



Major Goals of Human Resource Management

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Abstract

Human resources managers oversee the most important component of a successful business – a productive, thriving workforce. This requires viewing people as human assets, not costs to the organization. As with any other asset, a talented workforce can be used strategically to add value to an organization. The human resources management team suggests to the management team how to strategically manage people as business resources. This includes recruiting and hiring employees with specific skill sets to meet the company's current and future goals, coordinating employee benefits and suggesting employee training and development strategies. In this way, HR professionals are consultants, not workers in an isolated business function; they advise managers on many issues related to employees and how they help the organization achieve its goals.

Keywords: Management, Efficacy, Efficiency, Talented Workers, Time Management, Strategy

Introduction

Developing Skills for the Future

At all levels of the organization, managers and HR professionals work together to develop employees' skills. For example, HR professionals advise managers and supervisors how to assign employees to different roles in the organization, thereby helping the organization adapt successfully to its environment. In a flexible organization, employees are shifted around to different business functions based on business priorities and employee preferences.

Building Loyalty and Commitment

HR professionals also suggest strategies for increasing employee commitment to the organization. This begins with using the recruiting process or matching employees with the right positions according to their qualifications. Once hired, employees must be committed to their jobs and feel challenged throughout the year by their manager.

Building a Talent Pipeline

An HRM team helps a business develop a competitive advantage, which involves building the capacity of the company so it can offer a unique set of goods or services to its customers. To build the an effective human resources, private companies compete with each other in a "war for talent." It's not just about hiring talent; this game is about keeping people and helping them grow and stay committed over the long term.

Staying Current and Competitive

Human resource management requires strategic planning to address not only the changing needs of an employer but also a constantly shifting competitive job market. Employee benefit packages must be continually assessed for costs to the employer. Tweaking the packages also provides an opportunity to increase employee retention through the addition of vacation days,



flexible working arrangements or retirement plan enhancements. For example, in recent years many human resource professionals have overseen the addition of preventative health components to traditional health plans for both employment recruitment and retention efforts. Human resources theory is a general term for the strategies, tactics and objectives used by business owners and managers to administer policies and procedures related to employees. While the specific HR objectives will vary between organizations depending on their particular needs and composition of the workforce, there are several major, overarching objectives that are generally seen to be important.

Cost-Effectiveness

One of the most important objectives of human resources theory, but perhaps one that is often overlooked, is the HR role in managing cost-effectiveness for the organization. While the finance and accounting function of a business is ultimately responsible for balancing the budget and controlling expenses, HR policies play a large role in managing the business's outgoing costs. When hiring employees, a business should be cognizant that its pay rates are competitive in order to attract skilled workers, but that they are not excessive and therefore end up costing the company more than they should. Part of managing this process is working to minimize staff turnover, because the recruitment and hiring of employees takes valuable time and money away from the business. The HR function can also measure the cost-effectiveness of employee benefit programs, the availability of training and the efficiency of the time employees take to complete their jobs. All of these areas indirectly impact the company's bottom line.

Leveraging Potential

Part of the organization's focus on effectiveness and efficiency can be controlled through the second major objective of human resources theory: leveraging employee potential. HR managers and business owners should work to ensure that employees have an achievable workload. This is about balancing two competing priorities -- making sure that the employee isn't overwhelmed but also making sure that the employee has enough to do so that she isn't wasting company time. As such, HR has to work to not over-stretch the staff and at the same time not under-utilize its most valuable resource: its people.

Matching Needs

Closely related to leveraging potential is HR's objective of matching the company's needs to the employees' skills and career objectives. This is sometimes called "workforce planning," because the business works to put the right person in the right job at the right time. This can be challenging in smaller businesses where one person might be asked to take on a number of different roles. However, effective recruitment to match the needs of the organization can normally work to solve this problem. If the company needs someone with skills in technology, customer service and accounting, then it must recruit such as person or otherwise be willing to train someone on those diverse areas. Indeed, training programs, both on- and off-site, can help to cover skills gaps and to educate employees on new trends and technologies.

Assigning manpower is also called planning manpower and planning human resource needs. Human resource planning is simply the process of systematically looking at manpower needs to ensure that the required number of employees, with the appropriate skills, are available when they are needed. Even a small business may benefit from a working method of assigning manpower needs.

Mathematical Model



Mathematical models of human resource planning work well for sales-driven businesses.

The number of sales determines the number of hires. In order to run an efficient business, there must be a positive relationship between the number of employees and sales demand. Small retail businesses know ahead of time that they will have a larger than usual sales demand at the end of the calendar year, so they often plan to hire temporary employees during that time.

Estimation

Once you know how much manpower you need for a specific project, it becomes easier to estimate manpower needs on other projects. Contractors who hire on a per-project basis must be able to take into account both the needs of the job and the skill level of his employees. This knowledge allows the business owner to make an accurate estimation of manpower needed for the job.

Strategic Planning

With strategic planning, business owners look at both the needs of the business as well as the specific skills that different employees bring to the workplace. The key is to schedule workers so that people are at work when their skills are needed. This is not as easy as it sounds, especially for a small business with few employees. Instead of hiring more workers, which may not be possible, those who use strategic planning methods for assigning manpower often find that multiskilled workers are the most valuable, and therefore may invest in additional training. At the same time, a good strategic boss will not overschedule an individual employee; that could lead to burnout and the loss of the employee.

Human Resource Management

Companies that use human resource planning methods must have strong management. Management makes the schedule and employees must comply. In some businesses, such as restaurants, employees with the same skill sets may work each other's shifts with the manager's permission. The manager, in this case, needs a specific number of people with the necessary skills to work at any given time.

Conclusion

A final objective for human resources theory is in maintaining good relationships between the organization's stakeholders. Stakeholders are anyone who has a vested interest in the business's success, including the owner, managers, employees and customers. Open and positive communication must be the hallmark of maintaining good working relationships and this depends on timely responses to both successes and failures within the workplace. Managers should be sensitive to employee needs and problems and in turn employees should be sensitive to customer wants and needs. All of this has to be balanced with a respect for labor laws and anti-discrimination policies which govern workplace relations. The HR function has an important role to play here as the repository of the legal and social regulations to which stakeholders must adhere.

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