CHAPTER I

Introduction of Human Resource Management

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1.1 Introduction

The significance of Human Resource Management (HRM) is being increasingly realized in industrial and non-industrial organizations throughout the world. Its realization emerged due to increasing complexities of the tasks of managers and administrators. The growing importance of Human Resource Management is reflected not only in the field of Human Resource Management (HRM) but also in the eagerness and willingness of line people to share responsibility for many Human Resource functions. Hence, it is said that, there has been an increase in the status and power of Human Resource managers in India as it seems in other countries management has emerged as a distinct leading profession. There has been a phenomenal increase in the knowledge about Human Resource Management in recent years. Schools of social work and institutes have established their importance in the country besides the imparting this knowledge diploma courses on Human Resource Management offered by several universities. And by prescribing a code of ethics the Indian Institute of Personnel Management has fulfilled the condition of a profession also.

The essence of successful management lies in getting effective results through and by people, which is possible only by introducing Human Resource Management as most important function. A Human Resource manager keeps the general management in constant touch with the attitude of the workers and guides management in making decisions which will command the co-operation. We know that management is an art of getting work done through people. It is a multipurpose organ that manages various inputs, viz:- Men, Money, Materials, Machines, technology and the market. Which are very essential for the success of business enterprises? It is very crucial task to manage men as they different from one another. Hence, it is a complicated discipline of Management i.e. pertaining to men-management.

1.1.1 Concept :

HRM is the qualitative improvement of human beings who are considered the most valuable assets of organization – the sources, resources and end users of all products and services. HRM is no doubt and outgrowth of the older process and approach. But
it is much more than its parent discipline, viz. Personnel Management and behavioural science. HRM is also more comprehensive and deep rooted than training and development. Its approach is multidisciplinary from the beginning to the end. It is a scientific process of continuously enabling the employees to improve their competency and capability to play their present as well as future expected roles.

HRM is a strategic approach to the acquisition, motivation, development and management the organization’s Human Resource. It is a specialized field that attempts to develop programmes, policies and activities to promote the satisfaction of both individual and organizational needs, goals and objectives. HRM is proactive rather than reactive i.e. always looking forward to what needs to be done and than doing it, rather than waiting to be told what to do about recruiting, paying of training people or dealing with employee relations. Problems as they arise. Therefore Human Resource Management is the process of managing the people of an organization with a human approach.

1.1.2 Evolution and Development:

The history of development of HRM in India is comparatively of recent origin. But Kautilya had dealt with some of the important aspects of HRM in his “Arthasastra” 400 B.C. Government in those days adopted the techniques of HRM as suggested by Kautilya. In its modern sense it had developed only since independence. Though the importance of Labour officers was recognized as early as 1929, the appointment of officers to solve labour and welfare problems gain momentum only after the enactment of the Factories Act required the appointment of welfare officers in companies employing more than 500 workers. At the beginning, Government was concerned only with limited aspects of labour welfare. The earliest labour legislation in India dealt with certain aspects of Indian labourers sent to various British colonies in 1830. Important phases of evolution of HRM are presented as follows:
**Recent Development:**

- More emphasis is laid on the positive attitude of the manpower
- Shift from IQ to EQ.
- Significance is shifted from skilled Employees to knowledgeable employees.
- Carriers in HRM.
- Environment of HRM.
- Balance score card
- Human Resource Information System
- Total Quality HRM
- HR Accounting, Audit and Research
- HR Development, HR Assets and HR Capital.

1.1.3 Meaning and Definitions:

Employees hold a key place in business. No business enterprise can exist and function without employees. The success of business enterprise depends to a large extent on the quality of its personnel. The plan of business may be logically sound and structure of organization may be perfect but if the recruitment and training of personnel are uncertain, business can not grow. The growth of business depends mainly on the willingness and ability of its employees. Lawrence A Appley, therefore wrote “Management is the development of people and not the direction of things”.

Human Resource Management is a function that helps managers to recruit, select, train and develop members for an organization. Different terms are used to denote HRM. They are labour management, labour administrations personnel administration, personnel management etc.

In simple term HRM means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements.

It is a method of developing potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organization”.

HRM is the process of managing the people of an organization with a human approach.

HRM can be defined as that part of management process which develops and manages the human element of enterprise considering the resourcefulness of the organization’s own people in terms of total knowledge, skills, creative abilities, talents, aptitudes and potentialities.

Different writers and thinkers have given different definitions of HRM. Few are as follows:
• According to Flippo “Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational individuals and social goals”.
• Dunn and Stephens defined “Personnel management is the process of attracting, holding and motivating people innovating all managers – line and staff”.
• Prof. Thomas G. Spates defined “Personnel administration is a code of the ways of organizing and treating individuals at work so that they each will get the greatest possible realization of their intrinsic abilities, thus attaining maximum efficiency for themselves and their group and their by giving to the enterprise of which they are a part its determining competitive advantage and its optimum results.”
• French defined “Personnel management is the recruitment, selection, development, utilization of and accommodation to human resource of an organization consists of all individuals regardless of their role, who are engaged in any of the organizations activities.”

➢ Analysis of Definitions :

First is concerned with employees, both as individuals as well as group, which has the motto to get better results with their collaboration. i.e. it is an activity aiding and directing workmen and women in maximizing their personal contribution and satisfaction in employment, bringing them an equitable, just and human treatment and adequate security for employment.

Second, it refers the process to help employees, or to facilitate the employees to develop their potentialities and capacities to the full, so that, they may derive the greatest satisfaction from their work. For which, four elements should be considered. Viz: the capacities, the interest, opportunities and personalities of the employees.

Third, the HRM does not cover to only, the labour personnel, but it refers “all levels of personnel.”
However, the form of HRM greatly differs from company to company and to be effective, it must be tailored to fit the individual need of each organization.

Fourth, it is said that the HRM is inherent in all organizations. Since recruitment, selection, development and utilization of people are an integral part of any organization effort. It is not only confined to industry, but it is equally useful and effective in government and non-government departments, as well as to non-profit institutions. It is a one of the very essential and important discipline of management. It is a major part of general management functions and has roots and branches extending through and beyond each organization. Hence, it is also said that “Human Resource Management is all pervasive in nature.”

In the opinion of Bakke, “Human relations, industrial relations and personnel relations are just new names for an aspect of the general managerial function as old as management itself.” “As a field of discipline personnel management, if faced with many challenging problems entering around social responsibility, work design, staffing, style of leadership and supervision, compensation and appraisal, collective bargaining, organizational development and organizational climate.

Fifth, it flows continuously. According to George R. Terry, “It can not be turned on and off like water from a faucet, it cannot be practiced only one hour each day or one day at a week. Human Resource Management requires a constant alertness and awareness of human relations and their importance in everyday operations.”

Finally, it attempts at getting the willing co-operation of the people for the attainment of the desired goals, for work cannot be effectively performed in isolation without the promotion and development of a spirit de corps.

Considering the above characteristics of given definitions, it is observed that HRM is an approach, a point of view, a new technique of thinking and a philosophy of management, which is concerned not only with managing people, but also with solving the human problems of an organization intelligently and equitably. So HRM consist of the very important branch of MANAGEMENT pertaining to the process of obtaining “Right man of right job” training and development, compensation,
performance appraisal etc. Hence, it can be of full value to an organization only when it is consistently thought out and applied at all levels and to all management functions, in corporate policies, in the systems, procedures and in employment practices, etc. Such integrative aspect of HRM is therefore of vital importance.

1.1.4 Core of HRM:

Human Resource Management is a management function that helps manager to recruit, select, train and develops members for an organization. Obviously, HRM is concerned with the people’s administrations.

Following are the core of HRM:

1. Organization is not more bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organizations.
2. HRM involves the application of management functions and principles. The function and principles are applied to acquisitioning, developing, maintaining and remunerating employees in organizations.
3. Decisions relating to employees must be integrated. Decisions on different aspects of employees must be consistent with other human resource decisions.
4. Decisions made most influence the effectiveness of an organization.

HRM functions are not confined to business establishments only. They are applicable to non-business organizations too, such as education, health care, recreation and the like.

1.1.5 Objectives of HRM:

Human Resources are manages to divert and utilize their resources towards and for the accomplishment of organizational objectives. Therefore, basically the objectives of human resources management are drawn from and to contribute to the accomplishment of the organizational objectives. The other objectives of HRM are to meet the needs, aspirations, values and dignity of individual employees and having due concern for the socio-economic problems of the community and country.
Following are the objectives of Human Resource Management:

a) To create and utilize an able and motivated workforce, to accomplish the basic organizational goals.
b) To establish and maintain sound organizational structure and desirable working relationships among all the members of the organization.
c) To secure integration of individual and groups within the organization by coordination of the individual and group goals with those of the organization.
d) To create facilities and opportunities for individual or group development so as to match it with the growth of the organization.
e) To attain an effective utilization of human resources in the achievement of organizational goals.
f) To identify and satisfy individual and group needs by providing adequate and equitable wages, incentives, employee benefits and social security and measures for challenging work, prestige, recognition, security, status, etc.
g) To maintain high employee morale and sound human relations by sustaining and improving the various conditions and facilities.
h) To strengthen and appreciate the human assets continuously by providing training and development programmes.
i) To consider and contribute to the minimization of socio-economic evils such as unemployment, under-employment, inequalities in the distribution of income and wealth and to improve the welfare of the society by providing employment opportunities to women and disadvantaged sections of the society.

j) To provide an opportunity for expression and voice in management.
k) To provide fair, acceptable and efficient leadership.
l) To provide facilities and conditions of work and creation of favourable atmosphere for maintaining stability of employment.
m) To establish equality by removing all sort of discriminations among human resources.
1.1.6 Principles of HRM:

While going through the philosophy of HRM, some of the very essential principles of HRM can be derived as given below:

i) People should be regarded as complete individuals: People are recruited as per the requirements of the business units and as per their technical, professional and other qualities. But what would be their behaviour and relations with one another, with the group and with the management largely emphasized by their personal feelings, ethical standards, norms, cultural and social attitudes, etc. Management should take into account the wholeness of the individual employees while dealing with them for any matter such as the work assignment, growth and development, etc.

ii) Employees should be made to feel worthwhile: Money is not a matter for everything. There is something other than money which stimulates anyone to work towards organizational goals.

iii) Fairness and justice should be maintained: It should guide management’s policies and actions. One should win the confidence of his co-workers and that of employer too.

iv) Relevant information should be supplied to the employees, i.e. two-way communication should be developed for the purpose.

v) Rewards should be earned and not given: Human beings to earn for their livelihood. Gifts are generally given at certain ceremonial occasions and therefore, all the rewards for their sweat be given against their efforts.

vi) It is very essential to judge the strength or intelligence of the people properly.

vii) Sell the Human Resource Management programme: If employees are not made aware of it, they will learn it from some other sources and this will not be healthy tradition for management. The selling of a programme should be done either orally or in writing.

viii) Equal wages for equal work: The employees who are doing similar type of work must be paid equally and the wages paid must be fair and adequate.

ix) Set examples: “Actions are lauder than words”, and these convince the employees that the management really does what it say or means.
1.1.7 HR Models and Organizational Structure of HRM:

To make available many purposes of HRM, four major models have been recognized, which are as follows:

(A) The Fombrum
(B) The Harvard
(C) The Guest
(D) The Warwick

(A) The Fombrum Model:

The Fombrum model being the first model (dates back 1984), this emphasizes on 4 functions of HRM like, selection, appraisal, development and rewards. These 4 constituent components of HRM are expected to contribute to organizational effectiveness as show in following chart:

Chart – 1.2: The Fombrun Model of HRM

![Chart](chart.png)

Source: [www.mhhe.com/aswathappa-hrm](http://www.mhhe.com/aswathappa-hrm)

(B) The Harvard Model:

The Harvard model includes five critical components of HRM like stake holders interests, situational factors, HRM policy choices, HR outcomes and long – term consequences as shown in the below mentioned chart:
The Guest Model was developed by David Guest in 1997, which emphasizes the logical sequence of six components like HR strategy, HR practices, HR outcomes, Behavioral outcome, Performance results and Financial consequences as shown below chart:

(D) The Warwick Model:

The Warwick model was developed by two researchers, Hendry and Pettigrew of the University of Warwick, which includes five elements like, outer context, inner context, business strategy content, HRM context, and HRM content as shown in the chart:

Chart – 1.5: The Warwick model of HRM

After considering all these models we can predict for future model as shown in chart below:

Chart – 1.6 : Probable future HRM Model

Source : www.hrsgb.org.za
Chart – 1.7 : Organizational structure of HRM

Generally, following structures of organization of HR department are popular in most of the units, which is presented through chart below:

1.1.8 Scope of HRM:

HRM approach improves the organizational efficiency, work culture, job satisfaction of people, better understanding and human relationship resulting in cordial industrial relations and better productivity.
To be precise, HRM has great scope to improve organizational climate and efficiency. The vast scope of HRM in the context of a business organization can be summed up as follows:

1) Adverse influence of trade unions, particularly self-seeking militant trade union leaders can be reduced.
2) Gulf between management and workers can be reduced.
3) A cordial work–management relationship would be possible.
4) Management would be able to understand their people better.
5) A situation would be created in organization for the employees to enjoy their work and again substantial job satisfaction.
6) Employees would be able to gain a great sense of accomplishment through their work.
7) Management gets enlightened workforce.
8) A good HRM policy would improve the possibility for industrial peace.
9) It would become easier for the management to identify and train appropriate talents for every job.

In fact a well planned HRM process is the need of the hour; it helps in managing a business efficiently. The scope of HRM is therefore, extensive to the extent that there cannot be a study of management without proper attention on HRM. After introduction and implementation of industrial licensing policy of 1991, more and more MNCs entered to our country. Also, the organizational structure becomes more complicated and crucial with liberalization, privatization and that of globalization, which definitely shows a wide prospect of HRM hereafter.
1.2 Importance of HRM:

Dr. C.B.Gupta has discussed the importance of Human Resource Management at four levels – corporate level, professional level, social level and national level.

1) Significance for an enterprise:

HRM can help an enterprise in achieving its goals more efficiently and effectively in the following ways:

- Attracting and retaining the required talent through effective HR planning, recruitment, selection, placement, orientation, compensation and promotion policies.
- Developing the necessary skills and right attitudes among the employees through training, development and performance appraisal, etc.
- Securing willing co-operation of employees through motivation, participation and grievance handling, etc.
- Utilizing effectively the available human resources.
- Ensuring that the enterprise will have in future a team of competent and dedicated employees.

2) Professional significance:

Effective management of HR helps to improve the quality of work life. It permits team work among employees by providing a healthy working environment. It contributes to professional growth in the following ways:

- Providing maximum opportunities for personal development of each employee.
- Maintaining healthy relationships among individuals and different work groups.
- Allocating work properly.

3) Social significance:

Sound Human Resource Management has a great significance for the society. It helps to enhance the dignity of labour in the following ways:

- Providing suitable employment that provides social and psychological satisfaction to people.
- Maintaining a balance between the jobs available and the jobseekers in terms of numbers, qualifications, needs and aptitudes.
- Eliminating waste of HR through conservation of physical and mental health.
4) National significance:

Human Resource and their management play a vital role in the development of a nation. The effective exploitation and utilization of a nation’s natural, physical and financial resources require an efficient and committed manpower. There is wide difference in development between countries with similar resources due to difference in the quality of their people. Countries are underdeveloped because their people are backward. The level of development in a country depends primarily on the skills, attitudes and values of its HR. Effective management of HR helps to speed up the process of economic growth which, in turn, leads to higher standards of living and fuller employment.

Management is primarily dealing with human beings and human problems are present everywhere. According to Lawrence Apply, “Management is the development of people, not the direction of things”. In the modern era of automation and computerization, machine is useless without competent people to run it. Human Resource Management has become very significant in recent decades due to the following factors:

- Increase in the size and complexity of organization eg. A multinational corporation employing millions of persons.
- Rapid technological development like automation, computerization, etc.
- Rise of professional and knowledgeable workers.
- Increasing proportion of women in the workforce.
- Growth of powerful nationwide trade unions.
- Widening scope of legislation designed to protect the interest of the working class.
- Revolution in information technology that might affect the work force.
- Rapidly changing jobs and skills requiring long – term manpower planning.
- Growing expectations of society from employers.
1.3 Human Resource Management Process:

Dr. T.V. Rao has suggested the following process for HRD:

i) Performance Appraisal
ii) Potential Appraisal and Development (PAD)
iii) Feedback and Performance coaching
iv) Training
v) Career Planning
vi) Employee’s welfare, Quality of work life, Rewards, Organizational Development & System Development and Human Resource information.

These mechanisms are used to initiate, facilitate and promote the process of HRD in a continuous way. All the process mechanisms are linked with corporate plans and human resource planning. Policies are general guidelines whereas procedures are specific applications. A procedure is a well thought out course of actions. It specified the manner, in which a piece of work is to be carried out. Procedures emphasize on chronological, step by step sequence of required action.

1.4 Need for Human Resource Policies:

Policies are general statements that guide thinking and action in decision making. A policy is a plan of action.

Breuster and Richbedl defined HRM policies as “A set of proposals and actions that act as a reference point for managers in their dealings with employees.”

“Personnel policies constitute guides to action. They furnish the general standards or bases on which decisions are reached. Their genesis lies in an organizations values philosophy, concepts and principles.”

The following points highlight the needs:

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- To minimize favoritism and discrimination in treating the employees.
- To create and develop employee enthusiasm and loyalty.
- To ensure that the action will be continued through the managers in key jobs.
- To take speedy decisions on any issue related to human beings.
- For maintenance and improvement in the standards of efficiency HR policies can be serving as a controlling tool.
- To maintain uniformity amongst different employees it is needed.
- HR policies are needed for better control, co-ordinations, delegation of authority and powers, proper communication and to establish confidence amongst managers and shop floor employees.

1.5 Functional Areas of Human Resource Management:

The HRM practices are associated with two functions of HRM as shown in chart below:

Chart – 1.9 : Functions of HRM – 1
Managerial functions involve planning, organizing, directing, coordinating, controlling, reporting and budgeting the work of those who are interested with the performing of operative functions. In other word, managers procure process and peddle find and employ resources, develop services and fin markets for their output. These functions are interdependent.

A) Planning:

Planning is a predetermined course of action. According to Allen, “It is a trap laid to capture the future”. In fact, “Planning today, avoids arises tomorrow”. Planning is a hard job for it involves the ability to think, to predict to analyses and to come to decisions, to control the actions of its personnel and to cope with a complex, dynamic fluid environment. The two most important features of planning are research and forecasting. These two are inter – related, for forecast is possible only as a result of research personnel administration should be able to predict trends in wages, in labour market, in union demands, in other benefits and personnel policies and programmes.

The task of forecasting personnel needs in relation to changes in production or several variations and the leveling out of differences in production is extremely important, both for employees and for management. Therefore, planning or decision making has to be under taken much in advance of an action so that unforeseen or anticipated problems and events may be properly handled.

B) Organizing:

After a course of action has been determined an organization is a structure and process by which a co-operative group of human beings allocates its tasks among its members, identifies, relationships and integrates its activities towards common objectives”. This is done by designing the structure of relationships among jobs, personnel and physical factors.
An organization is the wedding of authority and responsibility because, in it essentials, it consists of the assignment of specific functions to designate to have them carried out and their accountability to management for the results obtained. It seeks to achieve the maximum return with minimum effort by denaturalization whereby the power of decisions is brought down as near as possible to the individual concerned. How for this can be done will depend upon the top management’s philosophy and appreciation of the benefit delegation and decentralization.

In the words of Drucker, “The right organizational structure is the necessary foundation, without it the best performance in all other areas of management will be inefficient and frustrated”.

C) **Directing** :

Directing includes guiding, overseeing, inspiring and influencing the subordinates to work in a way that is beneficial to the enterprise as well as the community. Directing deals not only with the issuing of orders but also with the acceptance and execution of these orders, by guiding and inspiring the organization members. The directing function is also concerned with leadership, communication, motivation and supervision so that the employees perform their activities in the most efficient manner possible. The effective directing is an appreciation of human nature.

Directing is involved with getting persons together and asking them to work willingly and effectively for the achievement of designated goals.

D) **Controlling** :

Controlling is the act of checking, regulating and verifying whether everything occurs in conformity with the plan that has been adopted, the instructions issued and principles established. It is greatly concerned with actions and remediates actions. “It is not just store – keeping. It not just plotting the course and getting location reports but rather it is steering the ship. It is through
control that action and operation are adjusted to pre determined standards and its basis is information in the hands of the managers.” By check, analysis and review the personnel department assists in realizing the personnel objectives. Auditing training programmes, analyzing labour turnover records, directing morale surveys, conducting separation interviews, interviewing new employees at stipulated intervals, comparing various futures of the programme with other organization programmes in the area, industry and nation. These are some of the means for controlling the management of personnel.

- **Operative Functions**:

  The operative functions of Human Resource Management are concerned with the activities specifically dealing with processing, developing, compensating, integrating and maintaining an efficient work force. These functions are also known as service functions.

  A) **Procurement Function**:

  The procurement function is concerned with the obtaining of a proper kind and number of personnel necessary to accomplish organizations goals. It deals specifically with such subjects as the determination of manpower requirements, selection and placement induction, follow up transfers, lay offs, discharge and separation etc.

  B) **Development Function**:

  The development function deals with the personal development of employees by increasing their skills, through training so that job performance is properly achieved. Drafting and directing training programmes for all levels of employees, arranging for their on the job, office and vestibule training, holding seminars and conferences, providing for education and vocational counseling and appraising employee potential and performance are undertaken under this function.
C) **Compensating Function**:

The compensating function is concerned with securing adequate and equitable remunerating to personnel for their contribution to the attainment of organizational objectives. Functions related to wages surveys, establishment of wage rates and job analysis, merit ratings, the establishment of wage ranges and wage structure, wage plans and policies, wage systems, incentives and profit sharing plans, etc. fall under this category.

D) **Maintenance Function**:

The maintenance function deals with sustaining and improving the conditions that have been established. Specific problems of maintaining the physical conditions of employees (health and safety measure) and employee service programmes are the responsibility of the personnel department.

The maintenance function includes performance appraisal, promotion and transfer, trade union and negotiation, health and safety, etc.

A hallmark of future Indian workplaces is likely to be a dominant emphasis on managerial training, structural redesign and reforming of institutional architectures to achieve enterprise excellence. Thus, a primary role of Indian managers will be large new employment and industrial relationships through purposeful HRM policies and practices. Table 1.2 represents a variety of HRM practices that are been employed in Indian organizations.
Chart – 1.10 : Key HRM practices in Indian organizations

<table>
<thead>
<tr>
<th>HRM Practices</th>
<th>Observable Features</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Description</strong></td>
<td>Percentage of employees with formally defined work rules is very high in the public sector</td>
</tr>
<tr>
<td><strong>Recruitment</strong></td>
<td>Strong dependence on formal labour market. Direct recruitment from institutions of higher learning is very common amongst management, engineering and similar professional cadres. Amongst other vehicles, placement agencies, internet and print media are the most popular medium for recruitment</td>
</tr>
<tr>
<td><strong>Compensation</strong></td>
<td>Strong emphasis on security and life time employment in public sector including a range of facilities like, health care, housing and schooling for children</td>
</tr>
<tr>
<td><strong>Training and Development</strong></td>
<td>Poorly institutionalized in Indian organizations. Popularity of training programmes and their effect in skill and value development undeveloped</td>
</tr>
<tr>
<td><strong>Performance Appraisal</strong></td>
<td>A very low coverage of employees under formal performance appraisal and rewards or organizational goals</td>
</tr>
<tr>
<td><strong>Promotion and Rewards</strong></td>
<td>Moderately variable across industries. Seniority systems still dominate the public sector enterprises. Use of merit and performance limited mostly to globally orientated industries</td>
</tr>
<tr>
<td><strong>Career Planning</strong></td>
<td>Limited in scope. The seniority based escalator system in the public sector provides stability and progression in career. Wide spread use of voluntary retirement scheme in public sector by high performing staff. Cross functional career paths uncommon</td>
</tr>
<tr>
<td><strong>Gender Equity</strong></td>
<td>Driven by proactive court rulings, ILO guidelines and legislature provisions. Lack of strategic and inclusion vision spread</td>
</tr>
<tr>
<td><strong>Reservation System</strong></td>
<td>The central government has fixed 15% reservations for scheduled castes, 7.5% for scheduled tribes and 27% for backward communities. States vary in their reservation systems</td>
</tr>
</tbody>
</table>

1.6 Role of Human Resource Manager:

The HR manager has to perform different roles at different levels in the organization, which includes conscience, a counselor, a mediator, a company spokesman, a problem solver and a change agent.

Human Resource Manager plays a vital role in the modern organization. This includes the following:

- **The Conscience Role:**
  The conscience role is that of a humanitarian who reminds the management of its moral and obligations to its employees.

- **The Counselor:**
  Employees who are dissatisfied with the present job approach the personnel manager for counseling. In addition, employees facing various problems like material, health, children education / marriage, mental physical and career also approach the personnel managers. The personnel manager counsels and consults the employees and offer suggestion to solve / overcome the problem of the employees.

- **The Mediator:**
  As a mediator, the personnel manager plays the role of a peacemaker. He settles the disputes between employees and the management. He acts as a liaison and communication link between both of them.

- **The Spokesman:**
  He is a frequent spokesman for or representative of the company.

- **The Problem – Solver:**
  He act as a problem solver with respect to the issue that involves human resource management and overall long range organizational planning.
- **The Change Agent:**

  He acts as a change agent and introduces changes in the various existing programmes. In addition to above roles, he also plays distinct roles like an Administrator, Organizer, Planner and Controller, Communicator, Trainer and Mentor, Coordinator, Leader and Motivator for an efficient, effective and that of economic operation of an organization.

- **The Administrator:**

  He involved in every level of administration through all of the main disciplines (recruitment, training & employee relations). The role of the administrator incorporate basic administration, such as data entry, filing, on serving the telephone & maintaining up to date employee information. It could also involve with sending out offer letters & contracts & giving first line advice to employees who have queries around policies & procedures. This could range from basic payroll & holiday queries to advising on maternity / paternity benefits.

- **The Trainer:**

  To increase the commitment level of employees & growth in quality movement, senior management, team is now increasing the role of training. This is the era of cut – throat competitor & with the changing scenario of business; the role of trainer has been widened. The role of trainer is:

  1. Active involvement in employee education.
  2. Rewards for improvement in performance.
  3. Rewards to be associated with self esteem & self worth.

- **The Mentor:**

  A mentor is someone who acts as a friend to a new colleague settling in. The relationship is based on informal contact between the mentor & the new colleague. The most useful role of the mentor is to discuss with the
new person the aspects of the organization that don’t get into official or formal descriptions. The style & culture of the place, the conventions & unwritten rules. Why certain people do particular things in unexpected ways, how to get things done without huge formal efforts & so on.

In addition to above roles, he also plays distinct roles like an Organizer, Planner and Controller, Communicator, Coordinator, Leader and Motivator for an efficient, effective and that of economic operation of an organization.