

**Research Area in Human Research Management (HRM)**

**A Literature Review & Personal Strategies**

**Pooja. Srihari. Adepu.**

Lala Lajpatrai College

**ABSTRACT**

This field of Human Resources Management is still in its developing phase and it is difficult to identify any clear framework to the existing HRM perspective. Available research shows that HRM is a system that strives to achieve a balance between personal interest and availability of people and their economic value. The survival and success of a firm depends upon the quality of people. Human Resources facilitates the HR process of managing, motivating, developing, establishing etc. The HR function performed in organization that facilitates the most effective use of people to achieve organizational and individual goals. This paper on HRM and organizational performance was examined in detail. It was found that HRM is an area that has a lot of debates and a body of work in HRM is relatively small and most of the questions need further attention.

**KEYWORDS:** Human Resource Management (HRM), Organizational objectives, HRM framework, HR outcomes.

**INTRODUCTION**

Human Resources management is making the best use of individuals for achieving the organizational objectives and goals. "Abundance of natural resources is not a requirement for prosperity. The wealth of a nation depends on its people" (Prof. W.E. Deming).

Now-a-days organizations all over the world are facing critical challenges and survival has linked with new developments and capabilities. There is a need to find opportunities through these challenges like, new developments, globalization, change in management, investment in human capital, growth infrastructure etc. These new challenges made it difficult for organizations to cope up with new emerging trends. Therefore management has realized that strategic alignment of human capital can be the best for achievement through effective HR practices. The management of human capital has added significance after realization of the fact that people are the assets of strategic importance. Strategy is concerned with deciding which alternative is to be suitable or adopted for the overall objectives of the organization. "Strategy is a unified, comprehensive, and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through its proper execution by the organization". (- Lawrence R. Jauch and William. F. Glueck). According to the

resources based view organizations can attain competitive advantage with the help of value created by them which is exceptional and perfectly inimitable (Baker, 1999). Analysis of available literature shows that HR practices if employed, appropriately can prove to be a good tool towards enhancing the level of organizational objectives.

### LITERATURE REVIEW

Review of literature is an important stage in research activity. Review of literature refers to extensive review of literature relating to the research reviews and previous research studies. This part of study literature review includes available research relating to the corners identified in introduction.

Authors	Year	Source Journal	Findings & conclusion
Tharenou And others	2007	HRM Review	Study concluded that research on training and organizational level outcomes differs as a function of outcomes variables which are categorized as: <ol style="list-style-type: none"><li>1. HR outcomes</li><li>2. Organizational performance outcomes</li><li>3. Financial or A/c outcomes</li></ol>
Katau&Budnwar	2010	European Mang. Journal	Business strategies managerial style & organizational culture moderate HRM policies moreover it was found that HRM policies do not have a direct impact on organizational performance, but their impact is fully mediated by employee skills, attitudes & behavior.
Steinmetz	2011	HRM Review	There is a need to standardize the process of research particularly in the field of HR Researchers need to develop a process in which development of questionnaires, administration of questionnaires and structuring of comparable measures should follow the same way results of such a research cannot be generalized without a process which is close to uniformity
Shen & Zhu	2011	The International	More and more organizations seek

		Journal of HRM	to improve their performance by using appropriate HRM policies and practices. Due to the importance of CSR to business, it is important for HRM policies and practices to address both the firms strategic needs and the interest of internal & external stakeholders.
Keegan, Huemann& Turner	2011	The International Journal of HRM	Various HRM responsibilities of managers especially in project oriented companies is a concern that is not given that attention by HRM literature more clear & specific elaboration of responsibilities in contemporary organizations can increase performance at each level manifolds.

### Review

- This field of HRM is still in its developing phrase & it is difficult to identify any clear frame work to the existing the HRM perspectives.
- Business performance will be balanced or developed only when the right fit between strategy & HR practices is achieved.
- By the organizational context vary this combinations but will generate, higher business performance identified only by specific combinations of HR practices

### PERSONAL STRATEGIES ARE:

There are main functional strategies of HRM are.

1. Recruitment & Selection Strategy
2. Training Strategy
3. Performance Appraisal
4. Promotion Strategy
5. Transfer Strategy
6. Compensation / Motivation Strategy

#### 1. Recruitment & Selection Strategy:

A firm needs to frame strategy regarding the sources of recruitment depending upon the nature of jobs. A firm may frame strategy relating to selection procedure including the type of tests, interviews, etc. to be conducted depending upon the

nature of jobs.

**2. Training Strategy:**

Training is an important personnel area. Training is provided not only to impact knowledge and to develop skills, but also to develop the positive attitude and social behavior towards the organization and work methods of training on the job or off the job are training periods. Training faculty- internal or external.

**3. Performance Appraisal Strategy:**

It is necessary in every organization and companies to appraise the performance of the employees job relevant strength & weakness in a systematic description Techniques of performance appraisal such as ranking methods, rating scale method, assessment centers etc. The performance appraisal strategy policy needs to be framed with the above respect.

**4. Promotion Strategy:**

Any organization needs to set a strategy in respect of promotions of employees, promotions also indicates who should be involved in the final decision of promotion of employees.

**5. Transfer Strategy:**

A firm must frame proper transfer strategy. Transfers should not be affected to harass the employees, but in the interest of the organization as well as that of the employees.

**6. Compensation / Motivation Strategy:**

Employees should be motivated by way of monetary and non-monetary incentives, compensated by way of Salaries, Bonus, Medical benefit etc.

**DESIGN / METHODOLOGY**

In this research all those papers are published in HR journals and are scanned and those published during five year period were kept under sharp focus. Process research are carried out with systematically reviewed and those which are not adequately covered in the present / existing research or literature must be review or explore with new dimensions in all the corners of research management; Analyzing the sequences, inter-relationships & casual explanations. The research is based on valid procedure & principles of past five years published HR journals.

**FINDINGS / RESULTS**

A deep analysis of available literature and strategic functions enabled a researches to explore a new dimensions which are real to the part of the knowledge. It has being found that there is an

increasing trend towards this HR functions and literature in a new-era of HRM of traditional and strategic approach to human capital management.

#### **OTHER SIGNIFICANT FINDINGS ARE AS UNDER-**

The strongest impact on HR practices, strategic functions are observed in those organizations that have strong leadership and able to differentiate between performance and give performance appraisal.

Concept to fit is central to literature, several HR policies can only from HR strategy provide an internal and external fit.

Effectiveness of HR policies largely depends on organizational culture that requires managerial goals and objectives.

HRM policies cannot effect the organizations directly but there is an indirect effect mediated by certain other factors including skills, attitude and behavior.

#### **CONCLUSIONS**

The clear point made by management who are deeply involved & investigated in organizational study is that good thinking enable the organization towards a state of greatness to increase its potential of modern trend, development of strategies and HRM will strives to the effectiveness of the organization towards the objectives and individual goals. HRM is the success behind the organization achievement. Proper HR policies enables the organization in pertaining the essential and vital goals of the company. A systematic methodology, design will establishes the potential of modern organization. Criterion measures of HRM have not fully evolved therefore these cannot be utilized to compare organizations & evaluate the effect of HR practices.

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