



## Functions of Human Resource Management and emerging changes in HRM

**Dr. Pravinsinh R. Chauhan**

Shree GK & CK Bosamia College, Jetpur

**ABSTRACT**

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. Human Resource Management can also be performed by line managers.

William R. Tracey, in defines Human Resources as: "The people that staff and operate an organization"; as contrasted with the financial and material resources of an organization. Human Resources is also the organizational function that deals with the people and issues related to people such as compensation, hiring, performance management, and training. A Human Resource is a single person or employee within your organization.

The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process. Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions,

Note that some people distinguish a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, e.g., career development, training, organization development, etc.

**KEYWORDS**

Psychosocial intervention, Family functioning, , Caregivers, chronic illness

Human Resource Management (HRM) is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall.

**For further explanation of the term HRM we are focus on following definition:**

- Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization.
- Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training.

The theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The field takes a positive view of workers, assuming that virtually all wish to contribute to the enterprise productively, and that the main obstacles to their endeavors are lack of knowledge, insufficient training, and failures of process. Synonyms such as personnel management are often used in a more restricted sense to describe activities that are necessary in the recruiting of a workforce, providing its members with payroll and benefits, and administrating their work-life needs. So if we move to actual definitions.

**While Miller (1987) suggests that HRM relates to:** "Those decisions and actions which concern the manage-

ment of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage"

From the above explanation we can short out the main features of HRM

- Organizational management
- Personnel administration
- Manpower management
- Industrial management

But these traditional expressions are becoming less common for the theoretical discipline. Sometimes even employee and industrial relations are confusingly listed as synonyms, although these normally refer to the relationship between management and workers and the behavior of workers in companies.

**The Human Resources Management (HRM) function** includes a variety of activities, and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices confirm to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. Usually small businesses (for-profit or non-profit) have to carry out these activities themselves because they can't yet afford part- or full-time help.

Note that some people distinguish a difference between HRM (a major management activity) and HRD (Human Resource Development, a profession). Those people might include HRM in HRD, explaining that HRD includes the broader range of activities to develop personnel inside of organizations, including, e.g., career development, training, organization development, etc.

There is a long-standing argument about where HR-related functions should be organized into large organizations, e.g. "should HR be in the Organization Development department or the other way around?"

The HRM function and HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people.

More recently, organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner.

#### **Human Resource Management serves these key functions:**

- Human resource planning
- Performance appraisal
- Recruitment and Selection
- Training and development
- Total Rewards: Employee benefits and compensation
- Career development
- Industrial and Employee Relations

#### **For more realization of each function we discuss each function in brief:**

Human resource planning, through planning, a management strives to have the right number and the right kind of people at the right place, at the right time, to do the things which result in both the organizational and the individual benefit. Performance appraisal, in simple word it is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development, recruitment.

Selection, The process of assessing candidates and appointing a post holder Applicants short listed - most suitable candidates selected Selection process - varies according to organization. Interview -most common method, Psychometric testing assessing the personality of the applicants - wills they fit in? Aptitude testing assessing the skills of applicants. In-tray exercise - activity based around what the applicant will be doing, e.g. writing a letter to a disgruntled customer, Presentation looking for different skills as well as the ideas of the candidate. Training is Similar to development: Provides new skills for the employee Keeps the employee up to date with changes in the field Aims to improve efficiency can be external or 'in-house. Development refers to Developing the employee can be regarded as investing in a valuable asset A source of motivation A source of helping the employee fulfill potential.

**Total Rewards:** Employee benefits and compensation, the system of pay and benefits used by the firm to reward workers Money not the only method Fringe benefits Flexibility at work Holidays, etc. Career development; focus on the development of organization as well as development of employees too. Every employee is working with organization to satisfy their personal need so this is a responsibility from the side of organization to think about career development program for employees.

Industrial and Employee Relations are emerging terms emerged after 1940's; Industrial relation is the part of management activity which concern with the manpower of the enterprise. Generally it is focus on relation between employees and employer.

With reference to above classification we can say there is a vital role of HRM in any organization. Human Resource Management play different role like:

- Strategic business partner
- Change management
- Employee champion

- Administration

Human resources management comprises several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Induction, Orientation and on boarding
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration
- Personnel cost planning
- Performance appraisal
- Labor relations

The world is changing its nature day by day because of its general tendency, so in HRM also we can take glance of some changes take place in today's scenario.

Technological Changes in HRM Technology includes tools, machinery, equipment, work procedures and employee knowledge and skills. The impact of technology on HR can be profound, as the following things clearly reveal: Downsize operations, cut organizational layers and cut the extra fat to survive in a competitive world Collaborate and achieve teamwork skills, knowledge, experience and expertise required to gain the edge over rivals. Relocate work from the office to the home Internet and intranet revolution.

Economic, Political and Social Challenges and HR Now-a-days, people, goods, capital and information are moving around the globe as never before. Global competition is making every firm to think in terms of gaining an edge over rival by producing high quality goods at a very competitive price. This is where the 'people' dimension comes into being. Incentives, favorable work climate, team spirit, freedom to think and act independently, and a host of other HR initiatives are needed to keep talent from flying away. Employee Empowerment means giving employees responsibility and authority to make decisions regarding all aspects of product development or customer service. HRM practices such as performance management, training, work design, and compensation are important for ensuring the success of employee empowerment. For empowerment to succeed, managers must be trained to link employees to resources within and outside the organization. The use of employee empowerment shifts the recruiting focus away from technical skills and toward, general cognitive and interpersonal skills.

High-Performance Work Systems are organizations that have the best possible fit between their social system and technical system. Some of the trends in today's high performance work systems are: Reliance on knowledge workers, Empowerment of employees to make decisions, Utilization of teamwork. Knowledge Workers are employees whose main contribution to the organization is specialized knowledge. The reliance on knowledge workers affects organizations' decisions about the kinds of people they are recruiting and selecting.

Teamwork is the assignment of work to groups of employees with various skills who interact to assemble a product or provide a service. Work teams often assume many activities tradi-

tionally reserved for managers. Teamwork motivates employees by making work more interesting and significant.

The positive result of these changes is that hr professionals have the opportunity to play a more strategic role in the

business. The challenge for hr managers is to keep up to date with the latest hr innovations -technological, legal, and otherwise. How hr managers can anticipate and address some of the most challenging hr issues.

## REFERENCES

Personnel Management by C.B. Mamoria | Dynamics of Personnel Administration by M.N.Radra Basavraj | Industrial Relation and Personnel Management by Biswanath Ghosh | Emerging trends in HRM by V V Ramani and E Mrudula |