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## **Introduction**

Every field has gained advancement in order to meet the need of time. Management has become an art with systematic methodology. A very innovative type of management which is spreading and prevailing in the organizations is Human Resource Management. An organization cannot put together a good team of working professionals without good Human Resources. Aristotle told us that ‘the whole is more than the sum of its parts’, this is certainly true when it comes to having all managers fully understanding the organization’s recognized company arrangement and ensuring the alignment of management thinking... simply the process of ensuring that all managers are working and driving the organization in the same direction (Wright & Goodstein, 2007). There human resource management is significantly necessary for the development of managerial skills.

## **Discussion**

### **Human Resource Management**

Human resource management is the arrangement of employees and their work in an organization, it is the science related to human and its allocation in the workplace. Simply we can say it the management of human or people. HRM is a managerial system that tries to meet organizational needs to the potentials and capabilities of its workers. The responsibility of HRM is to handle people at work. This department is also responsible for bringing people in organization assisting them perform their work, compensating them for work and dealing with problems. HRM plays important role in forming organizations and serving them survive. Our world is an organizational world (Stahl, et.al,2012).

## **Personnel Management**

Personnel management is a part of human resource management. It is defined as obtaining, using and maintaining a satisfied workforce. Though it is a significant part of HR management, it is not whole in functionality. Managing employee or system performance and aligning their objectives facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs or software and improved business and organizational results. It inculcates the process of planning, organizing and maintenance of employees. This department of management only report, advice and assist line manager for personnel matters (Bach,2009).

## **Development of Personnel Management**

The extensively important role of personnel management is the transformation of it's into HRM with thicker functionalities. It has functions from one of concentrating on employee welfare to managing employee, which meets organizational and individual goals with intrinsic and extrinsic rewards. Therefore, HRM is the change and diverse form of personnel management. Although it has been suggested that HRM may be no more than 'old style personnel management with a new name' Storey identifies four features of HRM which distinguish it from traditional personnel management:

- It is explicitly linked with corporate strategy.
- It seeks to obtain the commitment of employees rather than their compliance.
- Employee commitment is obtained through an integrated approach to human resource policies (for example, reward, appraisal, selection, and training).

- Unlike personnel management, which is primarily the domain of specialists, HRM is owned by Line managers as a means of fostering integration (Bach,2009).

### **Personnel Management changes in context of HRM**

Personnel management is a principally administrative record-keeping function that intends to establish and maintain even-handed terms and conditions of employment, while human resource management puts together the traditional personnel management functions to shared goals and strategies, and performs additional people centred executive developmental actions. The capacity of personnel management include functional actions such as manpower planning, recruitment, job analysis, job evaluation, payroll administration, performance appraisals, labour law compliance, training administration, and related tasks (Gilbert, 2012). Human resources management includes all these activities plus organizational developmental activities such as direction, inspiration, mounting organizational culture, communication of shared values, and the similar. Personnel management keeps aloof from central organizational activities, functions independently, and takes a reactive approach to changes in corporate goals or strategy. Human resource management keeps integrated with corporate strategy and takes a proactive approach to align the workforce toward achievement of corporate goals (Lengnick-Hall,et.al 2009).

### **HRM Functions and Tasks**

The HR department functions with the major aim of inspiring and encouraging the employees to prove their determination and add value to the company. There are five main functions of HRM;

recruitment, motivation, planning growth, implementing HR policies and establishing fair work culture (Stahl, et.al,2012).

### **Recruitment**

Selecting the suitable people from a large pool of applicants is an incredible responsibility. This engrosses an acute sense of perceptiveness while sifting through amasses of applications that come a company's way. After the short listing process is over, the HR department progresses to the task of scheduling and conducting interviews. At this point, the HR managers have to assess the candidate on different levels, right from their educational qualifications and capacity, to their character qualities. They may also have to relate various techniques of evaluation to zero in on the right people for the job. Accomplishing background checks on the chosen candidates may also come under the auspices of the HR department (Harzing & Pinnington, 2010).

### **Motivation**

An essential charge that the HR department carries out is motivating the employees to excel at their work. Motivation for the employees comes mostly in the monetary form. The HR department has to assess employee performances, and devise an appropriate rewarding system. The rewards include equities, bonuses, increments, awards, complimentary vacations and flexible working hours. The HR team, with its motivational programs should seek to get the most out of employee withholding statistics, and implant a sense of bonding among the organization and the employees (Harzing & Pinnington, 2010).

## **Planning Growth**

Human resource is the major asset of any organization, and it is up to the HR team to make the most of it by executing training programs to better the employee performance, and ensure that each employee tries hard to utilize his/her optimum capacity. This can be done by encouraging interaction among the employees that results in a healthy sharing of ideas and develops a good working environment. Also, employees must be encouraged to be more proactive when it comes to devising ways to increase the output (Harzing & Pinnington, 2010).

## **Implementing HR Policies**

They have to implement various employee welfare schemes that offer support to employees at different levels. These may include maternity/paternity leave, work-from-home options, insurance schemes, employee welfare funds, recreational activities, etc. Promotions, transfers or expulsion of services are also tasks controlled by the human resource department. Promotions are conducted and are predominantly based on the overall performance of the individual, accompanied by the span or tenure he/she has served the organization. The human resource department also looks at lessening the attrition rate in the company by introducing policies that offer a good working environment with suitable compensation (Harzing & Pinnington, 2010).

## **Establishing Fair Work Culture**

The HR department has to make sure that discrimination of any kind does not exist in the organization. The employees and members of the management should be made attentive of the

obtainable anti-discrimination policies. They have to see to it that every person working for the organization is treated on a fair and equal policy (Harzing & Pinnington, 2010).

### **Employment legislations**

Employment legislations address the legal rights of employees and employers. Employment legislation is important because it elucidates the rights of both the employer and the employees. It provides them, with the proper channels, to follow in case their rights are dishonoured. It will also help encourage equality in the workplace and discourage mistreatment (Bell & Heitmueller, 2009).

### **Sex Discrimination Act**

Sex Discrimination (Gender Reassignment) Regulations 1999 given greater protection to people who have undergone surgery to shift their gender. The Gender Recognition Bill, which received its first reading in the House of Lords on 27 November 2003 will give transsexual people recognition in their obtained gender (Bell & Heitmueller, 2009).

### **Race Relation Act**

Outlaws race discrimination (direct, indirect and victimization) in public authority functions not covered by the original Race Relations Act; it includes public functions carried out by private sector organizations and has only limited exemptions, Places a general duty on specified public

authorities, to promote race equality to include other bodies exercising public functions, to promote race equality to ensure their better performance of the general duty, Gives the Commission for Racial Equality (CRE) powers to enforce specific duties, Gives the CRE powers to issue codes of practice to provide practical guidance to public bodies on how to fulfil their general and specific duties ,Allows race discrimination claims to be brought against educational bodies direct to a county, Makes chief officers of police vicariously liable for acts of discrimination carried out by officers under their direction and control, Removes the power for a minister to issue conclusive certificates in race claims to the effect that an act of race discrimination was done for the purposes of national security and was therefore not unlawful (Arthurs, 2010).

### **Equal Pay Act**

Equal Pay Act 1970, sought to eradicate discrimination in an employment contract in the Financial terms offered to each gender (Arthurs, 2010).

### **Disability Discrimination Act**

The Disability Discrimination Act 1995, disability is defined as: A physical or mental mutilation, which has a considerable and long-term adverse effect on a person's capability to carry out normal day to day activities. As an employer we have a duty to make reasonable adjustments where any 'physical feature' of the workplace or any 'arrangements' made by or on behalf of the employer substantially disadvantages a disabled person compared to a non-disabled person. An employer has to takes such steps as it is reasonable in all the circumstances to prevent that



disadvantage. As part of the mandatory recruitment and selection training attendance is also required on the DDA course at the university (Bell & Heitmueller,2009).

The Disability Discrimination Act 2005 extended the DDA 1995 in a similar way to the addition of race legislation described above. Further positive common and specific duties have been introduced to the public sector to improve disability equality one of which is to set up a Disability Equality Scheme and Action Plan. In addition the University must: eliminate unlawful disability discrimination and harassment, promote equality of opportunity and positive attitudes towards disabled people, take account of people's disabilities (even if this means treating them more favourably), encourage participation by disabled people in public life (Bell & Heitmueller,2009).

### **European Working Time Directive; Employment Act**

Under the EU's Working Time Directive, each Member State must guarantee that every worker is entitled to: a limit to weekly working time, which must not exceed 48 hours including any overtime, minimum daily rest period, of 11 consecutive hours in every 24, rest break during working time, a minimum weekly rest period of 24 continuous hours for each seven-day period, paid annual leave, of at least four weeks per year, extra protection in the case of night work. The Directive also sets out special rules for working time in a small range of sectors: doctors in training, offshore workers, sea fishing workers, workers in urban passenger transport (Hussein, et.al,2010).

## **Employment Relations Act**

The Employment Relations Act 2004 is mainly concerned with collective labour law and trade union rights. It implements the findings of the review of the Employment Relations Act 1999, announced by the Secretary of State in July 2002. The centrepiece of the 1999 Act was the establishment of a statutory procedure for the recognition of trade unions by employers for collective bargaining purposes (Arthurs, 2010).

## **Work and Families Act**

The Work and Families Act 2006 (“the WFA 2006”) sets out the framework for improvements to existing rights in relation to maternity and adoption leave, and pay, and flexible working rights from April 2007. The changes enabled by the Act are brought into force by the Maternity and Parental Leave etc and the Paternity and Adoption Leave (Amendment) Regulations 2006 SI 2006/2014, which amend the Maternity and Parental Leave etc Regulations 1999 and the Paternity and Adoption Leave Regulations 2002 (Hussein, et.al,2010).

## **National Minimum Wage; Data Protection Act**

The National Minimum Wage Act 1998 (“the 1998 Act”) introduced a statutory right to be paid a certain amount of remuneration for work performed. A qualifying worker who is paid less than the NMW for any pay reference period is entitled under his contract to be paid arrears by his employer. The Secretary of State has appointed HM Revenue & Customs (“HMRC”) to act as enforcement officers for the purposes of the NMW. HMRC’s enforcement of employers’ obligations to pay workers the NMW is focused on the workers’ right to receive what they are

entitled to. In the agricultural sector, agricultural wages officers in the Department of the Environment, Food and Rural Affairs enforce the NMW whilst enforcing the agricultural minimum wage. Agricultural minimum wage rates are currently set by the Agricultural Wages Board (Hussein, et.al,2010).

### **Human Resource Planning**

The process of systematic functions in organized way to accomplish maximum utilization of human with other assets in an organization is human resource planning. HR planning is to make sure the best setting between employees and jobs with avoidance of any shortcomings. HR planning process include forecasting labour demand, analyzing current labour supply and balancing projected labour demand and supply. The HR plan needs to be supple enough to meet short-term staffing challenges, while adapting to changing circumstances in the business and environment over the longer term. Human resource planning is also a continuous process (Bhattacharyya, 2009).

### **HR Planning Strategy**

HR planning strategies includes; determination of the overall organizational aim and tasks and their achievement, make sure sufficient human resources to meet the strategic goals and operational plans of organization - the right people with the right skills at the right time, keep up with social, economic, legislative and technological trends that impact on human resources in your area and in the sector, and stay flexible so that organization can administer change if the future is different than anticipated (Lengnick-Hall,et.al 2009).

### **Internal and External Planning Factors of HR Planning**

An organization's internal policies, nevertheless, directly impact how a business staffs its workforce and are controllable. Human resources planning consider these internal factors to ensure that the business gets the most talented employees at the right time. These factors include mission, culture, structure and funding. The external factors which affect HR planning are government policies, level of economic development, information technology, level of technology and business environment. Avoiding the external environment can have devastating effects on an organization (Lengnick-Hall, et.al 2009).

### **Recruitment and Selection Policies of HRM**

HRM make sure the selection process is consistent, fair and cost effective approach in recruitment of candidates. The aim of the recruitment is to have right people in right time at right place or job to meet the demands of organization. The policies of HRM are compliance with organizational requirements, meeting with legal, departmental and equality requirements and to promote best practices. HRM also take account of the responsibilities of an employee and responsibilities of managers. Recruitment processes include advertising, job description and person specification. Selection processes include short listing, interview, presentations, in-tray exercises, psychometric testing and aptitude testing. Recruitments and selection endow with opportunities to departments such as supporting staff skill sets to initiatives and goals and planning for departmental and individual growth. Although there is effort involved in the hiring process, proper planning and evaluation of the need will lead to hiring the right person for the role and team (Gatewood, et.al,2010).

## **Motivation; Theories of Motivation**

In HRM the term motivation refers to person's desire need to do the best possible job or to apply the maximum effort to perform allocated tasks. Motivation is significant in getting and retaining people. Motivation process starts with a need, an individual's perception of a deficiency .For example; an employee might feel the need for more challenging work, for higher pay, for time off, or for the respect and admiration of colleagues. Theories argue that humans are motivated by 'deficiencies' in one or more important needs or needs kind (Armstrong,2012).

### **Maslow's Hierarchy of Needs Theory**

The hierarchy of needs, developed by Abraham Maslow in the 1940s, was arguably the most famous need theory, 'intuitively appealing' to those interested in work behaviour. There are three sets of needs at the bottom of the hierarchy can be grouped as 'deficiency needs', which must be satisfied in order for a person to be comfortable, while the top two sets can be named 'growth needs', which focus on the growth and development of an individual (Armstrong,2012).

### **Alderfer's ERG Theory**

Another very main theory of motivation is the ERG Theory, which was developed by Yale psychologist Clayton Alderfer. The ERG Theory, E stands for Existence Needs, R for Relatedness Needs and G for Growth needs, has many aspects that are very similar to those of Maslow's hierarchy of needs, although there are still a number of very important differences (Armstrong,2012).

### **The Expectancy Theory**

The Expectancy Theory projected by Victor H. Vroom in the 1960s, somehow spots more on highly personalized rational choices that an individual makes when dealing with the prospect of having to work hard to achieve rewards (Armstrong,2012).

### **Adams' Equity Theory**

Regarded as one of the 'justice' theories, Equity theory was proposed in 1962 by John Stacey Adams. It endeavours to explain the satisfaction that derives from the fairness and equality that a manager brings to his/her employees (Armstrong,2012).

### **Path-Goal Theory**

This theory demonstrates that a leader needs to increase employees motivation by making sure that they know there is a path to attain what they want to achieve. This theory has two main points; the leaders' behaviour and also the use of rewards to meet subordinates needs (Armstrong,2012).

### **Management of Exit in HRM**

When it comes to terminating employees, HR can help shape the process, guide the conversation and reduce potential damage to both company and employee. But it can't take for granted the responsibility nor make the task pleasant for anyone involved; however HR is always a significant part of any termination in any company. When the employee plans to go ahead with their retirement, HR prepare for their departure by organising a gradual handover of their

responsibilities. However, if they want to keep their involvement in some way, there is nothing to stop you asking them to sit as a non-executive director on your board after retiring, or re-employing them as an adviser (Werner & DeSimone, 2011).

## **Conclusion**

The role of human resource management in organization is tremendous; it deals with the numerous functions in the favour of both employees and organization, it is a linkage between employees and organizations which confront the organizational and workers needs.

Organizations regularly complete financial plans to certify they attain organizational goals and while workforce plans are not as common, they are just as important, this important responsibility is taken by HRM.

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