

The H. R. Function, role, goals,
planning , IS and job analysis .

Role of the HR function

- Strategic
 - Staff and organisational goals
- Operational
 - Includes guidance and support to other managers
- Decentralisation
 - Flexible workforce to meet dynamic external environment

Role of Human Resource Manager in an Organisation

In most of the big enterprises, human resource department is set up under the leadership of personnel manager who has specialised knowledge and skills. The human resource manager performs managerial as well as operative functions. Since he is a manager, he performs the basic functions of management like planning, organising, directing and controlling to manage his department. He has also to perform certain operative functions of recruitment, selection, training, placement, etc., which the problems to management, the human resource managers attach highest priority to the settlement of industrial disputes than anything else.

The goals of HRM:

Drawing on the original theory, Armstrong and Taylor (2015) identify the goals of HRM as to:

- Support the organisation in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy
- Contribute to the development of a high-performance culture
- Ensure that the organisation has the talented, skilled and engaged people it needs
- Create a positive employment relationship between management and employees and a climate of mutual trust
- Encourage the application of an ethical approach to people management.

NEED AND IMPORTANCE OF HUMAN RESOURCE PLANNING

Human Resource planning is the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long-range benefit.

Human resource planning is a double-edged weapon. If used properly, it leads to the maximum utilisation of human resources, reduces excessive labour turnover and high absenteeism; improves productivity and aids in achieving the objectives of an organisation. Faultily used, it leads to disruption in the flow of work, lower production, less job satisfaction, high cost of production and constant headaches for the management personnel. Therefore, for the success of an enterprise, human resource planning is a very important function, which can be neglected only at its own peril.

HUMAN RESOURCE INFORMATION SYSTEM

HRIS is an important element in human resource development. It is a system of maintain, collect, and analyse data relating to human resources of the organisation. It helps managers in decision-making in respect of promotion, wage fixing, recruitment, training and development. In this way HRIS acts as a decision support system. The inputs of HRIS include the information relating to employees, their abilities, qualifications, potentialities, creative instincts, age, pay scales, various jobs in the organisation, their required skills and qualifications to do them, the number of employees and executives manning various positions, organisational objectives, policies and procedures etc.

Current Interest in HR Planning

Major reasons for the present emphasis on manpower planning include the following :

- 1. Employment-Unemployment Situation :** Though in general the number of educated unemployed is on the rise, there is

an acute shortage of a variety of skills. This emphasises the need for more effective recruitment and retaining people.

2. Technological Change : The changes in production technologies, marketing methods and management techniques have been extensive and rapid. Their effect has been profound on job contents and contexts. These changes can cause problems relating to redundancies, retraining and redeployment. All these contribute to the need to plan human resource needs intensively and systematically.

3. Organisational Change : In a turbulent environment marked by cyclical fluctuations and discontinuities, the nature and pace of changes in organisational environment, activities and structures affect human resource requirements and require strategic consideration.

4. Demographic Changes : The changing profile of the work force in terms of age, sex, literacy, technical inputs and social background have implications for human resource planning.

5. Skill Shortages : Government control and changes in legislation with regard to affirmative action for the disadvantaged groups, working conditions and hours of work, restrictions on women and child employment, casual and contract labour, etc. have stimulated the organisations to become involved in systematic human resource planning.

Job Analysis is a procedure by which pertinent information is obtained about a job, i.e., it is a detailed and systematic study of information relating to the operation and responsibilities of a specific job. An authority has defined job analysis as “the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job... “It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others”.

Information provided by Job Analysis

Job analysis provides the following information :

- 1. Job Identification** : Its title, including its code number;
- 2. Significant Characteristics of a Job** : It location, physical setting, supervision, union jurisdiction, hazards and discomforts;
- 3. What the Typical Worker Does** : Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust;
- 4. Which Materials and Equipment a Worker Uses** : Metals, plastics, grains, yarns, milling machines, punch presses and micrometers;
- 5. How a Job is Performed** : Nature of operation - lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting-up and many others;
- 6. Required Personal Attributes** : Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills;
- 7. Job Relationship** : Experience required, opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job.

SOURCES OF INFORMATION FOR JOB ANALYSIS

According to George R. Terry, “the make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job analysis”. Information on a job may be obtained from three principal sources :

- (a) From the employees who actually perform a job;
- (b) From other employees such as supervisors and foremen who watch the workers doing a job and thereby acquire knowledge about it; and
- (c) From outside observers specially appointed to watch employees performing a job. Such outside persons are called the trade job analysts. Sometimes, special job reviewing committees are also established.

Methods of Job Analysis

1. Personal Observation : The materials and equipment used, the working conditions and probable hazards, and an understanding of what the work involves are the facts which should be known by an analyst.

2. Sending out of Questionnaires : This method is usually employed by engineering consultants. Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisors. However, the information received is often unorganised and incoherent. The idea in issuing questionnaire is to elicit the necessary information from job-holders so that any error may first be discussed with the employee and, after due corrections, may be submitted to the job analyst.

3. Maintenance of Long Records : The employee maintains a daily record of duties he performs, marking the time at which each task is started and finished. But this system is incomplete, for it does not give us any desirable data on supervisor relationship, the equipment used, and working conditions. Moreover, it is time-consuming.

4. Personal Interviews may be held by the analyst with the employees, and answers to relevant questions may be recorded. But the method is time-consuming and costly.

Purposes and Uses of Job Analysis

- **Organization and Manpower Planning .**
- **Recruitment and Selection.**
- **Job Re-engineering.**
- **Employee Training and Management Development.**
- **Performance Appraisal.**
- **Health and Safety .**

JOB DESCRIPTION

- Job description is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us what is to be done and how it is to be done and why. It is a standard of function, in that it defines the appropriate and authorised contents of a job.

JOB DESCRIPTION

- Job description helps top executives, especially when they jointly discuss one another's responsibilities. Overlapping or confusion can then be pointed out questions can be raised about the major thrust of each position, and problems of structure can be 32
- identified. A job description becomes a vehicle for organizational change and 'improvement.

A job description contains the following:

1. Job identification, which includes the job title, alternative title, department, division, plant and code number of the job. The job title identifies and designates the job properly. The department division, etc. indicate the name of the department where it is situated-whether it is the maintenance department, mechanical shop etc. The location gives the name of the place.

2. Job Summary serves two important purposes. First it provides a short definition which is useful as an additional identification information when a job title is not adequate. Second, it serves as a summary to orient the reader toward an understanding of detailed information which follows. It gives the reader a “quick capsule explanation” of the content of a job usually in one or two sentences.

3. Job duties give us a comprehensive listing of the duties together with some indication of the frequency of occurrence or percentage of time devoted to each major duty. It is regarded as the heart of a job.

4. Relation to other jobs : This helps us to locate the job in the organisation by indicating the job immediately below or above it in the job hierarchy. It also gives us an idea of the vertical relationships of work flow and procedures.

5. Supervision : Under it is given the number of persons to be supervised along with their job titles, and the extent of supervision involved – general, intermediate or close supervision.

6. Working conditions usually give us information about the environment in which a job holder must work. These include cold, heat, dust, wetness, moisture, fumes, odour, oily conditions, etc. obtaining inside the organisation.

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- Information about jobs can be had from :
- (i) Observation of employees while on work;
- (ii) Study of specially maintained diaries; (iii) A review of Critical incidents; and,
- (iv) Discussions with departmental heads and outside experts or consultants.