

THE PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

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ABSTRACT

Within all types of organizations, production, manufacturing and services, educational institutions, financial institutions and so forth, it is indispensable to acquire an efficient understanding of principles of human resource management. In this research paper, the main areas that have been taken into consideration are, grievance handling, human resources service delivery, induction and on-boarding, industrial relations, Occupational Health and Safety, organizational development, performance management, recruitment and selection, training and development programs and workforce planning. It is necessary for the human resources at all levels to generate information and augment their understanding in terms of these factors. Adequate understanding in terms of these factors will enable the individuals to carry out their tasks in a well-organized manner, achieve organizational goals, maintain effective terms and relationships with others and incur job satisfaction. Therefore, it is vital for the individuals to take into account these principles throughout their employment. Furthermore, it is necessary for them to up-grade their skills and abilities to implement these principles efficiently.

Keywords: Human Resource Management, Job Positions, Organization, Principles, Requirements, Skills

In the present existence, human resource management has been driven by various principles. The human resources are regarded as one of the crucial aspects of any organization. When machines are made use of in the production of goods, the human resources are required to possess the essential skills and abilities to operate the machines. Therefore, the principles of human resource management are referred to the values and ideologies that the organizations need to put into practice to manage and administer the tasks and activities of human resources. A human resource manager is normally vested with the authority and responsibility to manage the workforce. It is essential for the human resources to define and design their work. This involves determination of the skills and requirements needed for a certain job position and anticipate the hiring levels of future. In other words, they need to be aware of human resources that need to be recruited and selected in future (Martin, 2017).

Human resource management or the management of human capital is important within the organizations (Principles of Human Resource Management, 2017). The principles of human resource management are the foundations in any organization and these must be observed. For every organization, whether it is service or manufacturing, some essential principles need to be implemented by the human resources department. When selection of human resources takes place, the hiring authorities take into consideration their educational qualifications, experience and personality traits. They need to ensure that they select and recruit human resources, which may be able to carry out their job duties effectively. There should not be any type of discrimination on the basis of any factors, such as, caste, creed, race, religion, gender, age,

ethnicity, and socio-economic background. The human resources need to be treated in a fair and just manner and equal rights and opportunities need to be provided to all.

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The principles of human resource management are regarded as the foundation upon which the practice human resource management is built and observed. These have been stated as follows: (Human Resource Management Principles, n.d.).

Grievance Handling

Grievance handling is referred to the management of the employee dissatisfaction or complaints. These may include even workplace harassment, favouritism or wage cuts. By establishing formal grievance handling procedures, one makes provision of a safe environment for the employees to raise their concerns. Within the organization, the members may have certain grievances with regards to various aspects. These may be working environmental conditions, infrastructure, technologies, civic amenities, job duties, timings, and other members of the organization. When they have grievances, they usually redress them to their supervisors. Providing solutions to the problems of the workforce is an integral part of the job duties of the supervisors. Managers and supervisors have the responsibility to identify, prevent and address the problems of the workplace. Wherever possible, grievances will be addressed by a process of discussion, co-operation and pacification (Human Resource Management Principles, n.d.). When the workforce redress their grievances to their supervisors, one of the aspects that is of utmost significance is communication needs to take place in a polite and decent manner. It is vital to conduct an analysis of the causes and provide solutions to the problems.

A grievance handling system serves as an outlet for employee frustrations and discontents. Within the organizations in some cases, employees are even provided with the opportunity to redress their procedures online. When solutions are to be provided to the grievances of the employees, the supervisors and managers need to be aware of proper grievance handling procedures. Research has indicated that in organizations, there are formulation of anti-discriminatory policies and all the members of the organization are provided with equal rights and opportunities. When they enjoy equal rights and opportunities, they are able to provide solutions to their grievances through help and support from their supervisors and managers. When the workforce feel that the materials and equipment are not sufficient or are not in a well-ordered state to augment productivity, then this problem can be solved by making provision of materials, equipment and technologies. But problems are of various types and dealing with them may take more or lesser amount of time.

The main areas that need to be taken into consideration to handle grievances are, acknowledgment of dissatisfaction, defining the problem, get the facts, analyse and make decisions and follow up. In some cases, when the supervisors are required to provide solutions to the grievances of the workforce, they may seek ideas and suggestions from their superiors. Particularly, when problems such as, changes in the working environmental conditions, or criminal and violent acts, such as, sexual harassment are to be dealt with, then the matter goes to

the higher management and the individuals, who are in top-most positions, i.e. directors, heads or chief executive officers. Therefore, it can be stated that it is indispensable to implement grievance handling procedures to generate employee morale and achieve organizational goals.

Human Resources Service Delivery

Within the organizations, the human resources are required to carry out various types of functions. These include, manufacturing, production, technical, clerical, managerial, administrative, supervisory, and so forth. In other words, the human resources are required to perform number of functions in accordance to their educational qualifications, skills, abilities and experience. When the human resources are recruited, they are required to undergo training and development programs. Within the programs, they are provided with information in terms of the organization. These include, history, departments, personnel, infrastructure, job duties, overall working environmental conditions, and goals and objectives. Through these programs, they are able to carry out their job duties wholeheartedly to achieve the desired goals and objectives. Within the course of the performance of job duties also, they undergo training programs, which enable them to generate information in terms of modern, scientific and innovative methods. Hence, training and development programs have proven to be beneficial to the workforce.

In the delivery of services as well as in the implementation of job duties, the human resources need to inculcate the traits of morality and ethics. They need to be honest, ethical and righteous in the implementation of job duties as well as in dealing with others. When the human resources are engaged in making provision of services to the clients, they need to be efficient. Teamwork is also regarded as one of the essential aspects. Human resources need to possess effective communication and listening skills, only then they will be able to carry out their job duties well. Teamwork primarily helps in providing solutions to problems experienced by human resources related to their work. In the human resources delivery, it is vital to take into account factors such as, efficiency, diligence, resourcefulness, conscientiousness, effective communication skills, time management skills, decision making skills, morality and ethics, decency, honesty, and truthfulness. When the human resources are well-aware of these traits, they are not only able to perform their job duties satisfactorily, but also form good terms and relationships with other members of the organization and clients.

Induction and On-boarding

Induction or orientation is an event where the employees are introduced to their jobs and organization. It is an important process for bringing new employees into the business. The induction process will take into consideration the rights as the employer, employee rights and the terms and conditions of employment. The induction program must cover any legal and compliance requirements for working within the organization and pay attention to workplace health and safety requirements. Any induction program is a part of knowledge management process that enables the individuals to become a useful and an integrated member of the team. This program enables the members of the organization to acquire an efficient understanding of

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the job requirements. The human resources need to understand how to do their job and how the performance of their job duties will be beneficial to the organization.

An operative way to counter the figures is to implement an efficient on-boarding process. New employee on-boarding is usually delivered within the period of at least 90 days is the process of getting new hires adjusted to the social and performance aspects of their own jobs rapidly and effortlessly within your business. The new recruits are able to augment their understanding and render an efficient contribution towards the achievement of organizational goals. On-boarding will assist in reinforcing relationships, ensuring expectations and employees need to be made aware in terms of culture of the organization. They are able to reinforce their commitment through role clarity and self-efficacy (Induction & Onboarding, 2019).

Every member of the organization has the right to expect comprehensive and efficient induction and on-boarding processes that are put into practice with proper guidance, support and information that will lead to an increase in the retention rates and will augment their knowledge and competencies. Staff induction and on-boarding will be governed by the fact that the members of the organization need to be familiar with the jobs, fellow staff members, job duties and the overall working environmental conditions. The members are required to be aware of their job duties and organizational goals. In the implementation of these processes, the members of the organization are required to put into practice various methods and strategies. These methods and strategies are required to be useful and beneficial to the members as well as the organization as a whole. Whereas, on the part of the workforce, it is necessary that they need to acquire an efficient understanding of these methods and approaches and implement them appropriately.

Industrial Relations

Within the organizational structure, industrial relations is regarded as an important aspect. This is comprehensively understood that the management and union are required to maintain effective terms and relationships with each other. Decision making is an essential part of the organization. When the decisions are made in terms of the organization as a whole, the management may seek ideas and suggestions from the managers and supervisors as well. When the employees are consulted, in other words, when they are provided with the opportunities to express their viewpoints, they feel contented and will be able to carry out their job duties satisfactorily. Implementation of job duties in an appropriate manner is an indispensable aspect in the maintenance of industrial relations.

In order to maintain effective industrial relations, there are number of aspects that need to be taken into consideration. These include, making provision of equal rights and opportunities to all the individuals, forming appropriate terms and relationships with others, creating an amiable working environment, making provision of infrastructure, materials, technologies, etc. Research has indicated that in some cases, there have been prevalence of discriminatory treatment against women in terms of pay. They are paid less as compared to their male counterparts for the same work performed. This discriminatory treatment needs to be eliminated and women should be provided with equal rights and opportunities. When gender

equality is promoted within the organization, the employees feel contented and motivated towards the performance of job duties. On the other hand, there should not be any type of discriminatory treatment on the basis of factors, such as, caste, creed, race, religion, ethnicity, age, and socio-economic background.

Implementation of wise and meaningful communication and accessible support for negotiation and resolution of industrial disputes and conflicting situations. In some cases, there may be occurrence of conflicts and disagreements between the members of the organization. In such cases, it is vital for them to resolve these industrial disputes and conflicts in a peaceful manner. For achieving this purpose, they need to put into operation effective dispute settlement and conflict resolution procedures. In putting into operation these procedures, they need to take into consideration three main aspects, these are, discussion, co-operation and pacification. When two or more members of the organization are engaged in conflicting situations or disagreements, they need to ensure they discuss the matter calmly, listen to each other's ideas and suggestions, co-operate with each other in implementing solutions and come to an agreement in a calm and composed manner. Therefore, in this manner, they are able to not only bring an end to conflicts and disputes, but also maintain efficacious industrial relations.

Occupational Health and Safety

Occupational Health and Safety (OHS) is concerned with the health, safety and welfare of the employees within the workplace. The primary objective of the act is to protect the workers from the hazards that impose risk to their health and safety. Within the workplace, it is essential for the individuals to maintain occupational health and safety. Some of the jobs are considered hazardous jobs, particularly in factories and mines. When the individuals are engaged in the performance of these jobs, they need to take precautions and take care of health and safety. When the individuals are to work with machines, tools and equipment, they need to acquire efficient training, as improper utilization may cause accidents. In factories, the individuals are also required to work with chemicals, and gases may emerge, which may cause health problems. Therefore, it is essential for them to wear proper attire and take precautions, when working with chemicals and gases.

Within the organization, it is essential to formulate measures to promote health and safety of the employees. In order to achieve this goal, it is essential to take into consideration certain aspects. These are, setting out duties for all the workplace parties and rights for the workers. It establishes the procedures for dealing with the workplace hazards and makes provision of enforcement of the law, where the amenability has not been achieved voluntarily. Within the working environment, it is essential for the individuals to be healthy physically as well as psychologically. In addition, they need to be safe and secure. Occupational safety is an umbrella term for the efforts of the organization to prevent injuries and hazards within the working environment. When measures and programs will be implemented to prevent injuries and hazards, the human resources will not only be able to carry out their job duties satisfactorily, but also lead to well-being.

Improvements made in occupational health and safety have proven to be beneficial to the employees in number of ways. It could lead to an increase in profitability, competitiveness and motivate the employees. Through the implementation of an operative and effectual occupational health and safety system, the human resources could have an efficient and operative framework that could render a significant contribution in minimizing and preventing the accidents, injuries, health problems, illnesses and even death. In addition, there have been prevalence of criminal and violent acts as well within the working environment. Therefore, it also focuses upon treating employees with respect. This applies particularly to women. The criminal act of sexual harassment is common against women. It should be eliminated and women need to be treated with respect and courtesy. Therefore, formulation of laws and programs that focuses upon the promotion of health and safety of human resources is indispensable for the achievement of organizational goals and objectives.

Organizational Development

Organizational development is the study of successful organizational change and performance. Organizational development emerged from the human relations studies in the 1930s, during which the psychologists realized that organizational structure and processes influence the behaviour of the workers and motivate them towards job performance. Organizational development is an objective-based approach to systems change within the organization. It enables the organization to build and sustain a new desired state for the entire organization. In order to implement organizational development, there are number of factors that need to be taken into consideration. These include, development of infrastructure, making provision of civic amenities and facilities, introducing technologies, and modern, scientific and innovative methods in the implementation of tasks and functions, augmenting leadership skills, job redesign, setting of goals and objectives, making improvements in training and development programs, implementing conflict resolution procedures, promoting teamwork and enhancing the overall working environmental conditions. When the human resources are able to generate awareness in terms of these aspects, they will render an indispensable contribution in leading to organizational development.

Organizational development is the practice of planned and systemic change in the beliefs, attitudes and values for the progression of the individuals and organization as a whole. The primary aim of organizational development is to enable the organization to respond to the changes that are taking place in terms of number of aspects, i.e. markets, technologies, infrastructure, materials, equipment, and external and internal environmental conditions. To carry out the task of organizational development in an appropriate manner and to achieve the desired outcomes, the members need to be aware of seven steps. These are, initial diagnosis, data collection, data feedback, planning strategy, intervention, team building and evaluation. This is comprehensively understood that these tasks cannot be carried out in seclusion. In order to generate the desired outcomes, the individuals need to work in co-ordination and integration.

In the present existence, the members of the organization need to generate awareness and augment their understanding in terms of modern, scientific and pioneering methods. When

the members of the organization have the main focus of leading to organizational development, they primarily focus upon the factors, which may be put into practice to enhance productivity and profitability. The organizational development is making use of resources available to the organization and making improvements in the efficiency of the organization and augmenting productivity. It is put into operation for the purpose of providing solutions to the problems and provides a methodology for conducting an analysis of the methods and strategies involved. The methods and strategies, which are effectual, only those need to be put into practice. Whereas, the ones, which are not beneficial need to be eliminated.

Performance Management

Performance management is the process of ensuring that the set of activities and outputs meets the goals of the organization in an effectual manner. Performance management focuses upon the performance of the organization, department and human resources. The individuals acquire educational qualifications, gain experience even by working on an honorary basis, so they can carry out their job duties within the organization satisfactorily. The individuals are different from each other on the basis of their educational qualifications, competencies, natures, behavioural traits, and attitudes. But when they are recruited within the organization, they have the main objective of carrying out their job duties in an appropriate manner. In some cases, they may experience problems and challenges, which may prove to be major impediments within the course of their job duties. Therefore, performance management ensures that members of the organization at all levels are able to carry out their job duties well and generate the desired outcomes.

Performance management is the process that provides feedback, accountability and documentation for the performance outcomes. It helps the employees to identify the flaws and inconsistencies and bring about improvements. It is the shared understanding about how the individuals render a significant contribution towards the goals of the organization. When this task is to get implemented in a well-organized manner, there are certain aspects that need to be taken into consideration. These include, aligning workforce, building competencies, improving employee performance and development and driving business results. The primary objective of performance management is to bring about improvements in the performance of the employees. Hence, in order to bring about improvements in the performance, it is necessary to ensure, they are knowledgeable, competent and proficient. They need to undergo training programs even within the course of their jobs to generate information in terms of technical and pioneering methods. This would help them in enhancing productivity and profitability.

Performance management offers three main stages. These include, coaching, corrective action and termination. In the stage of coaching, the employees are provided with training in terms of implementation of job duties. In training, they generate awareness in terms of methods and approaches, necessary to achieve organizational goals and incur job satisfaction. Corrective action is the stage which involves implementing measures that would lead to corrections. When employees are experiencing problems and are unable to carry out their job duties, then through corrective action the limitations are solved, which are major impediments. Termination is the

stage which applies in case of the employees, who are unable to acquire an efficient understanding of the performance of job duties. Hence, it can be stated that within the organization, only those individuals are retained, who are able to provide solutions to problems and limitations, and contribute effectively in the achievement of organizational goals and objectives.

Recruitment and Selection

Recruitment and selection are referred to as significant operations in the management of human resources. To ensure that the organization gets the right individuals, at the right place and at the right time, the organization has to carry out the tasks of recruitment and selection. These are designed to make the best use of employee strengths in order to meet the strategic goals and objectives of the employers and of the organization as a whole. It is a process involving screening, shortlisting and selecting the right candidates for the vacant positions. In the processes of recruitment and selection, there are number of factors that need to be taken into consideration. These include, educational qualifications, competencies, experience, personality traits, job expectations, and organizational goals. The first and foremost step is analysis needs to be conducted in terms of job duties, then the processes of recruitment and selection are put into operation.

In the recruitment processes, there are seven major steps that need to be taken into consideration. These are, conducting an analysis of the job requirements, preparing a job description and person profile, finding candidates, managing the application process, selecting candidates, making an appointment and induction. After the analysis is conducted in terms of job requirements, the hiring authorities need to identify what qualifications they need to look for in candidates that would be best suitable for the job. After the completion of this task, one has to start looking for appropriate candidates. The application process has to be initiated and selection of the candidates is made. After they have been selected, they are required to undergo the training and development programs. The common types of recruitment are, employer branding, which is attracting talent by working on one's reputation and brand recognition as employer, publication, databases, internal recruitment, employee referral, promotion, events and internship.

Selection is the process of picking the right candidate with the prerequisite qualifications and capabilities to fill the jobs within the organization. The selection process is lengthy and complex, as it involves a series of steps, before making the final selection. The candidates are normally required to go through various rounds of interviews and in some cases are even required to take written tests, before they are selected. The various types of selection methods that are put into operation are, online screening and shortlisting, interviews, psychometric testing, ability and aptitude tests, personality profiling, presentations, group discussions and written tests. When the individuals are to be selected in jobs, involving manual labour, they are required to undergo medical tests. In such cases, their selection will take place, when they are

medically fit. Therefore, it can be stated that when the individuals are knowledgeable, skilled, capable and in good health, they are selected.

Training and Development Programs

Training and development programs are regarded as important factors that render a significant contribution in making provision of knowledge to the employees, so they are able to augment their skills and abilities. These skills are required to carry out their job duties in an appropriate manner and achieve organizational goals. The employees are required to undergo training and development programs upon selection. In these programs, the main areas that have been taken into account are history of the organization, departments, personnel, infrastructure, amenities, environmental conditions, job duties, and goals and objectives of the organization. In most organizations, there are recruitment of skilled trainers, who put into practice pioneering methods to provide training. It is vital for the trainers to put into practice useful teaching-learning methods and materials and technologies. Upon completion of training programs, evaluation is regarded as an important factor that identifies how much the trainers have learned.

When the employees are selected within the organization, they are required to go through the training and development program. On the other hand, within the course of performance of their job duties as well, they are required to undergo the training and development program. With advancements taking place and with the advent of technologies and innovative methods, the employees need to be aware, so they can contribute effectively towards the performance of job duties and achievement of organizational goals. In these programs, there are various types of training methods that are used, vestibule training, role playing, lecture methods, case studies, field visits and so forth. The job duties, background of the employees, and organizational goals are the primary factors that determine what types of training methods need to be used. It needs to be ensured that training methods are beneficial in imparting knowledge to the employees and facilitating in the achievement of desired outcomes.

The duration of the training and development programs differ. They can be one or two days or a month. It is vital to ensure that employees are able to obtain solutions to all their problems. Research has indicated that when employees experience problems in the implementation of job duties and experience difficulties, their supervisors recommend them to attend the training and development programs for the second time. These programs are important and would help the workforce to augment their understanding and carry out job duties appropriately. The organization needs to ensure that when initiation of training and development programs takes place, they spend adequate resources, provide infrastructure, materials, technologies and equipment and recruit well-qualified and experienced trainers. Therefore, it can be stated that effective training and development programs are the key aspects to achievement of organizational goals.

Workforce Planning

Workforce planning is the business process to align the changing needs of the organization and strategy of the individuals. This function is comprehensive, but it does not

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have to be complicated and any types of complexities can be adjusted to suit the size and maturity of the organization. Workforce planning will often be triggered by a specific event and/or change in the structure of the organization. This takes place through merger, acquisition or a transformational change project. However, emphasis put upon a comprehensive workforce planning will be important to the organization at any point of time. The individuals, who are in charge of the projects, tasks, activities and functioning of the organization as a whole, in other words, the individuals, who are in leadership positions, need to formulate a plan all the times to generate the desired outcomes. The three main aspects that need to be taken into consideration in the planning process are, recruitment, training and deployment of individuals to carry out tasks and functions (Workforce Planning Practice, 2018).

The workforce planning has to get carried out in an efficient and timely manner. It goes beyond the forecasting headcount and can make provision of solutions to complement the future direction of the business. A strategic workforce plan will make good business decisions and yield important data, such as, hiring ease or difficulty, time, when hiring has to take place, time of productivity, attrition rates and so forth. These traits can contribute in identifying the risks and contingency actions (Workforce Planning Practice, 2018). In order to carry out this task in a well-organized manner, the recruitment and selection of workforce has to get carried out appropriately. When the employees are recruited and selected to fill the vacancies in accordance to their educational qualifications and competencies, then steps need to be initiated to hone their skills and aptitude, so they are able to achieve personal and professional goals and incur job satisfaction.

Workforce planning provides insights for the organization to go beyond merely reacting to the circumstantial market events. It can offer market and organization support and assistance to focus on various areas. These are, reducing labour costs in favour of workforce deployment and flexibility, responding to the needs and demands of the customers, identifying skills gap and the areas of succession risk, pertinent strategies and approaches for talent management and people management, targeting specific and identifying inefficiencies, employee retention initiatives, improving the quality of outputs, improving work-life balance and putting emphasis upon the training of the workforce. As changes take place within the organizations, the workforce need to be trained adequately. Hence, it can be stated, when these functions are put into operation satisfactorily, the function of workforce planning will be implemented in accordance to the norms, values and goals of the organization (Workforce Planning Practice, 2018).

CONCLUSION

The principles of human resource management are regarded as indispensable in leading to progression of the organization. The main principles are, grievance handling, human resources service delivery, induction and on-boarding, industrial relations, Occupational Health and Safety, organizational development, performance management, recruitment and selection, training and development programs and workforce planning. Grievance handling signifies the ways that are needed to handle the grievances that are experienced by the employees within the

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organization. Human resources service delivery deals with augmentation of efficiency and competencies among the employees, so they can carry out their job duties well. Induction and on-boarding is referred to aspects that help in augmenting the competencies among the employees and retain them within the organization. Industrial relations deals with the factors that are implemented to reinforce terms and relationships between union and management. Occupational Health and Safety takes into account the aspects that are necessary to maintain good health and safety of the workforce within the organization.

Organizational development is a comprehensive area that takes into consideration number of aspects, necessary for the up-gradation of the organization. In order to lead to progression of the organization and well-being of the employees, the human resources need to carry out their job duties in a well-organized manner and enhance their performance, hence, the principle of performance management has to be taken into consideration. Recruitment and selection are important aspects that deal with recruitment and selection of the employees in various job positions. Training and development programs are organized within the organization with the primary objective of augmenting the knowledge and competencies of the workforce. Workforce planning is a principle that involves the comprehensive planning of human resources, so they are able to inculcate the traits of diligence, resourcefulness and conscientiousness. Finally, it can be stated, formulation of principles in an effective manner leads to enrichment of human resources as well as development of the organization.

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