

Human resource management

Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and Employee benefits benefit systems.

HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws. The overall purpose of human resources (HR) is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in finding, recruiting, training, and developing employees, as well as maintaining employee relations or benefits. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. Employee relations deals with the concerns of employees when policies are broken, such as cases involving harassment or discrimination. Managing employee benefits includes developing compensation structures, parental leave programs, discounts, and other benefits for employees. On the other side of the field are HR generalists or business partners. These HR professionals could work in all areas or be labour relations representatives working with unionized employees.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such

as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR also focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion.

Birth and development of the discipline

By the time enough theoretical evidence existed to make a business case for strategic workforce management, changes in the business landscape had transformed employer-employee relationships, and the HRM discipline became formalized as industrial and labour relations. Human capital management (HCM) is sometimes used synonymously with "HR", although "human capital" typically refers to a narrower view of human resources; i.e., the knowledge the individuals embody and can contribute to an organization. Other terms sometimes used to describe the HRM field include "organizational management", "manpower management", "talent management", "**personnel management**", and simply "people management".

Practice

Business function

The functions of HR are as follows

- aligning HR strategy with business strategy
- re-engineering organization processes
- listening and responding to employees
- managing transformation and change

At the macro-level, HR is in charge of overseeing organizational leadership. HR also ensures compliance with employment and labour laws, which differ by geography, and often oversees health, safety, and security. Based on the geographic location, various laws may apply. There are laws set also that protects workers against discrimination and prohibits making any hiring or firing decision based on race, age, sex, and gender. In circumstances where employees desire and are legally authorized

to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employee's representatives (usually a labour union). Consequently, HR, usually through representatives, engages in lobbying efforts with governmental agencies to further its priorities. Human resource management has four basic functions: staffing, training and development, motivation, and maintenance. Staffing is the recruitment and selection of potential employees, done through interviewing, applications, networking, etc. There are two main factors to staffing: attracting talented recruits that meet the organization's requirements and hiring resources. HR Managers must create detailed recruitment strategies and have a plan of action to put forward when recruiting. Next, managers can put strategies into place through hiring resources, by extending out to find the best possible recruits for the team. Recruiting is very competitive since every company wants the best candidates. Using tactics such as mass media can grab the attention of prospective recruits.

Training and development are the next step and involves a continuous process of training and developing competent and adapted employees. Here, **motivation** is seen as key to keeping employees highly productive. This includes employee benefits, performance appraisals, and rewards. Employee benefits, appraisals, and rewards are all encouragements to bring forward the best employees. The last function, **maintenance**, involves keeping the employees' commitment and loyalty to the organization. Managing for employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organization. Some businesses globalize and form more diverse teams. HR departments have the role of making sure that these teams can function and that people can communicate across cultures and across borders. The discipline may also engage in mobility management, especially for expatriates; and it is frequently involved in the merger and acquisition process. HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk.

In start-up companies, trained professionals may perform HR duties. In larger companies, an entire functional group is typically dedicated to the discipline, with

staff specializing in various HR tasks and functional leadership engaging in strategic decision-making across the business. To train practitioners for the profession, institutions of higher education, professional associations, and companies have established programs of study dedicated explicitly to the duties of the function. Academic and practitioner organizations may produce field-specific publications. HR is also a field of research study that is popular within the fields of management and industrial/organizational psychology, with research articles appearing in a number of academic journals. One of the frequent challenges of HRM is dealing with the notion of *unitarism* (seeing a company as a cohesive whole, in which both employers and employees should work together for a common good) and securing a long-term partnership of employees and employers with common interests.

Careers

The Chief HR Officer or HR Director is the highest ranking HR executive in most companies. He or she typically reports directly to the chief executive officer and works with the Board of Directors on CEO succession. Within companies, HR positions generally fall into one of two categories: generalist and specialist.

Generalists support employees directly with their questions, grievances, and work on a range of projects within the organization. They may handle all aspects of human resources work, and thus require an extensive range of knowledge. The responsibilities of human resources generalists can vary widely, depending on their employer's needs. Specialists, conversely, work in a specific HR function. Some practitioners will spend an entire career as either a generalist or a specialist while others will obtain experiences from each and choose a path later. The position of HR manager has been chosen as one of the best jobs in the most countries, due to its pay, personal satisfaction, job security, future growth, and benefit to society.

Human resource consulting is a related career path where individuals may work as advisers to companies and complete tasks outsourced from companies. Some individuals with PhDs in HR and related fields, such as industrial and organizational psychology and management, are professors who teach HR principles at colleges and

universities. They are most often found in Colleges of Business in departments of HR or Management. Many professors conduct research on topics that fall within the HR domain, such as financial compensation, recruitment, and training.

Virtual human resources

Technology has a significant impact on HR practices. Utilizing technology makes information more accessible within organizations, eliminates time doing administrative tasks, allows businesses to function globally, and cuts costs.

Information technology has improved HR practices in the following areas:

E-recruiting

Recruiting has mostly been influenced by information technology. In the past, recruiters relied on printing in publications and word of mouth to fill open positions. HR professionals were not able to post a job in more than one location and did not have access to millions of people, causing the lead time of new hires to be drawn out and tiresome. With the use of e-recruiting tools, HR professionals can post jobs and track applicants for thousands of jobs in various locations all in one place. Interview feedback, background checks and drug tests, and onboarding can all be viewed online. This helps HR professionals keep track of all of their open jobs and applicants in a way that is faster and easier than before. E-recruiting also helps eliminate limitations of geographic location. Jobs can be posted and seen by anyone with internet access. In addition to recruiting portals, HR professionals often have social media presence through websites such as LinkedIn, allowing them to attract employees through the internet. On social media, they can help build the company's brand by posting company news and photos of company events.

Human resources information systems

HR professionals generally handle large amounts of paperwork on a daily basis, ranging from department transfer requests to confidential employee tax forms. Forms must be on file for a considerable period of time. The use of human resources

information systems (HRIS) has made it possible for companies to store and retrieve files in an electronic format for people within the organization to access when needed, thereby eliminating the need for physical files and freeing up space within the office. HRIS also allows for information to be accessed in a timelier manner; files can be accessible within seconds. Having all of the information in one place also allows for professionals to analyze data quickly and across multiple locations because the information is in a centralized location.

Training

Technology allows HR professionals to train new staff members in a more efficient manner. This gives employees the ability to access onboarding and training programs from virtually anywhere. This eliminates the need for trainers to meet new hires face-to-face when completing necessary paperwork for new employees. Training in virtual classrooms makes it possible for HR professionals to train a large number of employees quickly and to assess their progress through computerized testing programs. Some employers choose to incorporate an instructor with virtual training so that new hires are receiving training considered vital to the role. Employees have greater control over their own learning and development; they can engage in training at a time and place of their choosing, which can help them manage their work-life balance. Managers are able to track the training through the internet, which can help to reduce redundancy in training and training costs.

Education

Some universities offer programs of study for human resources and related fields. The School of Industrial and Labour Relations at Cornell University was the world's first school for college-level study in HR. Many colleges and universities house departments and institutes related to the field, either within a business school or in another college. Most business schools offer courses in HR, often in their departments of management. In general, schools of human resources management offer education and research in the HRM field from diplomas to doctorate-level opportunities. The

master's-level courses include MBA (Masters of business in administration - HR), MM (Masters of management - HR), MHRM (Masters of human resources management), MIR (Masters in international relations - HR), MSc HRD (Master of Science in Human Resource Development), etc.

Various universities all over the world have taken up the responsibility of training human-resource managers and equipping them with interpersonal and intrapersonal skills so as to relate better at their places of work. As Human resource management field is continuously evolving due to technology advances of the Fourth Industrial Revolution, it is essential for universities and colleges to offer courses which are future oriented.

References

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