

Group 5

1. Daniel Evans SCII/01374/2018
2. Khadijah Hassan SCII/05037P/2020
3. Mary wangui SCII/00816/2019
4. Antony Odoyo SCII/00839/2019
5. Cindy Nafula SCII/00823/2019

Human Resource management

Definition

Human Resource Management is a management function concerned with hiring, motivating, and maintaining the workforce in an organization. Human resource management deals with issues related to employees such as hiring, training, development, compensation, motivation, communication, and administration. Human resource management ensures the satisfaction of employees and the maximum contribution of employees to the achievement of organizational objectives.

According to Armstrong (1997), Human Resource Management can be defined as “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization’s key resource – the people who work in and for it.” **Edwin Flippo**

Human Resource Management as “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”

According to **Decenzo and Robbins**, “Human Resource Management is concerned with the people dimension” in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organisational objectives. This is true, regardless of the type of organization – government, business, education, health or social action”.

Why do we call it as Human Resource Management?

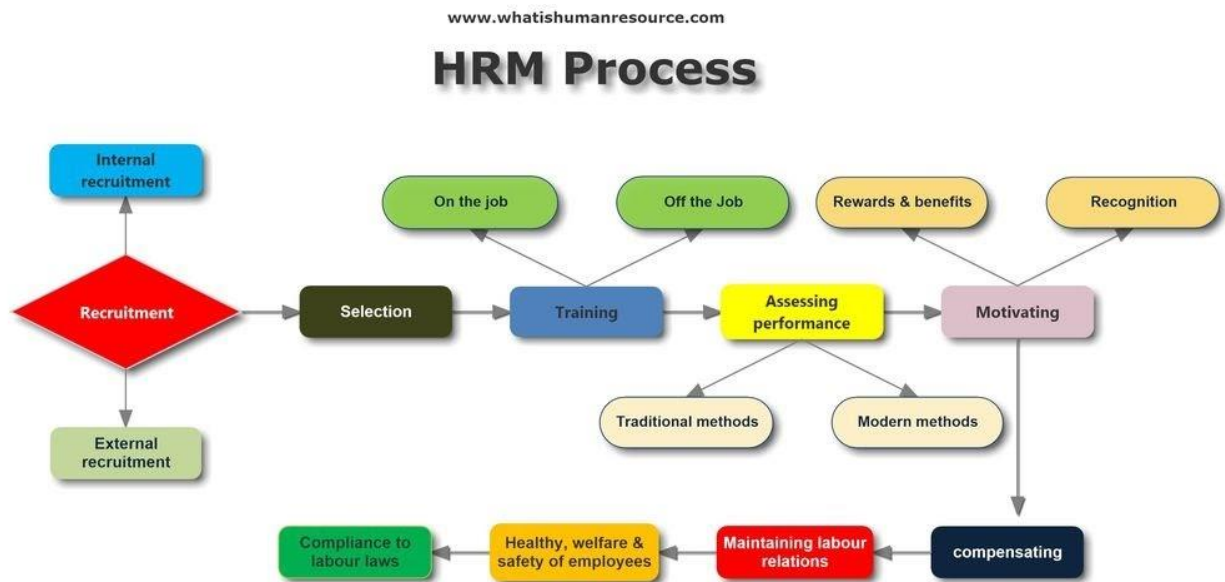
Human: refers to the skilled workforce in an organization.

Resource: refers to limited availability or scarce.

Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives.

Human Resource Management is the process___of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land and finally following the Orders / Judgements of the concern High Court and Supreme Court, if any.

Human Resource Management (HRM) is the function within an organization that focuses on the recruitment, management, and development of employees. The HRM function is usually organized in a hierarchical structure, with various levels of management and support staff.



Human Resource Management deals with the management functions like planning, organizing, directing and controlling.

- It deals with procurement of human resource , training & development and maintenance of human resource.

- It helps to achieve individual, organizational and social objectives

Human Resource Management is a multidisciplinary subject.

- It includes the study of management, psychology, communication, economics and sociology.
- It also deals with building team spirit and team work.
- It is a continuous process.

Functions of Human Resource Management

Human Resource Management functions can be classified into the following three categories.

- Managerial Functions
- Operative Functions
- Advisory Functions.

The Managerial Functions of Human Resource Management are as follows:

1. Human Resource Planning - In this function of HRM, the number and type of employees needed to accomplish organizational goals are determined. Research is an important part of this function, information is collected and analyzed to identify current and future human resource needs and to forecast changing values, attitudes, and behavior of employees and their impact on the organization.
2. Organizing - In an organization tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective. Relationships are established among the employees so that they can collectively contribute to the attainment of the organization's goal.
3. Directing - Activating employees at different levels and making them contribute maximum to the organization is possible through proper direction and motivation. Taping the maximum potential of the employees is possible through motivation and command.
4. Controlling - After planning, organizing, and directing, employees' actual performance is checked, verified, and compared with the plans. If the actual performance is found to deviate from the plan, control measures are required to be taken.

The Operative Functions of Human Resource Management are as follows:

1. Recruitment and Selection - Recruitment of candidates is the function preceding the selection, which brings the pool of prospective candidates for the organization so that the management can select the right candidate from this pool.
2. Job Analysis and Design - Job analysis is the process of describing the nature of a job and specifying the human requirements like qualifications, skills, and work experience to perform that job. Job design aims at outlining and organizing tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.
3. Performance Appraisal - Human resource professionals are required to perform this function to ensure that the performance of employees is at an acceptable level.
4. Training and Development - This function of human resource management helps employees acquire skills and knowledge to perform their jobs effectively. Training and development programs are organized for both new and existing employees. Employees are prepared for higher-level responsibilities through training and development.
5. Wage and Salary Administration - Human resource management determines what is to be paid for different types of jobs. Human resource management decides employee compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits, etc.,.
6. Employee Welfare - This function refers to various services, benefits, and facilities that are provided to employees for their well-being.
7. Maintenance - Human resources is considered an asset for the organization. Employee turnover is not considered good for the organization. Human resource management always tries to keep their best-performing employees with the organization.
8. Labour Relations - This function refers to human resource management interaction with employees represented by a trade union. Employees come together and form a union to obtain more voice in decisions affecting wages, benefits, working conditions, etc.,.
9. Personnel Research - Personnel research is done by human resource management to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc.,. Such researches help in understanding employee satisfaction, employee turnover, employee termination, etc.,.
10. Personnel Record - This function involves recording, maintaining, and retrieving employee-related information like - application forms, employment history, working hours, earnings, employee absents and presents, employee turnover, and other data related to employees.

The Advisory Functions of Human Resource Management are as follows:

Human Resource Management is expert in managing human resources and so can give advice on matters related to human resources of the organization. Human Resource Management can offer advice to:

1. Advised to Top Management

The personnel manager advises the top management in the formulation and evaluation of personnel programs, policies, and procedures.

2. Advised to Departmental Heads

The personnel manager advises the heads of various departments on matters such as manpower planning, job analysis, job design, recruitment, selection, placement, training, performance appraisal, etc.

Evolution of Human resource management

Human resource management is evolved from the Personnel management which was erstwhile management system which used to manage employees. To know evolution of personnel management one needs to see the history of centuries of research by great psychologists on human human behaviour and their response at particular situations. One among them was Elton Mayo who was a psychologist from the Australia, did many experiments on human behaviour at different situations in 1924. He strongly believed in work life balance for improving productivity of workers and did emphasis on human relations influence the productivity of workers and finally he has been regarded as father of Human resources management.

Going back to roots of evolution Personnel management, Robert Owen was regarded as creator and originator for introducing reforms for workers in his own Lanark cotton mills. He created a principle of 8 hours day work, 8 hours rest and 8 hours sleep. Owen identified the importance of better working conditions at workplace and its impact on the productivity and efficiency of the workers. Owen after implementation of better working conditions at workplace, he observed change in the productivity of his workers as their efficiency increased. He in those olden days implemented many social and welfare practices for his workers and saw his workers got happy, motivated and worked better. Therefore he was referred as father of Personnel management.

It's believed that the first personnel management department (later evolved as Human resource management) began at the National Cash Register Co. in the early 1900s, according to an Human Resource Magazine article. After several strikes and employee lockouts, NCR leader John H. Patterson organized a personnel department to handle grievances, discharges, and safety, as well as training for supervisors on new laws and practices.

The U.S. **Office of Personnel Management (OPM)** is the world's largest HR department. OPM provides Human Resource services for the federal governments workforce of nearly 2.8 million workers. It's staff

carry out the tasks to recruit, interview, and promote employees; oversee merit pay, benefits and retirement programs; and ensure that all employees and applicants are treated fairly and according to the law.

What is the purpose of Human resource management?

The purpose of the Human resource management is to make the job and deal with the job holder (employee). So as to perform a job in an organisation, one needs to be identified. In order to identify right person for a particular job, notification should be issued which contains job description (duties and responsibilities) and specifications (academic qualifications and physical qualifications). So as to verify the correctness of the candidates invited, they should be tested by the suitable selection methods for picking-up right person. Subsequently selected candidates should be provided with the proper training for performing his duties & responsibilities mentioned in the notification. Later, assessment of employees' performance should be done to know whether employees are performing to the desired standards set by the management. Accordingly employees should be rewarded or paid for the job they did in the organisation and their safety in the job is the responsibility of Hr manager or safety officer who should instruct safety measures for the employees and see that they are scrupulously followed. Healthy and welfare measures are so-so important to keep employees happy and motivated which has direct impact on their productivity. Doing so all, maintaining proper and healthy relationships between employees and management avoids conflicts which will effect the overall performance of the organisation. Most important thing is adherence and not to ignore employment and labour laws which govern all the above said activities for a job. Contravenes of employment laws will cost to the organisation and its branding. Hence the Human resource management is like a guardian angel for the organisation to sail smoothly and long-live.

The ten "Cs" of human resources management are: cost effectiveness, competitive, coherence, credibility, communication, creativity, competitive advantage, competence, change, and commitment. The ten "Cs" framework was developed by Alan Price in his book "Human Resource Management in a Business Context"

Human resource management as a department

in an organisation handles all aspects of employees and has various functions like human resource planning, Conducting Job analysis, recruitment and conducting job interviews, selection of human resources, Orienting, training, compensating, Providing benefits and incentives, appraising, retaining, Career planning, Quality of Work Life, Employee Discipline, black out Sexual Harassments, human resource auditing, maintenance of industrial relationship, looking after welfare of employees and safety issues , communicating with all employees at all levels and maintaining awareness of and compliance with local, state and federal labor laws.

The historical rule of thumb for Human Resource staffing requirements is one full-time professional Human Resource person should be hired for every 100 employees. The actual ratio for a business can vary depending upon factors such as the degree of HR centralization, the

geographic distribution of the employees served, the sophistication level of the employees, and the relative complexity of the organization.

Example of how HRM may be organized:

- i. Chief Human Resources Officer (CHRO) - The CHRO is the head of the HR department and is responsible for overseeing the overall HR strategy and policies. They may report directly to the CEO or other senior executive.
- ii. HR Managers - The HR managers are responsible for managing a specific area of HR, such as recruitment, employee relations, benefits, or training and development. They report to the CHRO and oversee a team of HR professionals.
- iii. HR Generalists - The HR generalists are responsible for providing support to managers and employees on a wide range of HR-related issues. They may be involved in recruitment, onboarding, performance management, and employee relations.
- iv. HR Coordinators - The HR coordinators are responsible for the administrative tasks associated with HR, such as scheduling interviews, managing employee files, and updating HR databases.
- v. Recruiters - The recruiters are responsible for sourcing, screening, and interviewing job candidates. They work closely with hiring managers to ensure that the organization attracts and hires the best talent.
- vi. Training and Development Specialists - The training and development specialists are responsible for designing and delivering training programs that help employees develop the skills and knowledge they need to succeed in their roles.
- vii. Compensation and Benefits Specialists - The compensation and benefits specialists are responsible for designing and administering the organization's compensation and benefits programs. They may also be involved in job analysis and salary surveys to ensure that the organization's pay practices are competitive.

The HRM function is organized in a way that ensures that the organization's employees are well-managed, motivated, and supported in their roles. The structure of the HRM function may vary depending on the

size and complexity of the organization, but the overall goal is to create a positive and productive work environment for employees.

What is the importance of Human resource?

Behind production of every product or service there is an human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is fundamental resource for making or construction of anything. Every organisation desire is to have skilled and competent people to make their organisation competent and best.

Among the five Ms of Management, i.e., men, money, machines, materials, and methods, HRM deals about the first M, which is men. It is believed that in the five Ms, "men" is not so easy to manage. "every man is different from other" and they are totally different from the other Ms in the sense that men possess the power to manipulate the other Ms. Whereas, the other Ms are either lifeless or abstract and as such, do not have the power to think and decide what is good for them.