

## **COURSE: RECRUITMENT, TRAINING AND DEVELOPMENT**

### **LECTURE 1: INTRODUCTION -DEFINE HUMAN RESOURCE MANAGEMENT AND EVALUATE NATURE OF HR**

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#### **Lecture learning outcomes:**

##### **At the end of the lecture you will be able to:**

- i. Understanding the concept of HRM
- ii. Understanding the nature of HRM

#### **Meaning of human resource management**

Human resource management (HRM) is the area of management that deals with the employees and the process of recruitment and selection of employee, orientation and induction, training and development, compensation, benefits, retirement, assessment of employee (performance of appraisal), motivating and maintaining proper relations with labour and trade unions, safety welfare and health.

More so, Human resource management is a function in organizations designed to maximize employee performance to achieve organizations goals primarily concerned with management of people in organizations that focuses on HR policies, procedures and HR systems. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws and managing total knowledge, skills, creative abilities, talents and aptitudes of employees, including values and attitudes.

Since organization consists of people with formally assigned roles working together to achieve the organization's goals, the HR manager is responsible for managing the efforts of the organization's people. Management has five functions which include the following:

- a. **Planning:** This is the aspect of establishing goals and standards; developing rules and procedures and developing plans and forecasting.
- b. **Organizing:** This is assigning each employee a specific task and grouping these employees in departments, defining line of authority and communication channels
- c. **Staffing:** This is deciding the people that are needed to be hired.
- d. **Leading:** This is getting the job done and how to keep employees motivated.
- e. **Controlling:** This is establishing control measures that guide work and performance which includes setting standards and checks.

## **HRM Primary functions**

1. Human resource planning: This is related to planning for both present and future demand and supplies of organizations employees.
2. Job analysis: This is carrying out analysis of every job in order to find out its requirements and enables appropriate recruitment
3. Equal employment opportunity: This is concerned with employment without discrimination.
4. Staffing (recruitment and selection): It deals with the identification of potential applicants for current and future job opportunities
5. Compensation and benefits: This deals with issues of payment and employee benefits.
6. Employees (labor) relations: It is related to the communication system and employees can address their problems and grievances.
7. Health, Safety and Security: This ensuring employees work in a safe and healthy environment.
8. Human resource training and development: It is the aspect of ensuring employees have the right skills and knowledge for the job

## **Secondary functions**

1. Organization and job design: It is the way of ensuring jobs are grouped, categorized in workable ways
2. Performance management and performance appraisal systems: Having systems and ways of ensuring employee performance
3. Research and information systems: Carrying out HR research to enable place the right employee in the organization and installation of technology systems to aid HR systems

## **HRM Objectives**

The main objective of human resource management is to achieve the organizational goals. Objectives of human resource management include:

### **1. Organizational Objectives:**

HRM is an organization vehicle to achieve goals. It helps other organizations areas to achieve their goals and effectiveness. HRM helps to acquiring the right man for the right job at the right time in the right quantity and ensuring proper utilization of HR in an effective and efficient way.

### **2. Functional Objectives:**

HRM helps other organization functions and departments to work effectively by providing the best and right employees.

### **3. Personal Objectives:**

Today's employees are on lookout for better employment opportunities and therefore every organization should look for a way of meeting personal goals of employees. This is done through training and developing employees, motivating and good compensation packages.,

**4. Societal Objectives:**

HRM sees that all employee's legal issues, policies and regulations are followed in all aspects of HR and carrying out HRM social responsibility

**5. Cost-effective employment**

HRM should ensure compensation is competitive but not excessive to impact on the organization. It should be able to safeguard employee's turnover and suitable workloads.

**6. Matching the workforce to the organization needs.**

It is the responsibility of HRM to carry out workforce planning to ensure organization has the right number of staff at the right time with the right skills through right recruitment and selection.

**7. Maintain good employer / employee relations.**

HRM is supposed to work towards minimal industrial disputes because they are costly. There should be effective communication, appropriate ways of solving disputes, carrying HR procedures with integrity and the right way complying with all relevant employment legislation.

**8. Effective Utilization of Resources**

It is the duty of human resource management to ensure effective utilization of resources.

**9. Organizational Structure**

HRM act as management advisor in terms of employees and should provide required information appropriately, timely and accurately. This helps the management to maintain good relationship with employees and assign tasks appropriately.

**10. Development of Human Resources**

Through training and development Human resource management ensures that the organizations have skilled staff who can work effectively. It prepares and organizes for these opportunities.

**11. Respect for Human resources**

Human resource management is supposed to provide a respectful environment for employees. HRM should work towards creating good work relationships between managers and employees. It ensures HR policies are followed when it comes to employee treatment and discipline.

**12. Goal Harmony**

Human resource management ensures the employees goals and organizational goals do not conflict.

**13. Employee Satisfaction**

Employee commitment and satisfaction leads to high organizational achievement. This is role of human resource management to provide an environment of satisfaction and commitment through proper facilities and opportunities.

#### **14. Employee Discipline and Moral**

Human resource management tries to promote employee discipline and moral through performance based incentives. It creates a healthy and friendly working environment through appropriate work design and assignment of jobs.

#### **15. Organizational Productivity**

Human resource management focuses on achieving higher production and most effective utilization of available resources. This leads to an enhancement in organizational goals and objectives.

### **Nature of Human Resource Management**

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

1. It is pervasive in nature as it is present in all enterprises.
2. Its focus is on results rather than on rules.
3. It tries to help employees develop their potential fully.
4. It encourages employees to give their best to the organization.
5. It is all about people at work, both as individuals and groups.
6. It tries to put people on assigned jobs in order to produce good results.
7. It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
8. It tries to build and maintain cordial relations between people working at various levels in the organization.
9. It is a multi-disciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

### **Scope of Human Resource Management**

1. Personnel aspect- This is an area that deals with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity among others.
2. Welfare aspect- It is concerned with working conditions and welfare activities like canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities
3. Industrial relations aspect-This deals with union and how management deals with employee relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes

### **Importance of Human Resource Management**

A successful organization is that which has good Human Resources. The key functions of the Human Resources Management (HRM) include

### **1. Recruitment and Training**

This is one of the major responsibilities of the human resource management. The HR managers come up with plans and strategies for hiring the right kind of people in the organization by designing all the appropriate methods, procedures and criteria for employment. They also formulate the necessary HR policies, regulations, obligation and training and development programmes

### **2. Performance Appraisals**

HRM looks for ways that employees can work to their maximum and motivated. Performance appraisal is a management tool to help the organization assessment its employee's performance and work out strategies for continuous improvement.

### **3. Maintaining Work Atmosphere**

Workplace environment is key to employee performance. Good working environment enables employees to work effectively and efficiently, benefits and motivates employees. A safe, clean and healthy and friendly atmosphere gives the staff members job satisfaction and commitment.

### **4. Managing Disputes**

Disputes in organizations are inevitable and there are many causes of employees disputes and conflicts. HR department acts as the mediator to solve these conflicts and also must have the policies and procedures to deal with these issues.

### **5. Developing Public Relations**

Though public relation is a department on its the responsibility of establishing good public relations in a greater extent lies with the HRM. They organize meetings with staff in order to build up relationships with other business sectors. HR department can even prepare business and marketing plans for the organization which can be a good tool of attracting good staff in the organizations. An organization that is able to treat its employees well is able to attract the best employees.

## **PARADIGM SHIFT**

The origin of personnel management can be traced to the concern about exploitation of people working in factories and was introduced through law in most of the countries to deal with issues pertaining to grievances and welfare of the workmen. As the dynamics in relations between trade unions and management changed the personnel management responsibilities grew beyond welfare to other areas such as ensuring amicable industrial relations and effective personnel administration. During this period, the emphasis was on formulating and monitoring conformance to rules and procedures.

But with time changes came from the competitive environment brought about by growing competition, which resulted in availability of wide choice for customers and that in turn, gave a new dimension to marketplace – customers' preference, which in effect drives companies to continuously innovate and provide the kind of value to customer that competition cannot match.

With this shift in business dynamics, the realization dawned on companies that people and their knowledge is the only source of sustainable competitive advantage, as other resources related to materials, equipment, technology, finances etc. have proved short lived in the absence of human capital capable of deploying these resources effectively and efficiently.

Companies now bank on people's domain knowledge combined with their awareness of markets (customers' expectations and competitors' moves in particular) for developing innovative new products and services and thus creating enhanced value proposition for customers.

This marked change in attitude of managements seeing the emergence of Human Resource Management concept which characterizes implementation of personnel policies to maximize objectives of organizational integrity, employee commitment, flexibility, and quality.

## **TRENDS IN HUMAN RESOURCE MANAGEMENT**

HRM perspective is changing every day due to the rapid changes taking place in all aspects of organizations. There are several trends shaping human resource management practices and some of them include:

### **1. Globalization and competition trends.**

Globalization refers to the changes that are occurring in the world today and impacting on organizations, industry and firms. Companies expand abroad for several reasons such as sales expansion, new foreign products, forming a partnership that drives firms to do business abroad, opening new firms, new ventures, for new market etc Therefore, firms have to ensure they have the best employees and other processes in order to succeed, counter competition, get benefits and counter threats into the huge world market.

### **2. Indebtedness and deregulation.**

As a result of deregulation many countries and governments have stripped away rules and regulations so business organizations compete for this opportunity.

### **3. Technological trends.**

Technology has changed entirely not only what individuals do but also businesses. This has impacted on people's skills, working and this has forced HRM also to change in its working systems and procedures. This is makes organizations to build and capitalize on human resources.

### **4. Workforce and demographic trends.**

Today there is change in demographic which has given challenges on finding, hiring and supervising and managing employees in the workplace. Generation y" the younger workers have different work values while the older employees are work-centric, younger workers are more family-centric or dual-centric. More so, employees of all ages wants a work environment they can trust. The younger generation is well versed with technology and using it in the place of work makes them perform highly.

## **5. Economic challenges and trends.**

World economy is no longer static and this makes many employees careful in their employment and many keeps on looking for greener pastures.

## **6. The new human resource managers**

As a result of changes and business dynamic environment firms are competing in a very challenging new environment as a result of globalization, technology, workforce trends and economic challenges that face employers, there is high expectation and demand for human resource managers to show competencies required to help the firms to address these challenges.

This leads to the following for human resource managers.

1. Focus on a big picture. Today's human resource managers handle and deal with broader HR issues. They don't just do transactional issues but provide management with advise and decisions that inform and support strategic direction of the organization.
2. Finding new ways to provide transactional services that give organizations competitive advantages.
3. Should have new proficiencies. HR managers still need skills to carry out the traditional HR process but today they need broader knowledge and proficiencies to assist top management in formulating strategies, strategic planning, marketing and advising the management in current HR matters.
4. The transactional HR focuses on providing specialized support in transactional HR activities daily among them changing benefits plans and providing updated appraisal forms to the company's employees.
5. The corporate HR focuses on assisting top management with the top level big picture issues to help in developing the company's long-term strategic plan.
6. The embedded HR unit assigns relationship managers or HR business partners to departments such as sales and production, to provide human resource management assistance needed.
7. The centers of expertise can also be referred to as specialized HR who acts like consulting firm within the company to provide specialized assistance in areas of organizational change.

## **References**

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A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England,2006

