

A RESEARCH ON EFFICACY OF HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR

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Abstract

Challenges in Human Resource Management (HRM) is going to be toughest challenge especially Industries who are bout facing COVID-19 Pandemic situation. Human resources relates to the individuals is very difficult to manage their skillset, challenges by the rules and policies of both the Central and State Government. Several managing thinkers' well-defined human resources in exclusive ways.

In the words of Michael J. Jucius¹ provided the explanation of human resources with respect to being a whole consisting of correlated, inter-reliant and components interacting physiologically, psychologically, sociologically as well as ethically.

According to Leon C. Megginson², the “national perspective human resources” are all about creative abilities, skills, attitudes, talent as well as knowledge gained in terms of population; but when it comes to an individual enterprise's point of view, they show us the overall inherent abilities, skills as well as attained knowledge as illustrated in the aptitude and talents of their staff. HRM can be defined as a process that helps in bringing out the best and effective use of human resources in order to achieve a goal or a set of goals. For an enterprise, regards for well-being of work groups or a particular employee helps them lead to their best contribution towards success.

In an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success.

Key words: Effectiveness, Ethical component, interrelation, interdependence.

Introduction:

According to Decenzo and Robbins, HRM is relates to the people dimension in management. Since every organization comprises of people, acquiring their services, developing their skills, motivating them to better levels of performance and making sure that they continue their commitment to the organization are imperative to achieving organizational objectives.

¹ Michael J. Jucius,

² Leon C. Megginson,

This is a fact, regardless of the kind of organization-government, business, education, health, recreation, or social action.

Human Resource Management or HRM can be referred to as a practice of attaining, sustaining as well as developing proficient human resources for effectively as well as efficiently accomplishing the organizational goals. HRM can be defined as a process that helps in bringing out the best and effective use of human resources in order to achieve a goal or a set of goals.

National Institute of Personnel Management of India has provided another definition for Human Resource/Personnel Management as “that part of management which is concerned with people at work and with their relationship within an enterprise. Its objective is to bring together and develop into an effective organization of people who constitute of the individuals and of working groups, to enable them to make their best contribution to its success”.

The meaning of Human Resource Management says, a development of management of individuals in an establishments in a streamlined as well as exhaustive method. It encompasses the subject of recruiting or employing people, retaining individuals, wages and incentives setting management, change management and performance management, as well as rounding off activities in the organization by taking care with respect to exits’ situation. Thus, this is the conventional explanation for Human Resources Management through which is defined as the modern ‘Personnel Management Function’ by the experts that were used previously.

Personnel Management is basically “workforce” galloped HRM oriented. Fundamental change is Human Resource Management in modern eras is about attaining managing purposes of making available as well as placing individuals and a better focus on monitoring planning, and controlling.

Objective:

The fundamental purposes of Human Resource Management stands to make sure that there is an availability of right people for right jobs in order to efficiently achieve organizational objectives.

This fundamental objective can be sub divided into the following objectives:

- To assist the organization in achieving its goals effectively and efficiently by dispensing competent and motivated employees.
- To assist in maintaining the ethical policies and behavior within and outside the organization.
- To establish and make sure to maintain amiable relations between employees and management.
- To reunite individual/group goals with organizational goals.
- To establish and maintain good quality of work life (QWL) which makes employment in the organization a desirable personal and social situation.
- To utilize the available human resources effectively.
- To maximize the employee’s job satisfaction and self-actualization.

Concept of HRM

NIPM (National Institute of personnel Management), Kolkata has explained the scope of HRM

in the following way³

a. The Personnel or Labour Aspect: It relates to planning, selection, placement, recruitment, promotion, lay-off and retrenchment, transfer training and development, incentives, remuneration, productivity, etc.

b. Welfare Aspect: It is concerned with working circumstances and facilities such as canteen, eating rooms, crèches, leisure housing, medicinal help, transportation, education, and health / safety, refreshment amenities and so on.

c. Industrial Relationships Aspects: It is inclusive of management-union relationships, joint consultation, and disciplinary actions, collective bargaining and grievance settlement of clashes and disputes etc.

Functions Concept of HRM

The definition of Human Resource Management is built on the roles played by managers. The tasks accomplished by superiors are customary to all administrations. The drive executed by the resource management could be mainly be divided in two types, i.e., Managerial functions, and Operative functions.

Werther and Davis have divided the objectives of HRM into four sections as shown in table (a)

Table (a): Human Resource Management- Objectives and Functions:

HRM Objective	Functions
1. Organizational Objectives	I. Human resource planning II. Employee relations III. Selection IV. Training and development V. Appraisal VI. Placement
2. Social Objectives	I. Assessment II. Legal compliance III. Benefits IV. Union-management relations
3. Functional Objectives	I. Appraisal II. Placement III. Assessment
	I. Training and development II. Appraisal

³ The National Institute of personnel Management(NIPM), Calcutta

4. Personal Objectives	III. Placement IV. Compensation V. Assessment
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Source: <https://theintactone.com/>

These aspects can be based on following facts:

(A) Managerial Functions

1. **Planning:** ‘Planning’ is a prearranged sequence of actions. It includes structuring the organizational objectives and framing of policies and programs for achieving them. Therefore, planning is future focused on involvement clearly projecting the expected course of business activities. One of the critical components in the planning process is ‘Forecasting’. Rest of the managers’ tasks are moreover based on planning function.
2. **Organizing:** The process of organizing is used to determine the structure and allocation of jobs. Therefore it includes delegating authority to subordinates, giving each subordinate a particular task, instituting channels of expert establishing departments, managing the effort of assistants and communication, , etc..
3. **Staffing:** TOs is a procedure selected specifically by executives to, support, retire as well as train the juniors it includes recruiting prospective employees, , counseling employees deciding what type of people need to be hired, reimbursing employees, setting routine standard, counselling as well as evaluation of employees’ performance, training as well as development of employees.
4. **Directing/Leading:** It refers to the activation process of efforts of a group in order to set the objectives. It comprises motivating subordinates to successfully finish a job, maintaining high confidence inspiring subordinates etc. for fulfilling the objectives and targets of the organization.
5. **Controlling:** It refers to setting performance standards, examining if genuine enactment relates by these agreed principles, and then taking remedial actions if required.

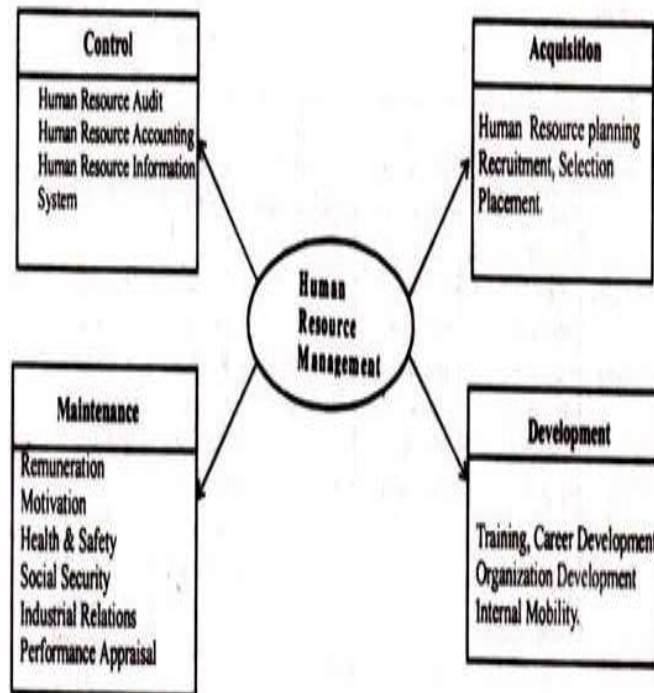
(B) Operative Functions: The operational, too known as service tasks remain ones that are unique to a particular section. They are different for different departments and are based on the department’s nature. HRM’s operative functions deliver to ensure suitable employee at right times, for right jobs. They may comprise of include, c, development, maintenance, compensation and procurement.

In short explanation of these follows:

- a. **Procurement:** This includes obtaining suitable type of persons in the right amount for fitting in the organization. It comprises of functions like recruitment, selection, placement and orientation or induction of new employees, manpower planning etc.
- b. **Development:** This function will include activities directed towards improving knowledge, values and aptitude of employees in order to make them capable of performing their jobs in an improvised manner. These functions will include management training to improve executives training to employees, organizational

growth to achieve a better result amongst organizational environment/ethos and workforces.

- c. **c. Compensation:** Function of Compensation relates to determining salaries and wages, to equal the contribution of employees to organizational objectives. Putting this in different words, one can say that, this function will make sure that there is impartial and nondiscriminatory remuneration for employees in the organization. It includes activities like job evaluation, wage and salary administration, incentives, bonus and wages and so on.
- d. **d. Maintenance:** It relates to shielding, caring for and encouraging employees while at work. In order to achieve this, various welfares like education, medicinal, housing, transportation facilities, etc. are granted to the workforces. Many societal safety measures like provident fund, pension insurance (group), gratuity, and so on are provided.
- e. It's imperative to keep in mind that the operational as well as managerial purposes of Human Resource Management were implemented jointly within an organization, whether it may small or large establishments. After discussion on the functions and scope of Human Resource Management looks suitable to represent the Human Resource Management in our country.
- f. **Scope of HRM**
- g. HRM's scope is, undoubtedly, extremely wide as well as large. It comprises all activities starting with manpower planning till the time that an employee leaves. In accordance with this, the scope of Human Resource Management comprises of development, gaining, upkeep/retention, and regulate of HRM in the organization (see figure b).
- h. **Figure (b) Scope of HRM**



- i.
- j. Source: <https://theintactone.com/>

k. Limitations of HRM

- l. Given below are a few short comings of Human Resource Management (HRM):
- m. **1) Future Uncertainty:** The prospect of every commercial establishments mostly rests indeterminate. The reason for this is that many political social, political, financial, technological can impact their operational activities. Such elements affect Human Resource Management for they command employment.
- 2) Difficulties of excess staffing: If a business establishment is overstaffed, Human Resource Management offers resolutions such as laying off of surplus workforces, VRS, etc. As a consequence, it will undesirably affect existing employees as the danger of redundancy looms on them indefinitely. Such a derogatory psychological burdens could usually make employees incompetent.
- 3) Conventional attitudes of topmost management: The top-most management of several establishments often owns a conventional approach in working. This might be unwilling to change its personal thoughts and beliefs to allow the chances of employees. This can generate problems and obstacles for executives in hiring Human Resource Management practices.
- 4) Time-consuming: Human Resource Management usually needs executives to gather all kinds of facts from workforces relating to their area of work. Gathering all this statistics from all departments is very taxing on time resources.
- 5) Expensive: For facilitating an organization to function positively and productively, HRM provides resolutions like VRS, Bonus training, perks, etc. Hence the implementation of HRM solutions could be very expensive too.

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