

# Introduction to Human Resource Management (HRM)

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## 1. MEANING OF HRM:

HRM is the art of Procuring, developing and maintaining competent workforce to achieve organisational goals effectively. The process of employing people, developing their resources, utilising, maintaining & compensating their service in tune with the job & organisational requirements with a view to contribute to the goals of the organisation, individual & the society

## 2. Role of HRM Manager:

- **The conscience role:** the conscience role is that of humanitarian who reminds the management of its morals & obligations to its employees.
- **The Counsellor:** employees who are dissatisfied with the present job approach the personnel manager for counselling. In addition employees facing various problems like marital, health, children's education/marriage, and mental, physical & career problems.
- **The Mediator:-** as a Mediator, the Personnel Manager plays the role of peace maker. He settles the disputes between employees & the management. He acts as a liaison & communication link between both of them.
- **The spokesman:-** he is a frequent spokesman for or representative of the company.
- **The Problem Solver:-** he acts as a problem solver with respect to the issues that involve human resources management & overall long range organisational planning
- **The Change Agent:-** he acts as a change agent & introduces changes in various existing programmes.

## 3. Characteristics of sound HRM policy:

- While developing sound personnel policies management should pay attention to the following things:
- **Related to Objectives:** Policies must be capable of relating objectives functions, physical factors and Organisational personnel
- **Easy to Understand:** Policies should be stated in define, positive, clear and understandable language.
- **Precise:** Policies should be sufficiently comprehensive and prescribe limits and yardsticks for future action
- **Stable as well as Flexible:** Personnel policies should be stable enough assure people that there will not be drastic overnight changes. They should be flexible enough to keep the organization in tune with the times.
- **Based on Facts:** Personnel policies should be built on the basis of facts and sound judgment , not in personal feelings or opportunistic decision.

- **Appropriate Number:** There should be as many personnel policies as necessary to cover conditions that can be anticipated, but not so many policies as to become confusing or meaningless.
- **Fair & Equitable:** policies should be just fair & equitable to internal as well as external groups. E.g.: a policy of recruitment from within may limit opportunities to bright candidates from outside & a policy of recruitment from outside only would limit promotional avenue to promising internal candidates.
- **Reasonable:** policies must be reasonable & capable of being accomplished. To gain acceptance & commitment from employees, the policy should be conditioned by the suggestions & reactions of those who are affected by the policy
- **Review:** periodic review of policies is essential to keep in tune with changing times & avoid organisational complacency or managerial stagnation.

#### 4. Definition of personnel management:

According to Flippo “personnel management is the planning, organizing, compensation, integration & maintenance of people for the purpose of contributing to organisational, individual & societal goals”.

#### 5. Differences between personnel management and HRM:

PERSONNEL MANAGEMENT	HRM
It is a traditional approach to managing people in the organisation.	It is modern approach to managing people in the organisation.
It focuses on personnel administration, employee welfare, & labour relation.	It focuses on acquisition, development, motivation & maintenance of HR in the organisation.
It assumes people as input for achieving the desired output.	It assumes people as an important & valuable resource for achieving the desired output.
It is undertaken for employee satisfaction.	It is undertaken for goal achievement.
Job design is done on the basis of division of labour	Job design function is done on the basis of group work/teamwork.
Employees are provided with less training & development opportunities.	Employees are provided with more training & development
Decisions are made by the top management as per the rules & regulation of the organisation	Decisions are made collectively after considering employee's participation, authority, decentralization, competitive environment etc.
It focuses on increased production & satisfied employees	It focuses on effectiveness, culture, productivity & employee's participation.
It is concerned with the personnel manager	It is concerned with all levels of managers from top to bottom.
It is a routine function	It is a strategic function.

#### 6. HRM in the new era:

##### A. Virtual Human Resources:

Virtual HR is the process of connecting employees to a range of technologies and HR services when they need them. This allows employees to go straight to resources through a self-service platform, rather than always going through an HR representative. Accordingly, a virtual organisation is a group of people that relies primarily or exclusively on electronic form of communication to work together in accomplish organisational goals.

### **B. Can HRM work remotely?**

It is possible for HR professionals to work remotely or telecommute. In these cases, employees can email or instant message the HR department to ask questions and schedule times to call or have a video conference. Telecommuting recruiters can still help onboard new recruits with regular video conferences, email chains, and check-ins on instant messaging platforms. Remote recruiters can also use HR software and social media accounts to stay connected with their department and the company's leadership.

### **C. The importance of technology in HRM:**

Technology is crucial for HRM departments. Using new software and systems allows HRM professionals to:

- More easily contact employees
- Store, organize, and sort through thousands of documents and files
- Better manage data for critical analysis
- Recruit more candidates for job openings
- Conduct data-driven performance reviews

Without technology, HRM professionals would have to rely on older manual processes for sorting through employee documents and insurance policies. Technology eases that burden, making for fewer errors and improved efficiency.

### **D. The advantages and disadvantages of Virtual HRM:**

When managed properly, virtual HR services offer more advantages than disadvantages.

#### **✓ Advantages:**

- **Easier access to HR departments.** Employees no longer have to walk over to the HR office to ask a question or schedule an appointment to talk about their benefits. With virtual HR teams, HR professionals are available to answer questions.
- **Updated technology.** When HR teams primarily work in virtual environments, they are more likely to prioritize new HR technologies. As a result, virtual HR professionals will be up to date on all of the latest technologies, trends, and software.
- **Improved employee satisfaction.** When employees can talk about benefits, time-off, and other HR-related issues at a moment's notice, they can feel more satisfied with their jobs.

- **Better productivity.** Satisfied employees usually lead to improved productivity in the office. Additionally, HR teams that rely on virtual technologies can be more productive since their processes are more efficient.

✓ **Disadvantages:**

- **Impersonal practices.** Some employees prefer that certain HR tasks, like terminations or performance reviews, are performed in face-to-face environments. When everything is done virtually, even through video conferencing, employees may feel disconnected from the company.
- **Security problems.** When employee documents are stored on a virtual platform, there is always the risk of data breaches. While most HR software has safeguards to prevent this, your employees' sensitive information could still be accessed by unwanted third parties.