Recent Trends in HRM : A Qualitative Analysis Using AHP

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Abstract

In the proposed study, recent trends in Human Resource Management were qualitatively analyzed using AHP. AHP is a technique for analyzing diverse opinions in order of their endorsement by various experts. It is also used in analyzing complex group decision making and is based on the principles of mathematics & psychology (Analytic Hierarchy Process, n.d.). For this purpose, four industry experts' opinions were analyzed using AHP. In addition to this, existing academic review on recent trends in HRM was scrutinized to develop a list of recent trends in HRM. The role of HRM has shifted from purely administrative function to a strategic core competency in an organization. To recruit and retain quality employees has altogether become more challenging in the present competitive labour market. The present economic changes have acted as a catalyst for the introduction of new HR practices across organizations. So, the changing Indian economic scenario made it important to analyze changes in HRM trends in India. Finally, practical implications based on the findings of the study were discussed. The paper offered a novel way to analyze changing trends in HRM using AHP.

Keywords : **HRM, trends, AHP**

JEL Classification : C8, J5, M0, M1

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The present economy is called as knowledge economy, as the only work that can survive automation is knowledge. It is knowledge that will drive innovations, create synergies, and will be the ultimate competitive advantage that firms will have over others. As stated by Dubravska and Solankova (2015), in a knowledge oriented society, it is not the new technology, nor the unique products, or any tangible assets that can create competitive advantage, but the knowledge and the ability to manage it. However, who are the creators of knowledge in this economy? It is the employees, not the softwares or machines, as it is the human genius to create such softwares or machines and it is the ability of humans to draw meaningful interpretations from such data. Skilled employees are the assets that drive organizational success (Spain & Groysber, 2016). It has been rightly said that in the 21st century, the greatest danger is not machines becoming humans, but humans becoming machines. In spite of all the technology, availability of data in the form of HR analytics, the most important thing is the human element ; it is the combination of people, processes, and technology that will create great outcomes (EY & Forbes Insights , 2015). According to OC Tanner, a global employee recognition & engagement company, one of the important changes that is visible in HRM is developing the human side of the business, from process

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oriented to human oriented. The mechanical way of doing things does not espouse trust or willingness to change in employees, rather it is the ability to "feel" or empathize that brings wonders in employee engagement (Lawrence, 1969).

It then becomes very important to pay attention to this element or "capital" in the organization. As stated by Kochan (2012), American firms are putting short-term profit over investment in workers and that has resulted in a national emergency in America. He called this phenomena as the human capital paradox. Similarly, Nobel Prize-winning economist Gary S. Becker, who coined the term "human capital," said that "the basic resource in any company is the people". It is the effective & efficient management of this resource that would determine the success or survivability of any firm in the 21st century (Rao, 2011). In the past two-three decades, OECD governments initiated bold public management reforms and HRM has been a key area of these reforms (Shim, 2001). As per the author, one of the main reasons for undertaking these reforms was the economic recessions that these countries had undergone. The practice of HRM is influenced by economic conditions of the country & the world. According to Stacho, Urbancová, and Stachová (2013), businesses have to analyze their external environment and adapt their human resource management practices also. Similarly, as stated by Chambers (2013), globalization has forced HR practitioners to transform HR functions & add value to it by making it as a core business process of the organization (as cited in Dubravska & Solankova, 2015). In India, the change is visible in public sector organizations, where traditional hierarchical structures, although prevalent, have started to change, with passive learning (where the employee cannot question his/her boss) to interactive knowledge management, which is becoming visible in many Indian companies, for example MindTree, an IT leader that has encouraged employees to create their own knowledge communities (Rao, 2015). According to Rao (2015), in India, one of the predictions for trends in HRM will be creation of a high performance culture by both public & private sector organizations.

Trends in HRM : Academic Review

The first objective of this article is to academically review the various trends happening in the field of HRM. So, in this section, we present the various trends in the field of HRM globally & particularly in the Indian context. According to OC Tanner, a global employee recognition & engagement company, the following are the trends in HRM for the year 2017 (Zack, 2017) :

(1) Leadership, Engagement, & Culture : Leadership will continue to get the centre stage for HRM in 2017, as companies will be investing a lot in developing leadership skills in their employees. With globalization, companies are looking for local talent to assume leadership positions, and with the growth strategies followed by companies, it becomes significant for companies to have employees ready to take leadership positions at a short notice (Silzer & Dowell, 2010). One of the trends in leadership development is customizing leadership training according to type of employees rather than standard leadership development programme for all (Buckingham, 2012). Employee engagement is another area, which will continue to have focus of HR professionals in 2017. A survey by the Gallup found that 87% of the employees worldwide were not engaged and that companies having engaged employees outperformed their peers by a whooping 147% in terms of earnings per share (Yohn, 2016). Hence, building a performance driven culture has become the top priority of Indian companies (Rao , 2015).

(2) Developing the Human Side of Business : The second trend that has been predicted for 2017 is development of the human side of business as compared to the process oriented side, which was the focus of HRM in 2016. With the advancement of technology, the major focus for companies is to integrate human resources with technology. However, there is a realization that it is not technology which is the core strategy of a firm ; rather, it is people

(Post & Anderson, 2005). With social media like Facebook, there are many digital interactions that are going on, but that should not replace the face to face interactions. So, in 2017, the shift will be from mechanized processes to processes with a human touch. As mentioned by Drucker (2002), the core function of the HR department is to manage relations with employees rather than to outsource this relationship management.

(3) Improving the Employee Experience (Use of HR Analytics as in Customer Experience) : According to Yohn (2016), companies already know how to design employee experience, all they have to do is to consider employees as customers and then apply their HR practices - in the same manner as they apply marketing & operations practices - for creating excellent customer experience. One of the insights from the above mentioned author is not treating employees in categories like engineers, clerks, executives etc., rather it is treating each employee as unique, with a diverse set of needs & aspirations, the way marketing people segment their customers. As CRM is to marketing, so HR analytics is to HRM. Another approach used by Indian companies is using CSR initiatives by employees to create a positive employee experience. Such initiatives provide opportunity to employees to make social connections with their immediate communities and to also increase their self-worth (Rao, 2015).

(4) From Data Driven Recruitment to Recruitment Through Personal Connect & Personal Judgement : In India, employee referrals have assumed a lot of importance in recruitment, as employers still have more faith in references given by employees rather than recruitment decisions solely based on technology. However, Linkedin is the preferred medium by employers to recruit middle to junior level employees (Rao, 2015). Inspite of the huge pool of available human resources, finding suitable talent is a struggle for most of the firms & is a ruthless form of competition (Markovic & Markovic, 2011). In India, demographic dividends not withstanding, getting the right person-job fit is a big challenge for Indian organizations (Rao, 2015). One of the techniques that firms have used to manage this is employee branding. For example, many firms are using social media to brand themselves among potential applicants (Origin Learning, n.d.). Psychometric testing will remain relevant for organizations in the form of its applications in recruitment, leadership development, and training (Chadha, 2017).

(5) Relationships & Not Programmes : In 2017, the focus of HR people will be building relationships rather than implementing programmes in case of mergers, acquisitions, etc. For example, in India, organizations are cautious that in case of a merger, employees should be least affected, as it could tarnish the image of the organization being employee friendly (Rao, 2015). Rao also mentioned that due to availability of websites like glassdoor.com, employees can vent out their feelings towards the organizations on social media, which can negatively affect the perception of employees/potential employees towards the organizations.

(6) Keeping the Skills of the Workforce Updated/Talent Management : According to Peter F. Drucker, "Developing talent in business is the most important task - the sine qua non of competition in a knowledge economy" (Drucker, 2002). In a survey by Society for Human Resource Management, talent management is the second most important body of knowledge for human resource professionals after strategic business management (Leonard, 2012). According to HR Trends Institute, many organizations will be using Moocs, Spoocs for the learning & development of their employees (Haak, 2016). In India, many companies have taken a different approach to develop their employees by focusing on the future profiles of their workforce, for example companies like Wipro, Microsoft have collaborated with educational universities to tailor made curriculum according to their needs (Rao, 2015).

(7) Focus on Well - Being and Resilience : In 2017, companies will be focusing on the well-being and resilience of their employees. For example in India, for senior-level tenured employees, providing sabbaticals and reduced work-load is a growing trend with companies (Rao, 2015). Also, providing work-life balance is a priority among

preferred employers, as it has been found that providing work-life balance would attract potential applicants and would improve the attitude and behaviour of existing employees (Beauregard & Henry, 2009). Rising health costs of employees would also stimulate companies to incorporate fitness practices like yoga and meditation into their HR practices.

(8) Big Data Analytics - From Gathering to Acting on it : Another trend that will be visible in HR practices in 2017 will be the application of HR analytics from merely its use. Companies will be strategically using the inputs from HR analytics rather than just gathering. The expectation of younger tech-savvy , networked workforce will be to see an HR which is equally dynamic in using social media, mobile, analytics, and cloud (Verma, 2014). HR will be using data in terms of how talent is spotted, retained, and engaged. Also, it has been mentioned in the same source that gamification is another trend that will be used by HR practitioners. Other than these trends, the following are the various trends observed in the following categories (discussed below).

(9) Performance Management : As performance evaluations are often biased and employees are often left waiting for too long for feedback, it would be no surprise that 30 out of Fortune 500 companies have altogether scrapped performance evaluations from their systems (Goler, Gale, & Grant, 2016). In India, organizations like MindTree are including contribution of employees in knowledge management in their performance appraisals (Rao, 2015). Also, Rao mentioned that seniority is still the preferred benchmark for promotions in public sector organizations in India. However, use of HR analytics, psychometric testing, and techniques like 360 degree performance appraisal and crowdsourcing are still popular among few companies in India.

(10) Green HRM : With a global awareness and sensitization towards climate change, HRM has also contributed in sustainability of organizations by introducing the concept of Green HRM. According to this concept, functions of HRM are aligned with environmental care. For example, in training, focus can be on practices that are environment friendly. Similarly, in case of performance appraisal, employees can be given targets in reducing environmental damage, etc. (Jabbour & Jabbour, 2016).

(11) Succession Planning : With the earlier generation of leadership getting aged, succession planning has taken significant attention of HR professionals in India. For example, according to Eben Harell, in an article in Harvard Business Review, there is tendency to pick an external person for the top post rather than an internal candidate (Harell, 2016).

In the next section, the above mentioned trends in HRM are analyzed using AHP to know the order of their importance in application in HR in Indian organizations.

Research Problem

Many organizations follow innovative HR policies with new HR trends emerging frequently. It becomes important to review all these emerging HR trends as a guide for an HR practitioner. However, there is a dearth of techniques to analyze these HR trends in terms of their importance and applicability in organizations. With this objective in focus, an attempt has been made in the present study to apply the technique of AHP in analyzing HR trends.

Methodology

To know about the current HR trends, extensive academic review was done. Based upon that, a list of HR trends

was developed and was sent to five industry experts. To make analysis using AHP simpler, the number of industry experts was limited to five. All industry experts were at managerial level positions in their organizations. The research was conducted during the month of April - May 2017. Excel sheets with 10 HR trends in the form of a matrix for AHP analysis was given to these experts. Out of five, four responses were returned back. Due to the busy schedule of these experts, the remaining expert could not be encouraged to fill the excel sheet. So, four responses were accepted for further analysis using AHP. The detail AHP analysis procedure is explained in the next section.

Analysis and Results

(1) Step 1 - Formation of Priority Matrix : The 10 HR trends are listed in the form of a matrix. The nominal ratio scale (1 to 9) as suggested by Saaty (1987) was used, where 1 = *equally important*, 3 = *slightly more important*, 5 = *more important*, 7 = *strongly more important*, & 9 = *absolutely more important.* The experts were contacted through e-mail, where the objective of the study as well as explanation about various HR trends was mentioned. Further, the experts were asked to fill in their responses in the matrix, attached with the e-mail, by making a pair-wise comparison between two HR trends, such that if row is more important, the input will be (score/1) and if column is more important, the input will be (1/score). The format of matrix used for data collection is depicted in the Table 1:

Table 1. AHP Matrix

	LD	Analytic	TM	KM	EE	PsychTest	SP	GHRM	Well-being	Human side
LD	1.00									
Analytic		1.00								
TM			1.00							
KM				1.00						
EE					1.00					
Psych Test						1.00				
SP							1.00			
GHRM								1.00		
Well-being									1.00	
Human Side										1.00
Total										

Legend : **LD :** Leadership Development, **Analytic :** Use of HR Analytics, **TM:** Talent Management, **KM:** Knowledge Management, **EE:** Employee Engagement, **Psych. Test:** Use of Psychometric Testing, **SP:** Succession Planning, **GHRM :** Green HRM, **Well-being :** Focus on well-being of employees, **Human Side :** Developing the human side of business rather than process side

The respondents were asked to fill only the upper portion of the matrix, as the lower was a mirror image of the upper portion.

(2) Step 2 - Formation of Standardized Matrix : The next step was formation of standardized matrix, by dividing each cell in the column by the sum of the column. This was followed by finding out the average of each row in percentage terms, which is the weight of that particular trend. The process was followed for each expert. For example, for Expert 1, the data collected is given in Table 2, followed by formation of standardized matrix for the expert in Table 3.

So, we can infer from the Table 3, that for Expert 1, psychometric testing is the most important HR trend in terms

Table 2. Data Given by Expert 1

	LD	Analytics	TM	KM	EE	Psych. Test	SP	GHRM	Well being	Human Side
LD	**1.00**	7.00	3.00	5.00	5.00	0.33	7.00	9.00	3.00	9.00
Analytics	0.14	**1.00**	0.20	0.33	0.33	0.14	3.00	5.00	0.20	3.00
TM	0.33	5.00	**1.00**	3.00	3.00	0.20	5.00	7.00	0.33	7.00
KM	0.20	3.00	0.33	**1.00**	3.00	0.20	5.00	7.00	0.33	5.00
EE	0.20	3.00	0.33	0.33	**1.00**	0.14	3.00	5.00	0.20	5.00
Psych. Test	3.00	7.00	5.00	5.00	7.00	**1.00**	9.00	9.00	3.00	9.00
SP	0.14	0.33	0.20	0.20	0.33	0.11	**1.00**	3.00	0.14	3.00
GHRM	0.11	0.20	0.14	0.14	0.20	0.11	0.33	**1.00**	0.14	0.33
Well being	0.33	5.00	3.00	3.00	5.00	0.33	7.00	7.00	**1.00**	7.00
Human Side	0.11	0.33	0.14	0.20	0.20	0.11	0.33	3.00	0.14	**1.00**
Total	5.57	31.87	13.35	18.21	25.07	2.69	40.67	56.00	8.50	49.33

Table 3. Formation of Standardized Matrix for Expert 1

	LD	Analytics	TM	KM	EE	Psych. Test	SP	GHRM	Well being	Human Side	Weight
LD	0.18	0.22	0.22	0.27	0.20	0.12	0.17	0.16	0.35	0.18	20.90%
Analytics	0.03	0.03	0.01	0.02	0.01	0.05	0.07	0.09	0.02	0.06	4.04%
TM	0.06	0.16	0.07	0.16	0.12	0.07	0.12	0.13	0.04	0.14	10.80%
KM	0.04	0.09	0.02	0.05	0.12	0.07	0.12	0.13	0.04	0.10	7.93%
EE	0.04	0.09	0.02	0.02	0.04	0.05	0.07	0.09	0.02	0.10	5.54%
Psych. Test	0.54	0.22	0.37	0.27	0.28	0.37	0.22	0.16	0.35	0.18	29.76%
SP	0.03	0.01	0.01	0.01	0.01	0.04	0.02	0.05	0.02	0.06	2.73%
GHRM	0.02	0.01	0.01	0.01	0.01	0.04	0.01	0.02	0.02	0.01	1.44%
Well being	0.06	0.16	0.22	0.16	0.20	0.12	0.17	0.13	0.12	0.14	14.86%
Human Side	0.02	0.01	0.01	0.01	0.01	0.04	0.01	0.05	0.02	0.02	2.00%

of its importance & application, having weight of 29.76%, followed by Leadership development, having weight of 20.9%, & so on. The least important HR trend for Expert 1 is Green HRM, having weight of 1.4%.

(3) Step 3 - Calculation of Consistency Measure : According to Saaty (1987), the final weight matrix should be analyzed for consistency before further analysis. The consistency measure is calculated by finding the consistency ratio. The consistency ratio is an indicator of how consistent the responses of each respondent are. It is calculated by multiplying the weights of the respondent with his pair-wise comparison responses. Each column is multiplied by weight of a particular row, this will result in a new matrix. Finally, the rows of this matrix are summed up & then divided by particular weight calculated in earlier step. Finally, the average of all this sum/weight is calculated and the resultant measure is known as lambda max. The lambda max is used to calculate the consistency index by using the formula (lambda max - count)/(count-1). The consistency index is then divided by random ratio as given by Saaty (1987) to get the consistency ratio. The consistency ratio for the four experts are as follows : Expert 1: 0.08 ; Expert 2 : 0.08 ; Expert 3: 0.65 ; Expert 4 : 0.16. As per the recommendations of Saaty (1987), a consistency ratio of more than 0.1 is unacceptable, so we have rejected the data for Expert 3 and Expert 4. The matrix for the calculation of consistency ratio for Expert 1 is given in Table 4, followed by random ratio as given by Saaty (1987) in Table 5, and calculation of consistency ratio in Table 6.

Table 4. Matrix for the Calculation of Consistency Ratio for Expert 1

	LD	Analytics	TM	KM	EE	Psych. Test	SP	GHRM	Well being	Human side	Sum	Sum/Weight
LD	0.21	0.28	0.32	0.40	0.28	0.10	0.19	0.13	0.45	0.18	2.53	12.126
Analytics	0.03	0.04	0.02	0.03	0.02	0.04	0.08	0.07	0.03	0.06	0.42	10.458
TM	0.07	0.20	0.11	0.24	0.17	0.06	0.14	0.10	0.05	0.14	1.27	11.763
KM	0.04	0.12	0.04	0.08	0.17	0.06	0.14	0.10	0.05	0.10	0.89	11.238
EE	0.04	0.12	0.04	0.03	0.06	0.04	0.08	0.07	0.03	0.10	0.61	10.948
Psych. Test	0.63	0.28	0.54	0.40	0.39	0.30	0.25	0.13	0.45	0.18	3.53	11.87
SP	0.03	0.01	0.02	0.02	0.02	0.03	0.03	0.04	0.02	0.06	0.28	10.422
GHRM	0.02	0.01	0.02	0.01	0.01	0.03	0.01	0.01	0.02	0.01	0.15	10.685
Well being	0.07	0.20	0.32	0.24	0.28	0.10	0.19	0.10	0.15	0.14	1.79	12.042
Human side	0.02	0.01	0.02	0.02	0.01	0.03	0.01	0.04	0.02	0.02	0.21	10.265

Table 5. Random Ratios as Given by Saaty (1987)

Saaty's *CIr* values for matrices are given by the following table		
Size of Matrix	**Random Consistency *(CIr)***	
1	0	1
2	0	2
3	0.58	3
4	0.90	4
5	1.12	5
6	1.24	6
7	1.32	7
8	1.41	8
9	1.45	9
10	1.49	10

Source: Pyzdek (2014)

Table 6. Calculation of Consistency Ratio for Expert 1

Count	10
Lambda Max	11.182
CI	0.1313
Constant	1.49
CR	**0.0881**

Note : As consistency ratio is less than 0.1, so it is acceptable.

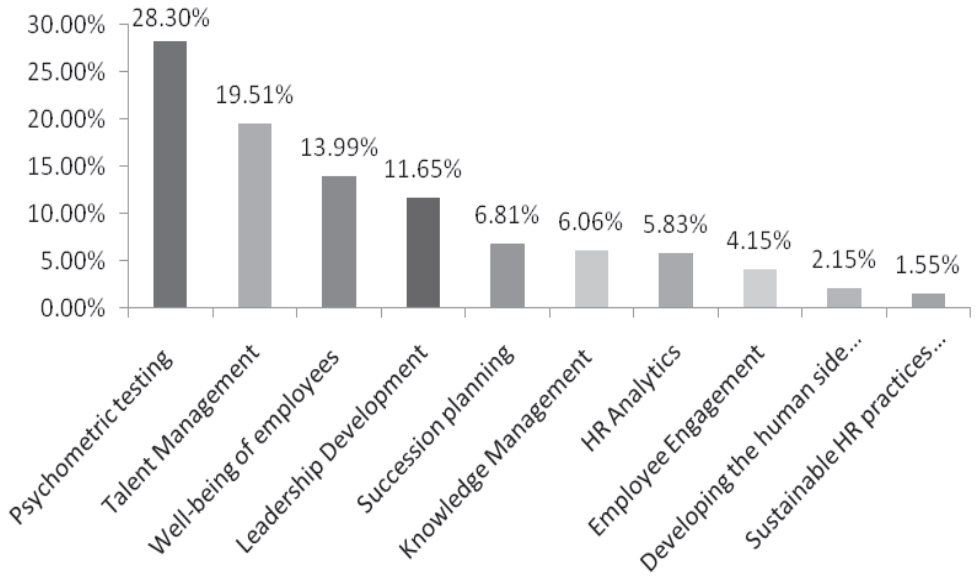
Table 7. Aggregation of Responses from Expert 1 & Expert 2

	LD	Analytic	TM	KM	EE	Psych. Test	SP	GHRM	Well being	Human side
LD	**1.00**	1.53	0.65	3.87	3.87	0.26	1.18	6.71	1.00	6.71
Analytic	0.65	**1.00**	0.20	1.00	1.29	0.17	1.00	5.92	0.26	3.87
TM	1.53	5.00	**1.00**	4.58	5.20	0.77	3.87	7.94	1.29	7.94
KM	0.26	1.00	0.22	**1.00**	3.00	0.17	1.00	5.92	0.26	3.87
EE	0.26	0.77	0.19	0.33	**1.00**	0.14	0.65	3.87	0.20	3.87
Psych. Test	3.87	5.92	1.29	5.92	7.00	**1.00**	5.20	9.00	3.00	9.00
SP	0.85	1.00	0.26	1.00	1.53	0.19	**1.00**	5.20	0.65	4.58
GHRM	0.15	0.17	0.13	0.17	0.26	0.11	0.19	**1.00**	0.14	0.33
Well being	1.00	3.87	0.77	3.87	5.00	0.33	1.53	7.00	**1.00**	7.00
Human side	0.15	0.26	0.13	0.26	0.26	0.11	0.22	3.00	0.14	**1.00**
Total	9.71	20.52	4.84	22.01	28.40	3.26	15.85	55.55	7.95	48.18

Table 8. Standardized Matrix for Aggregated Responses from Expert 1 & Expert 2

	LD	Analytic	TM	KM	EE	Psych. Test	SP	GHRM	Well being	Human side	Weight
LD	0.10	0.07	0.14	0.18	0.14	0.08	0.07	0.12	0.13	0.14	11.65%
Analytic	0.07	0.05	0.04	0.05	0.05	0.05	0.06	0.11	0.03	0.08	5.83%
TM	0.16	0.24	0.21	0.21	0.18	0.24	0.24	0.14	0.16	0.16	19.51%
KM	0.03	0.05	0.05	0.05	0.11	0.05	0.06	0.11	0.03	0.08	6.06%
EE	0.03	0.04	0.04	0.02	0.04	0.04	0.04	0.07	0.03	0.08	4.15%
Psych. Test	0.40	0.29	0.27	0.27	0.25	0.31	0.33	0.16	0.38	0.19	28.30%
SP	0.09	0.05	0.05	0.05	0.05	0.06	0.06	0.09	0.08	0.10	6.81%
GHRM	0.02	0.01	0.03	0.01	0.01	0.03	0.01	0.02	0.02	0.01	1.55%
Well being	0.10	0.19	0.16	0.18	0.18	0.10	0.10	0.13	0.13	0.15	13.99%
Human side	0.02	0.01	0.03	0.01	0.01	0.03	0.01	0.05	0.02	0.02	2.15%

Figure 1. Final Analysis of HR Trends



(4) Step 4 - Aggregation of Responses : Finally, we have aggregated the responses for Expert 1 and Expert 2 using geometric mean as suggested by Teknomo (2006). The aggregation of the responses is shown in the Table 7. After the aggregation of responses, the next step is to form a standardized matrix as discussed in the Step 2. The standardized matrix for aggregated responses is shown in the Table 8. Based on the standardized matrix as shown in Table 8, the final weightage is presented in the Figure 1.

It is found that the most applicable HR trend is use of psychometric testing, followed by talent management, well-being of employees, & leadership development. The least applicable HR trend is Green HRM & developing the human side of the enterprise, signifying the focus of organizations on processes rather than humans. These findings are consistent with the results obtained by Sharma and Shukla (2015) as they conducted a study on strategic HR orientation of companies in India through content analysis of top 500 companies in India in 2015. The authors found that HR as a strategic asset was not the focus of Indian companies. Another interesting finding

from the analysis provided in Table 7 is the focus on well-being of employees as an emerging trend in HRM. This was also reflected in the study on employees of public sector banks in Eastern India, where it was found that optimism was positively related to employee performance and job satisfaction (Mishra, Patnaik, & Mishra, 2016). One of the important techniques to develop optimism is through practice of yoga or meditation, which are part of well-being practices for employees adopted by organizations in India and also by organizations outside India.

Managerial Implications and Conclusion

HR has assumed a crucial role in the success of organizations and employees remain the only competitive advantage that cannot be copied by others, so it becomes very important for HR managers to remain updated with latest trends in the HR domain. This study can be useful for practicing managers as it provides a comprehensive list of latest HR trends and a novel approach in analyzing these trends in terms of their importance and application in Indian organizations through analytical hierarchical process.

The study concludes that application of a particular HR trend in Indian organizations is in alignment with a peculiar environment for business organizations in India. For example, had the study been conducted in some other country, there might be a different HR trend that could emerge as the most important. So, in the Indian context, we can say that it is the use of psychometric testing that is the most relevant as compared to other trends, as in the evolving labour market in India, it becomes very important for Indian organizations to identify the "right" talent for recruitment for the proper identification of training needs and other areas of application of psychometric testing. This is followed by talent management as the second most important HR trend, signifying the increasing requirement of talent for the growing Indian economy. This also signifies the importance of development of talent through online or web enabled courses like MOOCs & industry-academia collaboration. However, as found in the study, green HRM as a trend is yet to catch the attention of Indian corporates.

Limitations of the Study and Scope for Further Research

The study suffers from many limitations like it is quite possible that some of the HR trends might not be included, in spite of extant literature review and secondly, only four HR experts could be engaged due to time constraints. The inferences drawn from the study might not be applicable on the larger population consisting of all Indian organizations, considering the statistical requirements of sample collection, selection of experts, etc. However, the study offers a new approach in the form of AHP to draw some conclusions regarding the importance and application of HR trends. The research could be further extended by including particular industries like IT, banking, etc. Also, a comparison could be made between two industries or between two countries, as a case in cross-cultural management. In addition, the opinion of a greater number of experts can be considered for more robust analysis.

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