

A Detailed Study on Understanding of the HR Competencies Required For HR Professional of Today

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Abstract – Today organizations are working in a substantially more mind boggling competitive and testing environment HR professionals are presently expected to work all the more deliberately and proactively The abilities that the HR professionals once required are never again adequate in the new universe of HR challenges Hence the need to outline capabilities has turned out to be progressively articulated newline business, being one of the top givers in the economic development of India requires a gifted and skillful workforce according to industry needs .Thus there is a necessity for the competency mapping and competency advancement of HR professionals so as to address the difficulties confronting them newline .HR is the main resource that can acknowledge with valuable data sources. It is one such resource that increases the value of itself with time and, thusly, it is considered as a resource that can be developed by the fertilizer of training and development forms. Because of this, numerous methodologies and procedures have been produced for guaranteeing that human resources are overseen and grown to such an extent that it lines up with the goals and techniques of the organization. This paper focuses on business activities done by a Credible Activist.

Keywords: HR Professionals, Credible Activist, Human Resources

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1. INTRODUCTION

With the expansion in competition, locally and comprehensively, organizations must turn out to be more versatile, flexible, light-footed, and client centered to succeed. With this change in environment, the HR professional needs to develop to wind up a strategic partner, an employee support or advocate, and a change tutor inside the organization. With the end goal to succeed, HR Professionals must complete business driven work with a careful comprehension of the organization's enormous picture and have the capacity to impact scratch choices and strategies .A message every now and again found in corporate statements of purpose, yearly reports and plaques on office dividers is that people are an association's most profitable resource.

Having the correct personnel at the perfect place and at the ideal time is of most extreme significance to the survival and achievement of any organization consequently, the field of Human Resource Management (HRM) has experienced huge changes in extension, capacities and exercises over numerous years. There is an extreme bring up in

professional development in this field and in this way personnel management is currently formed as HRM and further created as Strategic HRM or, in other words as the business elements to which the HR field must react and contribute are progressively tempestuous[1].

Current time is seeing the amalgamation of a few features of management into the strategic management Hence, HR is no special case Strategic Human Resource Management includes planning and actualizing an arrangement of proactive HR approaches/practices that guarantees that an organization's human capital adds to the accomplishment of its corporate goals. The practices of SHRM, for example, resourcing, preparing and improvement, employee relations and reward management are worried about how people are utilized and overseen in organizations in order to accomplish upper hand through the strategic arrangement of an exceedingly dedicated and competent workforce

HR Transformation

The business world is much more mind boggling than it was whenever before in the history of our human advancement. No organization can maintain its business aggressively by receiving a straightforward business model that worked quite a while back as contenders advance each day endeavoring to get the market new offer. Thus, the firm needs to change its procedures, products and services to prevail available.

Strategic Human Resource Management: A New Pattern

The scholarly contemplations about Human Resource Management field can be followed back to the 1920s in the U.S. The idea of work as a human resource and the strategic perspective of HRM arrangement and practice were depicted and examined by work financial experts and mechanical relations scholars of that period, for example, John Commons. Dynamic organizations purposefully planned and received creative HR practices that spoke to a strategic way to deal with the management of work proceeding with this line of considered HR Practices.

This framework point of view depends on the idea that human resource management (HRM) practices frequently supplement one another, so the appropriation of one HRM hone is just successful when it is received in blend with at least one supporting work practices

2. REVIEW OF LITERATURE

Kaufman, (2015) [2]the improvements of Human Resource can be followed with the conclusion of who has uncovered in his investigation that the Human Resource departments were under boundless weight in releasing their duties and manage for long haul. He likewise opined that Human Resource department bit by bit began to discover answers for every single organizational issue. One among them is making the Human Resource department more strategic, creative and enhanced in their duties. Organizations began expecting synergetic role from Human Resource department. Being more strategic, HR managers stepped up with regards to present new advancements, inventive procedures by making the greater part of the administrative activities electronic. Human Resource department step by step transforming into strategic began to determine the Human Resource issues and added to organizational elite.

Akhtar, Dling and Gloria, (2013)[3] in their examination inspected the legitimacy of strategic human resource management practices and their impacts on company performance with test of 465 Chinese ventures. Information was gathered through two questionnaire overviews among general

managers and HRM executives on item or service performance of their organizations and a scope of strategic HRM practices. The discoveries showed that a substantial arrangement of strategic HRM practices (training, participation, result situated examinations, and inside vocation openings) influence both item or service performance and financial performance. Employment security and sets of expectations contribute extraordinarily to item or service performance, while profit sharing contributes exceptionally to financial performance with the end goal to actualize Strategic Human Resource practices.

Findlikli, (2015)[4] the HR managers must have the information of strategic HR role and change from administrative to strategic. The role of HR chief can be controlled by knowing the impacts of strategic human resources practices over organizational development which might be as far as investigation of HR Professionals skills, abilities, inventiveness and information management limit. Anyway Woodrow and

Vijayalakshmi, M. & Natarajan,(2012)[5] have portrayed that the HR director can assume their moral role just when they increase adequate power which impacts their role. Despite what might be expected, if the HR managers have constrained power and need bolster from their bosses, it is troublesome for them to seek after their moral targets and objectives. In spite of the fact that their consistent endeavors taken to grow new strategic role, still the organizations are bombing in usage of it in light of the fact that the HR managers are still in control of best management in taking choices identified with Human Resource capacities.

Thill, K., Venegas, B. C., & Groblschegg, S,(2014)[6] through his examination has discovered that the HR role which incorporates strategic partner, administrative master, employee advisor and change operator play a imperative role in expanding organizational performance. Each of the four roles is vital in expanding company's performance, anyway he featured that administrative role was observed to be more overwhelming than strategic role which is confirm by mean esteem ascertained by taking view of HR service suppliers and employees of IT .

Khan, (2014)[7] Being an administrative master the HR chief ought to incorporate the specialized learning with the information and activities of Human Resource capacities, which thusly may decrease the expense by enhancing the organization. While assuming an employee strong role, the HR administrator helps the employees in expanding their responsibilities and devotion towards organization. By changing all the issues of employees, the HR administrator adds to the organization adequacy. To oblige globalization, the HR managers should likewise focus on social ramifications. With the end goal to actualize the

best Human Resource practices, they must have the capacity to acknowledge and make arrangement of various kinds of culture with the changing business environment. They should likewise have the power with the end goal to assume a leadership role in better execution of various cultures

3. OBJECTIVES OF THE STUDY

1. To examine the advancement and development of Strategic Human Resource Management
2. To examine the move in HR functions from conventional practices to strategic HR practices
3. To investigate the degree to which the strategic role is performed by HR Managers
4. To assess the impression of HR Professionals about Strategic Recruitment and Selection practices.
5. To look at the professional HR competencies in HR Managers and HR Consultants

4. RESEARCH METHODOLOGY

Research Methodology is exploration of leading examination or taking care of research issues systematically.

► Research Purpose

Keeping in mind the end goal to accomplish the coveted research objective, we can utilize distinctive significant strategies or systems. The Present research will use both, primary and secondary information has been utilized as a part of the examination.

► Research design

A Research design is an arrangement, structure and system of examination considered in order to get reply to investigate questions. It determines the best possible techniques and systems for directing a specific report.

► Data Collection

The examination depends on both primary and secondary data.

Primary Data

The primary data was gathered by controlling an organized questionnaire and furthermore by talking HR Professionals.

Secondary Data

The secondary data has been gathered from different National and Worldwide Journals, Working papers, Theses, Newspapers, Books and from different sites.

Sample Size

The populace for the investigation comprised HR Professionals i.e., HR Managers working in manufacturing and service industries with in excess of 400 employees and HR Consultants working in HR Consultancy firms and rendering HR counseling services for both manufacturing and service industries in Madhya Pradesh Out of 400 HR Managers just 100 could send the reactions which remained at 5 percent and out of 140 HR Consultants 100 respondents have restored the filled in questionnaires.

- "There is no significant difference in the perception of HR Professionals (HR Managers and HR Consultants) about the strategic role performed by HR Managers".

Tools and techniques

A structured questionnaire arranged and a pilot survey has been led to pretest the questionnaire. In the wake of rolling out important improvements, the last questionnaire was regulated to the chosen respondents. The data acquired has been grouped and broke down with the assistance of different measurable tests like Mean, Standard Deviations and different fitting factual tests by utilizing Excel to make investigation and understanding more solid and to touch base at significant end[8].

5. DATA ANALYSIS

Table 1 portrays the dependability analysis of the dataset utilized for the factor analysis. It demonstrates the Cronbach's alpha values of the dataset.

Table 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on	N of Items
.768	.749	39

The dependability test (alpha) of the whole informational index utilized for factor analysis is 0.768, which surpasses the regular limit values

All variables were subjected to unwavering quality analysis to evaluate the dimensionality of the measurement scale. The test outcomes demonstrate that all develops displayed high

reliabilities, as Cronbach's alpha surpassed the acceptable level of 0.70 These outcomes are given in table 2 delineating the Reliability of the dataset [9].

Table 2 Reliability of the Constructs

Code	Constructs	Cronbach's Alpha
LC	Leadership competencies	.893
IC	Interpersonal competencies	.974
BC	Business competencies	.795
TC	Technical competencies	.959
AC	Analytical competencies	.884
TGC	Technological competencies	.948
EFF	Effectiveness	.764
Performance	Performance improvement	.878

6. CONCLUSION

Ownership of diagnostic, leadership, technical, interpersonal and technological competencies prompts performance improvement. Consequently, it tends to be presumed that the ownership of competencies empowers the predominant performance of HR professionals. Business competency bunch does not significantly affect performance improvement. It demonstrates that HR professionals in Indian organizations need business competencies. It is basic for a flourishing HR expert to gain capability in technical competencies, as they are viewed as the most significant. Ownership of competencies empowers the effectiveness of HR professionals in business. The relationship between the competencies and performance improvement is in part intervened by the effectiveness [10].

It very well may be reasoned that the competencies positively affect the apparent effectiveness, and this, thusly, is prescient of the performance improvement. The distinguishing proof of effectiveness as a key variable inside the general research model is imperative.

Future Scope

The examination centers around particular zones like the level of consciousness of Strategic Human Resource Management among the HR Professionals viz. HR Managers and HR Consultants (HR Consultancy Services), the degree of execution of Strategic Human Resource Management and its results, Strategic role played by HR Managers, HR Competencies, Integration of Human Resource Management with the organization destinations, change of HR practices into Strategic HR practices lastly to think about the bury linkage between three independent variables to be specific 'Strategic HR Role', 'Strategic Recruitment and Selection' and 'HR Competency' and one ward variable 'Coordination of HRM with organizational goals' which can be considered as reasonable research model.

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