



Research Paper

# Human Resource Management – Framework and Roles

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## ABSTRACT

The main objective of this research paper is to get an understanding of human resource management – structure and roles. In the organizations, workforce is a significant factor in the use of various jobs and functions. They have to manage financial plus technical resources in an effectual way. With the purpose of managing their tasks and accomplishments in an effective way, they create mindfulness with respect to their job responsibilities and need to up-grade their information, skills and capabilities. The necessity is to conduct research, go for training and development courses within and outside the organization and form active communication relations with others in the organization as well as outside the organization to perform their jobs in a well-organized manner and produce the preferred outcomes. The focus area in this research paper comprise, the growth of the HRM concept, structure of human resource management, role of human resource management and grouping of HR roles.

**Keywords:** Human Resource Management, HR Managers, Organization, Roles, Recruitment, Structure.

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## I. Introduction

The theory of human resource management (HRM) got equal attention from the researchers and consultants ever since it first began during the mid-1980s. The whole aim of HRM is to guarantee that the business can attain success through individuals. The HRM structures can be the foundation of organizational competences that lets the organization to study and benefit from fresh prospects. The HRM aids the organization to acquire and preserve the skilled, dedicated and well-inspired staff that it needs. The individuals, who are in managerial and leadership positions must ensure that when personnel is recruited, they are given info and awareness necessary to carry out the job responsibilities in an efficient manner, attain the desired goals along with jobsatisfaction. It is essential to create high-performance work methods that would comprise recruitment and selection processes, compensation incentive systems and training and development activities.

The growth of high-performance management processes that identifies that employee are cherished resources of the organization and facilitates the growth of the environment of mutual trust and teamwork. Co-ordination and integration amongst individuals is must for effective working in an organization. There is a need for proper conflict resolution methods. In order to augment the organizational structure and ease the execution of job responsibilities, it is essential to embrace an ethical approach to manage the personnel that is based on concern for people, equality and transparency. Preservation of physical and emotional well-being of the employees is vital for effective functioning of the organization.

## THE DEVELOPMENT OF THE HRM THOUGHT

The whole concept of HRM emerged in the mid-80s alongside the notable researchers and writers on management. The prominent management thinkers formed list of characteristics that led to the growth of the notion of HRM. The concept of HRM has evolved through several stages. American writers have developed the early concepts of HRM during the 80s. As the time passed, in the late 80s, the British authors also conducted research in this field. Next phase comprised of integration of HRM into the conventional personnel management. During the course of research, Michigan School said that HR processes and the organization structure needs to be dealt in a manner that corresponds with the organizational policy.

In the HR progression, broadly four processes are undertaken in numerous types of organizations. These include selection of the employees, review that covers performance management, rewards and advancement opportunities. In case of job openings within the organization, analysis is done about educational credentials,

capabilities and ability that the potential employees should possess to produce the desired results. Supervisors must ensure that the performance appraisal methods must be in place once the employee starts to perform his duties. Feedback methods are vital in identifying the limitations and bridging the gap. Therefore, it is essential to apply these approaches on regular basis. Rewarding of the staff is one of the significant methods of encouraging the employees. In the organization, apart from salaries, it is critical to make space for welfares and incentives to the persons and remuneration them for good performance.

Development of the pool is a comprehensive generality. When the generality of development is taken into consideration, there are number of factors that are linked. These include development of knowledge and capabilities among them, which are necessary to achieve professional and particular pretensions. The development of conflict resolution, time operation, decision-making and communication mechanisms are considered necessary. These mechanisms are necessary to retain one's jobs; increases job satisfaction and maintain good terms and connections with others. It is necessary to ensure that the organizations are well-equipped in terms of modern, scientific and innovative styles. Whether the organization is engaged in product of goods or services, it is essential to induce information in terms of modern and technical styles. Changes are an integral part of the association, which takes place in all spheres, i.e. Managerial, administrative, pastoral, technical, financial, and so forth. Hence, the work force need to be well- trained to manage with changes.

## **NATURE OF HUMAN RESOURCE MANAGEMENT**

### **HRM is based on the application of Management Roles and Doctrines**

HRM is an operation function that helps the managers and supervisors to retain, train and develop the members of the organization. HRM is concerned with the dynamics of the employees within the workplace. HRM involves the processes, functions and principles that are applied to acquiring, developing, maintaining and providing remuneration to the workers within the organization. It is important on the part of the management to retain an approachable nature and an agreeable approach. Likewise, the pool should be handed with the openings that would lead to their well- being and progression. The pay and remuneration should agree to the job duties performed by the workers. Decisions related to Employees must be integrated

Decision-making is an integral part of the association. When the decisions are taken in terms of the working environmental conditions, it is apparent that they will affect the functioning of the association as well. The executives who are in leadership positions have the authority of taking decisions. They may moreover use their own discretion or may seek ideas and suggestions from others. Thus, it needs to be ensured that decisions on different aspects of the workers must be coordinated with other decisions related to HR.

### **The Effectiveness of the Organizations depends on the decisions made**

The purpose of decision-making is to ensure that they are helpful to the employees as well as the organization as a whole. The decisions made should influence the efficacy and usefulness in terms of operations of the organization. At times, even the workers, who are in subordinate positions, generate awareness in terms of certain ideas. Hence, they feel that they should consult their supervisors to bring about changes, which may be productive. Therefore, it can be stated that employees are required to make decisions, which would augment effectiveness, productivity and profitability.

### **HRM functions are pervasive at all levels**

The HRM operations are not only restricted to business groups but also all other types of organizations, like service, manufacturing, financial, etc. It is clear that when the employees work in different organizations, they apply their skills and capabilities; leading to noteworthy contribution in carrying out all tasks and activities in an efficient manner and producing the preferred outcomes. It is the sole responsibility of the workers upgrade their knowledge and competencies, so they can contribute productively towards the accomplishment of organizational goals.

## **STRUCTURE OF HRM**

The structure of HRM is elaborate. Almost all the activities carried on by employees from the hiring until the time they exit the organization comes under the ambit of HRM. The structure of HRM covers several areas, which are as follows:

### **HR Planning**

The objective of Human Resource planning is to make sure that the business has the right types of persons in the right place at the right time. When there are openings in the organizations, the applicants should have the necessary credentials that are appropriate for the job. The HR planning organizes the work force inventory with the perspective to evaluate current and future needs, accessibility and the areas of shortages in human resources. The Human Resource planning projects the demand and supply and recognizes the sources of

selection. It is vital to frame the strategies and methodologies that may be both long-term as well as short-term, to meet the prerequisites and requirements of workforce. In simple words, it is essential to create such work culture in the work place that may inspire the mind-sets of the personnel and encourage them towards an effective job performance.

### **Design of Organization and Job**

Designing of the organization and job is an important task of laying down the organization structure, authority, relationships and responsibilities. The design of the organization and job takes into consideration the aspects of job specification, which identifies the attributes of the individuals, who will be most suitable for the jobs. Within the organization, the members are employed in various positions. The individuals, who are in leadership positions are vested with rights and have the authority of controlling the functioning of the organization and managing the workforce. It is essential for the members of the organization to form good terms and relationships with each other. As establishment of amiable terms will help them in the performance of their job duties in a well-organized manner. All the members of the organization are assigned various job duties, hence, they have certain job responsibilities, which they need to implement appropriately. Therefore, it can be stated that the designing of the organization and job helps in recruitment and training of suitable candidates to achieve organizational goals.

### **Staffing**

Staffing is an important function of selection of right candidates in the right positions at the right time. In order to achieve efficient growth and advancement of the organization, achieve goals and aims and incur job satisfaction, it is essential to ensure that positions are filled with qualified and capable individuals. When there are openings in the organization, ads are displayed in print (newspapers) or in electronic media (websites). Applications are scanned by the hiring authorities before making the decision, which candidates are to be called for interviews. The next step in the hiring process include written tests, interviews, group discussions and so forth that are essential for selection. Thus, these are the aspects that need to be executed to conduct the function of staffing in an appropriate manner.

### **Training and Development**

Training and development is a significant function that needs to be focused in all types of organizations, including service and manufacturing and production, when personnel are hired, they have to go through training and development courses. The main aim of training and development programs is to update the knowledge base of the employees, so that they can perform their jobs in a well-ordered and appropriate manner. In these courses, the trainers utilize suitable instructional techniques as per the job necessities and organizational objectives. In numerous organizations, diverse training methods are utilized, for example, vestibule training, case studies, lecture methods, role-playing, industrial visits, etc. It is based on the organization and job requirements that what types of training and development methods need to be implemented. The training and development programs render a significant contribution in augmenting the knowledge, skills and aptitude of human resources.

### **Organizational Development**

Planned changes are introduced with the help of Organizational development. It strive for changing the dogmas, approaches, values and structures in the organization. As far as organizational development is concerned, various features needs to be considered which comprise, departments, employees, administration, technical, clerical functions, application of training and development programs, etc. The employees need to be mindful of the changes that may take place in the external environmental situations and conducts a research of the requirements of the clients. OD is an all-inclusive plan for making developments in the organization. It is a long-term effort to lead to transformations, which would be valuable, and augment the organization's problem solving and regeneration process, chiefly through a more effectual and amiable working environment. In order to generate organizational development, it is vital for the workers to instill the traits of carefulness, resourcefulness and conscientiousness.

### **Compensation Management**

Compensation Management refers to the reward, salary or other monetary and non-monetary benefits passed on to the employees. Compensation and welfares is a significant feature of HRM as it aids in inspiring the staff towards the performance of their job responsibilities. Compensation refers to the reimbursement or the exchange in monetary terms of the work done by the workers and rewarded by the employers like salary, wages and incentives. When the personnel suffer from unfortunate incidents like injuries or accidents at the workplace, then also their employers pay compensation to them. The main kinds of compensation paid to the employees are hourly compensation, salaries, commissions and bonuses. Meanwhile, welfare is the exchange in value to

the workers as part of their packages for the execution of job responsibilities. Compensation and benefits are noticeable, but there arenon-monetary rewards, for example, recognition, work-life and growth.

### **Labour-Management Relations**

Effective growth and advancement is the ultimate goal of all the organization, and to achieve this objective labour management relationships should be cordial. The management has the authority and power to make decisions, guide the employees in the right direction, frame actions and programs and regulate the functioning of the organization. The management needs to make sure their decisions, plans, actions and laws are favorable to the workers and organization in holistic form. Nevertheless, as far as the union is concerned, it is necessary for the workers to instill diligence, creativity and industriousness. They should be interested and passionate towards the performance of job responsibilities to achieve professional and personal goals. In order to reinforce union-management relations, they need to inculcate morality and integrity and show uprightness, righteousness and reliability. The strengthening of industrial relations contributes considerably in the attainment of organizational objectives.

### **Utilization of Technology**

Present era is the era of automation and digitization; it is essential to utilize technology and contemporary innovative techniques in the execution of jobs and activities. The entire working environment has taken a paradigm shift, because of the advancement of technology the production processes have also changed to a large extent. Hence, it can be said that humanresources need to be well equipped with the usage of technologies to carry out their tasks and activities appropriately. Science of ergonomics gives better ideas of rendering a job performance in an efficientmanner. Therefore, the research conducted on human resources is an unavoidable requirement. It is imperative that information is shared with all those concerned and that too on a continuous basis. At times, it is observed that some employees are not comfortable with the usage of technology at the operational level; in that case, they are send for training programs to increase their knowledge and skills. Thus, it is worth mentioning that usage oftechnology is a crucial factor in augmenting productivity and profitability.

### **ROLES AND RESPONSIBILITIES OF HRM**

The role of HRM is to strategize, frame and monitor the policies, procedures and programs designed for optimal utilization of the organizations work force. It is concerned with the people, employed within the organizations and their job responsibilities. The employees need to upgrade their knowledge and abilities to accomplish their job responsibilities in a suitable manner. The significant factors in executing the roles proficiently are effective utilization of employees, amiable working relations among all the workers of the organization andleading to growth of human resources. The working environment in the workplace should be such that personnel feel inspired towards their job responsibilities.

HR professionals have an integrating role. They need to have in-depth knowledge of the organization and job responsibilities and should be capable of tackling problems and challenges.

The primary role of the HR personnel is to communicate information to the workforce on a consistent basis. There are instances when the job responsibilities are hard, which may compel the workers to feel weak and anxious. In such instances, when they obtain support and help from their administrators and executives, they will be able to attain the desired outcomes.

### **THE RESPONSIBILITIES OF HUMAN RESOURCE MANAGERS**

The responsibilities of HR managers are listed as follows:

1. To gather a detailed knowledge of corporate culture, strategies and programs.
2. To play the part of an internal change agent and consultant.
3. To initiate change and act as a professional and enabler.
4. To keenly contribute in the tactical formulation of the organization.
5. To develop effective communication between the workforce with all its stakeholders.
6. To categorize and develop HRD strategies in synchronization with the overall corporatestrategy.
7. To help the development of numerous organizational groups and their work relationships with other teams and persons.
8. To analyze the problems and design meaningful solutions to the issues and challenges experienced by workers.
9. To offer co-ordination and auxiliary services for the execution of HRD programs and services.
10. To assess the impact of an HRD mediation or to conduct research to recognize, grow or test the changes that have taken place in the performance of the persons.

## **ROLES PLAYED BY HR SPECIALISTS**

The task of HR specialists differ on an all-inclusive basis in conformity to the degree to which they are generalists. They can be HR manager or specialist, like the head of learning and development, head of talent management or the head of reward and compensation. Irrespective of the level at which they perform, it can be strategic, executive and managerial, requirements of the organization, and their own capabilities. Various factors affect the roles of the HR personnel comprising of support and commitment, role uncertainty, role conflict, ethics and proficiency.

The roles of HR Specialist are listed as follows:

1. To recognize the concerns and tendencies concerning the organization's external and internal workforce to the attention of strategic makers and to suggest the strategies, which may be useful and support during the long-term duration as well. The main objective of the policies is to support the organizational brilliance and endurance.
2. To create the HR systems and activities for the application, so they can have significant influence on the organizational performance and growth. The creation and preparation of the HR systems is a practice that works on a continuous basis for the simple reason that changes do take place within the external as well as the internal environmental settings. Therefore, in order to cope up changes, it is essential to plan and formulate the HR systems.
3. To enable the development and application of strategies for bringing about changes within the organization with the primary goal of following values and visions. In order to attain organizational goals, it is vital to articulate values and vision, which may provide ideas to the persons to carry out their job responsibilities.
4. To establish positive terms and relations with the clients by providing best services to make definite use of resources to the maximum and create commitment among employees, who offer support to the organization in meeting the requirements of the customers and carrying out job responsibilities in an efficient manner.
5. To recognize the learning needs to plan and develop the structured learning programs and resources to help supplement learning for the persons and groups. When employees join the organization, they may have prior work experience, in spite of experience, it is vital to undertake the training and development programs, which may let them add-on knowledge and understanding, mainly in terms of organization and performance of job duties.
6. To help the individuals and groups to work in new settings and to bring about changes in their perspectives, so the persons in leadership positions move from dictatorial to the participative forms of leaderships. Instead of exercising power, they believe in participation with the main aim of encouraging well-being and augmenting efficiency and effectiveness.
7. The personnel need backing to evaluate their knowledge and capabilities. In addition, they need to recognize their aims and objectives. In order to grow, the employees need to be thorough with procedures and techniques that would be effective and valuable to them in the implementation of job responsibilities.
8. In some cases, chiefly when two or more people are working on a project, they want support and help from each other. One of the significant roles is to develop effective communication skills. Development of effectual communication skills allows the individuals to provide necessary information to the individuals that helps them to achieve professional and individual goals.
9. The analysis of the HRD policies and plans and their influence and communication of the results, which may assist the employees to cope with issues and challenges. Thus, support and assistance is accessible to the employees to provide solutions to their difficulties. Study has shown that in due course of time, changes do take place within the organization. Therefore, in order to make sure that transformations are constructive to the organization, valuation of HRD practices and plans is essential.
10. It is mandatory for HR experts to possess a sociable and amicable nature. The workers generally approach their managers and supervisors with numerous problems and issues. Consequently, it is critical for the HR experts to communicate with them in an effectual manner. They have to be good listeners, they listen to the grievances of employees and this is one of the significant ways of developing interest and keenness towards the performance of job responsibilities.

## **CATEGORISING HR ROLES**

The HR roles are categorized into three main types, managerial, operative, employee-counseling role, and strategic role.

## **ADMINISTRATIVE ROLE OF HR**

The administrative role of the HR management incorporates supervision and record keeping, including the necessary paperwork and policy execution. Significant changes have taken place in the executive role of human resources. These changes include the execution of numerous technologies and outsourcing. Technologies play a pivotal role in the execution of tasks and functions in a manageable way. It is worth noting that personnel must be adept in using the technology or else training programs can supplement their awareness and

understanding. This will help the employees are able to carry out different jobs and roles without wasting time. Majority of the HR functions utilize technology ranging from employment applications and employee welfare enrolments to e-learning using technology-based resources. Outsourcing is another aspect of HR executive activities has grown intensely in various HR domains, such as, employee support, counselling, superannuation planning, and welfare administration and staff services.

### **Operational and Worker Advocate Role**

HR executives manage most of the HR activities in synchronization with the strategies and operations recognized by the top-level management to provide answers to problems and concerns experienced by the workforce. Employee advocacy is a key role of HR and it helps to ensure fair and impartial treatment for the staff, regardless of personal background and conditions.

The operational role necessitates the HR specialists to co-operate with numerous departmental and operating executives and administrators to recognize and implement the desirable programs and policies in the association. Compliance with equal employment opening and other regulations ensure that job applications, and recruitment and selection of the workers takes place through interviews, written tests and other selection methods. Therefore, it can be specified that for the execution of jobs and activities, HR executive align the HR activities with the policies of the organization.

### **Strategic Role**

The HR role as the strategic business partner contributes significantly to the strategic guidelines and the accomplishment of the organization. This implies that the HR is engaged in devising of the means and policies that would lead to efficiency and cost-effectiveness. The effective utilization of resources is considered to be of supreme significance. It is believed that financial resources are essential in order to carryout various jobs, bring about changes that lead to progresses. Therefore, it is vitalfor the HR to satisfactorily manage financial resources. In the execution of strategic role of HR, the participants of the organization need to perform the managerial functions of planning, organizing, staffing, leading and controlling. Therefore, strategic role is critical, which allows the persons to gain knowledge in terms of executive functions.

## **II. CONCLUSION**

Structure and roles are significant aspects to understand human resource management. HRM includes the application of management roles and principles, choices related to workers needs to be carefully made as it influences the efficiency of the organizations and HRM functions are not restricted to only business groups. Structure of HRM is comprehensive, which considers number of factors like HR planning, design of organization, staffing, training and development, organizational development, compensation and welfare, employee support, labour-management relations. Proper research needs to be carried in order to carry out these functions in a suitable manner, especially of the capacities, which need to be upgraded and create awareness in terms of the factors needed to enrich the structure of the organization.

As per Human Resource Management, the employees need to work efficiently towards perfecting their skills and capabilities, so they are able to carry out their roles adequately. The chief role of HRM is to make optimum use of human resources. To conclude, to enrich the structure of the organization, the workforce need to carry out their roles adequately.

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