

HUMAN RESOURCE MANAGEMENT

SEMESTER – III

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UNIT – II

ROLE OF HR MANAGERS

HR manager plays a pivotal role to achieve organizational objectives. It is human resource/work people who perform task and achieve company goals.

So, human resource is a must in an organization. To get the right number and right kind of human resource at the right time of company need and to motivate, prepare and develop the human resource to perform task, the person in charge of such job, i.e., human resource manager is no less important in an organization than human resource at work.

HR manager is a guide, philosopher, friend, path-finder, path identifier, problem solver, competence maker of the human resource.

Role of HR manager is discussed in brief as under:

1. Advisory Role:

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company's vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers' to help the transformational process of dynamism.

2. Pro-Acting Role:

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

3. Welfare Role:

HR executive looks to the welfare aspect of the employee's viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

4. Developmental Role:

Development of workers for attaining company goals is made by the HR manager through improvement of knowledge, skill, abilities, aptitude, attitude, value, beliefs etc. A dynamic organization needs dynamic employees and transformation of employee's mind-set to the process of dynamism is possible only when all the potential areas for growth and development are reinforced.

HR manager takes all possible measures for growth and development of employees through formulation of HR policies in the matter of training, career planning and development, counselling etc.

5. Mediator's Role:

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

6. Social Upliftment Role:

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

7. Counsellor's Role:

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital matter, family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

8. Spokesperson Role:

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are non-unionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, demand to the top management for settlement/redressal.

9. Motivator's Role:

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward schemes. HR manager's role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

10. Procurer's Role:

HR manager helps to procure the right number and right kind of people at the right time, to enable the company to run smoothly, effectively and efficiently and to achieve its goals. He facilitates formulation of a dynamic recruitment policy, designs and develops Test/Interview techniques, selection process, suiting individuals and organization requirement in order to find out the right persons for the required jobs. He makes a systematic, problem free procurement exercise when workers express happiness, satisfaction and a state of contentment.

11. Change Agent Role:

In changing scenario, workers are required to change their attitudes, belief, perceptible state, values to meet organization needs, requirement and expectation. In the age of stiff competition organization can survive and develop only if the workers are adaptive to change requirement. It is the HR executive who through establishment of sound human relation convinces the workers about the necessity of changing attitude, values to accept change role, as reinforced by introduction of OD programme, TQM concept, quality circle etc.

12. Maintenance Role:

HR manager plays a pivotal role to retain the dynamic, excellent, highly skilled workers by providing attractive compensation package, introducing reward management, career planning and development, welfare, fringe benefits and social security schemes. Suitable policies are formulated, programmes are designed, necessary measures are taken to implement schemes for growth and development of employees, with and through the active efforts of the HR manager.

13. Disputes Prevention Role:

HR manager takes remedial measures-curative and prophylactic to redress and prevent grievances, disputes in order to bring harmony and peace in an organization through introducing, grievance handling machinery, collective bargaining process, rational approaches to discipline management, quality of working life, participative concept and the like.

HR executive creates congenial and conducive climate in the company by eliminating differences between management and workers and developing understanding on the basis of mutuality.

14. Executive Role:

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

15. Decision Maker's Role:

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

16. Coordinator's Role:

HR executive coordinates the task of developing, interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

17. Strategist Role:

HR manager helps to accomplish business strategy of the organization through introducing and implementing HR strategies.

QUALITIES OF HR MANAGER

Qualities of HR Manager are Sympathetic Attitude, Quick Decisions, Integrity, Patience, Formal Authority, Leadership, Social Responsibility, Good Communication Skills. HR Manager's role is to interview and hire candidates based on their skills and talents.

Good HR managers are driven, organized individuals who want to help organizations achieve their goals and employees reach their potential. Let us learn more about the Qualities of HR Manager in detail.

What should be the skills of the HR Manager?

According to Henri Fayol, an HR manager should possess human relations skills much more than other managerial skills. He divided the qualities needed by an HR manager into these categories:

- i. Physical-health, vigor, address;
- ii. Mental-ability to understand and learn; judgment, mental vigor, and also adaptability;

- iii. Moral-energy, firmness, willingness to accept, responsibility, initiative, loyalty, tact, dignity;
- iv. Educational-general acquaintance with matters not belonging exclusively to the function performed;
- v. Technical-peculiar to the function; and
- vi. Experience-arising from the work.

8 Key Qualities of an HR Manager

- Sympathetic Attitude
- Quick Decisions
- Integrity
- Patience
- Formal Authority
- Leadership
- Social Responsibility
- Good Communication Skills

Quick Decisions

He should display the ability to make quick decisions. Let's assume that there is a conflict between a superior and an employee in the organization. When the HR manager tries to mediate and put an end to the conflict, he might have to make some quick decisions. He should be mentally alert and therefore not get caught unawares.

Integrity

Being the head of the personnel or human resource department, an HR manager should display integrity. Honesty and frankness are the hallmarks of a good human resource manager. At no time can the employees doubt the integrity of the personnel manager.

Patience

He should be extremely patient and not someone who loses his temper easily. While dealing with employees, it is important to be a good listener, especially when an employee is voicing his concerns. And good listening skills require a lot of patience.

Further, since employees tend to talk to the HR manager about their problems, they can get agitated and verbally abusive. In such situations, it is imperative that the HR manager keeps his cool and controls the situation.

Formal Authority

He should depend on his formal authority alone. In fact, an effective HR manager earns his informal authority of influencing people through his interpersonal skills.

Leadership

Good leadership skills are essential to guide the employees towards achieving the organization's objectives. He should also keep people motivated and encourage them to use their skills for the overall good of the enterprise.

Social Responsibility

He should have a sense of social responsibility. Further, he must encourage employees to discharge their social obligations to different segments of society. After all, a good human resource manager isn't only about the organization. He also needs to look at the broader human resource element.

Good Communication Skills

Another essential quality of a human resource manager is that he must possess good communication skills. In fact, since a major part of his role involves interacting with employees, unions, and management, being a good communicator is a must.

FUNCTIONS OF HR MANAGER

Everything you need to know about the functions of HR manager. All managers in any organization are, in a way, HR managers, since they all get involved in activities like recruiting, interviewing, selecting and training.

Yet, these days, most of the organizations have human resource departments which have specialized staff with the authority to assist and advise the line managers in accomplishing their basic goals.

HR manager's functions basically relate to managing and developing human resources for achievement of organizational objectives. He, therefore, performs a lot of activities looking to organization needs, requirement, strategy and goal.

the functions of HR manager can be categorised into the following heads:-

A: Principal functions of HR manager:-

1. Planning HR Programmes, Procedures etc. 2. Coordinating HR Activities 3. Controlling HR Functions 4. Working as Job Analyst 5. Designing and Developing Recruitment and Selection Method

6. Placement of Personnel 7. Induction and Orientation of New Personnel 8. Preparing Employees to Perform Present Job 9. Preparing Employees for Performance of Future Job 10. Evaluation of Performance

11. Planning for Advancement in Career 12. Designing Career Development Programme 13. Designing and Implementing OD and Executive Development Programme and a Few Others.

B: Basic functions of HR manager:-

1. Planning 2. Organising 3. Staffing 4. Leading and Motivating and 5. Controlling.

C: Most important functions of HR manager:-

1. Inception Function
2. Development Function
3. Motivation Function
4. Maintenance Function
5. Employment Function
6. Development of Communication System
7. Training and Development Function
8. Compensation and Benefits Function
9. Employee Relations Functions
10. Creating Work Culture
11. Research Activities.

D: Unique functions of HR manager:-

1. Staffing
2. Keeping Personnel Records
3. Formulating Personnel Policies
4. Undertaking Personnel Research
5. Providing Expert Services
6. Meeting Statutory Requirements
7. Developing Amicable Industrial Relations
8. Developing the Organisational Structure.

E: Distinct functions of HR manager in any organisation:-

1. HR Manager as a Line function
2. HR Manager as a Coordinative Function
3. HR Manager as a Staff Function
4. HR Manager as an Advocate of Employees.

HUMAN RESOURCE PLANNING -MEANING AND DEFINITION

Human Resource Planning is concerned with the planning the future manpower requirements are the organisation. Human Resource manager ensures that the company has the right type of people in the right number at the right time and place, who are trained and motivated to do the right kind of work at the right time. Obviously, human resource planning primarily makes appropriate projections for future manpower needs of the organisation envisages plan for developing the manpower to suit the changing needs of the organisation from time to time, and foresees how to monitor and evaluate the future performance. It also includes the replacement plans and managerial succession plans. Human Resource planning is the process by which a management determines how an organisation should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long-range benefit.

Definitions of Human Resource Planning: According to Wikstrom, Human Resource Planning consists of a series of activities, viz.,

- (a) Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economic environment and developments in industry, or in terms of judgemental estimates based upon the specific future plans of a company;
- (b) Making an inventory of present manpower resources and assessing the extent to which these resources are employed optimally;
- (c) Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively; and
- (d) Planning the necessary programmes of requirements, selection, training, development, utilisation, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

Coleman has defined Human Resource Planning as “the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation”.

Human resource planning is a double-edged weapon. If used properly, it leads to the maximum utilisation of human resources, reduces excessive labour turnover and high absenteeism; improves productivity and aids in achieving the objectives of an organisation. Faultily used, it leads to disruption in the flow of work, lower production, less job satisfaction, high cost of production and constant headaches for the management personnel. Therefore, for the success of an enterprise, human resource planning is a very important function, which can be neglected only at its own peril

RECRUITMENT

Recruitment means search of the prospective employee to suit the job requirements as represented by job specification. It is the process of attracting people to apply for jobs in an organisation. According to Edwin B. Flippo: “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation.”

Factors affecting Recruitment

The factors affecting recruitment can be classified as internal and external factors.

The internal factors are:

Size of the organisation and the number of employees employed;

- Human resource planning strategy of the company;
- Recruiting policy of the organisation;
- Future expansion and reduction programmes;
- The level and seasonality of operations in question;
- The nature of operations involved the kind of personnel required;
- Turnover rates;
- Promotion and retirement policies;
- The age composition of existing working force;
- Wage and salary policies;
- Growth and expansion plans of the organisation.
- Cost involved in recruiting employees, and finally;

External cultural factors:

- External cultural factors: Obviously, the culture may exert considerable check on
- Company's image perception of the job seekers about the company.
- •Supply and demand of specific skills in the labour market; recruitment. For example, women may not be recruited in certain jobs in industry.
- Economic factors: such as a tight or loose labour market, the reputation of the enterprise in the community as a good pay master or otherwise and such allied issues which determine the quality and quantity of manpower submitting itself for
- Political and legal factors also exert restraints in respect of nature and hours of recruitment. work for women and children, and allied employment practices in the enterprise, reservation of Job for SC, ST and so on.

Sources of Recruitment

The various sources of recruitment are generally classified as internal source and external source.

(a) Internal Sources: This refers to the recruitment from within the company. The various internal sources are promotion, transfer, past employees and internal advertisements

(b) External Sources:

External sources refers to the practice of getting suitable persons from outside. The various external sources are advertisement, employment exchange, past employees, private placement agencies and consultants, walks-ins, campus recruitment, trade unions, etc.

The following external sources of recruitment are commonly used by the big enterprises:

1. Direct Recruitment: An important source of recruitment is direct recruitment by placing a notice on the notice board of the enterprise specifying the details of the jobs available. It is also known as recruitment at factory gate.
2. Casual Callers or Unsolicited Applications: The organisations which are regarded as good employers draw a steady stream of unsolicited applications in their offices. This serves as a valuable source of manpower.
3. Media Advertisement: Advertisement in newspapers or trade and professional journals is generally used when qualified and experienced personnel are not available from other sources.
4. Employment Agencies: Employment exchanges run by the Government are regarded as a good source of recruitment for unskilled, semi-skilled and skilled operative jobs. In some cases, compulsory notification of vacancies to the employment exchange is required by law.
5. Management Consultants: Management consultancy firms help the organisations to recruit technical, professional and managerial personnel they specialise middle level and top level executive placements.
6. Educational Institutions or Campus Recruitment: Big organisations maintain a close liaison with the universities, vocational institutes and management institutes for recruitment to various jobs. Recruitment from educational institutional is a well - established practice of thousand of business and other organisations.
7. Recommendation: Applicants introduced by friends and relatives may prove to be a good source of recruitment.
8. Labour Contractors: Workers are recruited through labour contractors who are themselves employees of the organisation. Recruitment through labour contractors has been banned for the public sector units.
9. Telecasting: The practice of telecasting of vacant posts over T.V. is gaining importance these days. Special programmes like 'Job Watch', 'Youth Pulse', 'Employment News', etc. over the T.V have become quite popular in recruitment for various types of jobs.

10. Raiding: Raiding is a technical term used when employees working elsewhere are attracted to join organisations. The organisations are always on the lookout for qualified professionals, and are willing to offer them a better deal if they make the switch.

Merits of External Source of Recruitment

The merits of external sources of recruitment are as under:

1. **Qualified Personnel:** By using external sources of recruitment the management can make qualified and trained people to apply for vacant Jobs in the organisation.
2. **Wider choice:** When vacancies are advertised widely a large number of applicants from outside the organisation apply. The management has a wider choice while selecting the people for employment.
3. **Fresh Talent:** The insiders may have limited talents. External sources facilitate infusion of fresh blood with new ideas into the enterprise. This will improve the overall working of the enterprise.
4. **Competitive Spirit:** If a company can tap external sources, the existing staff will have to compete with the outsiders. They will work harder to show better performance.

Demerits of External Sources

The demerits of filling vacancies from external sources are as follows:

1. **Dissatisfaction among Existing Staff:** External recruitment may lead to dissatisfaction and frustration among existing employees. They may feel that their chances of promotion are reduced.
2. **Lengthy Process:** Recruitment from outside takes a long time. The business has to notify the vacancies and wait for applications to initiate the selection process.
3. **Costly Process:** It is very costly to recruit staff from external sources. A lot of money has to be spent on advertisement and processing of applications.
4. **Uncertain Response:** The candidates from outside may not be suitable for the enterprise. There is no guarantee that the enterprise will be able to attract right kinds of people from external sources.

SELECTION

Human resource selection is the process of preferring qualified individuals who are available to fill positions in an organization. Selection involves both picks up the fits and rejects the unfits. Therefore, sometimes, it is called a negative process.

According to Thomas Stone, "Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job".

Selection Procedure

1. Application Pool: Application pool built-up through recruitment process is the base for selection process. The basic objective at the recruitment level is to attract as much worthwhile applications as possible so that there are more options available at the selection stage.

2. Preliminary Screening and Interview: It is highly noneconomic to administer and handle all the applicants. It is advantageous to sort out unsuitable applicants before using the further selection steps. For this purpose, usually, preliminary interviews, application blank lists and short test can be used. All applications received are scrutinised by the personnel department in order to eliminate those applicants who do not fulfil required qualifications or work experience or technical skill, his application will not be entertained. Such candidate will be informed of his rejection.

3. Application Blank or Application Form: An application blank is a traditional widely accepted device for getting information from a prospective applicant which will enable the management to make a proper selection. Information is generally taken on the following items:

(a) Biographical Data: Name, father's name, date and place of birth, age, sex, nationality, height, weight, identification marks, physical disability, if any, marital status, and number of dependants.

(b) Educational Attainment: Education (subjects offered and grades secured), training acquired in special fields and knowledge gained from professional/technical institutes or through correspondence courses.

(c) Work Experience: Previous experience, the number of jobs held with the same or other employers, including the nature of duties, and responsibilities and the duration of various assignments, salary received, grades, and reasons for leaving the present employer.

(d) Salary and Benefits: Present and expected.

(e) Other Items: Names and addresses of previous employers, references etc. An application blank is a brief history sheet of an employee's background and can be used for future reference, in case needed.

4. Selection Tests:

Many organisations hold different kinds of selection tests to know more about the candidates or to reject the candidates who cannot be called for interview etc. Selection tests normally supplement the information provided in the application forms. Such forms may contain factual information about candidates.

A. Aptitude Tests: These measure whether an individual has the capacity or talent ability to learn a given job if given adequate training. These are more useful for clerical and trade positions.

B. Personality Tests: At times, personality affects job performance. These determine personality traits of the candidate such as cooperativeness, emotional balance etc. These seek to assess an individual's motivation, adjustment to the stresses of everyday life, capacity for interpersonal relations and self-image.

C. Interest Tests: These determine the applicant's interests. The applicant is asked whether he likes, dislikes, or is indifferent to many examples of school subjects, occupations, amusements, peculiarities of people, and particular activities.

D. Performance Tests: In this test the applicant is asked to demonstrate his ability to do the job. For example, prospective typists are asked to type several pages with speed and accuracy.

E. Intelligence Tests: This aim at testing the mental capacity of a person with respect to reasoning, word fluency, numbers, memory, comprehension, picture arrangement, etc. It measures the ability to grasp, understand and to make judgement.

F. Knowledge Tests: These are devised to measure the depth of the knowledge and proficiency in certain skills already achieved by the applicants such as engineering, accounting etc.

G. Achievement Tests: Whereas aptitude is a capacity to learn in the future, achievement is concerned with what one has accomplished. When applicants claim to know something, an achievement test is given to measure how well they know it.

H. Projective Tests: In these tests the applicant projects his personality into free responses about pictures shown to him which are ambiguous.

5. Interview:

An interview is a procedure designed to get information from a person and to assess his potential for the job he is being considered on the basis of oral responses by the applicant to oral inquiries by the interviewer. Interviewer does a formal in-depth conversation with the applicant, to evaluate his suitability. It is one of the most important tools in the selection process. This tool is used when interviewing skilled, technical, professional and even managerial employees. It involves two-way exchange of information. The interviewer learns about the applicant and the candidate learns about the employer.

6. Background Investigation:

The next step in the selection process is to undertake an investigation of those applicants who appear to offer potential as employees. This may include contacting former employers to confirm the candidate's work record and to obtain their appraisal of his or her performance/ contacting other job-related and personal references, and verifying the educational accomplishments shown on the application.

7. Physical Examination:

After the selection decision and before the job offer is made, the candidate is required to undergo physical fitness test. Candidates are sent for physical examination either to the company's physician or to a medical officer approved for the purpose. Such physical examination provides the following information:

8. Approval by Appropriate Authority:

On the basis of the above steps, suitable candidates are recommended for selection by the selection committee or personnel department. Though such a committee or personnel department may have authority to select the candidates finally, often it has staff authority to recommend the candidates for selection to the appropriate authority.

9. Final Employment Decision:

After a candidate is finally selected, the human resource department recommends his name for employment. The management or board of the company offers employment in the form of an appointment letter mentioning the post, the rank, the salary grade, the date by which the candidate should join and other terms and conditions of employment. Some firms make a contract of service on judicial paper. Usually an appointment is made on probation in the beginning. The probation period may range from three months to two years. When the work and conduct of the employee is found satisfactory, he may be confirmed.

10. Evaluation:

The selection process, if properly performed, will ensure availability of competent and committed personnel. A period audit, conducted by people who work independently of the human resource department, will evaluate the effectiveness of the selection process. The auditors will do a thorough and the intensive analysis and evaluate the employment programme.

INDUCTION

Orientation (Induction) The introduction of the new employee to the job is known as induction. It is the process by which new employees are introduced to the practices, policies and purposes of the organisation. Induction follows placement and consists of the task of orienting or introducing the new employee to the company, its policy and its position in the economy. Induction literally means helping the worker to get or with his own environment. After an employee is assigned his job, it is necessary to introduce him to his job situation, his associates in the job and the overall policies of the company.

In other words, it is a welcoming process-the idea is to welcome a newcomer, make him feel at home and generate in him a feeling that his job, even though small, is meaningful and has significant importance as part of the total organisation.

In the words of John M. Ivancevich, "Orientation orients, directs, and guides employees to understand the work, firm, colleagues, and mission. It introduces new employees to the organisation, and to his new tasks, managers, and work groups."

Orientation is one component of the new employee socialization process. It is a process through which a new employee is introduced to the organisation. The new employee is handed over a rulebook, company booklets, policy manuals, progress reports and documents containing company information which are informational in nature. It is responsibility of the human resource department to execute the orientation programme.

Objectives of Induction

An induction process properly designed should serve the following objectives :

- 1) Introduce the new employee and the organisation to each other.
- 2) Create interest in his job and the company
- 3) Provide basic information about working arrangements
- 4) Make the new employee feel 'at home' in the new environment

- 5) Indicate the standards of performance and behaviour expected from him
- 6) Inform him about the training facilities
- 7) Reduce any misunderstanding about the job or the enterprise
- 8) Facilitate good employee relations
- 9) Assist the new employee to adjust to the company; and
- 10) Establish a favourable attitude about the company in the minds of the employee

Induction Process

There is no specific model of induction process. Each industry develops its own procedure as per its requirements. Generally, an induction procedure involves the following basic steps:

1. Reporting for duty before the concerned head of the department at a certain place.
2. The head of the department welcomes the new employee.
3. Introduction to the organizational head / branch head by the head of the department.
4. Organizational head/ Branch head introduces him to the important employees
5. Supervisor concerned introduces him to his co-workers in that section.
6. Providing information about the duties, responsibilities, rights, facilities, welfare measures, etc.
7. Supervisor clarifies the doubts of the new employee about the work