

HUMAN RESOURCE “MANAGEMENT OR PRACTICE”

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ABSTRACT

The business world is now left with the harsh words of competition that is “Cut Throat Competition”. This is not at all a new term but its significance is increasing day by day. In the earlier year of last century especially up to 4 decades, financing capital and arranging technology was a great task, and was not easily available. But with increase of globalization, neither the finance nor the technology remains a problem longer. The whole world is open for finance to all the entrepreneurs and cross boarder finance is expensing greatly. Even the finance is now not a property of few capitalist or bankers or financiers, rather small financiers like joint ventures, venture funding, individual investment, angel funding etc. are the options available worldwide and cross boarder too. So what is the factor that is making competition more competitive? In this competitive world every country is fighting to prove its skill, ability and competence. Now a day’s successful means human ability and their ability and skill must be at the highest level and peak. In this approach the management of Human force becomes a very difficult task and no longer easy as it was years back. Policies followed in ancient time are now no longer useful in managing the people at workplace. Each organization has to set out policy considering its own state of business, work force and finance availably. But the question is how? And this we are trying to discuss in this article.

Keywords: *Human Resource, Ethical Issues, Policy Management, International Trend.*

Introduction

The key consideration in the success of a business is not the profit it earned rather it is the competitive advantage it gained. The profit no doubt is a criteria to measure success of a business and may also be the factor to consider the recovery of investment, but in today’s cut throat competitive environment, the success criteria is how long an entity will remain in the competition. For surviving in such an environment, the entity must have to secure competitive advantage. Competitive advantage means any factor or quality that differentiate product and services of an entity from its competitors and helps the entity to extend its market share. As we said earlier, the capital or technology was those factors that help entity in securing the competitive advantage, but now it do not. Now a days the Human resource or the work force is the factor that decide majorly whether entity will have competitive advantage or not, or will it be successful in having going concern in the long run. Since it is the key factor hence management of this resource becomes an essential practice. Skilled, abled, technically sound, qualified and undoubtedly efficient Human resource is not available easily and there is no sense of occupying a man force which is not at up to this level. Competitive advantages are not secured when we make our force skill, but it is secured when we uses skilled resource to use our other resources optimally. Maintain or retaining Skilled Human resource is a very difficult task. And this all comes through a proper Human resource Management.

What is Human Resource Management?

Human resource Management is that branch of management which involves in Acquiring and developing (i.e. making them skilled as per the organization needs if they are skilled otherwise, or make them skilled totally when they are unskilled otherwise) and then working on retaining the same. It is however not as simple as it looks from the definition. It is a multidisciplinary function which involves not

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only the study of management, but psychology too as it is related to living Assets and management of the same need a detailed conceptual and analytical knowledge of Human Psychology, Communication, and sociology. This function of an organization includes planning of human resource, which broadly includes Job profile analysis, Job work analysis, and accordingly conducting Job interviews, and selection of the right candidate for the given job profile, bargaining for the right price to be paid which is neither over paid nor under paid, and finalizing the benefits and incentives to be given, making them skilled through orientation and training, making their appraisal to ensure that there paid are according to their increased skill and work responsibility, providing them quality life style, ensuring that they are properly educated and training regarding work place ethics and culture and strictly following the same, looking into employees safety and work issues and last but not the least ensure that a proper and open communication channel exist for whistle blowing. In this way the Humana resource management works. This function is generally performed by a separate department headed by the Human resource management office, and the Board of directors. In most of the organization, even after the delegation of the almost all function by Board of directors and having separate department for the same with respective heads for each of them, human resource is that function which is also remains as the responsibility of Board or any Board member along with the Human resource management head.

In the famous theory of five M of management the first M stands for men. Five M's are Men, money, Machine, Material, and Method. Without men efforts and mind production of product or service is not possible. It is the fundamental resource of nay business or industry. Although it is proclaimed that now a days machines and technology replacing the men, but however machines and technology is developed by men's and we also need men power to operate them and monitor them. That is the reason why companies are always in search of talented and professional employees to run their business and that's why we say that human resource management is an essential part of the organization.

Is Human Resource Management is the Part of Personal Management?

The very obvious question that comes in the mind of a person is, from where the concept of personal management came? Is this the branch of personal management? The answer is yes. Human resource management is originated from the personal management. Personal management is the system which is used to manage employees. The personal management analyses the efficiency level of a worker and thus stimulating the same with the required effectiveness level of entity so that the right efficiency person can be chose. The concept has evolved almost 100 years back and various physiologist has did research on it and concluded in various manners.

However there is some dissimilarities in the personal management and Human resource Management. First is cited as that personal management concentrate or study or manages non managers (i.e. workers) and on the other hand Human resource management concentrate on management of managers. The second difference is cited as human resource management concentrate on optimum use and better treatment of human resources but the same is not in case of Personal management. Third one is which is indirectly an extension of the first one, is that human resource management focuses majorly on role of top management or managers as they play a vital role in managing the whole organization thorough policies and practices.

Role of Globalization on Human Resource Management

Globalization is not at all a new term. Rather it is old as 4 decades. It is broadly reflecting the technological advances that made it easier and simpler to do the business, denationalization of markets and finances, policies and legal framework. This is the way by which the markets goes beyond the limits in which they were closed for the long time and expanding the business for the whole new world. This how integration takes place between two difference aspects of one channel. Globalization in any country is linked with three broad aspects which are Trade, capital movement and movement of people. With this aspect it is argued that since to become the part of globalization movement of people will take part as speedy process. This will counter the cross boarder exchange of human resource as well as within the domestic spread; the various entrepreneurs or businesses will come to domestic level from cross boarder and definitely expand the business. They will be in the need of huge manpower and will give better facilities as well as work profile. This will lead the movement of Human resource and at that par the existing holder of human resource; need to manage their human resources. This will call a system of Strong Human resource Management.

Considering becoming the part of Globalization various corporate as well as non corporate has already started putting emphasis on this side at the very early and initial stage of Globalization. They knew it that of globalization takes its optimum level the difference of undeveloped, under developed and

developed will end or at least minimize. The human resource will not at all stuck at their current level and will move greatly. HR managers know that they not need to stuck in a limited zone of area to find out the right person to meet the global challenges. Now days they recruit around the world and they work on the strategy "Think Global, Act Global". The impact of globalization on HRM can be described in the following way:

- **Availing and managing the Expertise:** Since globalization has permitted to recruit the required work team anywhere from the Globe, has created a challenge. It is difficult for any person to adjust in other system of Values, Belief, attitude which is diverse in nature totally. Here the role of Human resource team comes into the picture in retaining the foreign expatriate by motivating them in any way.
- **Labour law differences:** Each country has its own labour laws which differ significantly from each other. This could provide differences in taxes benefits and some time in timings. So Human resource team has to make an effort for convincing the expatriate for the same.
- **Social Responsibility:** The concept is although new in India but in western countries it is old as of 3 decades. Corporate houses undoubtedly taking participation in such activities for betterment of the society. This is also one of the best ways so that people in host country feels the part of that country. Hence they are encouraged for participating in such activities.
- **Expanded role of business outsourcing through BPO and KPO:** In today's business world outsourcing is becoming the basic need. Every organisation cannot perform all the functions at its own part because of increasing cost of the operation of that activity, hence it outsources the same to other organisations known as Business process Outsourcing who are expert and fabricated in that field only. However such BPO's may be in different country. Like a company in India providing BPO service and its services are taken by a company in USA. In that case the employees of Indian BPA have to work according to timings and culture of that USA Company. This becomes a challenging Task and employee's attrition rate increase at a rapid rate. Human resource management has to put its thorough efforts in Maintaing employees and convincing them for working in accordance with client rule. They need to follow a participative approach.
- **Cultural Harmonization:** when the employees of different countries works together in one organisation, than managing them becomes a very difficult task. Their beliefs, perceptions and thinking is totally different from each other. Their language and communication also creates differences. This makes the task of Human resource management team little challenging but that need to be addressed properly and in such way that harmonization between this is absolute.
- **Managing the part time work force:** With the introduction of western culture in India and globally, the trend of having part time work force in increasing. One of the biggest reason of this is the cost of 100% employees on payroll is very costlier to the company, and hence companies like to appoint part workers (including women and Students) who works for few hours and on temporary basis and company have to pay for the work done not for the whole day. This reduces the cost of the company to the great extent. However this creates a problem for Human resource team as they need to tackle the problem of maintaining such labour force all the time and keep their alternative ready as such work force may shift at any time due their temporary profile.
- **Employees working at clients place:** this problem generally arises only in case of information technology providing companies. In such cases the employees of information technology companies has to work at clients place, sometime i.e. onsite and such stretch extends for a long time. Client's location and environment is absolutely new for them, hence those employees need to be managed and retained with some motivational factor like paying additional amount for working at client's place.
- **Flexibility with working hours:** This is also a practice which is emerged from western countries and now day's multinational companies are following this structure of working facility. This is most beneficial to women employees who need to balance between their working life and family life. The practice of flexible working hours also allows those employees who are working for their foreign client and having their presence around the world. This works as one of the positive aspect of Globalization on Human resource Management.

- **Human resource is now treated as owner:** due to the globalization the phenomena of treating Human resource as servant or work force is now shifted to employees are the co-owner. They have been parted with share in profit in addition to their salaries. This creates a sense of responsibility and ownership among the employees and they work not as an employee rather they work like responsible owners.

Hence the way to tackle such a problem the strongest way is to develop a strong Human resource Management System. Through Human resource Management system, the work force is derived towards the required economies of the production and organizational needs, and the same is derived towards the achievement of the resources and objectives of the organization.

Conclusion

Human resource Management is definitely a portion of management but the scope of it is quite large and huge. The theories developed for Human resource management has not been developed over the night, it took more than 100 years to come at the conclusion what we have at the present level. However still larger portion of this field is still unearthen and need a lot of research and work. With the development of personal management the concentration was only on optimum utilization of human resource like all other resources used in business, but with the introduction of study of human behaviour and psychology, the stress is on how to make the best utilization with optimum consideration to the development of that resource. The shift is now from acquisition of Human resource to retention of human resource. Organization has now realized that replacing a Human resource is not an easy and cheap task. It involves a lot of efforts and of course cost in acquisition, training and development of resource, and still in achieving that level of expertise takes a lot of time. Hence a system of proper Human resource management is an essential portion of companies policy.

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