

9-CORE VALUES FOR ORGANISATIONAL HRM

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Abstract: Human resources are vital to all. Effective management of employees at work is essential for the consistent development of any organization. An organization wants to be effective this can be happen through proper implementation of 9- core activity areas such as Training and Development , Organization and Development, Job Design, Human Resource Planning, Selection and Staffing, Personal Research and Information System, Compensation /Benefits, Employee Assistance, Union / Labor Relations. Then an organization can make their people dynamic and proactive. The researcher tries to conceptualize the subject matter of human resource management with reference to people dimension organizational context with respect to 9- core dimensions which are identified by ASTD (American Society for Training and Development).

Key Words: ASTD, Compensation, Development, Employee Assistance, HRP, Information System, Job Design, Labor Relations. Organization, Personal Research, Selection, Training, Union.

Approaches: E.W. Vetter has defined it as “a process by which a management determines how an organization should make from its current manpower position to its desired manpower position”.

Dale S. Beach has defined it as “a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the organization and which provide satisfaction for the individuals involved”.

Leon C. Megginson has defined it as “an integration approach to performing the planning aspects of the personnel functions in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational and individual goals”.

Edwin.B. Flippo has defined human resource management is “the planning, organizing, directing, and controlling of the procurement ,development ,compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished”

Training and Development: Training and development play vital role in the effectiveness of organizations. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant through training and development. Investment on training and development can take the form of employing specialist. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization’s main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to

activities that are obviously more productive in terms of the organization’s main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise in present and future.

Organization and Development: Organization Development (OD) is defined as “ a planned process of change in an organization’s culture through the utilization of behavioral science technology, research, and theory”. It is an adaptive improvement and reinforcement of organizational features such as strategies, structures, processes, people and cultures that lead to organizational effectiveness. To exist in the competitive market it is imperative for organizations to change their strategies, structures, processes, people and cultures. Choosing the right consultant and the model of a planned change is crucial to ensure the process of changing takes place without major hiccups and the strategic objectives of the changes are met on time. Apart from collecting the correct data and information, diagnostic data processing and planning need to be done meticulously through collaborative diagnosis before embarking on the change process. During the transition period it is important to manage the changes and resistance accordingly to ensure smooth transition. All in this the top management support and leadership plays the most important role from initiating the change until the accomplishment and institutionalization of the change.

Job Design: It is an attempt to match the job requirements with the capabilities of the job holder. It involves both job organizing components and the interaction patterns among the members of work group. Job Design is defined as “the process of deciding on the contents of a job in terms of its duties and responsibilities” on the job methods are used in carrying out the job, in terms of techniques, systems and procedures and that should exist the relationships between the job holder and his superiors , subordinates and colleagues.

Goals of job design are;

1. to meet the organizational requirements such as high productivity, operational efficiency, quality of product/service, etc, and
2. to satisfy the needs of the individual employees interests, challenges, achievements or accomplishments, etc.

The ultimate goal of job design is to integrate the needs of the individual with the organizational requirements.

Human Resource Planning: It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time. The organization will estimate its manpower requirements and then find out the sources from which the needs will be met. If required manpower is not available then the work will suffer. In order to cope human resource requirements, an organization will have to plan in advance its needs and the sources. Well Defined Enterprise's objectives, goals and its strategic planning may form the objectives of human resource planning and it has its own objectives like developing human resources, updating technical expertise, career planning of individual executives and people, ensuring better commitment of people and so on. Human resource plan must incorporate the human resource needs of the enterprise. This thinking will have to be done in advance so that the required number of persons is available at a required time. For this purpose, an enterprise will have to undertake recruiting, selecting and training process.

Selection and Staffing: It includes the inventory of present manpower in the organization. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future. Adjusting Demand and Supply: Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance. Creating Proper Work Environment: Besides estimating and employing personnel, the organization will estimate its manpower requirements and then find out the sources from which the needs will be met. If required manpower is not available then the work will suffer. In order to cope human resource requirements, an organization will have to plan in advance its needs and the sources. The process of finding and hiring the best qualified candidates from within or outside of an organization. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organizations

Personal Research and Information System; is a system that lets you keep track of all your employees and information about them. It is usually done in a database or, more often, in a series of inter related databases. These systems include the employee name and contact information and all or some of the following: department, job title ,grade, salary position history, supervisor, training completed, special qualifications ,ethnicity, date of birth, disabilities, veterans status, visa status ,benefits selected, and more. It includes reporting capabilities of. Some systems track applicants before they become employees and some are interfaced to payroll or other financial systems. It is a management system designed specifically to provide managers with information to make HR decisions shape an intersection in between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information Technology field,

Compensation /Benefits: Employee compensation is divided into four basic categories:

1. Guaranteed pay -is a fixed monetary reward paid by an employer to an employee. The most common form of guaranteed pay is base salary paid on hourly, daily, weekly, bi-weekly or monthly rate. Employees use this Base salary for ongoing consumption. Many countries define this as a minimum wage. Within a job-based pay structure Employee's individual skills and level of experience are differentiating with income levels. In addition to base salary other pay payments are paid in the form of allowances'
2. Variable pay -is a non-fixed monetary reward paid by an employer to an employee based on performance, or results achieved. The most common forms of variable pay are bonuses, incentives, overtime pay etc.
3. Benefits; There are wide variety of benefits offered to employees in the form of Paid Time-Off (PTO), various types of insurances, retirement plans, transport allowances. The government fulfills the needs of a specific employee population through regulating some mandatory and voluntarily benefits.
4. Equity- based compensation - is an employer compensation plan using to share as employee compensation. The most common form is stock options, restricted stock, restricted stock units (RSU), Employee stock purchase plan(ESPP), and Stock appreciation rights(SAR). Employer uses stock or pseudo stock programs to provide actual or perceived ownership in the company which ties an employee's compensation to the long run.

External equity; It refers to the similarity of the practices of other organizations of the same sector. Usually, these compensations are paid to external labor markets where the wages are vary. to create

these differences, geographical, education and work experience and various factors are that contributing. Internal equity; It refers to the comparison employees' perception about their duties, compensation, and work conditions with those of other employees in similar positions in the same organization. In organization internal equity can result in conflict among employees, mistrust, low morale, anger and even the adoption of legal actions. Workers can make the evaluation of internal equity regarding two main points. One hand, procedural justice; is the person's perceived fairness of the process (assigned tasks) and procedures used to make decisions about him. On the other hand, distributive justice; refers to the perceived fairness in the distribution of outcomes (salaries). The objectives of this compensation plans are retention, attraction of new hires and aligning employees' and shareholders' interests with the long-term success of the company.

Employee Assistance; is a confidential, counseling service for employees with personal problems that affect their work performance. It offers help with the resolution of problems that are affecting work. These problems, however, do not have to be caused by workplace issues. Employee Assistance Programs are designed to help people to understand or overcome their personal problems. It refers to other professionals or agencies who can offer more or extended care in particular areas of Personal issues, Job stress, Relationship issues Eldercare, childcare, parenting issues, Harassment, Substance abuse, Separation and loss, Balancing work and family, Financial or legal, Family violence and other services including retirement or lay-off assistance, and wellness/health promotion and fitness. Others may

offer advice on long-term illnesses, disability issues, counseling for crisis situations specifically for managers/supervisors in dealing with difficult situations

Union / Labor Relations: Industrial relations have become one of the most delicate and complex problems of modern industrial society. For the consistent development of any organization hormonal relationships are necessary. Industrial Relations are the relationships between employees and employers within the organizational settings.

Employers possess certain rights vis-à-vis labors. They have the right to hire and fire them. The main objective of IR system is to safeguard the interest of labor and management by securing the highest level of mutual understanding and good will among all those sections in the industry which participate in the process of production.

It denotes the collective relationships between management and the workers. The term Industrial Relations comprises of two words. It includes the third party which can influence and regulate the worker-management relationships, is the government. It covers the aspects of the employment relationship, employee relations, and union management relations including human resource management. It covers the practices of Collective Bargaining, Trade Unions, and labor-management relations. It is the process of resolving disputes through Collective Bargaining, Workers Participation in Management, Grievance and dispute settlement machinery, Trade unionism. The central and the state governments influence and regulate the industrial relations through labor laws, and labor courts and industrial tribunals.

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