

A Study on Effectiveness Human Resource Management in Business Organisation**Dr. S J Mahesha S/o Javaraiah**Seeagurvillege
Ankpur (Post) KattayaHobali
Hassan taluk Hassan District
Maheshasj2016@gmail.com**Introduction:**

Human Resource Management is a function within an organization which focuses mainly on the recruitment of, management of, and providing guidelines to the manpower in a company. It is a function of the company or organization which deals with concerns that are related to the staff of the company in terms of hiring, compensation, performance, safety, wellness, benefits, motivation and training.

Human Resource Management is also a premeditated approach to manage people and the work culture. An efficient human resource management enables the workforce of an organization to contribute efficiently and effectively towards the overall achievement of a company's goals and objectives.

Human resources or HR is the company department charged with finding, screening, recruiting, and training job applicants, and administering employee-benefit programs. As companies reorganize to gain a competitive edge, HR plays a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees.

The traditional method of human resource management involved planned exploitation of staffs. This new function of human resource management involves HRM Metrics and measurements and strategic direction to display value. Under the influence of giving away the traditional method, HRM has got a new terminology called Talent Management.

Human Resource Management functions can be of three types like Operative, Managerial, and advisory. Let's see them one by one.

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. More precisely, HRM focuses on management of people within companies, emphasizing on policies and systems.

In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills.

HRM also includes employee assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labor and With trade unions, and taking care of employee safety, welfare and health by complying with labor laws of the state or country concerned.

HRM is involved in providing human dignity to the employees taking into account their capacity, potentially, talents, achievement, motivation, skill, commitment, great abilities, and so on. So, that their personalities are recognized as valuable human beings. If an organization can trust, depend and draw from their bank account on the strength of their capital assets, they can trust, depend and draw more on their committed, talented, dedicated and capable people. This is what the HRM is involved in every business, managerial activity or introduction.

The Concept Of Human Resource Management:

Humans are more complex than machines and are certainly more valuable for their own sake and also for the sake of what they can bring to your operation. The concept of human resources management acknowledges this truth by dedicating an entire department and body of knowledge to the art and science of managing people as people.

Human resources address the process of managing people within an organization at both a micro and a macro level. At the micro level, it deals with employees as individuals, each having unique needs, strengths and weaknesses. This aspect of human resources requires a compassionate human element from HR staff, who must sometimes navigate sensitive situations, such as speaking to an employee about inappropriate behavior or cutting someone's hours because of a shoddy work ethic.:

At the macro level, human resources is concerned with the way an organization as a whole relates to and takes care of its employees. The macro level encompasses overall personnel policies like pay rates, benefits and protocols for hiring and firing. This aspect of human resources requires attention to detail and an organized mindset.

HRM is concerned with the human beings in an organization. "The management of man" is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handling by management personnel."

HRM is the process of managing people of an organization with a human approach. Human resources approach to manpower enables the manager to view the people as an important resource. It is the approach through which organization can utilize the manpower not only for the benefits of the organization but for the growth, development and self satisfaction of the concerned people. Thus, HRM is a system that focuses on human resources development on one hand and effective management of people on the other hand so that people will enjoy human dignity in their employment.

It examines the various HR processes that are concerned with attracting, managing, motivating and developing employees for the benefit of the organization. The book discusses the issues in human resource management in a changing environment and suggests possible ways of

leveraging and managing human resources. Changing trends in human resource management have been explained using contemporary examples from Indian companies.

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labor laws of the land.

Meaning:

Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. HRM is often referred to simply as human resources (HR). A company or organization's HR department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees. The term human resources was first used in the early 1900s, and then more widely in the 1960s, to describe the people who work for the organization, in aggregate.

Definition:

The first definition of HRM is that "It is the process of managing people in organizations in a structured and thorough manner."⁽⁴⁾ ⁵This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

Features Of HRM :

Human Resource Management as a discipline includes the following features –

- It is pervasive in nature, as it is present in all industries.
- It focuses on outcomes and not on rules.
- It helps employees develop and groom their potential completely.

- It motivates employees to give their best to the company.
- It is all about people at work, as individuals as well as in groups.
- It tries to put people on assigned tasks in order to have good production or results.
- It helps a company achieve its goals in the future by facilitating work for competent and well-motivated employees.
- It approaches to build and maintain cordial relationship among people working at various levels in the company.

Basically, we can say that HRM is a multi-disciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

Recruitment & selection :

Recruitment and selection of the human resources for an organization is the major and basic function of human resource management. Human resources planning and recruiting precede the actual selection of people for positions in an organization. Recruiting is the process of inviting qualified job seekers by using different platforms like issuing notification in regular newspapers or employment newspapers which are exclusively meant for employment news and notifications, television media, online and on social networking websites which have become mostly used resources for recruitment and hiring people. There are two major source of recruitment of employees, one is recruitment through internal sources and the other is recruitment through external sources. Internal recruitment is the process of inviting or giving chance to the people relating to concern organization or to the people relating to the existing employees or directly giving opportunity to the existing employees. External recruitment is the process of inviting job seekers who do not belong to or anyway related with an organization, which simply means inviting outside candidates.

Subsequently, selection of right person form the pool of candidates by administering various selection tests like preliminarily screening, written tests, oral tests and interviews etc.

Human resource planning : (HRP) may be defined as strategy for acquisition, utilization, improvement

and preservation of the human resources of an enterprise. The objective is to place right personnel for the right work and optimum utilization of the existing human resources. HRP exists as a part of the planning process of business.

The major activities of Human resource planning include:

Placement of employee in the job where he exactly fit

Forecasting (future requirements),

Inventorizing (present strength),

Anticipating (comparison of present and future requirements) and

Planning (necessary programme to meet future requirements).

Induction & Orientation: Induction of Employee is the first step towards gaining an employees' commitment, Induction is aimed at introducing the job and organization to the recruit and him or her to the organization. In a nutshell, it covers the organization's history, philosophy, mission and vision, and the managerial style of the organization. Inform the financial benefits and different taxation policies offered. Addresses trainings offered, performance expectations, and the work schedules of the organization. Educate new employees on the laws, regulations and company policies that applies to their role. Highlight the different safety and security aspects related to the work environment. Orientation is the planned introduction of new employees to their jobs, co-workers, and the organization so as to alien an employee with their job role. Explain the role employees have to play to achieve organization's goals. Portray the organization structure demonstrating the various departments, the people involved and their respective designation. It covers all the information starting from customer profile, to the competitors' product and services. Socialization is a process of making employees to mingle up with everyone for team-spirit.

Development – HR:

Career planning and development: process of establishing personal career objectives by employees and acting in a manner intended to bring them about. HR managers should help their employees in knowing their strengths for placing them in suitable

job, guide employees what skills and knowledge should be acquired for attaining higher positions, planning for suitable training for polishing existing skill set and providing good work-life-balance to make balance between career and personal life, after all, every one work for their personal life. Career development according to Schuler, "It is an activity to identify the individual needs, abilities and goals and the organization's job demands and job rewards and then through well designed programmers of career development matching abilities with demands and rewards". Career development does not guarantee success but without it employees would not be ready for a job when the opportunity arises. HR managers should encourage their employees by providing them suitable opportunities to grow for promoting them to higher jobs according to their skills and knowledge, identify and provide opportunities to employees to learn new skills in the job and compensate accordingly and guiding employees in right career path to develop in their career.

Top preferences for employees in India

- * Career development
- * Learning and training opportunities
- * Good work-life balance
- * Good relationship with superiors

Executive development: Developing the skills and competencies of those that (will) have executive positions in organizations.

Employee training and development is the subsystem of an organization and core function of human resource management. It ensures continuous skill development of employees working in organization and habituates process of learning for developing knowledge to work. Imparting Training and Development to employees through various methods is the foundation for obtaining quality output from employees. Employee training methods or categorized into on-the-job training methods and off the job training methods.

On-the-job training methods: job rotation, coaching, job instruction, committee assignments, apprenticeship and internship of the job training methods: classroom lecture method, audiovisual training method, simulation, bistable training, case

studies, role playing and the programmed instruction method.

Overall development of organisation: Though human resource department is one of the departments in organization, but it is linked to overall development of organisation as employees are centre for final output and organisation's performance. Whatever type of job or department in any organisation is made up-of employees alone. HR department should keep in mind that it isn't just simply dealing with employees, but it's every HR activity effects the performance of employees in turn it will show cascade effect on final output of employees and finally on overall performance of organisation. If employees aren't provided with proper and relevant training, it would effect their performance, likewise if all employees have same situation it would badly effects the organisation. If employees aren't kept motivated continuously by way of providing benefits and perks will lead them to become lethargy or if HR department fails to maintain and comply with employment laws would sometime lead cancellation of business licence.

To make this point clear, Human resource department's failure to maintain employee safety, welfare and healthy measures according to The Factories Act 1948 or failure to have an ICC (Internal Complaints Committee) according to Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 will sometimes lead to closure or cancellation of business. Like that there are other employment laws which makes organisation to be in compliance with it for smooth running of organisation, if not it will invite unnecessary troubles to an organisation.

Compensation – HR:

Job evaluation: analyzing and assessing various jobs systematically to ascertain their relative worth in an organization.

Performance evaluation is also called as performance appraisal of employees. Human Resource Managers can adopt various methods for assessing the performance of the employees So as to take decisions with regard to compensating and rewarding employees, training of employees if performance is poor and it would take corrective actions on employees whose performance is poor. In

order to evaluate the performance of employees, HR managers first have to set up performance standards for comparing with actual performance of employees to find out gaps of employee performance. Performance evaluation or appraising performance of employees is the core and major task when compared with other human resource management functions.

- Traditional methods of Performance Appraisal
- Modern Methods of Performance Appraisal
- 360 Degrees Performance Appraisal.

Wages or salary administration :

As prescribed by the labour laws, Wages for workers or salary for employees is the basic and primary thing for which employee's work for an organisation. It's administration of salaries by HR managers is very crucial function as financial implications and legal compliance is involved. Any deviations in payment of salaries will lead to immediate dissatisfaction of employees and effects their moral and any failure in payment of salaries, statutory contributions by employee and statutory deductions from salary of an employee in accordance with the employment laws will invite unnecessary complications and will be liable for penal action by the court of law. Hence it is lookout of the Human resource management department to avoid such costly mistake which also effects the organisation's reputation (Employer branding).

wages are classified as

Minimum wage - It is also called as irreducible wage, which should be sufficient for worker to get food clothing and shelter.

Fair wage - Wage which is paid according to the work of the work

Living wage - It is just above minimum wage, which is sufficient to meet minimum health expenses, children education with food, clothing and shelter.

Salary nomenclature is used in the context of employees. Generally salary of employees is paid monthly and it consist of various components like basic pay, dearness allowance and house rent allowance especially in the case of government employees. Whereas private employees' salary normally doesn't consist of said components as it is paid under single head that is salary and benefits of

employees doesn't come under salary head, therefore employee benefits could be monetary or nonmonetary cannot be counted with salaries of employees, they are specifically provided for providing social security and motivating employees. Especially government employee salary format will be Salary = Basic pay+ Dearness allowances+ House rent allowance.

Employee rewards, perks and benefits payments according to the employment and labour laws. Employee benefits are categorised into statutory or mandatory and voluntary benefits. Statutory benefits are compulsory benefits for employees, its denial for payment of such benefits to their employees by the management, can be challenged in the court of law. Whereas voluntary benefits claims cannot be legally enforceable in the court of law in case management fails to pay to their employees. The purpose of payment of voluntary benefits to employees is to attract talent, for retention of employees in the organisation and for motivating employees, ultimately to keep employees happy. Most of the voluntary benefits are non-monetary.

Top employee benefits :

- Additional fixed pay
- Flexible work arrangements
- Retirement benefits
- Professional development support
- Training opportunities
- Hire incentives
- Insurance benefit
- Health care assistance

Employee benefits :

Compulsory employee benefits: Payment of bonus, Gratuity, Provident fund, Compensation in case of accidents, Paid Leaves, Maternity leave for 26 weeks with full pay and Paternity benefit of 15 days with full pay for male employee.

Employees State insurance provides following benefits to the employees whoever got covered under employees State insurance scheme.

Sickness benefit: ESIC provides 70% of average daily wages in cash during medical leave, upto 91 days in two consecutive benefit periods.

Medical benefit: ESIC provides reasonable Medical Care for self and family from day one of entering into insurable employment.

Disablement benefit: ESIC provides continuous monthly payment till injury lasts for temporary disablement and for whole life for permanent disablement.

Maternity benefit: ESIC provides 100% of average daily wages in cash up to 26 weeks in confinement and 6 week in case of miscarriage, during maternity leave and 12 weeks for commissioning mother and adopting mother.

Unemployment allowance: ESIC Provides monthly cash allowance for a duration of maximum 24 months in case of involuntary loss of employment or permanent invalidity due to non-employment injury.

Voluntary employee benefits: Payment for time not worked, paid vacations, Surrogacy leave, Adoption leave, Menstrual leave, Health and security benefits.

Conclusion:

Internal recruitment is the process of inviting or giving chance to the people relating to concern organization or to the people relating to the existing employees or directly giving opportunity to the existing employees. External recruitment is the process of inviting job seekers who do not belong to or anyway related with an organization, which simply means inviting outside candidates.

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