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## Human Resource Management: A Review and Research Agenda

**Seema Rani**Research Scholar,  
Bhagat Phool Singh  
Mahila Vishwavidyalaya  
(BPSMV), Khanpur  
Kalan (Sonipat)

### Abstract

This article makes a case for the integration of the largely separate literatures of environmental management and human resource management research. The paper categorizes the existing literature on the basis of Ability–Motivation–Opportunity theory, revealing the role that Green human resource management processes play in people-management practice. The contributions of the paper lie in drawing together the extant literature in the area, mapping the terrain of the field, identifying some gaps in the existing literature and suggesting some potentially fruitful future research agendas. There is a developing form about confirmation supporting cooperation the middle of the thing that need aid termed secondary execution alternately secondary duty human resource management polishes Furthermore Different measures about authoritative execution. However, it will be not reasonable the reason this companionship exists. This paper contends that on furnish a persuading demonstration of this affiliation we have should move forward our hypothetical What's more systematic frameworks previously, three way zones. These would that way for HRM, and particularly that justification for those particular records for practices; that way from claiming authoritative execution; and the linkage the middle of HRM Also execution. A model is introduced inside which on investigate these linkages. The existing writing looking into HRM Furthermore execution is reviewed in the light for this examination on recognize key holes for learning and assistance should center further the Look into necessities<sup>1</sup>.

**Keywords:** Resource, Management, Learning, Execution, Competence

### Introduction

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BY

Seema Rani

Human Resource Management also called HRM or HR. It is the management of human resources. It provides guidelines to the manpower in a company. In other words, Resource means, a source, which can be used when needed. Each and every resource has a last point of finish. But, while about human resources i.e. human skills, techniques, ideas, aptitudes, etc., it may not have a last point of finish. Contrasted with different assets it depreciates, same time human assets appreciate with the section for occasion when. Amongst constantly on assets obliged to an association human asset is the vast majority imperative asset. Starting with the ages about kings Also government officials need ruled, be that as just the individuals who bring succeeded need aid the persons, who have tactfully, utilized their accessible human resources. Appropriate human resources assure an organization that the right number and kind of people are available at the right time and place so that organizational needs can be met<sup>2</sup>. Therefore, success of any organization depends on the management of human resources. In generic terms, Human Resource means, “The total knowledge, skills, creative abilities, talents, aptitudes, values, attitudes, approaches” in a personnel. Normally, there are resources are developed, while some are obtained through heredity. At what time these resources are used in a way such that maximum benefits can be taken out of it, then it is called “Human Resource Management”.

Human resource management is the organization function that deals with issues associated with people such as compensation, hiring, performance management, organization development, safety, wellness benefits, administration, employee motivation, communication and training. The resolution of human resource management in an organization is to achieve maximum individual development, auspicious working atmosphere and constructive relationship between employers and employees; that Is to say, effective utilization of Human Resources. Human resource management is a strategic approach to the motivation and development of people, and to gaining their commitment so that they can make their best contribution to organization success, while also meeting their own needs and aspirations<sup>3</sup>.

Substantially have been debated and written in the literature regarding the field of Human Resource Management (HRM); its contents, practices and applications, and; its extents and limitations. Similarly, in recent past, there have been many controversies concerning the responsibilities and duties of Human Resource Management departments in organizations. The foremost and earliest role of Personnel Managers in the 1970s was not to manage employees and the issue of welfare was not of great importance to the Management but rather they play the role of fierce and tough negotiators always prepare to be hard on unions. This, however, had created a barrier between management and their employees. The

employees are compelled to look in the direction of the unions for their welfare in terms of financial and occupational concerns.

Obviously, employees were left with no other choice than to follow the leadership of their union and go contrary to the management, which results to low productivity and thereby makes the organizational goals unachievable. Guest (1989) proposed four major policy goals that distinguish the new concept of Human Resource Management from the 'personnel' management.<sup>4</sup>

It is likewise pervasive force, action-oriented, individually- oriented, improvement oriented, future-focused, What's more integrator previously, nature and may be a thorough work. Powerful HRM empowers workers will help successfully Furthermore productively of the generally shares of the organization heading and the achievement of the organization's objectives and destinations. Over short, HRM means toward accomplishing authoritative objectives help those desires of employees; create the knowledge, aptitudes Also abilities for employees, move forward those nature of working life Also oversee mankind's assets over an moral What's more socially capable way. The viable utilization of kin is those basic calculate in the great achievement from claiming corporate objectives. With this end hr administrators must see the needs, desires for representatives proactively, face the tests mind on resolution issues amicably in the quite some time ahead<sup>5</sup>.

### **Evolution of Human Resources Management**

The evolution of human resource management as a distinct profession dates back to the industrial revolution when factories established personnel departments to look into wages and welfare of workers. Previously, right on time stages, workers working in production lines were treated merciless state for base compensation or without compensation for poor attempting state. The legislature meddles looking into essential security for labors/employees over production lines by presenting statutory regulations.

It results in evolution of Human Resource department where factory owners agreed and the concern person looks into employee welfare and wages. Human Resource Management, in other words organization's manpower or workforce management or personnel management. Before industrial revolution, the entire population was influenced on agriculture economy with minimum production level. Since production level is less compared to post revolution, manpower was minimum and communication among them also inadequate<sup>6</sup>.

Throughout streamlined revolution, there might have been a progress clinched alongside economy, people gets mindfulness ahead modernization. It determines another path

for modern setup, the place it condensed around Worker compensation and welfare. In this period, organizations embraced new idea known as "merger Furthermore acquisition" for expanding workforce also utilization robotized web-based frameworks. Similarly as before long concerning illustration that industry grows, a critical episode struck them done mechanical upset i.e. improvements in the process of childbirth Uni. In place will wrist bindings labors Furthermore their issues clinched alongside work environment Furthermore compensation related, association manifestations An differentiate work named work force oversaw economy division.

Throughout 1980's, new hypotheses Also methodologies would actualized for transform management, inspiration Also group fabricating. Work force oversaw economy division significant obligation is to purpose governmental issues Also discretion. So, this may be those put the place a mechanical connection section raised. Work improvement ideas might a chance to be actualized in association which will be abundant talented work strengths. Frederick W. Taylor formulated principles of scientific management which leads to evolution of scientific human resource management.

#### **Nature of Human Resources Management**

Over each period about an aggregation, man learns new things and makes use of those in his daily routines. This nature builds a person to develop and change from time to time. When this change is well utilized by a person to coincide the organizational and individual goal, it becomes an effective human resources management<sup>7</sup>.

The emergence of human resource management can be attributed to the writings of the human religionists who attached great significance to the human factor. This view is partially true as management is concerned with the efficient and effective use of both human as well as non-human resources. Thus human resource management is only a part of the management process. At the same time, it must be recognized that human resource management is inherent in the process of management. This function is performed by all the managers.

The nature of the human resource management has been highlighted in its following features:

- **Inherent Part of Management:** Human resource management is inherent in the process of management. This function is performed by all the managers throughout the organization rather than by the personnel department only. In an administrator will be should get those best from claiming as much people; he must attempt those fundamental obligation from claiming selecting individuals who will worth of effort under him.
- **Pervasive Function:** Human Resource Management is a prevalent function of management. It is performed by all managers at various levels in the organization. It

is not a responsibility that a manager can leave completely to someone else. On the other hand, he may secure advice and help in managing people from experts who have special competence in personnel management and industrial relations<sup>8</sup>.

- **Basic to all Functional Areas:** Human Resource Management permeates all the functional area of management for example production management, financial management, and marketing management. That is every manager from top to bottom, working in any department has to perform the personnel functions.
- **People Centered:** Human Resource Management is people centered and is relevant in all types of organizations. It is concerned with all categories of personnel from top to the bottom of the organization. The broad classification of personnel in an industrial enterprise may be as follows: (i) Blue-collar workers (i.e. those working on machines and engaged in loading, unloading etc.) and white-collar workers (i.e. clerical employees), (ii) Managerial and non-managerial personnel, (iii) Professionals (such as Chartered Accountant, Company Secretary, Lawyer, etc.) and non- professional personnel.

### **IMPORTANCE OF HUMAN RESOURCES MANAGEMENT**

The Human Resources Management function provides important support and advice to line management. The attraction, preservation and development of high caliber people are a source of competitive advantage for businesses. A powerful HRM framework permits associations with address human asset issues strategically. These aides those workforces convey prominent wellbeing services, Regardless of inside What's more outside tests of the association. A solid mankind's asset administration framework aides associations prioritize their authoritative Also benefits of the business methodologies same time viably overseeing those progressions inalienable for wellbeing division change what's more decentralization. HRM helps attract and retain competent employees, assists employees and managers in adapting to organizational change, and facilitates the use of technology to determine how and where work is done<sup>9</sup>.

HRM is perhaps one of the most misunderstood, but most important management systems. Employees are an organization's most important asset, as well as its most expensive: personnel costs often consume 70-80% of an organization's budget

### **Functions of Human Resources Management**

**Human Resources Management (HRM)** has been described as a process of development of human resource through direction, integration, motivation of personnel to achieve the organizational goals along with individual goals. This is a social process involving responsibility foreconomic planning and supervising activities of an enterprise keeping the

‘human factor’ in forefront of all activities. At the same time as it is not easy to ensure that all the functions of HRM are interdependent, interrelated and depend upon the specific situation. Most functions are carried out as one single activity of management. Functions of Human Resources Management can mainly be divided into two<sup>10</sup>:

- A. Operative Functions**
- B. Managerial Functions**

#### **A. Operative Functions**

- **Recruitment:** It is the greatest challenging task for any HR manager. A lot of attention and resources are required to draw, employ and hold the prospective employees. A lot of elements go into this function of recruitment, like developing a job description, publishing the job posting, sourcing the prospective candidates, interviewing, Salary negotiations and making the job offer.
- **Training and Development:** At work preparation may be the obligation of the HR Branch. Fresher preparing might additionally be given toward exactly organizations for both new hires Also existing workers. This Fresher training is mainly done to make the employees up to date in their respective areas as required by the company. This function makes the employees understand the process and makes it easy for them to get on their jobs with much ease. For the period of the process of the training and development, the results are monitored and measured to find out if the employees require any new skills in addition to what he/she has.
- **Professional Development:** It is a very significant function of Human Resource Management. This function helps the employees with opportunity for growth, education, and management training. The organization undertakes to sponsor their employees for various seminars, trade shows, and corporal responsibilities. This, in turn, makes the employees feel that they have been taken care by their superiors and also the organization<sup>11</sup>.
- **Compensation and Benefits:** An organization cannot accomplish its objectives Also destinations whether it cannot adapt should better approaches of giving profits of the representatives. Some of the benefits given by companies are listed below for our understanding: Working hour flexibility, extended vacation, Dental/Medical Insurance, Maternal/Paternal Leave and Education Reimbursement for children.
- **Performance Appraisal:** The employees of any organization will be evaluated by the HR department as per the performance. This function of Human Resource



Management is to help the organization in finding out if the employee they have hired is moving towards the goals and objectives of the organization. Instead, it also helps the company to evaluate whether the employees needs improvement in other areas. It also helps the HR team in drawing certain development plans for those employees who have not met the minimal requirements of the job<sup>12</sup>.

- **Ensuring Legal Compliance:** To ensure the association this work assumes an essential part. The HR department of every organization should be aware of all the laws and policies that relate to employment, working conditions, working hours, overtime, minimum wage, tax allowances etc. Compliance with such laws is very much required for the existence of an organization.

#### **B. Managerial Functions**

- **Planning:** This function is very energetic to set goals and objectives of an organization. The policies and procedures are laid down to achieve these goals. The point when it goes with arranging the To begin with relic may be to anticipate vacancies, set those employment necessities Furthermore choose those recruitment wellsprings. To each vocation group, an interest Also supply figure will be with be made, this obliges an HR director should a chance to be mindful about both work business and vital objectives of the organization. Deficiency versus the overabundance for representatives to that provided for employment classification may be decided for a provided for time. In the end, an arrangement will be determined to dispose of this deficiency for representatives<sup>13</sup>.
- **Organizing:** The following most important managerial function is to develop and design the structure of the organization. It basically includes the following: Employees are grouped into positions or activities they will be performing, Allocate different functions to different persons and Delegate authority as per the tasks and responsibilities that are assigned.
- **Directing:** This work will be preordained with move What's more immediate those workers will attain the objectives. This might make achieved Eventually Tom's perusing Hosting set up an best possible arranging from claiming profession about employees, Different motivational routines Also Hosting inviting relations with those labor. This may be an incredible challenge should whatever HR director of an organization; he/she ought to have those proficiency for discovering representative needs Also routes should fulfill them. Inspiration will make a constant methodology

here similarly as new necessities might approach similarly as those old ones get satisfied<sup>14</sup>.

- **Controlling:** Controlling is concerned with the apprehension of activities as per plans, which was formulated on the basis of goals of the company. The controlling function ends the cycle and again prompts for planning. Here the HR Manager makes an examination of outcome achieved with the standards that were set in the planning stage to see if there are any deviations from the set standards. Hence any deviation can be corrected on the next cycle.

### **Objectives of Human Resources Management**

The primary objective of Human Resources Management is to confirm the availability of right people for right jobs so as the organizational goals are achieved effectively. This primary objective can further be divided into the following sub-objectives:

- To help the organization to attain its goals successfully and efficiently by providing competent and motivated employees.
- To establish and maintain cordial relations between employees and management.
- To reconcile individual/group goals with organizational goals.
- To utilize the available human resources effectively.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To help maintain ethical policies and behavior inside and outside the organization.
- To develop and maintain the quality of work life (QWL) which makes employment in the organization a desirable personal and social situation<sup>15</sup>.

### **Human Resources Management Activities**

Contribution to the success of the business is prime focus for every business function, HR is no exception, but sometimes it has to do a bit more as it primarily deals with the people who are responsible for the failure and success of the firm. The figure depicts that to enhance the organizational performance HR must support business efforts that focus on ultimate business goals of productivity, service, and quality.

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### **Management and Development of Human Resources**



Management and Development of HR include varieties of training, such as induction/orientation of new employees and development of all categories of employees without exemption in order to prepare for organization future challenges. Managing career helps employees in pursuing their career path as they grow with the organization. Performance Appraisal; as employees develop, there is need to assess how they perform on their jobs. Compensation management is developed in order to reward employees for rendering services to the organizations and this could be in form of wages & salaries, incentives & benefits. Therefore, employers need to design definite and reasonable pay systems; in addition, incentive programmes should be included in order to reward performance handsomely. Word related Safety, security What's more wellbeing is vital with organizations, therefore, there may be need with give protected What's more secured fill in nature's domain so as to decrease mishaps Also injuries, also bosses ought guarantee that fill in is arranged clinched alongside An way employees' wellbeing won't be at stake..

### **Concept of International Human Resource Management**

The concept of IHRM is said to be in practice since 1900BC and originated from entrepreneurs who have Subsidiary Business Units (SBUs) across nations and the need to relocate managers/directors to manage these subsidiaries in other countries other than the parent country was of great importance to the employers. It is subsequently crucial noting that representatives locked in at nearby level were restricted to more level jobs; same time nationals utilized from the guardian nation over of the business were saddled for responsibilities of running outside operations, Furthermore they are alluded with as expatriates; What's more were provided for exceptional What's more unrivaled attempting states. However, expatriates need aid exchanged starting with their home office of the company' SBUs, to a certain time Similarly as stipulated in the company' arrangement Furthermore act.. Essentially, there is need to manage expatriates, and it has been argued that managing international human resources is more complex and demanding when compared with domestic HRM. Further, Lazarova argued that International HRM is distinguished from domestic HRM by the additional responsibility required of the HR practitioners in managing employees from different backgrounds, and these employees are classified into three groups; home, host, and third country nationals. Obviously, amongst other, it will be obliged of the HR professionals or managers should have useful learning of the social backgrounds, the association headquarters' arrangements and the subsidiary business units' approaches in place will appropriately also enough deal with diversities inside the association both at home and abroad<sup>17</sup>.

### **Challenges of Human resource management**

Human resource management activities in organizations are facing some challenges in practice, for example occupational shifts; quality of available workforce; technological shifts; gender diversity; racial/ethnic diversity; growth in casual workers; age limit; globalization and organizational restructuring. On the other hand, challenges facing HRM are seen from two perspectives; internal and external and could be classified into three: (i) organizational challenges these are internal in nature and often results from environmental forces that are external by nature. Some of the issues emanating from the organizations include organizational restructuring, organizational culture, outsourcing, downsizing and decentralization; (ii) environmental challenges they are issues emanating from the external context where the company operates, which has great influence on performances of organizations. These include; legislation, globalization, labor demand and supply, and work diversity; and (iii) individual challenges are the issues regarding employees, how they are being treated, matching individuals with organizations, employee development, insecurity, and reward systems, which affects organizational performance<sup>18</sup>.

### **Conclusion**

This article is on Advanced Strategic Practice of Human resource management. It carefully analyses critical issues in the field of HR, for example competitive advantage to an organization, foster innovation, increase employee commitment and retention. It presents cases and industry examples with models, explained in a lucid manner, the integrated HR processes and how they complement corporate strategy. The contextual factors and strategic HRM perspectives like flexibility, investment, quality, balanced scorecard, HR audit, labor markets, e-HRM, IHRM and diversity at workplace are explained. The focus is to provide knowledge from industry and its best practices that are backed by research in the area of SHRM and factors that influence the design of vital HR Processes like Resourcing, Compensation etc.

Human Resource Management Strategic Issues and Experiential Exercises gives business students in-depth, hands-on experiential learning applications to help them develop the skills they will need as human resource professionals who deal with people in diverse settings and situations. Giving work to greatest educating support flexibility, every Section displays ten diverse issues that associations must resolution with wrist bindings their human assets viably. These sections also offer four different sorts of intuitive Taking in experiences: vital Issues Previously, HRM Exercises, Applications, experiential Exercises, and imaginative activities.

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