

2. Greater Flexibility:

Flexibility is the art to adjust as per the required needs of the environment. In today's competitive era, the importance of flexibility has increased immensely. Wright and Snell(1998), proposed that HR flexibility is composed of three dimensions- employee skill flexibility, employee behavioral flexibility and HR practice flexibility, employee behavioral flexibility, and HR practice flexibility, (Journal of Management, 2015). It is the job of the HR manager to adjust the skills and experiences of the employees in order to get a maximum outcome with increased dynamism in the environment greater flexibility is required.

HR Managers should have sufficient skills to deal with changes in the environment. They should also know how to deal with various workforce diversity issues or problems arising while dealing with expatriates and other flexibility-related issues.

3. Leadership Skills:

Effective leadership skills are a key to persuading others to achieve organizational goals. A HR Manager has to play different leadership roles in different situations in order to cope with the situation-

- a. Team leader
- b. Mid Level manager or integrator
- c. Executive

Each roll requires its own skill set to meet the mark. Therefore, a modern HR manager should have advanced analytical skills, decision-making skills, logical reasoning skills, and problem-solving skills. HR managers should regularly interact with the employees and different managerial groups to identify any potential conflicts for resolution, as well as for feedback regarding strategy and operation. This is where the participative leadership style comes into play.

4. Advanced Communication Skills:

The job of a human resource manager is never complete without communication and for that effective communication skills are a must. In today's globalized world, effective communication skills have gained even more importance. The systematic define and organized communication a law and easy flow of information and ensure that no organizational task and goals are compromised because of a lack of communication or misunderstanding. Various conflicts can be resolved just by communicating properly. In fact, it is one of the major roles of an HR manager to handle conflicts in the most amicable manner. Modern managers possess advanced communication skills to communicate properly with not only the local workforce but also with the overseas workforce.

5. Reimagining Talent Acquisition:

Earlier HR teams were only required to act as per the hiring needs of different managers but today the scenario has changed. Now HR managers are required to analyze the talent trend and then convert them into the desired workforce for the organization. This requires knowledge of the latest market and talent.

Thus, with the change in the working environment, there also has been a great change in hiring strategies of HR managers today HR managers are required to meet smart strategies not just for no employees but also for returning existing and talented employees.

Abbreviations:

HR – Human Resource

HRM – Human Resource Management

CHRO – Chief Human Resource Officer

IBM – International Business Machines

AI – Artificial Intelligence

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