

**Programme: -Master in Social Work,
Department of Sociology, PU
CC-9 (HRM)**

Content

Recent Trends & Development of Human Resource Management in India

Concept of HRM: Human resource management is management function that helps manager to recruit, select, train and develop organization members. Or HRM is a process of making the efficient and effective use of human resources so that the set goals are achieved.

Developments:

The history of development of HR management in India is comparatively of recent origin. But Kautilya had dealt with some of the important aspects of human resources management in his “Arthashastra,” written in 400 B.C. Government in those days adapted the techniques of HRM as suggested by Kautilya. In its modern sense, it has developed only since independence. Though the importance of labour officers was recognised as early as 1929, the appointment of officers to solve labour and welfare problems gained momentum only after the enactment of the Factories Act of 1948. Section 49 of the Act required the appointment of Welfare Officers in companies employing more than 500 workers. At the beginning, Government was concerned only with limited aspects of labour welfare. The earliest labour legislation in India dealt with certain aspects of Indian labourers (Regulation of Recruitment, Forwarding and Employment) sent to various British colonies in 1830. Important phases of evolution of HRM are presented in Exhibit:

Period of Developments

Period	Development Status	Outlook	Emphases	Status
1920s-30s	Beginning	Pragmatism of capitalists	Statutory, welfare Paternalism	Clerical
1940s-1960s	Struggling for recognition	Technical, legalistic	Introduction of Techniques	Administrative
1970s	Achieving	Professional	Regulatory, conforming, Imposition	Managerial
1980s	Sophistication	Impersonal Legalistic	Standards on other functions	Executive
1990s	Promising	Philosophical	Human values productivity through people	

(Source: C.S. Venkataratnam and B.K. Srivastava, Personnel Management and Human Resources, TATA McGraw Hill, New Delhi, 1991, p.5.)

Recent Trends:

Recent developments in the area of human resources management include treating the employees as economic, social, psychological and spiritual men and women. The important aspects of development of human resources management year wise is shown below:

- In the year 1995, emphasis has been shifted to human resources development (HRD).
- In the year 1998, emphasis on HRD, cultural diversity, teamwork and participative management has been continuing. Further, the emerging areas are total quality in management in HRM, empowering the employees and developing empowered teams and

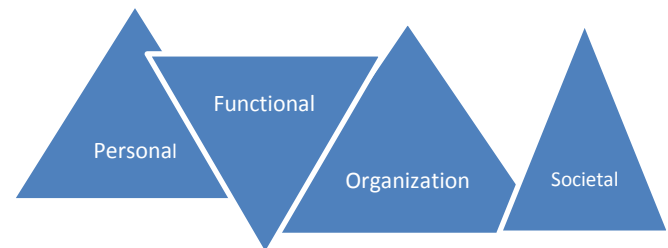
- integrating HRM with strategic management as the top management,
- realized that HRM is the core of competencies of the 21st century corporations.
 - In the year 1999, second National Commission on Labour was setup to study the labour conditions.
 - In the year 2001, emphasis has been on 'smart sizing of the organisations
 - In the year 2002, emphasis has been shifted to positive attitude of the candidate/employee rather than skill and knowledge.
 - In the year 2003, shift from intelligence quotient (IQ) to emotional quotient (EQ).
 - In the year 2004, shift from skilled workers to knowledge workers.
 - In the year 2005, shift from hierarchical structure to flexible and virtual structures.
 - In the year 2006, HRM has become the core of strategic management level.
 - In the year 2007, the concept of HRM has been relegated to human capital management.
 - In the year 2008, emphasis has been on retention management and development of own human resources by companies through alliances with universities/colleges. In the same year, there was decline in business operations due to global economic recession and crisis.
 - In the year 2009, continuation of job cuts, pay costs and lay-offs due to prolonged global recession and crisis.
 - In the year 2014, emphasis is shifted to talent management and flexible

human resource policies and practices.

Objectives of HRM

The primary objective of HRM is to ensure the availability of competent and willing workforce for an organization. Beyond this, there are other objectives too. Specifically, HRM objectives are four fold: personal, Functional, Organization and Societal

Figure: Objectives of HRM



Scope of HRM

The scope of HRM is indeed vast. All major activities in the working life of a worker - from the time of his or her entry into an organization until he or she leaves the organization comes under the preview of HRM.

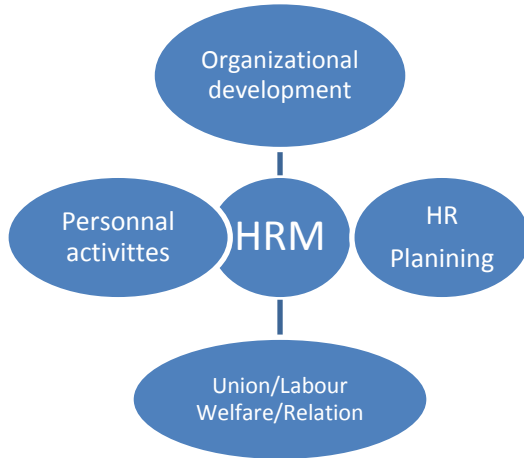
The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM.

The scope of Human Resources Management extends to:

- All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.

- All the dimensions related to people in their employment relationships and all the dynamics that flow from it.

Figure: Scope of HRM



Current Classification of HR roles:

According to R.L Mathis and J. H. Jackson (2010) several roles can be fulfilled by HR management. The nature and extent of these roles depend on both what upper management wants HR management to do and what competencies the HR staff have demonstrated.

Three roles are typically identified for HR.

- Administrative
- Operational Actions
- Strategic HR

Administrative Role of HR:

The administrative role of HR management has been heavily oriented to administration and recordkeeping including essential legal paperwork and policy implementation. Major changes have happened in the administrative role of HR during the recent years. Two major shifts driving the transformation of the administrative role are: Greater use of technology and Outsourcing.

Operational and Employee Advocate Role for HR:

HR managers manage most HR activities in line with the strategies and operations that

have been identified by management and serves as employee “champion” for employee issues and concerns.

HR often has been viewed as the “employee advocate” in organizations. They act as the voice for employee concerns, and spend considerable time on HR “crisis management,” dealing with employee problems that are both work-related and non work-related. Employee advocacy helps to ensure fair and equitable treatment for employees regardless of personal background or circumstances.

Strategic Role for HR:

The administrative role traditionally has been the dominant role for HR. A broader transformation in HR is needed so that significantly less HR time and fewer HR staffs are used just for clerical work.

Differences between the operational and strategic roles exist in a number of HR areas. The strategic HR role means that HR professionals are proactive in addressing business realities and focusing on future business needs, such as strategic planning, compensation strategies, the performance of HR and measuring its results. However, in some organizations, HR often does not play a key role in formulating the strategies for the organization as a whole; instead it merely carries them out through HR activities.

Role of HR Manager:

Human Resources Manager plays a vital role in the modern organization. He plays various strategic roles at different levels in the organization. The roles of the HR Manager include roles of conscience, of a counsellor, a mediator, a company spokesman, a problem solver and a change agent.

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