Chapter I

Introduction to HRM

1.1 Introduction
1.2 Importance of HRM
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1.5 Functional Areas of HRM
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1.1.1. Concept, Evolution and Development of HRM

Concept:

Human Resource Management is the qualitative improvement of human beings who are considered the most valuable assets of Organizations – 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 behavioral 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 programmers, policies and activities to promote the satisfaction of both individual and organizational needs, goals and objectives. Human Resource management 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.

**Evolution and Development:**

The history of development of personnel management in India is comparatively of recent origin. But Kautilya had dealt with some of the important aspects of human resources management 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 of 1948. Section 49 of the 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 send to various British colonies in 1830. Important phases of evolution of HRM are presented as follows:
Table 1.1 Evolution of HRM in India

<table>
<thead>
<tr>
<th>Period</th>
<th>Development Status</th>
<th>Outlook</th>
<th>Emphasis</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920s-1930s</td>
<td>Beginning</td>
<td>Pragmatism of capitalists</td>
<td>Statutory, welfare paternalism</td>
<td>Clerical</td>
</tr>
<tr>
<td>1940s-1960s</td>
<td>Struggling for Recognition</td>
<td>Technical, legalistic</td>
<td>Introduction of techniques</td>
<td>Administrative</td>
</tr>
<tr>
<td>1970s-</td>
<td>Achieving</td>
<td>Professional</td>
<td>Regulatory, conforming, imposition of</td>
<td>Managerial</td>
</tr>
<tr>
<td>1980s-</td>
<td>Sophistication promising</td>
<td>Legalistic, impersonal</td>
<td>Standards on other functions</td>
<td>Managerial</td>
</tr>
<tr>
<td>1990s-</td>
<td>Sophistication promising</td>
<td>Philosophical</td>
<td>Human values, productivity through people</td>
<td>Executive</td>
</tr>
</tbody>
</table>

Recent Development:-

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

1.1.2 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 cannot 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”.¹

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

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¹ Appley, Lawrence, Management in Action: The Art of Getting Things Done Through People, American Management Association, New York, 1956, p. 19
Labour management, Labour administrations, personnel administration, personnel management etc.

In simple term Human Resource Management 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”\textsuperscript{2}

Human resources management is the process of managing the people of an organization with a human approach.

Human resource management can be defined as that part of management process which develops and manages the human elements 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 Human Resource Management which 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.”\textsuperscript{3}


\textsuperscript{3}Flippo Edwin B, Personnel Management, Mc Graw Hill, New Delhi, 1980, p. 5
• 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 them 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.”

1.1.3. 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 mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organizations.

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5 Spates, Thomas G. An Objective Scrutiny of Personnel Administration, American Management Association, New York, 1944, p. 9
2. HRM involves the application of management functions and principles. The functions 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 must influence the effectiveness of an organization. Effectiveness of an organization must result in betterment of services to customers in the form of high-quality products supplied at reasonable costs.

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.

1.1.4 Objectives of HRM

Human Resources are managed 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.

The following are the objectives of Human Resource Management:-
- To create and utilize an able and motivated workforce, to accomplish the basic organizational goals.
- To establish and maintain sound organizational structure and desirable working relationships among all the members of the organization.
- To secure integration of individual and groups within the organization by co-ordination of the individual and group goals with those of the organization.
- To create facilities and opportunities for individual or group development so as to match it with the growth of the organization.
- To attain an effective utilization of human resources in the achievement of organizational goals.
- 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.
- To maintain high employee morale and sound human relations by sustaining and improving the various conditions and facilities.
- To strengthen and appreciate the human assets continuously by providing training and developmental programs.
- 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.
- To provide an opportunity for expression and voice in management.
- To provide fair, acceptable and efficient leadership.
To provide facilities and conditions of work and creation of favorable atmosphere for maintaining stability of employment.

1.1.5. Principal Activities of HRM

The principal activities of HRM are:-

1) Setting general and specific management policy for relationships and establishing and maintaining a suitable organization for leadership and co-operation.

2) Collective bargaining, contract negotiations, contract administration and grievances.

3) Staffing the organization, finding, getting and holding prescribed types and number of workers.

4) Aiding the self-development of employees of all levels, providing opportunities for personnel development and growth as well as for requisites skill and experience.

5) Incentivating, developing and maintaining motivation for work.

6) Reviewing and auditing manpower management in an organization.

7) Industrial relations research, carrying out studies designed explain employment behavior and there by effecting improvements in manpower management.
1.1.6 HR Models and Organizational Structure of HRM

To make available many purposes of HRM the 4 major models have been recognized, which are as follows:

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

(A) The Fombrun, Tichy and Devanna 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 shown in following chart:

Chart 1.1 The Fombrun Model of HRM

(Source: www.mhhe.com/aswathappa-hrm)
(B) **The Harvard model** includes five critical components of HRM like stakeholders interests, situational factors, HRM policy choices, HR outcomes and long-term consequences as shown in the below mentioned chart:

![Chart 1.2 The Harvard model of HRM:](source)

(Source: Human Resource management by John Bratton and Jeffrey Gold)

(C) **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 outcomes, Performance results and financial consequences as shown as below chart:
Chart 1.3 The Guest model of HRM:

(D) The Warwick model was developed by two researches, Hendry and Pettigrew of university of Warwick, which includes five elements like, outer context, inner context, business strategy content, HRM context and HRM content as shown in chart:1.4
Chart 1.4 The Warwick model of HRM

(Source: Human Resource management by John Bratton and Jeffrey Gold)
In modern era the following HRM Model is popular as shown in chart 1.5

**Chart 1.5: Common Current HRM Model (Corporate)**

(Source: Gupta P.K., HRIS, Himalaya Publishing House, New Delhi, 2004, p.8.)
After considering all these models we can predict for future model as shown in chart 1.6

**Chart1.6: Probable future HRM Model (Corporate)**

(Source: [WWW.hrsgb.org.za](http://WWW.hrsgb.org.za))
Organizational structure of HRM

Generally the following structures of organization of Human Resource department are popular in most of the units, which is presented through chart 1.7 and 1.8.

Chart 1.7 HRM in a small-scale Unit

Chart 1.8 HRM in a Large-scale Unit

Chairman
And Managing Director

Director Production
Director Finance
Director Personnel /HRM
Director Marketing
Director R & D

1.1.7 **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 gain 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 be 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.
Chart 1.9  Scope of HRM

Nature of HRM

Prospects of HRM

Industrial Relations

Human Resource Management

Employee Hiring

Employee and Executive Remuneration

Employee Maintenance

Employee Motivation

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.

Human Resource Management 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 cooperation of employees through motivation, participation and grievance handling, etc.
- Utilizing effectively the available HR.
- 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.

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Dr. C.B Gupta, Personnel Management, Sultanchand and Sons Delhi, 2007 PP 1.7 – 1.9

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.


Human Resource and their Management play a vital role in the development of a nation’s. The effective exploitation and utilization of a nation’s natural, physical and financial resources require an efficient and committed manpower. There are wide differences in development between countries with similar resources due to differences 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 e.g., 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 workforce.

Rapidly changing jobs and skills requiring long-term manpower planning.

Growing expectations of society from employers.
1.3 HRM 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 and 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.

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1.4 Need for HR Policies

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

Brewster and Richbell 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 organization’s values, philosophy, concepts and principles.”

The following points highlight the needs:

- 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.

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1.5 Functional Areas of HRM

The HRM practices are associated with two functions of HRM as shown in chart 1.10 and 1.11.
Chart 1.11. Functions of HRM - II

(SOURCE: Robert L Matho and John H. Jackson, South-Western College publishing, 2002, p.12.)
Managerial functions involve Planning, Organizing, Staffing, Directing, Coordinating, Controlling, Reporting and Budgeting, the work of those who are entrusted with the performing of operative functions. In other word, managers procure process and peddle find and employ resources, develop service and find 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 crises tomorrow”. Planning is a hard job, for it involves the ability to think, to predict to analyze 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 in personnel policies and programmes.

The task of forecasting personnel, needs in relation to changes in production or several variations and the levelling 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.

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(B) Organizing:

After a course of action has been determined an organization should be established to carry it out. According to J.L. Massie “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”.\textsuperscript{11} 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 its 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 decentralization whereby the power of decisions is brought down as near as possible to the individual concerned. How far this can be done will depend upon the top management’s philosophy and appreciation of the benefits 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”.\textsuperscript{12}

(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

\textsuperscript{11} Massie J.L, Essentials of Management, 1964, p.45  
\textsuperscript{12} Drucker P. The Practice of Management, Harper and Brothers, New York, 1954, p. 13
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.\(^{13}\) It is greatly concerned with actions and remedial actions “It is not just store-keeping. It not just plotting the course and getting location reports, but rather it is steering the ship.”\(^{14}\) It is through control that action and operation are adjusted to predetermined standards, and its basis is information in the hands of the managers.\(^{15}\) “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 features 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 personnel management are concerned with the activities specifically dealing with procuring, developing, compensating, integrating and maintaining an efficient work force. These functions are also known as service functions.

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\(^{13}\) Fayol, Henry, General and Industrial Management, Pitmn Publishing Corporation, New York, 1949, pp. 107-8

\(^{14}\) Fish, Holden and Smith, Top Management Score Organization and Control, P. 8

\(^{15}\) Sherwin, Douglass, “The Meaning of Control”, in Koontz, Harold and O’Donnell Cyril (Eds), Reading in Management, 1959, p. 423
(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 apprising employee potential and performance are undertaken under this function.

(C) **Compensating Function:**

The compensating function is concerned with securing adequate and equitable remuneration to personnel for their contribution to the attainment of organizational objectives. Functions related to wages surveys, establishment of job classification, job description and job analysis, merit ratings, the establishment of wage rates 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 reframing of institutional architectures to achieve enterprise excellence. Thus, a primary role of Indian managers will be forge 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
Table 1.2: key HRM practices in Indian organizations

<table>
<thead>
<tr>
<th>HRM Practices</th>
<th>Observable Features</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Description</td>
<td>Percentage of employees with formally defined work rules is very high in the public sector.</td>
</tr>
<tr>
<td>Recruitment</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>Compensation</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>Training and Development</td>
<td>Poorly institutionalized in Indian organizations. Popularity of training programmes and their effect in skill and value development undeveloped.</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>A very low coverage of employees under formal performance appraisal and rewards or organizational goals.</td>
</tr>
<tr>
<td>Promotion and Rewards</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>Gender Equity</td>
<td>Driven by proactive court rulings, ILO guidelines and legislature provisions. Lack of strategic and inclusion vision spread.</td>
</tr>
<tr>
<td>Reservation System</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 Resources 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.\(^\rm 16\)

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 morals and obligations to its employees.

- **The Counsellor:**
  
  Employees who are dissatisfied with the present job approach the personnel manager for counselling. 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 manger plays the role of a peace-maker. 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 acts 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. He also performs various other roles like welfare role, clerical role and fire-fighting role as indicated in chart 1.12.
The Industrial Relation Practices in Selected Industrial Units of Ahmedabad and Anand Districts

Chart 1.12. The Role of HR Manager

<table>
<thead>
<tr>
<th>Personnel Role</th>
<th>Welfare Role</th>
<th>Clerical Role</th>
<th>Fire-fighting Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Advisory—advising Management on Effective use of Human Resources.</td>
<td>(a) Research in Personnel and organizational Problems.</td>
<td>(a) Time keeping</td>
<td>(a) Grievance handling</td>
</tr>
<tr>
<td>(b) Manpower planning—Recruitment, Selection etc.</td>
<td>(b) Managing Services Canteens, grain Shops, transport co-operative cereals etc.</td>
<td>(b) Salary and wage Administration, Incentives</td>
<td>(b) Settlement of Disputes.</td>
</tr>
<tr>
<td>(c) Training and Development of Line men.</td>
<td>(c) Group dynamics—Group Counseling, Motivation, Leadership, Communication etc.</td>
<td>(c) Maintenance of records.</td>
<td>(c) Handling disciplinary actions</td>
</tr>
<tr>
<td>(d) Measurement of assessment and individual and Group behavior.</td>
<td>(d) Human Engineering—Man machine relationship</td>
<td>(d) Collective Bargaining</td>
<td></td>
</tr>
</tbody>
</table>

[e] Joint Consultation.