

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

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RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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ROLE OF HUMAN RESOURCE MANAGEMENT IN MODERN ERA

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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. HRM can also be performed by line managers. HRM 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. HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. HRM is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value. It depicts the milestones in HRM 1890-present. There is a growing body of evidence supporting an association between what are termed high performance or high commitment human resource management (HRM) practices and various measures of organizational performance. However, it is not clear why this association exists. This paper argues that to provide a convincing explanation of this association we need to improve our theoretical and analytic frameworks in three key areas. These are the nature of HRM, and especially the rationale for the specific lists of HR practices; the nature of organizational performance; and the linkage between HRM and performance. A model is presented within which to explore these linkages. The existing literature on HRM and performance is reviewed in the light of this analysis to identify key gaps in knowledge and help to focus further the research priorities.

KEYWORDS

human resource management, employee performance, strategic integration.

INTRODUCTION

Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws.

REVIEW OF LITERATURE

A review of the literature is an essential part of my academic research project. The review is a careful examination of a body of literature point towards the answer to my research question.

Literature reviewed typically includes scholarly journals, scholarly books, authoritative databases and primary sources. Sometimes it includes newspapers, magazines, other books, films, and audio and video tapes, and other secondary sources.

- Primary sources are the origin of information under study, fundamental documents relating to a particular subject or idea. Often they are first hand accounts written by a witness or researcher at the time of an event or discovery. These may be accessible as physical publications, as publications in electronic databases, or on the Internet.
- Secondary sources are documents or recordings that relate to or discuss information originally presented elsewhere. These, too, may be accessible as physical objects or electronically in databases or on the Internet.

It is described that why human resource management (HRM) decisions are likely to have an important and unique influence on organizational performance. I hope that this research forum will help advance research on the link between HRM and organizational performance. I identified key unresolved questions in need of future study and make several suggestions intended to help others studying these questions build a more cumulative body of knowledge that will have key implications for both theory and practice. This review takes an evolutionary and chronological perspective on the development of human resource management literature. During this time the field took shape, developed rich conceptual foundations, and matured into a domain that has substantial influence on research activities in HR and related management disciplines. I traced how the field has evolved to its current state, articulate many of the major findings and contributions, and discussed how I believe it will evolve in the future. This approach contributes to the field of HRM by synthesizing work in this domain and by highlighting areas of research focus that have received perhaps enough attention, as well as areas of research focus that, while promising, have remained largely unexamined.

IMPORTANCE OF THE STUDY

The purpose of research is to inform action. Thus, our study should seek to contextualize its findings within the larger body of research. Research must always be high quality in order to produce knowledge that is applicable outside of the research setting with implications that go beyond the group that has participated in the research. Furthermore, the results of our study should have implications for policy and project implementation.

Well-conducted research is vital to the success of global health endeavors. Not only does research form the foundation of program development and policies all over the world, but it can also be translated into effective global health programs. Research draws its power from the fact that it is empirical: rather than merely theorizing about what *might* be effective or what *could* work, researchers go out into the field and design studies that give policymakers hard data on which they can base their decisions. Furthermore, good research produces results that are examinable by peers, methodologies that can be replicated, and knowledge that can be applied to real-world situations. Researchers work as a team to enhance our knowledge of how to best address the world's problems.

RESEARCH METHODOLOGY

The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

SOURCES OF DATA

PRIMARY DATA-The primary data are those data which are collected a fresh and for the first time.

SECONDARY DATA- are those data which have already been collected from someone else and which have already been passed through statistical process.

In this project, secondary data is used which have been collected from following sources-

- Books

- Internet
- Others

FUNCTIONS OF HRM

Managerial Functions	Operative Functions
Planning	Employment
Organizing	Human Resources Development
Directing	Compensation
Controlling	Human Relations
	Industrial Relations

1. MANAGERIAL FUNCTIONS: Managerial functions of personnel management involve planning, organizing, directing and controlling.

PLANNING: It is pre-determined course of action. Planning pertains to formulating strategies of personnel programmes and changes in advance that will contribute to the organizational goals. It involves planning of human resources, requirements, recruitment, selection, training etc. It also involves forecasting of personnel needs, changing values, attitudes and behavior of employees and their impact on the organization.

ORGANISING: An organization is a means to an end. It is essential to carry out the determined course of action. An organization is a structure and a process by which a co-operative group of human beings allocates its task among its members, identifies relationships and integrates its activities towards a common objective. Complex relationships exist between the specialized departments and the general departments as many top managers are seeking the advice of the personnel manager. Thus an organization establishes relationships among the employees so that they can collectively contribute to the attainment of company goals.

DIRECTING: The next logical function after completing planning and organizing is the execution of the plan. The basic function of personnel management at any level is motivating, commanding, leading and activating people. The willing and effective co-operation of employees for the attainment of organizational goals is possible through proper direction. Tapping the maximum potentialities of the people is possible through motivation and command. Co-ordination deals with the task of blending efforts in order to ensure successful attainment of an objective.

CONTROLLING: After planning, organizing and directing various activities of personnel management, the performance is to be verified in order to know that the personnel functions are performed in conformity with the plans and directions of an organization. Controlling also involves checking, verifying and comparing of the actual with the plans, identification of deviations if any and standards through controls. Auditing training programmes, analyzing labour turnover records, directing morale surveys, conducting separate interviews are some of the means of controlling the personnel management function and making it effective.

2. OPERATIVE FUNCTIONS: The operative functions of human resources management are related to specific activities of personnel management viz, employment, development, compensation and relations. All these functions are interacted with managerial functions.

EMPLOYMENT: It is the first operative function of Human Resource Management. Employment is concerned with securing and employing the people possessing the required kind and level of human resources necessary to achieve the organizational objectives. It covers functions such as job analysis, human resource planning, recruitment, selection, placement, induction and internal mobility.

HUMAN RESOURCE DEVELOPMENT: It is a process of improving, molding and changing the skills, knowledge, creative ability, aptitude, values, commitment etc., based on present and future job and organizational requirements. It includes Performance Appraisal, Training, Management Development, Career Planning and Development, Internal Mobility, Transfer, Promotion, Demotion, Change and Organizational Development.

COMPENSATION: It is a process of providing adequate, equitable and fair remuneration to the employees. It includes job evaluation, wage administration and salary administration, incentives, bonus, fringe benefits, social security measures etc.

HUMAN RELATIONS: Practicing various human resources policies and programmes like employment, development and compensation and interaction among employees create a sense of relationship between the individual worker and management, among workers and trade unions and the management. It is a process of interaction among human beings. Human relations are an rear of management in integrating people into work situations in a way that motivates them to work together productively co-operatively and with economic, psychological and social satisfaction. It includes:

- Understanding and applying tality, learning, intra and inter personnel relations, intra and inter group relations.
- Motivating the employees
- Boosting employee morale
- Developing the communication skills
- Developing the communications skills
- Redressing employee grievances properly and in time by means of a well-formulated grievance procedure.
- Handling disciplinary cases by means of an established disciplinary procedure.
- Counseling the employees in solving their personal, family and work problems and releasing their stress, Strain and tensions.
- Improving quality of work life of employees through participation and other means.

INDUSTRIAL RELATIONS-Industrial relations refer to the study of relations among employees, employer, government and trade unions. Industrial relations include:

- Indian lab our market
- Trade unionism
- Collective bargaining
- Industrial conflicts
- Worker's participation in management and
- Quality circles

THE CHALLENGES OF HRM IN ORGANISATIONAL CONTEXT

A goal seeking organizations especially one that seeks improvement over the current situation is a challenge, taking organization. When many such goals are pursued tremendous internal pressures some of them conflicting, tend to be generated. Unless the organization develops mechanisms for coping with these self-generated pressures, it may face major failure and suffer disastrous retreats from its goal.

Human Resource function cannot be performed in a vacuum. There are many challenges that it has to face to survive. All these challenges are discussed below.-

1. TECHNOLOGICAL FACTORS: Just as necessity is the mother of invention competition and a host of other reasons are responsible for the rapid technological changes and innovations. As a consequence of these changes, technical personnel, skilled workers, computer operators and machine operators are increasingly required while the demand for other categories of employers has declined. Hence procurement of skilled employees and their increase in numbers to match the changing job requirements has become a complicated task.

2. HUMAN RESOURCE IN COUNTRY: The structure, values and the level of education of human resource in a country influence much of the Human Resource function. The influence of manpower in the country can be studies through the changes in structure of employment.

a. Change in the Structure of Employment: The structure of employment in an organization changes with the entrance of workforce with different backgrounds (Social economic, region, community, sex, religion, traditions culture etc). There has been a significant change in the structure of employment with the entry of 1) candidates belonging to the schedule castes, schedules tribes and backward communities. 2) More female employees, due to increased career orientation among women to the suitability of women for certain jobs and to women becoming more acclimatized to the working climate and higher level of commitment.

3) The workforce consists of different regions but due to increased transportation facilities and mobile character of people. These changes in workforce are a challenge and a complicated task of HR function. It has to deal with employees with different backgrounds.

3. **CHANGES IN EMPLOYEE ROLES AND THEIR VALUES:** Earlier the management could totally control its employees and get the desired output. Today the employees have to be considered as a partner in the organization. Changing structure of workforce has led to the introduction of new values in organization. Among these are moves

i) Emphasis on quality of life rather than quantity

ii) Equality and justice for employees over economic efficiency

iii) Participation over authority.

iv) Workers now prefer flexible working hours to fixed time schedule.

v) Level of education in recent years is comparatively very higher. Increased formal education has led to the change of attitude of the employees.

4. **CHANGING DEMANDS OF EMPLOYER:** changes always are not on the side of employees. Organizations also undergo changes and consequently their demands on employees will also change. The information technological revolution and neck to neck marketing competition of most of the organizations due to globalization demand that the existing employees adopt to the ever-changing work situation and learn new skills, knowledge etc to cope with the new changes.

5. **GOVERNMENT AND LEGAL FACTORS:** Until 1940 the government was not involved or interested regarding the problems of labor or industry. But the need for Govt., interference arose out of the belief that Government is the custodian of industrial and economic activities. The role of the government in business has after 1991 with the announcement of economic liberalization. However awareness of legislations is very important like the Factory Act, 1948, Trade Union act 1962, Payment of wages Act 1936, The Minimum Wages Act 1923, The Payment of Bonus Act 1965, The Employment Exchange Act, Standing Order Act 1946, Maternity Benefit Act 1961, and The Apprentice Act 1961. All these acts if not complied with can get the organization into deep trouble.

6. **CUSTOMERS:** Organizations produce products or render services for the ultimate consumption use by the customer. In other words organizations depend upon customers for their survival and growth. Customers revolt against employees, if the services rendered are less qualitative. The banks face such type of challenges. Customers may develop a negative attitude towards the organization, if it does not follow the social policies of the country. Hence the customers pose a challenge special ally in service industry.

7. **SOCIAL FACTORS:** Social environment consists of class structure, mobility social roles social values nature and development of social institutions caste structure and occupational structure, traditions, religion culture etc. To cater to everyone's requirement and keep them happy is a big challenge faced by HR today.

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN MODERN ERA

An organisation cannot build a good team of working professionals without good Human Resources. The key functions of the Human Resources Management (HRM) team include recruiting people, training them, performance appraisals, motivating employees as well as workplace communication, workplace safety, and much more. The beneficial effects of these functions are discussed here:

RECRUITMENT AND TRAINING

This is one of the major responsibilities of the human resource team. The HR managers come up with plans and strategies for hiring the right kind of people. They design the criteria which is best suited for a specific job description. Their other tasks related to recruitment include formulating the obligations of an employee and the scope of tasks assigned to him or her. Based on these two factors, the contract of an employee with the company is prepared. When needed, they also provide training to the employees according to the requirements of the organisation. Thus, the staff members get the opportunity to sharpen their existing skills or develop specialised skills which in turn, will help them to take up some new roles

PERFORMANCE APPRAISAL

HRM encourages the people working in an organisation, to work according to their potential and gives them suggestions that can help them to bring about improvement in it. The team communicates with the staff individually from time to time and provides all the necessary information regarding their performances and also defines their respective roles. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals, when taken on a regular basis, motivate the employees.

MAINTAINING WORK ATMOSPHERE

This is a vital aspect of HRM because the performance of an individual in an organisation is largely driven by the work atmosphere or work culture that prevails at the workplace. A good working condition is one of the benefits that the employees can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in an employee. A friendly atmosphere gives the staff members job satisfaction as well.

MANAGING DISPUTES

In an organisation, there are several issues on which disputes may arise between the employees and the employers. You can say conflicts are almost inevitable. In such a scenario, it is the human resource department which acts as a consultant and mediator to sort out those issues in an effective manner. They first hear the grievances of the employees. Then they come up with suitable solutions to sort them out. In other words, they take timely action and prevent things from going out of hands.

DEVELOPING PUBLIC RELATIONS

The responsibility of establishing good public relations lies with the HRM to a great extent. They organize business meetings, seminars and **various official gatherings on behalf of the company in order to build up relationships with other business sectors. Sometimes, the HR department plays an active role in preparing the business and marketing plans for the organization too.**

Any organization, without a proper setup for HRM is bound to suffer from serious problems while managing its regular activities. For this reason, today, companies must put a lot of effort and energy into setting up a strong and effective HRM.

THE CHANGING FIELD OF HUMAN RESOURCE MANAGEMENT

In recent years, several business trends have had a significant impact on the broad field of HRM. Chief among them was new technologies. These new technologies, particularly in the areas of electronic communication and information dissemination and retrieval, have dramatically altered the business landscape. Satellite communications, computers and networking systems, fax machines, and other devices have all facilitated change in the ways in which businesses interact with each other and their workers. Telecommuting, for instance, has become a very popular option for many workers, and HRM professionals have had to develop new guidelines for this emerging subset of employees.

Changes in organizational structure have also influenced the changing face of human resource management. Continued erosion in manufacturing industries in the United States and other nations, coupled with the rise in service industries in those countries, have changed the workplace, as has the decline in union representation in many industries (these two trends, in fact, are commonly viewed as interrelated). In addition, organizational philosophies have undergone change. Many companies have scrapped or adjusted their traditional, hierarchical organizational structures in favor of flatter management structures. HRM experts note that this shift in responsibility brought with it a need to reassess job descriptions, appraisal systems, and other elements of personnel management. A third change factor has been accelerating market globalization. This phenomenon has served to increase competition for both customers and jobs. The latter development enabled some businesses to demand higher performances from their employees while holding the line on compensation. Other factors that have changed the nature of HRM in recent years include new management and operational theories like Total Quality Management (TQM), rapidly changing demographics, and changes in health insurance and federal and state employment legislation.

Small business consultants strongly urge even the most modest of business enterprises to implement and document policies regarding human resource issues.

"Few small enterprises can afford even a fledgling personnel department during the first few years of business operation," acknowledged Burstiner.

"Nevertheless, a large mass of personnel forms and data generally accumulates rather rapidly from the very beginning. To hold problems to a minimum, specific

personnel policies should be established as early as possible. These become useful guides in all areas: recruitment and selection, compensation plan and employee benefits, training, promotions and terminations, and the like." Depending on the nature of the business enterprise (and the owner's own comfort zone), the owner can even involve his employees in this endeavor. In any case, a carefully considered employee handbook or personnel manual can be an invaluable tool in ensuring that the small business owner and his or her employees are on the same page. Moreover, a written record can lend a small business some protection in the event that its management or operating procedures are questioned in the legal arena.

Some small business owners also need to consider training and other development needs in managing their enterprise's employees. The need for such educational supplements can range dramatically. A bakery owner, for instance, may not need to devote much of his resources to employee training, but a firm that provides electrical wiring services to commercial clients may need to implement a system of continuing education for its workers in order to remain viable. Finally, the small business owner needs to establish and maintain a productive working atmosphere for his or her work force. Employees are far more likely to be productive assets to your company if they feel that they are treated fairly. The small business owner who clearly communicates personal expectations and company goals, provides adequate compensation, offers meaningful opportunities for career advancement, anticipates work force training and developmental needs, and provides meaningful feedback to his or her employees is far more likely to be successful than the owner who is neglectful in any of these areas.

MILESTONES IN THE DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT

1890-1910	Frederick Taylor develops his ideas on scientific management. Taylor advocates scientific selection of workers based on qualifications and also argues for incentive-based compensation systems to motivate employees.
-1910-1930	Many companies establish departments devoted to maintaining the welfare of workers. The discipline of industrial psychology begins to develop. Industrial psychology, along with the advent of World War I, leads to advancements in employment testing and selection.
1930-1945	The interpretation of the Hawthorne Studies' begins to have an impact on management thought and practice. Greater emphasis is placed on the social and informal aspects of the workplace affecting worker productivity. Increasing the job satisfaction of workers is cited as a means to increase their productivity.
1945-1965	In the U.S., a tremendous surge in union membership between 1935 and 1950 leads to a greater emphasis on collective bargaining and labor relations within personnel management. Compensation and benefits administration also increase in importance as unions negotiate paid vacations, paid holidays, and insurance coverage.
1965-1985	The Civil Rights movement in the U.S. reaches its apex with passage of the Civil Rights Act of 1964. The personnel function is dramatically affected by Title VII of the CRA, which prohibits discrimination on the basis of race, color, sex, religion, and national origin. In the years following the passage of the CRA, equal employment opportunity and affirmative action become key human resource management responsibilities.
1985-present	Three trends dramatically impact HRM. The first is the increasing diversity of the labor force, in terms of age, gender, race, and ethnicity. HRM concerns evolve from EEO and affirmative action to "managing diversity." A second trend is the globalization of business and the accompanying technological revolution. These factors have led to dramatic changes in transportation, communication, and labor markets. The third trend, which is related to the first two, is the focus on HRM as a "strategic" function. HRM concerns and concepts must be integrated into the overall strategic planning of the firm in order to cope with rapid change, intense competition, and pressure for increased efficiency.

FINDINGS

Several major software companies provide HRMS packages. SAP, PeopleSoft, Oracle, and ADP are the largest. Depending on the company's needs and size, package options may include some or all of the following services:

- Employee career cycle management
- 24/7 data access to authorized managers
- Customized levels of access to confidential data
- Pre-populated forms and templates
- Access to real-time data—with instantaneous updates
- Employee administration
- Benefits administration
- Compliance
- Recruitment
- Performance and development
- Safety and health
- Succession planning
- Time-off management
- Organization management
- Payroll
- Training
- 401(k) plan administration

The opportunities to add more services are endless and continue to improve.

For most companies, the hardware and software needed to run these programs are fairly standard. Hardware and software is dependent on the complexity of the HRMS package; more complex HRMS packages require more hardware (e.g., server space and speed).

Another benefit of HRMS includes allowing HR to transition from an administrative department to a strategic management department. The strategic value aspect of the HRMS investment focuses on managing human capital by supporting functions such as recruitment, performance/competency management, employee development, and employee customer service. By executing well in these areas, companies can reduce employee turnover, reduce hiring costs, and improve individual performance.

Another HRMS trend is the use of online surveys. This allows companies to get fast information on their employees, policies, procedures, competition, and anything else they decide to survey. This also gives employees a sense of belonging and contributing to their company. Online employee surveys usually have an 80 percent return ratio, which is much higher than paper surveys.

Employees are becoming more self sufficient in the workplace because of HRMS and the growth of technology. They are able to answer questions, download forms, enroll in benefits, change payroll options, and complete training on their own. This saves both time and money. An employee does not have to make several phone calls in order to speak with the one person who knows the answer to their questions. Answers are readily available, usually on the company intranet. This also frees up HR to focus on more profitable activities for the company, such as recruiting and employee development.

Another growing trend includes improved methods for monitoring and managing employees' use of the Internet. This helps management to improve productivity, reduce legal liabilities, and control IT costs. Companies are blocking e-mail that may be offensive in order to reduce legal liabilities. They also are blocking Web sites that are inappropriate for workplace viewing. This has improved productivity by reducing non productive activities.

HRMS providers have products for companies of all sizes. These providers profit by maximizing the services they offer. Therefore, they are going to target large companies that need more support. However, providers are still interested in small companies, and those that will need more support as they grow.

CONCLUSION

The practice of HRM must be viewed through the prism of overall strategic goals for the organization instead of a standalone tint that takes a unit based or a micro approach. The idea here is to adopt a holistic perspective towards HRM that ensures that there are no piecemeal strategies and the HRM policy enmeshes itself fully with those of the organizational goals. For instance, if the training needs of the employees are simply met with perfunctory trainings on omnibus topics, the firm stands to lose not only from the time that the employees spend in training but also a loss of direction. Hence, the organization that takes its HRM policies seriously will ensure that training is based on focused and topical methods.

In conclusion, the practice of HRM needs to be integrated with the overall strategy to ensure effective use of people and provide better returns to the organizations in terms of ROI (Return on Investment) for every rupee or dollar spent on them. Unless the HRM practice is designed in this way, the firms stand to lose from not utilizing people fully. And this does not bode well for the success of the organization.

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