

Human Resource Management
- Swasti Singh

Meaning : The process of acquiring, training, appraising and compensating employees & of attending to their labour relations, health and safety, and fairness concerns.

Acc to Flippo "The planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to end that individual, organizational and societal objectives are accomplished".

Acc to National Institute of Personal Management of India

"Human Resource Management is that part of management concerned with people at work and with their relationships within the organization. It seeks to bring together men and women who make up an enterprise enabling each to make his own best contribution to its success both as an individual and as a member of working group."

*Functions of HRM

1) Managerial Functions : Like any other manager even they have to perform these :

a) Planning : It's a process of deciding the goals and formulating policies and programmes to achieve the goals. In HR one must plan HR Budget, HR policies and programmes.

b) Organising : Process of allocating tasks among the members of group, establishing authority - responsibility relationships among them and integrating their activities towards common objectives.

c) Directing : Process of motivating, activating, leading and supervising people. Includes all those activities by which a manager influences the actions of subordinates.

d) Controlling : Implies checking, verifying and regulating to ensure that everything occurs in conformity with the plans adopted and the instructions issued.

2) Operative function/service functions : Human resource management are specifically involved in these activities.

a) Procurement functions : Securing and employing the right kind of proper number of people required to accomplish the organizational objectives.

. Job Analysis : Process of studying, the operations and responsibilities involved in a job to identify the nature and level of human resource required to perform the job effectively.

. Human Resource Planning : Process of estimating the present and future requirements of the organization

. Recruitment : Process of searching Human resource and stimulating them to apply for jobs.

. Selection : Judging the suitability of different candidates and choosing the most appropriate people.

. Placement : Assigning suitable jobs to the selected candidates according to their qualification and job requirements.

. Induction / Orientation : Familiarizing the new employees with different aspects of the company.

b) Development function : Process of improving the knowledge, skills, attitudes and values of employees so that they can perform the present and future jobs effectively.

. Performance and potential development : systematic evaluating of employees with respect to their performance on the job and their potential for development.

. Training : Process by which employees learn knowledge skills and attitudes to further organizational and personal goals.

- . Executive development : Process of development managerial talent through appropriate programmes.
- . Career Planning and development : Involves planning the career of employees and implementing career plans so as to fulfill the career aspirations of people.

Compensation Function :

Refers to providing equitable and fair remuneration to employees for the contribution to the attainment of organisational objectives.

- . Job Evaluation : It is the process of determining the relative worth of job.
- . Wage and salary administrating : Implies developing and operating a suitable wage and salary programme.
- . Bonus : Involves payment of bonus under payment of Bonus Act, 1965 or any other type of incentives
- d) Integration Function : Involves motivating employees through financial and non-financial incentives, providing job satisfaction, handling grievances through formal grievance procedure, conflict mgt. improving quality of work life.
- e) Maintenance function : It is concerned with protecting and promoting the physical and mental health of employees. For this fringe benefits such as housing medical aid etc. or for social security measures like PF, gratuity, maternity benefits and provided

*Importance of HRM :

- .HRM is important as it deals with recruitment selection retention etc. all these things would help in dealing with people
- .It helps in smooth functioning of an organisation as it also look into the matter of grievance, conflict etc, trade unions, collective bargaining etc.
- .Helps in sustaining in this competitive world. Due to globalisation and competition one must change HR policies etc. to be undated.
- . works both as line and staff function.

*Scope of HRM :

Indian Institute of Personnel Management has described the scope of Management.

- .The labour of HR aspect : It is concerned with manpower planning, termination, demotion, wage and salary administration, incentives, productivity etc.
- . The welfare aspect : This aspect is concerned with working conditions and Amenities like lunch rooms, crèches, medical help, washing facilities, cultural facilities etc.
- . The industrial Relation Aspect : This is concerned with companies relations with the employees. Includes Grievance handling, disciplinary actions, settlement of industrial disputes.

Role of HRM

- . Line function : HR manager directs the activities of the people in his or her own department and related areas like payroll.
- . Coordinative Role : HR also coordinates personnel activities, a duty often referred to as functional authority. He/she ensures that line managers are implementing firm's HR policies and practices.
- . Staff (Assist and Advice) functions : Assisting and advising line managers is the heart of human resources manager's job.
- They advice management to better understand the personnel aspects of the company's strategic options.
- Administer various benefit programs (health and safety, retirement and so on).

-Helps line managers comply with equal employment, safety laws etc.

. Innovator Role : by providing up to date information on current trends and new methods for better utilization of human resources.

. Employee advocacy role : Here they represent the interests of employees within the framework of its primary obligation to senior management.

*Organisation of HRD : Planned and systematic approach to HRD in the corporate sector emerged in the later half of the 20th Century. HRD is an organised learning experience aimed at matching the organisational need for human resource.

"HRD is a process in which the employees of an organization are continually helped in a planned way".

. Acquires or sharpen capabilities to perform better in better in present and future roles.

. Recognizing and enhancing their inner potentials and exploit them for organizational purpose.

. Develop culture of teamwork and collaboration.

HRD is a proactive function. It is an integrated system consisting of inter-dependent sub-systems which focus on autonomous work groups, job challenges and creativity for motivating people. In organization the responsibility is of all the managers. It considers improving performance as the cause of improved satisfaction.

