

HR MANAGEMENT OR MESS

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Human Resource Management (HRM) has a strong undercurrent of human rights commitment because honoring and protecting human rights guaranteed by the Articles 19 and 21 of the Constitution of India is a fundamental duty of every authority that deals with men and women. Every organization has a common constituent, that is, the number of persons it has in its pay roll. The meaning of the word organization is “ a number of persons or groups having specific responsibilities and are united for some purpose or work”. It may be business, service, industry, charity and the like diverse lawful activities. Its area of operation may be local, national, international and inter-planetary. Accordingly, the number of persons in an organization may be small, medium and big which determines the widespread spectrum of personal involvement and the domain of duties. The persons of an organization is now called “Human Resources” and its management is known as HRM. But I feel the right and apt name is Personnel management which indicates a human touch to the subject matter whereas the term HRM distances the human face from it. An organization works for profit in general and profit enables on going growth. Organizations per se do not work to develop the potential of human beings employed but it employs persons to achieve the set core goals. The primary purpose of HRM is to manage the persons employed in tune with the philosophy, practice and customary style of the management. Welfare of the men and women who work for the organization comes into prominence when there is ample surplus of money from the earned profit after essential appropriations.

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The Five HR groups:-

The men and women of an organization can belong to any of the five groups such as (1) Unskilled, (2) Semi-skilled,(3) Skilled, (4) Super-skilled and (5) Hyper-skilled. Only the percentage of each group varies from one organization to another. Dynastic derivatives determine the placement of top designations irrespective of qualifications, capability and experience in privately owned undertakings, whether it is small , medium and big, whereas in public sector units politics of the times and its affiliates take care of vital placements. In an organization, we can classify the entire work force into two types namely (1) Efficient and (2) Inefficient. The organizations which have large number of persons who belong to the first group excel in performance and earn excellent reputation . An organization which pays reasonably well and has a decent pension plan and attractive retirement benefits would be able to retain highly efficient persons. Therefore, an acceptable career path has to be implemented with the wholehearted cooperation and participation by the employees. This scheme is to be mandatory for public, private and joint undertakings. Today the main attraction for government job is the job security it offers, pension on retirement and gratuity benefits. These benefits must be extended to all citizens of this country because every citizen should live decently till departure from this planet earth. It should not be the privilege only of a few golden employees of the government. It is the prime duty of the government to offer uniform benefits to all including those unfortunate persons who cannot get government jobs. We should not build a nation where its citizens, men and women are divided into two groups namely (1) Privileged (Secured) and (2) Unprivileged (Unsecured). This is against the spirit of national unity in general and the dignity of humanity in particular.

HRM activities:-

Imparting training is an important undertaking hence give training to those persons who really require it. Do not make attending training a must for the efficient and the weak as a uniform method of administering of certain medicine for the professional health up-keeping. The efficient should be sent for advanced training module which might indicate a reward or a recognition and may become an incentive for ensuing promotion. Another prominent HRM activity is periodical appraisal of employees. An HR manager must study each individual and deal individually. Occasional personal inter-action is the best tool for this purpose. The HR Manager should not

apply so called standard kit for appraisal to one and all uniformly. The Skilled, Super-skilled and Hyper-skilled belong to one cadre of experts, would not appreciate this general gesture but may reject the system of appraisal. Today's skilled is on the way to tomorrow's Hyper-skilled so these persons should be graded as a special group and appraisal should be special in form and format. Their appraisal should be done by a highly reputed authority in the organization on the subject discipline, for example, an engineer should be evaluated by a senior engineer and not by the HR Manager.

Expectations from HRM:-

The prime duty of the HR manager is to maintain the most vital assets, the men and women in an excellent shape. HR Manager's duty is not managing people, his duty is to create a favorable, positive, encouraging environment for everyone to work to one's own happiness and for the organizational progress. HR manager is a lubricator so that a smooth work atmosphere is prevalent, instead if he is trying to manage, it is inviting troubles. His role as clear as daylight, is the maintenance of the human resource at his disposal. The skill and the involvement of each employee is more important for the overall excellence while the skill of the HR manager adds grace and support in abundance. A company can even afford to function without the HR manager but it cannot function even a day without adequate number of its working personnel especially the persons from the expert cadre. In organizational behavior human relations matter. HR manager should have the right relationship with all its work-force and he can opt to have his approach over-sugared and under-salted. Normally unskilled and semi-skilled persons do not leave the organization. Even if some persons leave, it does not create news. But when skilled persons leave the organization it gives shock and panic. Skilled leaving the organization is a big blow, the HR manager is responsible for such negative developments. Attrition is a case of HRM failure. If an organization is prepared to wind up, it can allow the skilled to leave. Every person is in need of appreciation, admiration, respect and recognition. HR manager can provide it lavishly, publicly and sincerely. The HR manager is an authorized link between the employees and the employers. He knows the pulse of employees as well as the employer. HR management should utilize their position for the good of the people. They can make or break. In fact, HRM can also make a mess. When and where persons are taken care of by the organization, in turn they will take care of the organization.