



## Study of Various functions of HRM

<sup>1</sup>Reena, <sup>2</sup>Prof. Nirmal

<sup>1</sup>Research Scholar, <sup>2</sup>Professor, Department of Management NIILM University, Kaithal

**Abstract :** The human aspect of organizations has become very important over the years. HRM stresses on the motivation of employees by providing them various financial and non-financial incentives. Effective management of human resources promotes teamwork and team spirit among employees.

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Every business is made up of people and its human resources. An organisation is nothing without human resources. Human resource management is about managing these people effectively. It is aimed at achieving business objectives through the best use of an organisation's human resources. Effective management of human resources is vital in all types and sizes of organisations.

An organization may be attractive and potentially profitable. It cannot be successful unless there are men who can mobilize, organize and harness resources. Companies have considerable life; it is too easy to criticize the managers of the long years. But today the need of the hour is the proper HRM strategy and implementation, so that individuals will stress the organization towards prosperity and growth.

**Key Words :** HRM, Functions of HRM

### **i. Managerial Functions:**

The managerial functions of human resource management are as follows:

- a. Planning
- b. Organising
- c. Directing and
- d. Controlling.



These have been explained briefly below.

### **Planning:**

Planning is decided in advance what should be done. It helps to work in a systematic a manner and eliminates the need for working at random. Planning involves the determination of objectives, policies, procedures, rules, strategies, programmes and budgets. In the context of human resource management planning is necessary to determine the manpower needs of the enterprise. This ensures that at any given point of time, the right number and type of persons are employed in the different departments of the enterprise and there is no problem of either surplus or shortage of labour. Human resource planning is also vital for formulating suitable personnel policies and programmes.

### **Organising:**

Organising involves the performance of the following tasks:

- a. Division of work among employees (assignment of duties)
- b. Delegation of authority (transfer of official rights by a superior to his subordinate)
- c. Creation of accountability (subordinate to whom work has been assigned and authority has been delegated, is made answerable for the progress of work).

### **Directing:**

Directing the human resource does not mean the process of issuing mere orders and instructions to the subordinate staff. It is, in fact, the process of supervising, guiding and motivating the employees in order to get the best out of them. By performing the directing function, the human resource manager will also be able to get the whole-hearted support and co-operation of all his subordinate staff. This helps in the effective



attainment of the enterprise objective.

### **Controlling:**

If planning is looking ahead, controlling is looking back. The object of the control function is to ensure that what has been planned has been successfully achieved. Planning without control is useless and control without planning is meaningless. The process of control involves the following stages:

- a. Establishing standards
- b. Measuring actual performance
- c. Comparing the actual performance with the standards laid down already
- d. Measuring deviations
- e. Taking corrective actions

Controlling, in the context of human resource management, is performed by means of direct, observation, supervision, reports, records and audit.

### **ii. Operative Functions**

The operative functions of human resource management consist of the following:

- a. Procurement
- b. Development
- c. Compensation
- d. Integration
- e. Maintenance

The scope of these operative functions is given briefly below.

### **Procurement:**

Procurement of human resource is concerned with the following:

- a. Job analysis
- b. Human resource planning



- c. Recruitment
- d. Selection
- e. Placement
- f. Transfer
- g. Promotion

### **Development:**

Development of human resource is concerned with the following:

- a. Performance appraisal
- b. Training
- c. Executive development
- d. Career planning and development
- e. Organizational Development (OD)

### **Compensation:**

It deals with the following:

- a. Job evaluation
- b. Wage and salary administration
- c. Incentives
- d. Bonus
- e. Fringe benefits
- f. Social security schemes

### **Integration:**

It is concerned with the performance of all those activities the aim of which is to bring about reconciliation between individual interests and that of the organisation. These include:



- a. Motivating employees to work better
- b. Boosting the Morale of the staff
- c. Ensuring effective Communication
- d. Enhancing leadership qualities
- e. Providing scope for collective bargaining
- f. Redressing grievance
- g. Managing conflicts
- h. Handling disciplinary cases
- i. Providing counseling to get rid of stress
- j. Improving quality of work life of employees.

### **Maintenance:**

This function deals with the following:

- a. Promoting job satisfaction among employees.
- b. Tackling the problem of labour turnover.
- c. Human resource accounting, audit and research.

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