

ROLE OF HR IN INDUSTRY

*DR, S.CHITHRA, #M. NISHA

*Principal & Assistant professor, #M.Phil Scholar, Department of Commerce, Nadar Saraswathi College of Arts & Science, Theni, India.

ABSTRACT - Human resources is the department or division of a business, corporation, or organization that manages all aspects related to its personnel, including recruiting employees, training and career development, overseeing compensation packages, managing benefits plans, and other duties that serve to maximize a company's business and its employees' satisfaction with their jobs. Simply, the function of the human resources industry is to produce competent personnel and to keep employees productive. More than 800,000 people work in human resources and related fields today. As an increasingly large portion of the U.S. economy has come to depend on service industries—businesses in which the main product is not an item sold in a store but rather is a set of actions performed for a client by the business's employees—the growth of the human resources (HR) industry has increased proportionally. Meeting these increased demands has resulted in the field of human resources evolving from its early role whose primary responsibilities included hiring and training workers, managing a company's payroll, and dealing with labor issues to now being charged with a broader, more conceptual, and strategic set of responsibilities that may include setting up job classifications and employee benefits systems or working with top management to develop plans to optimize use of company employees.

KEY WORDS: *Performance Appraisal, Training, Compensation, Recruitment and Selection, Welfare & Safety.*

I. INTRODUCTION

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Organizational development is a planned effort for a work group and/or the organization, managed by leadership and supported by employees, to increase organization effectiveness through planned change in processes and systems. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Organizations have many opportunities for human resources or employee development, both within and outside of the workplace. Human Resources may set strategies and develop policies, standards, systems, and processes that implement these strategies in a whole range of areas. The following are typical of a wide range of organizations:

- Recruitment, selection, and on-boarding (resourcing)
- Organizational design and development
- Business transformation and change management
- Performance, conduct and behaviour management
- Industrial and employee relations
- Human resources (workforce) analysis and workforce personnel data management

- Compensation, rewards, and benefits management
- Training and development

OBJECTIVES OF THE STUDY

The objectives of the study are as follows

- To provide an opportunity for expansion and voice in management.
- To provide facilities and conditions of work and creation of favorable atmosphere for maintaining stability of employment.
- To strength and appreciate the human asset continuously by providing Training and Development programmes.
- To study the human resource needs of an organization.
- To study the main processes of employee resorting and development.

II. HISTORY

A real revolution in human resources came to the U.S. with burgeoning economic growth in the 1970s. Organizations required a large amount of skilled employees and employees gained more negotiating power as a result – which led to the concept of HR management.^[ii] For the first time, employees were viewed as a major asset and the importance of maintaining their loyalty and commitment was recognized by managers. Human resources departments became responsible for improving employee

motivation and this resulted in the introduction of the idea of performance management and planning. By the 1980s, most organizations had accepted the value of providing consistent and formal feedback to their employees, and the benefit of tailoring programs and policies based on employee feedback. Employees who were eager to learn more were given access to training and development programs that could have a real impact on their career development.

SCOPE OF THE STUDY

- HRM in personnel management for typically direct manpower management that involves planning, hiring, training and development, induction and orientation, promotion.
- Employee welfare in particular aspect of hr deals with working conditions and amenities at workplace.
- Industrial relation aim is to safeguarding the interest of employees by securing the highest level of understanding the extent that does not leave a negative impact on organization.

LIMITATIONS OF THE STUDY

- Lack of influence on the management in getting approvals for proposals can be another limitation.
- Lack of knowledge is more often than not, those who claims to be through HR professionals lack knowledge on many subjects.
- Management attitude is till the time a will have this notion that HR is a cost not an investment, it will always be difficult to get HR activities done the way we would like them to do.

III. REVIEW OF LITERATURE

Human resource management(HRM) refers to the policies and practices involved in carrying out the 'human resource(HR)' aspects of a management position including human resource planning, employee retention, recruitment difficulty, selection, orientation, compensation, performance appraisal, training and development, global competition, decline in workforce(Dessler,2007).

Recruitment difficulty: The large number of job positions to be filled pose a challenge for the HR. What makes the task of filling many job positions even further more complex is the need of specific skill set required by the worker. Manufacturing industry who look for skilled workers, frequently face shortage of people with the right skill set and abilities, hence forming another hurdle for the HR.

Employee retention: An increase in turnover rate in manufacturing industry is a common phenomenon as people often leave to explore new and exciting opportunities. Other reasons for increase in turn overrate

may be due to no growth or development of the employee on both professional and personal front, low pay package, lack of benefits or poor work environment.

Global competition: As this increases, the task of making the company attractive to top talent and innovators in this age of cut throat competition, is a challenge important for the survival and growth of the company in the industry.

Training and development: It is the sphere where HR has to operate to its optimum. It is equally essential to provided adequate training to employees, in order to keep them update with the latest developments in the industry and prepare them better for the upcoming challenges.

Decline in workforce: Even though the sector seems to be growing, and there is a perpetual demand for workers, there is a shortage of skilled candidates as salaries in manufacturing is higher compared to the combined salary averages across all other industries, but unfortunately it is not acting as a magnetic factor in attracting new and better talent into the industry.

Performance Appraisal

An organization's performance management system often is the project that HR undertakes. Performance management is the overall system that supervisors and managers use to measure job performance, sustain productive work groups and recognize workers for meeting the company's performance standards. An HR manager or director works collaboratively with the organization's leadership to determine the type of coaching philosophy the company should adopt. Many employers have step-intensive performance management systems that include regular performance appraisals and progressive discipline policies. Other companies use less formal methods and unconventional methods for measuring performance and providing constructive feedback to employees.

Welfare & Safety Measures

The success and growth of any organization or business depend upon several factors and timely actions taken. But the most important factor or resource are the employees of the organization who work hard to achieve the goals of the organization. So taking extra care of them is the ethical responsibility of the employer. Though the employees are paid for the work they perform, but for their enrichment and welfare, it is the employers who must take a few measures. These must not be necessarily monetary gains but few extra facilities for the improvement and comfort of the employees. Now as the organization differs from one another, so does the welfare activities will. Mentioned below are a few common welfare measures for workers.

HRM role in growth and development

Nowadays, Human resource management has become one of the major partners of an organization. The human resource management deals with human resource planning, recruitment and selection. Human resource management plays a major role in achieving organizational aims and

objectives. To achieve these aims and objectives, human resource management has to apply some strategies to organization and organizational management and follow strategic process to face and overcome the completion of outside world. There are some areas in human resources management where they need to concentrate for the growth and development of their organization.

Human Resource Planning:

Human resource planning is the process of planning manpower by the HR management to organize skilled and efficient employees to right work that results in organizations development. It predicts the future needs of human resources and plans to meet those needs. It involves in introducing new programs and then implements and develops these programs. These programs include recruiting the staff, training the staff and programs that improve employee performance and increases employee satisfaction.

Recruitment And Selection:

Recruitment and Selection process is defined as the process through which the best individuals are selected among a pool of applicants for particular positions of job. Mostly managers consider selection process as one of their critical decision functions in the organization. In selection process, the managers actually try to match knowledge, skills & abilities of the applicants with the requirements of the jobs. There is no single selection process that can be considered as standard one for all the organizations. Rather the steps & procedure of selection process varies from organization to organization.

Performance Management:

Performance management is the process or system by which an organization measures and improves performance within its workforce. An organization may use performance management to monitor performance on an organizational level, a departmental or team level, and an individual level, although the term most commonly refers to individual performance.

Reward Management:

Employee rewards and recognition system is not just a positive action towards employees. If it is implemented effectively, it proves to be an efficient tool in encouraging the employees to create and bring business for the company. Recognizing the efforts of employees and encouraging their morale results in increased productivity and decreased attrition rate. It is a documented fact that an encouraged and dedicated workforce can change the fate of a company.

- Monetary Reward
- Non- Monetary Reward

Learning And Development (HRD):

Learning and development, a subset of HR, aims to improve group and individual performance by increasing

and honing skills and knowledge. Learning and development, often called training and development, forms part of an organisation's talent management strategy and is designed to align group and individual goals and performance with the organisation's overall vision and goals.

Employer/Employee Relations:

It is rightly said that the success and failure of an organization is directly proportional to the relationship shared among the employees. The employees must share a cordial relation otherwise they would always end up fighting with each other. Nothing is possible without trust. You need to trust people to expect the best out of them. Trust only comes when you are comfortable with the other person. An individual can't always take decisions alone. Employees together can discuss things among themselves, come out with innovative ideas and accomplish the tasks at a much faster rate.

IV. TODAY'S HR ACTIVITIES

In today's HR world we ensure that we cover a number of specialist disciplines, including:

- It motivated employees to work on any pet projects that they might have in mind for which they could utilize 20% of their working hours.
- The then CEO of the company believed in direct communication for which he set an hour aside daily to talk to managers to know their inputs and issues and he also made it a practice to throw parties for his employees every week where he could communicate with them informally.
- Every company has a vision and mission and it is important that employers share the vision so that employees too become stakeholders in the mission.
- Even companies have started practising it and they say that this has been not just an innovative but also an effective step to maintain their efficiency and positivity of employees.
- Getting to know the employees, their hobbies, their liking and even their family can help companies establish a deeper contact with them. That's what TPC or **Technology Professional Corp** attempted to.
- Another innovative activity by TPC has been where they asked their employees to find the market value of their skills and accordingly quote an amount for their annual raise.

V. SUGGESTIONS AND CONCLUSIONS

HR Department is localized while recruitment and selection seems to be a mix of transferred and local practices. Training and development is transferred by us companies whilst Japanese companies are more localized. US

companies have transferred their performance evaluation tools. Performance outcome in Japanese companies are more localized. Maintaining the labor relation and dealing with trade unions are found to be the most complicated problem faced by all companies.

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