

ACCOUNTABILITY OF ANY PERSONNEL MANAGER

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The objective of any business firm is to meet clearly defined vision and mission through capability and ingenuity. Business organizations gain competitive advantage by using its employees effectively. Philosophy of people administration is based on the principle that human resources are exceptionally important in assiduous business success. Human Resources Administration (HRM) is aimed at conscripting capable, flexible and committed personnel. Many people find HRM to be a fuzzy and imperceptible notion - not least since it seems to have an assortment of connotation. Penning down a tolerable definition, can appear like trying to punch a moving object in a mist. In this contest Smt. Barbara Wooten says "If there are six people there will be seven opinions". This confusion reflects the different interpretations found in articles. Sri Purandaradasa a great Kannada poet in his poem he said that "It is easy to convince god, but it is very hard with the people". Thus HRM is an elastic term. In addition to that the subject is intended to supervise and pleasing the performance and mounting key competencies.

Miller (1987) suggests that HRM relates to...those decisions and actions which concern the administration of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage".

Wikipedia says Human Resource Administration (HRA) is the strategic and coherent approach to the administration of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms "Human Resource Administration" and "Human Resources" (HR) have largely replaced the term "Personnel Administration" as a description of the processes involved in managing people in business organizations.

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Warren buffet once said “I am really no different from any one of you; If there is any difference between you and me: It may simply be that *I get up every day and have chance to do what I love to do every day*, If you want to learn anything from me, this is the best advice I can give you. According him- “Look inside your self, try to identify your strongest trends, reinforce them with practice and learning and then either find or carve out a role that draws on these strength everyday.

HRM is an area of interest where employer and employee interests should coincide with an emphasis on organizational effectiveness. The interests of other stakeholders such as employees are marginalized. There is a predominant interest on the individual firm - specifically, *within* the firm - focused on individual employee motivation and aspiration. There is a consequent playing down of external and collective (unionization) issues.

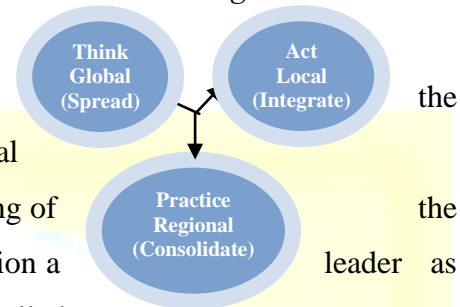
In simple sense, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement. In general H.R.M. articulates about to "All those activities connected with the administration of the employment relationship in the firm. The term 'Employee Relations' will be used as an equivalent terms as will the term 'Labor Administration'."

The scope of the subject can be discussed in the following ways. Human Resources Managers handle personnel decisions, counting hiring, situation assignment, training, benefits and compensation. Their decisions are subject to some oversight, but company executives recognize their understanding and skill in assessing personnel and rely heavily on their recommendations. Although physical resources—capital, building, equipment—are important, most companies realize that the quality and quantity of their output is directly related to the quality and commitment of their personnel. Human resources professionals make sure that appropriate matches are made between support staff and producers, between assistants and managers and between coworkers to enhance productivity, support the company’s business strategy and long-term goals and provide a satisfying work experience for employees. A human resources professional in a smaller firm is a jack-of-all-trades who is involved in hiring, resource allocation, compensation, benefits and compliance with laws and regulations affecting employees and the workplace and safety and health issues. This multiplicity of tasks requires individuals with strong

organizational skills who can quickly shift from project to project and topic to topic without becoming overwhelmed. “You’re the last line of defense between your company and confusion,” wrote one human resources manager at a small firm, “and sometimes confusion wins.” Strong interpersonal skills are crucial for managers at small firms. These managers spend much of their day handling questions, attending budgeting and strategic planning meetings and interviewing prospective employees. The rest of the time, they take care of paperwork and talk on the telephone with service providers (insurance, health care, bank officers, etc.). At larger firms, human resources managers often specialize in one area, such as compensation, hiring, or resources allocation. Compensation analysts work with department managers to determine pay scales and bonus structures. Hiring specialists (also known as recruiters) place ads in appropriate publications, review resumes and interview candidates for employment. Allocation managers match assistants, support staff and other employees with departments that have specific needs. Sensitivity to both personality issues and corporate efficiency are a plus for allocation managers. The most difficult feature of the human resources professional’s job is handling the dirty work involved in the staffing of a company: dealing with understaffing, refereeing disputes between two mismatched personalities, firing employees, informing employees of small (or nonexistent) bonuses, maintaining an ethical culture and reprimanding irresponsible employees. Many human resources professionals feel that they must focus too much on the financial aspects of their duties to allow them to provide the assistance they want to give. Individuals who leave the profession often go into career counseling, industrial psychology, guidance counseling and labor relations. Individuals who prefer the financial side of being a human resources manager go into budgeting, inventory control and quality control administration.

features HRM, namely Chart the changes in the practice of HRM and understand the controversy surrounding HRM; In fact, that holds quite 'Hard' views on the **nature** of HRM: Firms can make deliberate decisions about their markets, the products or services they provide, prices, quality standards and the deployment of human and other resources. Strategic thinking is based on rational decision-making, taking into account the competitive and financial pressures on a business organization and the resources available to it, including its people.

Importance of the study of, workforce administration: Dr. Richard C. Torriss, associate dean of school of management has authored the 'Y' concept to highlight the significance of business progress. It can be graphically depicted below. These are the *three fundamental* concepts of modern global business tendency. The word "*spread*" encompasses, spreading the market wide intelligently a firm can enhance its image, sales and profits. A firm must "*integrate*" with local environment, with tradition government rules and regulations and customers and operations of the firm. "*Consolidate*" is the key word here. If the two nations can have mutual understanding and trust, they can improve the standard of living of people considerably in a short period of time. In this connection a leader as a Human Resource Manager, should have a close vigil on all these respects to carry on efficient business. Efficient manager is one who integrates -Y- concept for facilitating decision making and forward planning with in the frame work of administration. In today's intensely competitive and globalized market place, maintaining a competitive advantage by becoming a low cost leader or a differential *puts a heavy premium* on having a highly committed and competent work force. Low cost high quality cars like those of Tatanano, Bajaj, Suzuki etc, are not just a result of sophisticated automated machines. Instead they are the result of intensely committed employees all working hard and with self – disciplined to produce the best cars that they can at the lowest possible cost. Many experts have emphasized the strategic role that committed workers play in helping their firms achieve competitive advantage. Experts say that competitive advantage lies not just in differentiated a product/ service or in becoming the low-cost leader but also in being able to tap the company's special skills or core competencies and rapidly respond to customers needs and competitors moves. Thus in a growing number of units H.R. is now viewed as a source of competitive advantage, though skill, culture, administration process and systems towards quality, differentiated products and technological innovation. What managers need to know to manage well in this new and more challenging world? PETER DRUCKER says "you have to learn to manage in situations where you don't have command or authority, where you are neither controlled nor controlling". All that we call for is competent and devoted to leaders who are genius in using grace and concern while nurturing their business organizations.



The HRM function and HRD profession have undergone tremendous changes over the past 20-30 years. Many years ago, large business organizations looked to the "Personnel Department," mostly to manage the paperwork around hiring and paying people. More recently, business organizations consider the "HR Department" as playing a major role in staffing, training and helping to manage people so that people and the business organization are performing at maximum capability in a highly fulfilling manner. Recently, the phrase "Talent Administration" is being used to refer the activities to attract, develop and retain employees. Some people and business organizations use the phrase to refer especially to talented and/or high-potential employees. The phrase often is used interchangeably with the field of Human Resource Administration -- although as the field of talent administration matures, it's very likely there will be an increasing number of people who will strongly disagree about the interchange of these fields. From now, this Library uses the phrases interchangeably.

Functions of HR Manager

As a catalyst: HR Managers are treated as effectual felicitators for enhancing of managerial efficiency and to meet the challenges of know-how driven market place. Flexibility of a manager sometimes provides a enormous advantage in speedy and artistic responses to subordinates, but poses difficulties as well, including role conflict, view points, or the tendency towards uncritical collective thinking. Leadership in terms requires persuasive and motivational skills, judicious use of authority in managing boundaries and constraints and collective monitoring abilities. It is the promise of this discussion that the effectiveness of a team depends heavily upon the members' interpersonal competence. An examination of Mc-Gregor's (1960) and Likert's (1961) reveals that effective terms encourage free dissuasion, open disagreement, expression of feelings, mutual influence and clear leadership, while there is no one way to guarantee the pursuance of these factors, manger may consider these strategies.

H.R. Manager, as strategic partner”: Human resources long history as a staff or advisory function has left it with a some what impoverished reputation; some still tend to view it as less than it is. E.g. H.R. activities are not strategic at all, but HR is strictly operational. According to this line of reasoning, HR activities simply involve putting out small fire- ensuring that people are

paid on the right day. The job advertisement meets the news paper deadline, a suitable supervisor is recruited for the night shift by the time it goes ahead and some manager remembers to observe due processes before sacking the new represents who don't work out. A more sophisticated view of H R is that its role is simply to "Fit" the company's strategy. In this view HR strategic role is to adopt individual HR practices (recruiting, rewarding etc. to fit specific corporate and competitive strategy.

HR manager as a Leader: The movement we think of manager what comes to our mind is top-down management that based on the leadership. E.g. 'who build the bridge to *ocean* to Lanka? "It is Rama" who is shouting commands, giving direction, inspiring the monkeys, leading the way and changing the paradigms? No it is not monkey –force but their creative alliance with the leadership of Raja Rama.

H.R. Manager as a pilot

There are three areas of focus for developing successful administration. That is one husband and two wives Like: - How to do it? What we do? When we do it? To analyze, manager should concentrate on knowledge and competency product life cycle and organizational support and behavior. From public information and legitimate recruiting and interview activities, you ought to be able to construct business organization charts, staffing levels and group missions for the various business organizations components of each of your major competitors. Your knowledge of 'how brands are sorted among sales divisions' and 'who reports to whom' etc., can give an important clues as to a competitor's strategic priorities. You may even know the track record and characteristic behavior of the executives

Drives in HR engagements

There are *six* drives **in HR engagements"** *People*: Senior leadership, peers, culture and values; 2. *Work*: Nature of work, motivation of work, availability of resources; 3. *Opportunities*: Scope for carrier, skill development, promotion; *quality of life*: Balance offered between business

organization life and personal life; *procedure*: Policies and procedure under act; *compensation*: *Fringe benefits and rewards*: The ultimate question is 'What is it that heightens workers spirit'?

It is though lifting others that leaders find themselves lifted up. Managing qualities of a leader are effective persuasion, nurturing emotional connections, credibility of leadership, Exploring, common ground providing, compelling position and evidence. The recent HR practices have shifted the leadership style to persuasion and team work style, from command authority style.

Strategy formulation and HR

Formulation accompanied overall strategic plan requires identifying, analyzing and balancing two sets of forces; the company external opportunities and threats and internal strength and weakness on the other. HR administration is not just to tailor its activities to increase demand for the product, nor certainly, just to carry out operational day –to –day tasks like ensuring that employees are paid. The classic approach to implementing human resource strategies follows the 'Matching' process outlined in the Michigan model of HRM. The goal is a realization of the business organization's strategic human resource requirements in terms of numbers and, more importantly, attitudes, behavior and commitment. Experts have argued the human resource administration system must be tailored to the demands of business strategy. The idea behind this is for any particular firm strategy, there is purportedly a matching human resource strategy.

Tips for a rational HR manager

Persuader; A manager /leader is just as a fond mother, when the day is over, it leads by the hand, her little child to bed. A leader has to persuade his colleagues, to own corporate goals and work for their accomplishment. Real persuasion provides a sense of freedom to the listener and empowers him to choose the decision, taken by the leader. The effectiveness of persuasion is directly proportional to the credibility of leadership

Open mindedness; Open mind leader must observe the uniqueness of each employee in terms of their appearance, membership activities beliefs values and feelings. This can lead to a clear

understanding of individuals and offered a scope to align their disposition with organizational needs.

General analysis ;No matter how many books we read, no matter how many classes we attend, it still grates, it still hard and does not see to get any easier. So we have to simply accept our talents and refer our lives around us.

Every employee is often found grouping over question such as what should I do? Why should I do? Etc.

Selection: HR manager has to select effective team member who has tolerance of ambiguity and willingness to the worked form others' points of view.

Listening skill:-Listening is one on the most curtail but often over looked aspects of communication manager should be good a listener. One should focus on active listening skill such as paraphrasing ideas, reflection implied meanings and feelings and being sensitive to non-verbal behavior that can provide clues to hidden messages.

Conflict administration: It is a common phenomenon. In fact, it may fuel the creativity necessary to complete the task. However understanding the difference between constructive and destructive conflict is important. Conflict resolution is accomplished by a combination of listening and assertiveness skill in a collaborative atmosphere.

Training and development: Leader should concentrate more on training and development activities and should know the ability needs under the business process and evaluate the training options such as topic specific workshops, off-the shelf non-classroom training programmes, executive educational seminars, interactive distance learning etc for installing the required ability among the workers.

Organize money and people: Having a set of objectives, a leader should organize money and people to accomplish success gracefully through flexibility of approach and receptivity of change coupled with courage to risk mistakes and tons of optimism.

He should communicate the answers to the employees and thereby create a strong “why” for them to work like what to, how to, why to, when to etc,

Employers no longer need to have all employees in the same place, at the same time, to get the things done. To manage and work with people who are out of sight , managers need to build into

business organizations a culture of trust and control via- out comes rather than by checks on the process. Leaders have to necessarily give more space to employees to make difference than was the custom hither to. Simply leaders must become alchemists.

Charles handy said ‘producer must create something out of nothing and make their dreams come true. They must passionate about what they do believing it to be important for the world.

Success in business is a tough task. Because consumers are quite fickle and inverters are impatient for results and all this leads to employee disappointment. So it is essential to faster innovative thoughts and creativity among the work place besides having a strong understanding of consumer’s needs /wants.

Research by Warwick Business School has emphasized the value of 'complementarities - using several HR practices at the same time to complement and reinforce each other. This is common in the USA and has proven to be extremely effective in some of the largest UK companies. The survey examined HR practices at 139 UK businesses, particularly: incentive compensation, communication, team working, flexibility, job security and skills training.

A word of caution to HR manager

- As employees including leaders learn the lessons of administration, they become professionals, covering their natural selves with learned traits. The mental suits create a gap between their professional self and personal self. Manager has to pay more attention to maintain the walls between personal and professional selves.
- H.R. personals are left unable to enjoy the fruits, of all that hard work and mostly in terms of spiritual and family relationships. When employees get fully engrossed in suppressing their real feelings, so that emotions won't come in the way at work, then in times of personal crisis, it becomes difficult to know how to act or what to do.
- Managers forget to react to the problems of their wives, husbands, children, friends assuming that it is not their problem but of their person's.

- The theory of complementarities advocates that HR policies which are consistent and mutually supportive deliver results. US firms have 'bundled' HR practices in a formal way for some time, believing that improvements in one area enhances other HR practices as well. Overall the survey showed productivity gains of up to 8 per cent in businesses which bundle such practices together compared to companies which take a less comprehensive approach to human resource administration.

Realms of employment and Practice of personnel administration:-

Supporting administration in the development of the center's policy and procedures: - HR has a key role in developing, reviewing and refining policies and practices and referring them to senior administration for decision. These guidelines provide a model policy and a range of sample practices to aid HR in this function. However, HR Manager has to undertake whatever refinement/revision is necessary for the practices to mesh with other relevant policies (e.g. Code of Conduct, disciplinary policy, performance evaluation, rewards, etc.), and Recommend their adoption by senior administration and, where revisions to the Center's Personnel Policy Manual are involved, prepare appropriate recommendations to the Center Board.

Employment interviewers: - whose many job titles include human resources consultants, human resources development specialists and human resources coordinators—help to match employers with qualified jobseekers. Similarly, employer relations representatives, who usually work in government agencies or college career centers, maintain working relationships with prospective employers and promote the use of public employment programs and services.

The Changing Human Resources New Role: - The role of the HR manager must parallel the needs of his or her changing business organization. Successful business organizations are becoming more adaptable, resilient, quick to change direction and customer-centered. HR professional, is considered necessary by line managers, is a strategic partner, an employee sponsor or advocate and a change mentor. At the same time, especially the HR Generalist, still has responsibility for employee benefits administration, often payroll and employee paperwork, especially in the absence of an HR Assistant.

HR Role in Business and Strategic Partner: - In today's business organizations, to guarantee their viability and ability to contribute, HR managers need to think of themselves as strategic partners. In this role, the HR person contributes to the development of and the accomplishment of the business organization-wide business plan and objectives. The tactical HR representative is deeply knowledgeable about the design of work systems in which people succeed and contribute. This strategic partnership impacts HR services such as the design of work positions; hiring; reward, recognition and strategic pay; performance development and appraisal systems; career and succession planning; and employee development.

HR Role: Employee Advocate:-The HR professional helps establish the organizational culture and climate in which people have the competency, concern and commitment to serve customers well. In this role, the HR manager provides employee development opportunities, employee assistance programs, gain sharing and profit-sharing strategies, business organization development interventions, due process approaches to problem solving and regularly scheduled communication opportunities.

HR Role: Change Champion: - The HR professional contributes to the business organization by constantly assessing the effectiveness of the HR function. He also sponsors change in other departments and in work practices. To promote the overall success of his business organization, he champions the identification of the organizational mission, vision, values, goals and action plans. Finally, he helps determine the measures that will tell his business organization how well it is succeeding in all of this.

Think about customer needs: - It is time for Human Resources practitioners to rethink their role and that of the HR department, not only for the purposes of contributing to the business organizations bottom-line, but also for their own survival. HR continues to balance the demands of several different roles: business partner, internal consultant, operational and administrative expert and both employee and employer advocate. This may sound like business as usual, roles that aren't likely to create a mad rush of HR people arming themselves for the future.

Competency-based HR System: - various human resource subsystems (activities) can be built into one integrated system by relating each to a common set of defined job dimensions/competencies. Although human resource activities should be built around dimensions/competencies, few business organizations have done so. Here are some important reasons why they should: > Dimensions/Competencies are the common link among the majority of human resource subsystems. > The human resource subsystems, such as selection, training and development and performance administration, associated with job-related behaviors are those most commonly found to be working at cross-purposes in business organizations. Dimensions/competencies (such as selection, promotion and behaviorally oriented performance reviews) are of particular concern to the EEOC and other agencies of the United States government.

Information technology (IT):- is recognized as a critical infrastructure in many business organizations. IT is also emerging as an effective contributor to business organizational performance. It is often argued that success of the IT induction is attributed to strategy, consistent delivery, systems usability. Information systems (IS) research has recognized the importance of HR in the IT acquisition process.

Hotel staff and human resources administration: - Proper human resources administration can be the difference between a really well run hotel and a poorly one hotel. The human resources manager can control almost the whole feeling and presence of the entire hotel. One of these areas is for newly hired employees. The employees that are hired in a hotel can really alter the quality of service and the whole atmosphere of the hotel. This means that it is very important to pick upbeat, dedicated workers for each position. It is the job of the human resources manager to make sure that good people are chosen to work in the hotel. In many cases many hotel workers are only participating in hotel work because they can find nothing else to do. There are thousands of ways that a human resources manager can make a hotel run more smoothly and more efficiently. There are many different areas that can benefit from the experience and guidance of a human resources manager.

Employee welfare: - Employee assistance plan managers, also called employee welfare managers or work-life managers are responsible for a wide array of programs to enhance employee safety and wellness and improve work-life balance. These may include occupational safety and health

standards and practices, health promotion and physical fitness, medical examinations and minor health treatment, such as first aid, flexible work schedules, food service and recreation activities, carpooling and transportation programs such as transit subsidies, employee suggestion systems, child care and elder care and counseling services. Child care and elder care are increasingly significant because of growth in the number of dual-income households and the older population. Counseling may help employees deal with emotional disorders, alcoholism, or marital, family, consumer, legal and financial problems. Some employers offer career counseling and outplacement services. In some companies, certain programs, such as those dealing with physical security or information technology, may be coordinated in separate departments by other managers.

Dispute resolution: Attaining tacit or contractual agreements—has become increasingly significant as parties to a dispute attempt to avoid costly litigation, strikes, or other disruptions. Dispute resolution also has become more complex, involving employees, administration, unions, other firms and government agencies. Specialists involved in dispute resolution must be highly knowledgeable and experienced and often report to the director of industrial relations. *Mediators* advise and counsel labor and management to prevent and, when necessary, resolve disputes over labor agreements or other labor relations issues. *Arbitrators*, occasionally called umpires or referees, decide disputes that bind both labor and management to specific terms and conditions of labor contracts. Labor relations specialists who work for unions perform many of the same functions on behalf of the union and its members.

Work environment: Human resources personnel usually work in clean, pleasant and comfortable office settings. Arbitrators and mediators many of whom work independently may work out of home offices. Although most human resources, training and labor relations managers and specialists work in the office, some travel extensively. For example, recruiters regularly attend professional meetings, participate in job fairs and visit college campuses to interview prospective employees. Arbitrators and mediators often must travel to the site chosen for negotiations. Trainers and other specialists may travel to regional, satellite, or international offices of a company to meet with employees who work outside of the main corporate office.

Education and training: - Although a bachelor's degree is a typical path of entry into these occupations, many colleges and universities do not offer degree programs in personnel

administration, human resources, or labor relations until the graduate degree level. However, many offer individual courses in these subjects at the undergraduate level in addition to concentrations in human resources administration or human resources administration, training and development, organizational development and compensation and benefits.

Concluding note:

It is said that “haven sometimes sends us beings that represent not humanity alone but divinity itself, so that taking them as our models and imitation them, our minds and the best of our intelligence may approach the highest celestial spheres. Experience shows that those who are led to study and follow the traces of these marvelous geniuses, even if nature gives them little or no help, many at least approach the super natural words that participate in his divinity” taking a cue from these writings, we need to align our interests with that of business organizations and pursue them passionately. It is only by such right mixing of work and family, one can broaden one’s perspective in a way that enriches all aspects of one’s life. Business organizations must enhance the productivity of individuals and in turn of the profit of the business organizations. And that is the only way to build long lasting partnerships which are essential prerequisites to sustain business organizations.

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