



The Emerging Role of HR in India

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ABSTRACT

No organization can be run without human beings and in this case, the employees. Wherever there are employees, they are supposed to be taken care of, in terms of monetary compensation, welfare, health, career and organisation growth or say, for betterment of every stakeholder involved.

If an employee is unhappy, be it any reason, it has an impact on the bottom line of the company balance sheet. So in order to manage the employee well, many efforts are put in by the organisation. The responsibility of this task is rested on the shoulder of Human Resource department.

HR, as it is known, has had many nomenclatures attached and r/evolving responsibilities to shoulder. They are the interface to the organisation for any new joined and also one who relieves. They are the one who issue the increment letter and also the one who hand over the pink slip, if need be.

All in all, they are the one who work as a chain linking every person and department synergistically for betterment of all involved.

With the passage of time and increasing globalization and digitization, the role of an HR manager keeps changing. It has to be ready to meet the challenges confronted every day. It can't be sitting arm-wringing but has to have a practical approach to every bottleneck.

Keywords :

Introduction

The role of an HR has been ever evolving. Initially, it was a labour officer who generally used to be a police man. At this stage, there used to be problems of law and order between an employer and employees, because the management believed that every man was supposed to be disciplined and controlled. The approach was hire and fire.

Subsequently, after the enactment of the Factories Act 1948, the labour officer's function changed from mere employment function to welfare activities. There is a provision of a welfare officer in the Factories Act. Any factories with 500 or more workers should have a welfare officer appointed. He had to manage different welfare activities. Scenario changed and many acts have been passed by government, e.g. Provident Fund Act, ESIC Act, Contract Labour Act, etc. Hence, labour officer had to be assigned a new task of legal officer to issuing charge-sheets and holding enquiries. He had been given difficult task of bringing two opposite parties to the negotiating table and acting as a liaison man. Role of labour officer had then been changed as a Law or Liaison man. Then after, many branches developed for managing the man (employee). Those include administration staff, clerical staff, security staff, hospitality staff, public relation staff, corporate social responsibility staff and many more. Later, all got packed in to one-Human Resource department. The department's function is now not limited to recruitment or rewards only, but being a strategic business partner for the organisation, having its say in almost every matter when it comes to manpower.

Emerging Role of an HR Manager

■ The role of an HR manager is shifting from a protector and screener to the planner and change agent. Human resources are now viewed as a source of competitive advantage. Increasingly, it is being recognized that competitive advantage can be obtained with a high quality workforce that enables organization to compete on the lines of market responsiveness, product and service quality,

differentiated products and technological innovations.

- HR managers need to think of themselves as strategic partners. In this role, HR manager contributes to the development and the accomplishment of the organization-wide business plan and objectives.
- The HR professional contributes to the organization by constantly assessing the effectiveness of the HR function. He also sponsors change in other departments and in work practices. Knowing how to link change to the strategic needs of the organization will minimize employee dissatisfaction and resistance to change.
- Recruitment and selection as well as designing and implementation of performance management system. HR manager helps adopt a fair and transparent recruitment and performance management system. Any unfairness in these issues hurts employees' emotions and evokes unfavorable reactions.
- HR manager educates the organization about its capabilities and potential contributions.
- HR manager plays a key role in charting out the business strategy.
- HR manager adapts himself to the situation that there is no HR guideline which will work forever. He keeps himself ready to face the day-to-day challenges.
- HR manager plays an integral role in organizational success by his or her knowledge about and advocacy of the employees. This advocacy includes expertise in how to create a work environment in which people will choose to be motivated, contributing and happy.
- HR manager has a good eye over the talent in the market

and knows how to capitalize on it for his organization's benefits.

- He has a skill to adapt to the changed scenario in the working culture or the management structure.
- So far there has been no field-specific HR, but he is supposed to have a good know-how of the products/ services his organisation is into.
- India being a diverse and multi-caste and -religion country, HR manager has to be well-versed with the socio-culture aspect of the same.
- India, being a booming market and having a demographic dividend, HR manager is ready to encash any business opportunity in the way.
- HR manager is smart, suave, dynamic, go-getter, result-oriented and a good communicator.
- He works locally but prepares himself globally.

Challenges

Today, the challenges HR managers have to face include:

- To recognize talent and nurture the same.
- Transforming HR into business partner.
- Managing change and cultural transformation.

- Creating and developing leadership.
- Enhancing employment commitment and dedication.
- Managing diversity.
- Effective performance and reward system.
- Sustenance of the talent and motivating them to give their best.
- Developing the right image of the organisation and maintaining the same.
- Last but not least, optimum usage of the workforce for betterment of all involved.

Conclusion

For any organisation, HR is a must. In this chaotic and competitive world, it is inevitable to manage the manpower. But, managing simply and effectively is not a child's play when there are always competitors' eagle eye ready to prowl on the talent in trouble.

The role of HR has undergone gradual changes, from scouting, recruiting, rewarding, retaining and relieving to relaxing, restoring, rebuilding and rebounding with the employee, the employer and the empire (business), and keep doing it in a variety of ways.

Summing up in Charlie Chaplin's language, HR manager is supposed to an *ad lib* actor.

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