CHAPTER III

THE PROCESS OF HUMAN RESOURCE MANAGEMENT
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Every work has two dimensions: substantive and procedural. Substantive dimensions mean to decide what to do and procedural dimension means how to do. In most of the organisations there is over emphasis on the substantive aspect of work and the procedural aspect is neglected. Whenever there arises a problem in the organisation the solution is looked into rules and structure rather than in the underlined group dynamics and human behaviour. The rules are changed, the structure is modified but unfortunately no attention is paid to group dynamics and human behaviour. This is wrong. In every organisation human resource development process must receive as much importance as the substantive dimension.

HUMAN RESOURCE MANAGEMENT AS THE CHIEF EXECUTIVE FUNCTION

The real job of HRM is not only to identify the right kind of people for the right kind of job, but to build a team in which individual members get the opportunity to fulfil their personnel hopes and aspirations by developing themselves and to make their best contribution for the accomplishment of the organisational goals. Thus, HRM is and must be basically ‘employee oriented’ and not ‘employer oriented’. The principal “people first and than performance” must be enshrained in the very actuating process. It, therefore, means that HRM is not a “one for all” affairs. It is a part of every policy, practice, function, strategy, task and
tempore, leading to a humanised work environment, organisational climate and culture.

Human resource approach and HRM philosophy must be introduced at the top-level management first. Without a real conviction of top boss as to how to value and the regard his employees, no HR policy can be successful.

The human values nurtured and nourished by the top management must be reflected in the policies, strategies, attitudes, approaches, payment of remuneration, grievances handling, welfare amenities, settlement of industrial disputes, profit sharing, career planning of individual employees, willingness to communicate with employees, providing facilities for individual development, method of dealing with an accused employee, and so on. When the top boss is honestly concerned with the human resources philosophy, his subordinates and other levels of executives are bound to follow suits.

On the contrary, in spite of all the sincere efforts on the part of HRM executive or any other executive, HRM intervention may not yield expected results if the top boss is cold toward it. Hence, it is better not to introduce HRM philosophy in an organisation if the top management is not fully committed to it.

The top management or the top boss can involve themselves or himself in human resources management in the following ways:

(i) The top boss must have a commitment to the human resources management approach, which may be the first step of involving in HRM.
(ii) Accept and faster a philosophy of HRM.

(iii) Make appointment of a human resources management professional who is capable enough to manage and direct all HRM activities at the top level, who may direct report to the top boss.

(iv) The top boss must provide a leadership style consistent with the human resources management philosophy.

(v) Spend sufficient time to think and provide adequate direction to the human resources management professional and develop an open-heart policy to accept the suggestions conducive to a healthy human approach to the company's people.

(vi) Allocate adequate budget to be invested on human resources of the company over and above the normal payments like remuneration allowances, commission, bonus etc., and no direct return must expected from such investment. This must be utilised for human resources development.

(vii) The top boss must give a part of his time daily to hear his employees and to solve their problems.

(viii) Give freedom to the human resources manager to plan and implement HRD programmes and manage human resources, with a responsibility to report to the boss.
(ix) Include the human resources manager in policy making and strategy formulation not only in general management but also in all the functional areas.

(x) Make it known to the subordinate executives and employees that the boss is concerned about their welfare, and the human resources approach is the guiding principal of his management.

(xi) The top management must ensure an organisational culture and climate consistent with the HRM philosophy and human values.

Thus, the top management or the top boss can play a great role in establishing and maintaining a philosophy of human resources management. Of course the main task is vested with the HRM manager.

ROLE OF FUNCTIONAL EXECUTIVE AND SUPERVISORS IN HUMAN RESOURCE MANAGEMENT.

Functional Managers, Executives and Supervisors also have to play an important role in the human resources management approach of an organisation. In fact, every executive, who has people to report to him, has to practice the human resources approach. Obviously, functional executives and supervisors must be guided more by the human resources philosophy. For this purpose, no line staff distinction is necessary. The more number of people directly report to one executive, the greater responsibility he would have for human resources approach. Hence, every executive, who has people under him, must be able to manage his people in the "human resources" way, particularly because it
is he who directly represents the organisation before his subordinates. His behaviour and action must be guided by human values.

Actually speaking, the functional executives and supervisors directly supervise the work of many operations and people under them and hence they must be more skillful to implement the human resources approach. The HR Manager's job, in this respect, is to train these executives and supervisors to be practical human resources managers. At the operative level human resources approach must be a mix of human and human values content, human relations content, benevolence content, leadership content, advisory content, "friend-guide" content, knowledge worker content, direction content, controlling content, companionship content, counselling content, and so on. A supervisor job, therefore, is a combination of all these ingredients in a human resources perspective. In a nutshell, HRM may be impossible without the personal involvement of functional executives and supervisors. They can involve themselves in implementing HRM philosophy in a number of ways:

(i) First of all they must adopt the HRM philosophy and make up their mind to introduce human values in dealing with their people.

(ii) They must get themselves trained in managing human side of enterprise as well as in counseling techniques.

(iii) They must clarify their own HR philosophy congruent with the human resources management philosophy of both the top management and HR management.
(iv) Convince their subordinates that they are interested in their well-being and the HRM philosophy which they have adopted will be very helpful for the subordinates effective need satisfaction.

(v) Try to gain the confidence of subordinates and to win them over.

(vi) They must make constant efforts to update their knowledge so that their subordinates will realise that their supervisor or superior would be able to help them.

(vii) They must set aside a considerable part of their time to help their subordinates.

(viii) They must make sincere efforts to help their subordinates.

(ix) Coordinate with the HR department and participate in the programmes of HRD, counselling etc.

(x) Make counselling a part of their job and conduct counselling sessions for their subordinates whenever necessary.

(xi) They must sincerely try to redress the grievances of their subordinates when and where they are noticed.

(xii) Forgiving, forgetting redeeming the subordinates who commit mistakes wherever possible, must be accepted as their responsibility.
(xiii) They must identify talents and people who can take up greater challenges and report to higher levels for training, development and further promotional needs.

(xiv) They must motivate their subordinates not only to make their best contribution to the organisational goals or to complete their tasks, but also to constantly develop themselves and improve their performance both for their career development and for organisational contribution.

(xv) Convince the trade unionists that the supervisors never intents to encroach upon their activity areas but to cooperate with them and assist them to achieve their legitimate demands and need satisfaction of their followers.

Thus, HRM intervention is not merely confined to the human resources manager, but all functional executives and supervisors must involve themselves in HRM intervention. Particularly supervisors, who are in constant touch with the workers, must play a very dominant role in HRM intervention. They must, therefore, offer themselves for being trained in human resources management, human behaviour counselling and interpersonal skills.

**HUMAN RESOURCE MANAGER - THE PIVOT OF HUMAN RESOURCE MANAGEMENT**

HR Manager has a pivotal role to play in the HR Management process. Human resources manager is supposed to be a senior executive who has the capability not only to manage the human resources of the company, but also to guide all the executives including the top boss. As he is directly reporting to the top boss, he must be able to keep the some
wavelength with the boss, influencing and convincing him of the human resources policies and ensuring his support for all the human resources development programmes.

He must be able to provide direction to all the functional managers and executives regarding the human resources philosophy that guides the actuating process; and it is he who provides leadership to his subordinates in the HR function and other functional executives to adopt a human resources approach to management. The Human Resources Manager may be actively involved in the HRM function in many respects:

(i) HR manager is supposed to formulate human resources policies and strategies, and to plan HRM intervention in the whole organisation.

(ii) He is responsible to primarily promote a human resources philosophy all over the organisation.

(iii) He has to coordinate himself with the top management and obtain their approval and commitment for HRM strategies.

(iv) HR manager is responsible to formulate, plan and implement appropriate human resources development programmes from time to time.

(v) Human resources manager must accurately determine the human resources needs of his organisation.

(vi) He must be a good educator, who makes his best efforts to educate all executives and people of his organisation regarding needs and methods of HRM intervention.
(vii) He must be a good counsellor who can conduct and supervise counselling sessions regularly to not only disgruntled and problem employees, but to other executives to develop counselling skill in them.

(viii) He must be a humanist who acts as a redeemer to problem employees, disgruntled employees or erring employees.

(ix) Human resources manager must have all-round knowledge and ability to assist and guide all the functional executives in managing and dealing with people.

(x) HR manager must be a good communicator, who communicates with appropriate people, with appropriate information at the appropriate time in the most effective leadership.

(xi) He must be a good leader who is able to establish teamwork and provide effective leadership.

(xii) He must be a good personnel manager, who can direct and guide the personnel function in the organisation efficiently.

(xiii) HRM manager must be a good human relativist and industrial relation man who maintains good and cordial industrial relations in his organisation.

(xiv) He must maintain well accepted employees welfare amenities, who must maintain human values in the organisation.

(xv) He must be able to introduce appropriate carrot and stick mechanism for effective motivation.
A good human resources manager is the force behind establishing and maintaining teamwork, team spirit, cohesion and a sense of belonging in the minds of people in the organisation.

He must formulate and implement planning for well-formulated separation schemes, linked with succession plans.

He must maintain a well-planned and uninterrupted supply line for appropriate manpower to various departments and functions.

In a nutshell, it is the human resources manager's vision and commitment that guides the entire organisation and its functions and operations. He is the one who is primarily responsible to professionalise the organisation and ensure proper cooperation and coordination within the organisation. While he links his activities with the activities of various functional managers and various levels of executives in the organisation, this relation must be reciprocal.

THE PROCESS

The process of human resources management is not an exclusive job of human resources manager. Every manager in an organisation, irrespective of the functional or positional distinction, must be a human resources executive, though the human resources manager is the brain and guiding force behind it. In fact, efforts are necessary at all levels from top to bottom for a proper human resources management. Appropriate policies and strategies must be formulated and implemented, not only for making use of the manpower, but also for developing, streamlining and maintaining human resources. Above all, a
proper climate must be created for the people to feel free to make their best contribution. Some of the steps to be followed for an effective human resources management can be suggested here, though these are not hard and fast rules.

(i) Management, at all levels, must foster a human resources management philosophy; i.e. consider your people as your resources and assets and not liabilities, and view and value their contribution as indispensable for the survival and growth of your organisation. This is a total change of philosophy, perspective, attitudes approaches. Human values must be at the centre of HRM.

(ii) Make this philosophy and perspective known to the people, formally and through grapevine. Make known to the people at all levels and functions that the management has a concern for the welfare of the people.

(iii) Try to make it known to the people that the organisation belongs to them, as they are the resources and assets of the organisation. Grapevine can be effectively used for this purpose.

(iv) Establish an organisational culture and climate cordiality, for which special efforts are necessary, not only at the top management and HRM level, but also at all, levels. Executives at all levels must be trained to implement and practice a cordial human relations approach.

(v) Formulate a policy and strategy for manpower management and development consistent with the human resources
management philosophy, and communicate it properly to all managers and executives in the organisation.

(vi) Plan and implement human resources development programmes, supervisory training, executive development programmes, senior management seminars development programmes, for developing the next line, technical training, team-building, team-work and group cohesion programmes, communication skills development, counselling training, training on human behaviour, leadership development, training on HRM philosophy, and many such short and medium term programme for developing human resources according to respective need.

(vii) There must be a management development and training centre attached to every business organisation (which can afford). Small organisations, five or six (or any number) of them may join together to form training and development centres (common facilities) for all of them.

(viii) Train all managers and executives on human resources management.

(ix) Plan and implement development programmes for workers, trade development, technical training, supervisory development, leadership development, trade unionism, adult education, etc., so that their potentiality can be developed and they can find ways and means for growth, development, exposure, interaction, personality development, improving their income, improving self confidence, etc.
(x) An appropriate human resources planning must be envisaged in accordance with the policy; right kind of people with right potentiality and capability in right number must be employed on the right kind of job with the best possible compensation package.

(xi) Plan and implement strategy to deploy and redeploy the existing human resources after adequate training, and recruit and employ most appropriate people to fill additional positions after necessary training.

(xii) Adequate executive time at all levels must be earmarked for the people who work under the respective executive, so that people can hear and be heard. People must be encouraged to communicate with their superiors freely and without reservation.

(xiii) A competent human resources manager, who is able to identify with the people, redress their grievances, act as a good leader and a liaison between the management and the organisation's own people, and to really act as a counsellor, must head the human resources management function.

(xiv) Human resources manager must be able to organise, plan, control and guide personnel function, counselling, function, function of humanisation of work environment, industrial relations function, human resources development function, welfare function and actuating function, in addition to a capability for providing guidance to all the functional managers maintaining good coordination with them for acting as good team builder and communicator.
(xv) A counselling section may be created under the human resources management function, and regular-counselling sessions must be held for people at all levels. A redemptive approach to erring, disgruntled and problem employees should be maintained and active efforts must be made to recover and restore properly wherever possible. Stick and punishment need be given only in exceptional cases.

(xvi) A socialisation mechanism may be maintained to keep good industrial relations, welfare amenities, grievance handling; and to monitor and operate standing orders. Any grievance, misunderstanding or demand should be negotiated and settled before the disputes are developed. An effective collective bargaining machinery may be established, and executives and managers should be given powers to settle problems at their levels. A human resources philosophy must be the guiding principle of all such functions, and disputes must not be allowed to remain unresolved for a long time. Quality circles and quality of work life programmes must be seriously pursued.

(xvii) A machinery must be established under the direct control of the HR manager for conducting regular evaluation and appraisal.

(xviii) An effective HRIS must be established and maintained directly reporting to both the top manager and the HR manager who must supervise information handling and use the processed information to support HRM and HRD policies and programmes.
(xix) Efforts must be made to maintain good relations with the trade unions; they may be involved in the affairs relating to workers and their welfare wherever necessary and possible; neither should provoke the ego of the union leaders nor should pamper him (one-unit-one-union principle must be encouraged and implemented wherever possible).

(xx) A budget allocation, adequate enough to carry out all the welfare amenities (with the participation of trade unions) HRD programmes and workers' education, must be made.

(xxii) Involve all the managers and executives in the human resources practices, welcome suggestions, contributions and communication from every employee of the organisation, and reward and recognise those who make valuable suggestions and contributions.

(xxii) Make efforts to cultivate a feeling of oneness with the organisation in the minds of all workers and executives, for which both formal and informal communication can be used.

It is evident that human resource management is not merely the job of a human resources manager, though he is at the centre of HRM activities in an organisation. No doubt, the HR manager plays a very crucial role in an organisation; while HRM is the responsibility of all executives and managers in an organisation. While HRD manager acts as a catalyst for change, he provides necessary direction to all managers on HRM intervention in the respective departments and levels. In fact HR manager initiates HRM intervention with the support of the top boss, while he is more concerned with developing human resources in accordance with the actual needs of the organisation on the one hand, and in consonance with the hopes and aspirations of the people in the
organisation on the other. He must work in close (liaison) with the top boss as well as with other departmental heads and functional managers.

A general framework of HRM perspective at the top level is depicted on Figure 1.

Fig. 1: HRM System (at the top management level).
(1) Human Resource Planning

One of the most important jobs of the human resource management is human resource planning, by which the HR manager ensures that the company has 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. Obviously, manpower planning primarily makes appropriate projections for future manpower needs of the organisation, envisages plan for developing the manpower to suit the changing needs of the organisation from time to time, and foresees how to monitor and evaluate the future performance. It also includes the replacement plans and managerial succession plans. We deal with human resource planning in detail in 5th Chapter.

(2) Recruitment Selection, Placement, Replacement etc.

In accordance with the human resource planning, recruitment, selection, induction, training, and placement of appropriate people must be ensured, which are examined in relation with actuating. In case of redundant manpower, replacement would also become necessary. Human resource planning must be accompanied by relevant career planning of the people.

The career of a person is a sequence of positions occupied by him during the course of his or her active life time. A career consists of the changes in values abilities, attitudes, positions, and motivation which take place in one's work life. Career planning has a considerable linkage with all these aspects of one's career. An effective career planning leads to success in the career of a person.
However, very often career planning leads to career change leading either to success or failure.

A good human resource manager, who is involved in human resource development, must make career planning of every employee in his organisation along with human resources planning. Being a benevolent manager, he not only strives to get the best contribution from the individual for the accomplishment of the organisational goals, but also provides the best opportunity for his people to develop and grow themselves in their work life. Selecting and placing the most appropriate manpower also means that the organisation must be capable to provide a career to every employee in consonance with his aspirations. This also demands a replacement plan by developing people for second and third levels anticipating the future career growth, turnover and super annuation of the existing employees.

(3) Human Resources Development (HRD)

We have already observed that human resources management is impossible without proper human resources development. This may be the reason why some companies even designate the human resources manager as HRD manager. Actually speaking, HRD is at the centre of HRM. This is the reason why large organisations, now a days, establish and manage their own training and development centres. We have already examined the case of Unilever in the second chapter.

In the existing situation, human resources development should include: (a) Management and executive development; (b) Development of executive-counsellors; (c) Development technologists and technocrats; (d) Supervisory development; (e) Leadership
Primary responsibility of the HRD department is to develop manpower to hold managerial responsibilities at all levels. Various factors like large scale growth and development of business, emergence of a new array of technocrats, introduction of modern sophisticated technology, increasing complexity of business, need for increasing efficiency and competence and a need to meet the challenges of a highly dynamic, social and business environment necessitate the managers to be well trained. Such management development programmes help to build up managers at all levels. Training and development programmes help the executives to keep pace with the momentum of change and make quick adaptations. Managers and executives get adequate exposure to update their knowledge and skill to suit the needs of the contemporary business world.

As already mentioned, management or executive development must integrate career planning with it, since no development programme can be successful if the people concerned fail to gain their career growth. Career planning stands for the forward looking employment policies of an organisation which take into account the
career of individual executives involved in various tasks, particularly critical tasks. It integrates organisational human resources planning with individual career needs. Individual career goals, career growth and career path in conformity with individual capabilities and aspirations can be matched with the manpower planning in human resources development programme. This may motivate the people to identify themselves fully with the organisation, and to ensure expected level of organisational commitment. It also develops people for managerial succession.

Management development programme also integrates the programmes for the development of executive counsellors and HRD executives. All executives in an organisation are expected to deal with human resource and hence ability to manage human resource becomes essential. Thus HRD and counselling skills must be developed in every executive in an organisation.

Capabilities to manage technical people with latest technical training should also be an indispensable aspect of human resource development. For example; introduction of microprocessor controlled CNC machines, computer revolution, office automation, new communication revolution, etc. have brought with it the need for training and development in these areas. Particularly production and operation executives and skilled manpower must be trained.

Supervisory development is another area of human resource development. Supervisors must have the capability not only in technical areas but also in managing and supervision. As they have to face a lot of role conflict, especially in the changed environment of worker-management conflict, appropriate training and development
become necessary from time to time. In fact, supervisory development is an important area of HRD.

Development programmes can be of special interest to workers. While young unskilled workers can be trained to be skilled workers and potential people can selectively be given supervisory training, those who are interested in the areas like sports and games can be given exposure in such areas. Health education, adult literacy, training on occupational hazards, trade unionism, etc., may also become necessary.

There are many right-thinking workers with leadership qualities who are interested in trade unionism. Such people and other internal trade union activists can be trained to be better trade unionists, so that internal leadership having concern for the establishment can be trained and developed in place of external trade union leaders. This can save the organisation from the clutches of fortune seeking outside trade union leaders.

Training is an important part of HRD programme. According to George C. Houston, "Training is a planned, systematic, and continuing process of learning and growth designed to induce behavioural change in individuals through bringing out for cultivating their mental abilities and inherent qualities through the acquisition, understanding, and use of new knowledge, insights, and skills as they are needed for and apply to more effective performance of work of managing". HRD programmes, therefore, assign priority for training.

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Well planned HRD programmes actually enable the human resource planners to develop people in accordance with the yardsticks of manning norms in the context of technological advancements engulfing the contemporary industrial world. Thus, human resource planning, which estimates the demand for and supply of right manpower and right numbers for the right task in right time, is closely linked with human resource development.

While manpower planning estimates the requirement of specific categories of manpower for the tasks of the organisation in the given situation, HRD helps the organisation to develop and supply adequately trained manpower to suit the changing demand from time to time. For example, introduction of CNC machines has necessitated a shift of job-skills more towards planning; tooling and process planning from the drudgery of work itself. HRD programmes make it possible to train and develop the existing skilled workers, technicians, machinists and such other technical people to get themselves acquainted with planning, tooling, process planning and operating the CNS machines, and other modern mechanical and technological devices.

Institutional training, vocational training, apprenticeship training, class room training, on the job training, management development programmes, technological upgrading programmes, accelerated training, an such other ways of developing manpower are common. Computer assisted instructions are comparatively of recent origin. Instruction is imparted by displaying audiotapes or slides to connect the learner with the information. "Drill and practice" method is now-a-days getting popularity with the business and management trainers. The display unit of the computer presents the tutorial materials in bulk. The computer moves forward to the next level only
when the trainee expresses his readiness to proceed further. It is an individualised method of training, which has a scope for immediate feedback. Computer can now accept even oral instructions doing away with the use of keyboard, which is recently developed by NIC.

There must be periodical evaluation of effectiveness of the HRD programmes which always depends on how well it is able to meet the present and future needs of the organisation, particularly in the context of the changes in environment influenced by various factors like technological development, Government policies, social and political changes and so on.

(4) Compensation Plan

Appropriate compensation to the people of an organisation is expected of its management. Hence, a compensation plan is attached with the human resource plan itself. This is, particularly because of the fact that compensation is the first motivator. Compensation is separately examined later in this book.

It must be noticed that a well planned monetary and non-monetary compensation scheme backed by a scheme of incentive acceptable to majority of the people in an organisation and comparable with the industry and national standards with least regional disparities must be implemented as a part of human resource management approach.

In the first phase of the HRD approach, the human resource manager with the consent and approval of the top management may implement the first five steps viz., human resources planning, recruitment, placement, etc., of appropriate people in appropriate number for appropriate work, well planned HRD programmes,
effective communication and a conducive compensation plan. Second phase or the HRM intervention must consist of a thoughtful actuating strategy, a cordial industrial relations mechanism, and an appraisal scheme as portrayed in the Fig. 1.

(5) Communication and Actuating.

No Human resource management can be effective unless it is supported by effective communication. Actually speaking, an important component of MIS is Human Resource Information System (HRIS). Effective communication is more required in HRD and HRM than in any other areas of management. Computers have become a boon in information system, particularly when large quantities of data require to be processed, stored and retrieved. Effective human system backed by computerisation has become an important component of human resource management process now a days.

The basic job of every manager is actuating. Actuating is the process of causing performance by getting all the members of an organisation to whole-heartedly contribute to achieve the common goals and objectives. While every functional manager is involved in actuating, it is the human resources management that provides the foundation for the members of a company to work together effectively, to enjoy their work, to develop their skills and abilities, and to be good representative of the company. Thus, actuating is at the center of management process and the human resource manager is the very sprit behind it.

(6) Evaluation and Appraisal System

An effective appraisal system must be part and parcel of human resource management. We have examined appraisal system to detail
later in this book. Appraisal system considerably influences employee behaviour and performance in an organisation. It is, perhaps, one of the most effective tools in the tool kit of management to control its people and their performance.

Appraisal is a formal method to evaluate the contributions made by individuals to the organisational goals, or to determine the potentiality of the members of different groups functioning in an organisation. Date Yoder therefore, observed, "Performance appraisal refers to all formal procedures used in working conditions to evaluate personalities and contributions and potential of group members". Evaluating the performance of the people of an organisation enables the management to determine the actual resourcefulness of the company's existing human resources, and to find out whether additional human talents and resources are require to carry out the task. It also enables to evaluate the effectiveness of the human resource management approach of the company periodically. Evaluation of the contribution of the workforce can also be made in conjunction with the change in philosophy and practices.

Executive Counselling

Humanisation of work place demands an effort on the part of management to help every individual member of the organisation having problems or problem emotions to overcome his problem situation and face life again. For this purpose a problem employee needs someone dependable to open his heart and mind and to provide appropriate consultations. If a benevolent superior can play this role, it is bound to be a great boon to the individuals with problems. This is the reason why we suggest that every executive of supervisor must have the responsibility and capability for counselling. Human Resource
Management Department must be able to train and direct all executives in an organisation to be effective executive counsellors. At the same time, there must be a group of professional counsellors under the HRM to undertake regular counselling sessions in each organisation.

It means that counselling must be an integral part of human resources management. Particularly, in the context of the changing social and human values in the realm of not only business, but even in religious societies of today, one would tend to believe that there is something fundamentally wrong with the attitudes and approaches of people. We are witnessing an environment where managers and superiors fail to make any influence in their subordinates.

An Integrated Approach to HRM

Our discussion in this chapter has thrown light that there must be an integrated approach to human resources management. HRM is not personnel management, while personnel management is in it. It includes both industrial relations and employee welfare too, while it includes career planning, training and human development. All such elements make one function, which is viewed through the eye of a humanistic approach. Actually speaking, it is an integrated approach to the humanisation of business.

Three types of integration have been visualised by Gangjee viz.

Vertical integration, horizontal integration and cultural integration. Vertical integration is integration of human resources function with the business planning; i.e. skills (human skills) are integrated with the organisation's mission identified on the basis of environmental analysis

(internal and external environment of an organisation). Mission integrates goals and objectives leading to strategy. While strategy and structure are linked with each other, systems are integrated with structure, and the skills too are integrated with the structure. Thus skills are ultimately integrated with the company’s mission. It is, however, not proper to reckon human being only in terms of their skills. HRM approach must be able to reckon the company’s people first as human beings who are the company’s own resources. It is imperative to integrate human resources planning with the company’s strategic and operational planning. Thus, vertical integration stands for the integration of the human resources management with all functional areas as well as with the general management.

Horizontal integration, on the other hand, stands for integrating all the activities in the HRM, with the human resources planning and with occupational safety and workers’ health, as portrayed in the figure. Gangjee has, in a diagram, has demonstrated the horizontal integration between selection, induction and placement, role analysis, career planning, rotation and transfer, training, self development, counselling, appraisal, data bank, manpower forecasting, corporate planning, and succession planning. In fact horizontal integration must take place between all the functions and activities relating to human resources management, actuating, human resources development, career planning and even separating. Eight questions were suggested by Gangjee to focus on Horizontal integration. These are: What tasks of jobs required to be done now and in the future? This automatically brings up into the area of Business Planning. Related questions automatically come up from here; e.g. what is the business plan of the organisation? What will employees be engaged in this year? Next year? Five years hence? Have we got sufficient information regarding these activities i.e. job analysis for current and future jobs? What job standards will operate?
(i) What knowledge, skills and attitudes are (or will be) needed by people? This is an automatic outcome of the questions what above.

(ii) What knowledge, skills and attitudes are with the people now? This brings us to the questions of Personnel Audit, and Skills Inventories.

(iii) What Training and Development will be required to fill the gap between the present and the future? We see that the Training and Development can only come up as a subject after these three questions above have been dealt with.

(iv) What recruitment and selection will be required to fill the gap? Clearly defined Personal Specifications need to be made.

(v) Where will I get my people from? Here we have to focus on the sources of Manpower. We also know from our experience that the quality of these sources keeps changing and, therefore, have to be periodically monitored.

(vi) How will I know these people are appropriate? How will I measure their output? This brings us to the area of monitoring, follow up, appraisal systems, and so on.

(vii) How will I ensure these outputs remain as required? This brings us to all the other systems that buttress man-at-work, viz., incentives, promotion systems, welfare systems, compensation systems etc.
The third area integration is cultural integration. It means the integration in terms of the set of values, beliefs, attitudes, approaches and practices maintained by the members of the organisation which create and reinforce specific and given norms of thinking, feeling and action. Organisational culture influences the HRM system. While every individual who joins an organisation having its own system, joins the existing culture of the system. If he has the capability to exert and influence the existing system, he may be able to make some change in the existing culture. (If a boss who joins the organisation has strong leadership capability, he may establish his culture in the organisation; i.e., he may be able to alter the existing culture). However, the normal possibility is that the individual may swim according to the current. Then the culture will continue.

It may mean that the HRM policy of an organisation has to be integrated with the existing organisational culture if it has to be successful. This is the reason why a humanisation of organisational practices is an important prerequisite for implementing the HRM intervention. Thus, HRM intervention will be integrated with the organisational culture. It can, therefore, be remarked the HRM intervention must be based on human values, which may shape an organisational culture.

**HRM Intervention and Human Values**

Perhaps human values practiced in an organisation may be the strongest source of organisational culture. Human values are the values, which an organisation cherishes, which focus on valuable norms, views and conditions that take care of human dignity and worth. Values represent the desirability of being an employee of the organisation; i.e., whether the attitudes, approaches (and decisions) of the organisation
towards its employees are in consonance with the desires expectations, and aspirations of its people. The values and weightage, which every individual employee of an organisation deserves as a human being, irrespective of his position or power, must not be deprived of by other human beings, particularly the decision-makers.

A reference of Russi Mody is relevant here. "In dealing with human values, I have found that the Biblical saying - which everyone of us has heard about and very few of us practice - is the surest way a manager or a management can deal with his employees. The dictum is "Do unto others as you would have them do unto you". I don’t think there is anything wiser than this said in so far as human affairs are concerned". A man who worked in the corporate world for about half a century and who has headed TISCO for a long time as a very successful top boss, is right in making the remark that human values demand one to do to others what one wants other to do to oneself. Jesus (Bible) also said, "I command you that ye love one another" (Jn. 15:17). There cannot be any human value, other than the one, which is based on mutual love.

To quote again, "But if you want to do unto others as you would have them do unto you, the place to start is you, that is, us. We have to start with ourselves because if we are trying to convey to the employees, to the shareholder, to the public, to the government, who ever one may have to deal within industry, one's own personal credibility is of paramount importance. Whether you are the chairman or the managing director of a corporation, whether you are a manager, whenever you are dealing with the other human beings, the importance of your own credibility being as high as possible is undeniable."

Management by Agape (MBA) shares the same view, when it was said that the management must start loving its people. "Love, that emerges at the top, flows to the bottom through all other levels, which is bound to generate love at the bottom and will flow back to the top."

The environment for the human resources approach is basically created when the human resources philosophy is adopted in the organisation as a whole. HRM environment must include an appropriate organisation culture, human values humanisation of attitudes and approaches, a concern and love for the employees, and an overall organisational climate. It must start from the top management and nurtured, nourished, implemented and maintained by the HRM department with the help of all-functional managers and executives.

Once an HRM environment is created in an organisation, HR manager can go in for human resource planning on the basis of a detailed analysis of both internal and external environment. Environment analysis may take into account strengths, weaknesses, opportunities and threats, on the basis of which human resources planning can be envisaged. While data and information will be stored in the data bank, there must be a strong Human Resources Information System (HRIS) supporting the human resources management function. Human resources planning enables the human resources management to make recruitment, selection, induction, placement etc., of appropriate people for appropriate task. Replacement becomes necessary on account of promotion, demotion and separation.

Human resources development is one of the chief activities of the HRM function, which follows recruitment, placement, etc. Not only for the new employees, but also for the existing employees, HRD programmes are necessary. In fact, HRD intervention must be a constant and regular affair in every organisation. Hence, every organisation must
have a permanent training facility attached to its HRM function. Career planning must be envisaged in conjunction with HR planning must go together as we see in the model of HRM function (Fig. 2).

Our HRM model has effective communication at its centre. Any management model without proper communication is bound to fail. Despite the existence of a dignified MIS in many organisations, actual communication is lacking, resulting in chaos and confusion. There are many bosses who believe that their success depends on how they succeed to keep their people in darkness. This is dangerous. We will discuss about communication separately in the 8th Chapter.

While a good HRM model is concerned with employees welfare which is influenced by career planning, it is closely linked with effective communication. Employee welfare and cordial industrial relations are closely integrated with the HRM system, while the four aspects viz. Human resources development, cordial industrial relations, training and educating the people, and employee welfare are directly linked with each other, while effective communication is at the centre of the model as we see in the figure. Communication is, and must be, mutual at all levels.

Human resources analysis is closely linked with data bank and Human Resources Information System (HRIS). Appraisal can be used as the basis for compensation plan, which is linked with human resources planning. Occupational health and safety must be effectively ensured which is interdependent with employee welfare, while training and educating also contribute to occupational health and safety. A timely grievance handling mechanism must be an important part of the human resources management system which may associate itself with counselling.
As observed earlier, the HRM function is an integrated function of all the activity areas as portrayed in the fig. 2 at the human resources department. At the whole organisational level HRM is effectively managed at the top level as we have examined in the fig. 1. Both at the functional level and at the top management level, counselling must be integrated as a programme of priority. The whole organisational health can be effectively ensured with the help of effective human resources management backed by human values and counselling.

Though actuating is the basic job of every manager from top to bottom in the organisation, it is the human resources management function that facilitates actuating. Hence, a discussion on HRM cannot be complete without an analysis of actuating.

![Fig. 2: A Model of HRM Function (HR Department)](image-url)