

RECRUITMENT, TRAINING AND DEVELOPMENT

LECTURE 1: INTRODUCTION -DEFINE HUMAN RESOURCE MANAGEMENT AND EVALUATE NATURE OF HR

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Learning objectives

- Understanding the concept of HRM
- Understanding the nature of HRM

Concept of human resource management

- Human resource management (HRM) is the area of management that deals with the employees and the process of recruitment and selection of employee, orientation and induction, training and development, compensation, benefits, retirement, assessment of employee (performance of appraisal), motivating and maintaining proper relations with labour and trade unions, safety welfare and health.

- A function in organizations designed to maximize employee performance to achieve organizations goals primarily concerned with management of people in organizations that focuses on HR policies, procedures and HR systems. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws and managing total knowledge, skills, creative abilities, talents and aptitudes of employees, including values and attitudes.

Functions of HRM

- **Planning:** This is the aspect of establishing goals and standards; developing rules and procedures and developing plans and forecasting.
- **Organizing:** This is assigning each employee a specific task and grouping these employees in departments, defining line of authority and communication channels

Functions of HRM

- **Staffing:** This is deciding the people that are needed to be hired.
- **Leading:** This is getting the job done and how to keep employees motivated.
- **Controlling:** This is establishing control measures that guide work and performance which includes setting standards and checks.

HRM Primary functions

- Human resource planning: This is related to planning for both present and future demand and supplies of organizations employees.
- Job analysis: This is carrying out analysis of every job in order to find out its requirements and enables appropriate recruitment

- Equal employment opportunity: This is concerned with employment without discrimination.
- Staffing (recruitment and selection): It deals with the identification of potential applicants for current and future job opportunities

- Compensation and benefits: This deals with issues of payment and employee benefits.
- Employees (labor) relations: It is related to the communication system and employees can address their problems and grievances.

- Health, Safety and Security: This ensuring employees work in a safe and healthy environment.
- Human resource training and development: It is the aspect of ensuring employees have the right skills and knowledge for the job

- Organization and job design: It is the way of ensuring jobs are grouped, categorized in workable ways
- Performance management and performance appraisal systems: Having systems and ways of ensuring employee performance

- Research and information systems: Carrying out HR research to enable place the right employee in the organization and installation of technology systems to aid HR systems

◦ **Organizational Objectives**

HRM is an organization vehicle to achieve goals. It helps other organizations areas to achieve their goals and effectiveness.

Functional Objectives:

HRM helps other organization functions and departments to work effectively by providing the best and right employees.

- **Societal Objectives:** HRM sees that all employee's legal issues, policies and regulations are followed in all aspects of HR and carrying out HRM social responsibility
- **Cost-effective employment**-ensure compensation is competitive but not excessive to impact on the organization. It should be able to safeguard employee's turnover and suitable workloads.

- **Matching the workforce to the organization needs-** to ensure organization has the right number of staff at the right time with the right skills through right recruitment and selection.

- **Maintain good employer / employee relations**-effective communication, appropriate ways of solving disputes, carrying HR procedures with integrity and the right way complying with all relevant employment legislation
- **Effective Utilization of Resources**
- It is the duty of human resource management to ensure effective utilization of resources.

◦ **Organizational Structure**-act as management advisor in terms of employees and should provide required information appropriately, timely and accurately. This helps the management to maintain good relationship with employees and assign tasks appropriately.

- **Respect for Human resources**

- Human resource management is supposed to provide a respectful environment for employees. HRM should work towards creating good work relationships between managers and employees. It ensures HR policies are followed when it comes to employee treatment and discipline.

◦ **Organizational Structure**

HRM act as management advisor in terms of employees and should provide required information appropriately, timely and accurately. This helps the management to maintain good relationship with employees and assign tasks appropriately.

◦ **Development of Human Resources**

Through training and development Human resource management ensures that the organizations have skilled staff who can work effectively.

◦ **Employee Satisfaction**

Employee commitment and satisfaction leads to high organizational achievement. This is role of human resource management to provide an environment of satisfaction and commitment through proper facilities and opportunities.

◦ **Employee Discipline and Moral**

Human resource management tries to promote employee discipline and moral through performance-based incentives.

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Nature of Human Resource Management

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.

Nature of Human Resource Management

- It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multi-disciplinary activity, utilizing knowledge and inputs drawn from psychology, economic

Scope of Human Resource Management

- Personnel aspect- This is an area that deals with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity among others.
- Welfare aspect- It is concerned with working conditions and welfare activities like canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities

- Industrial relations aspect-This deals with union and how management deals with employee relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes

Importance of Human Resource Management

Recruitment and Training

Performance Appraisals

Maintaining Work Atmosphere

Managing Disputes

Developing Public Relations

PARADIGM SHIFT

- The origin of personnel management can be traced to the concern about exploitation of people working in factories and was introduced through law in most of the countries to deal with issues pertaining to grievances and welfare of the workmen. As the dynamics in relations between trade unions and management changed the personnel management responsibilities grew beyond welfare to other areas such as ensuring amicable industrial relations and effective personnel administration.

- But with time changes came from the competitive environment brought about by growing competition, which resulted in availability of wide choice for customers and that in turn, gave a new dimension to marketplace – customers' preference, which in effect drives companies to continuously innovate and provide the kind of value to customer that competition cannot match.

- This marked change in attitude of managements seeing the emergence of Human Resource Management concept which characterizes implementation of personnel policies to maximize objectives of organizational integrity, employee commitment, flexibility and quality.

TRENDS IN HUMAN RESOURCE MANAGEMENT

- **Globalization and competition trends.**
- **Indebtedness and deregulation.**
- **Technological trends.**
- **Workforce and demographic trends.**
- **Economic challenges and trends.**

New HR Managers

- Focus on a big picture. Today's human resource managers handle and deal with broader HR issues. They don't just do transactional issues but provide management with advise and decisions that inform and support strategic direction of the organization.
- Finding new ways to provide transactional services that give organizations competitive advantages

DO YOU AGREE WITH THIS???

Human resource management is the strategic approach to nurturing and supporting employees and ensuring a positive workplace environment in achieving organizational goals

REFLECTION

A collective term for all formal systems to manage employees and other stakeholders within a company (Hellen Ware,2023)

References

Personnel and Human Resource Management. P.Subba, R., Himalaya Publishing House,2016

A Handbook of Human Resource Management Practice. Armstrong Michael. A, London, England,2006