

22/7/21.

Human = a human person is a living being that contains a real and existing power to direct its own development towards fulfillment through perfect, unconditional, and infinite truth, love, goodness, beauty, and unity

Resource = Everything available in our environment which can be used to satisfy our needs, provided, it is technologically accessible, economically feasible and culturally acceptable can be termed as resource. Examples:- coal, water, air, minerals, etc.

Management:- Management is a process of planning, decision making, organizing, leading, motivation and controlling the human resources, financial, physical, and information resources of an organization to reach its goals efficiently and effectively.

- HRM is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.
- HRM is the most happening function. This is so because people offer competitive advantage to a firm and managing people is the domain of HRM. An organization enjoys competitive advantage when it is the only one which can offer a product at a price and quality while its competitors cannot do so.
- People offer skills, capabilities, systems, practices, speed, language, bonding and behaviours which help execute firm's strategies successfully. Strategy implementation cannot be done by physical resources such as - technology, buildings, machines, and materials.
- The most important asset of the organization is its employees, so the prime responsibility of the management is to manage human resource in an effective manner.  
\* The management of human resource is an art because of the sequence of growth and development that occurs in life.

According to French Wendell:- "Human resources management is the recruitment, selection, development, utilisation of and accommodation to human resources by organisations."

According to Gary Dessler:- "Human resource Management is the process of acquiring, training, appraising and compensating employees, and attending to their labour relations, health, safety and fairness concerns."

According to Story (1995)= HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques.

Bratton and Gold (2001)= defined HRM as a strategic approach to manage employment relations, which emphasizes that leveraging people's capabilities is critical to achieve competitive advantages, this being achieved through a distinctive set of integrated employment policies, programmes and practices.

→ Human resources are also identified by other terms like 'Personnel', 'people at work', 'Human assets' and human capital.

Human capital consists of Intellectual capital, Social capital and emotional capital.

## ELEMENTS OF HUMAN CAPITAL

### INTELLECTUAL CAPITAL

- Specialised Knowledge
- Tacit knowledge and skills
- Learning capacity

### SOCIAL CAPITAL

- Network of relationship
- Sociability
- Trustworthiness.

### EMOTIONAL CAPITAL

- Self-confidence
- Ambition and courage
- Risk-taking ability.

## What does the HR Department do?

- Oversee compensation and benefits
- Recruit employees
- Monitor performance
- Ensure better company culture.
- Promote job training and educational development.

HRM is management of human energy and capabilities:-

- It is an art and a science.
- It is pervasive
- It is a continuous process.
- HRM is a service function.
- HRM must be regulation friendly.
- Interdisciplinary and fast changing.
- focus on results.
- People-centred.

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## Spectrum or scope of human resource management

The organizational objectives can be best attained by acquiring human resource, develop their skills, motivate them for high performance and ensure that they continue to maintain their commitment and loyalty towards the high performance.

The scope of HRM is comparatively wider with enhanced vision so far as the following fields are concerned:-

- 1) Human Resource Planning (HRP)
- 2) Job analysis
- 3) Job evaluation
- 4) Recruitment and selection
- 5) Performance appraisal
- 6) Training and development
- 7) Employee compensation
- 8) Employee motivation

- 9) Employee welfare
- 10) Industrial relation
- 11) Organisational development
- 12) Career development
- 13) Job design
- 14) Performance Management systems
- 15) Employee Assistance
- 16) Labour relations
- 17) HR research and information systems and audit
- 18) Succession planning
- 19) Quality of working life

### **Personnel aspects:-**

This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay-off and retrenchment, remuneration, incentives, productivity, etc.

### **Welfare aspects:-**

It deals with working conditions and amenities such as canteen, crèches, rest and lunchrooms, housing, transport, medical assistance, education, health and safety, recreational facilities, etc.

### **Industrial relations aspects:-**

This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

## **IMPORTANCE OF HUMAN RESOURCE MANAGEMENT**

Human resource management (HRM) is a modern approach of maintaining people at workplace which focuses on acquisition, development, utilization and maintenance of human resource.

HRM is development oriented. It is concern of managers of all levels and provides space for employee involvement, performance and growth. Several companies nowadays prefer HRM to personnel management because HRM plays vital role in maintaining quality of working experts. Besides, it has several importance which are discussed below.

- To maintain quality of life.
- To produce employees who are easily adaptable to change.
- To increase productivity and profit.
- To retain employees and motivate them to accomplish company's goal.
- To recognize merit and contribution of employee.
- To create a feeling of belongingness and team spirit in the employee.
- To sustain business in the market
- To resolve conflicts
- To develop corporate image.

To maintain quality of work life.

Quality of work life is the perception of employees regarding the relationship between working condition with management. Simply, it is the relationship between employees and total work environment.

Quality of work life is concerned with the employee's perception of physical as well as psychological well-being at workplace and it can be obtained by maintaining work autonomy, work freedom, job recognition, belongingness, rewards, etc.

To produce employees who are easily adaptable to change

Human resource management performs various functions, among which training and development of employees is one of the vital ones. Training and development programs keep employees updated with skills necessary to adjust with alteration of organization's environment, structure and technology.

To increase productivity and profit

Human resource management ensures right quality and quantity of personnel in workplace; apart from which, it creates opportunities to facilitate and motivate individual and group of employees to grow and advance their career. Motivated employees work hard to meet their personal goals which directly influences productivity of organization. Minimizing cost and maximizing profit is the essence of productivity.

To retain employees and motivate them to accomplish company's goal.

Utilizing human resource to their fullest and maintaining them in the company for a long term is a major function of human resource management. Under this function, HRM performs tasks like providing fringe benefits, compensation and rewards to the deserving employees. These activities do not only help in retaining employees in the company but also in achieving organization's goal effectively.

To recognize merit and contribution of employee.

Human Resource Management performs timely appraisal of employee's performance in order to recognize excellent workers are then awarded as a return for their contribution.

To create a feeling of belongingness and team spirit in the employee.

Human resource management designs job on the basis of teamwork. As teamwork demands contribution from each member, HRM focuses on making each and every employee feel valued so that employee contributes best from their side.

To resolve conflicts

In any company, either big or small, conflicts may arise between any parties/group. Conflicts are inevitable and they should not be ignored. Human resource management acts as a consultant to sort out such conflicts timely and conduct other organizational activities smoothly.

To develop corporate image

Every company should maintain good public image in order to sustain in the market. Any individual would work for companies which are known for moral and social behaviour. On the other hand, companies that do not treat their employees in a good manner can run through employee deficiency and even collapse.

## To sustain business in the market:-

Human resource management makes sure that the company has the best employee because promising employees are capable of taking their company ahead in the race by delivering excellent results. This guarantees organization's success and stability in future.

## ROLES AND RESPONSIBILITIES OF HR MANAGER IN ORGANIZATION

The 21<sup>st</sup> century welcomed a new era that values employees and acknowledges them for their contribution to organizational success.

Human resource management in the 21<sup>st</sup> century is employee driven because organizations have realized the value of having a happy and satisfied workforce. Human resource departments in organizations have transformed from being cost centers into productivity hubs.

Roles and responsibilities of HR managers cannot be ignored. They help manage various departments across the organization, improve their productivity, and retain employees. However, given the evolving landscape of the working environment, legal obligations, and strategic management of businesses, the roles and responsibilities of HR managers are widening.

## KEY ROLES AND RESPONSIBILITIES OF HR MANAGER

- 1) Human Resource planning
- 2) Job analysis And design
- 3) Hiring candidates
- 4) Training and development
- 5) Design workplace policies
- 6) Monitor performance
- 7) Maintaining work culture
- 8) Resolve conflict
- 9) Rewards and Incentives

### 1) Human Resource Planning

HR managers are responsible for planning and achieving organizational objectives. They usually engage in identifying, preparing, and executing business goals with top-levels executing business goals with top-level executives.

This proactive participation in planning enables HR managers to gain a thorough understanding of the activities required to support the sustainable growth of the company. This, in turn, empowers HR to assign the right resources to the right project and ensures timely delivery.

The roles of HR managers include analyzing and acknowledging team leaders about their expected vs. actual results.

### 2. Job analysis and design

Human resource planning requires assigning the right resources to the right project. And if the right person is not in the organization, HR managers are responsible for designing the job analysis to hire them.

A job analysis includes:-

- Job description
- Employee's position in the organization.

- Who the employee should report to.
- Resources the employee will need to perform the job efficiently.
- Individual data related to the post, such as technical skills, work experience, etc.
- Work schedule
- Salary and incentives.
- Personal attributes, such as personality, values and interests.

In addition to this, the responsibilities of the HR manager includes :-

- 1) Job rotation - Transferring employees from one task to another depending on the requirement and their skills.
- 2) Job enlargement - merging previously distributed (similar) tasks into one job.
- 3) Job enrichment - adding more responsibility to an employee's job.