

## **2.2FUNCTIONS OF HRM**

Human resource management is a staff function. Human resource managers advise line managers throughout the organization. Further-more, personnel requirements of the organization may vary from time to time.

The following functions of the human resource department try to keep the organization going smoothly and efficiently by supplying with the right type of personnel in the right position.

1. Policy Formulation
2. Staff Function
3. Line Function
  - a) Procurement
  - b) Development
  - c) Compensation
  - d) Integration
  - e) Maintenance
  - f) Records and Research
  - g) Personnel Information System
4. Control
5. Managerial
  - a) Planning
  - b) Organizing
  - c) Directing
  - d) Controlling

### **i. Policy Formulations**

The important functions of the human resource management is to prepare new policies and revise the existing ones in the light of the experience gained in the area of human resource management.

Human resource policy formulation must consider both the strategic plan and the

external environment of the organization.

Organizations which do not formulate policies for human resource management.

## **ii. Staff Function**

Line managers come across various problems in their day-to-day management which can be solved satisfactorily with the advice of the personnel or human resource department.

These problems may relate to employee's grievances in connection with distribution of overtime work, promotion, transfer, disciplinary action, etc.

Advice given to them from time to time should be objective and legal, otherwise it will spoil human relations at work.

## **iii. Line functions**

Line functions consist of development, compensation, integration, and maintenance of the human resource of the organization to achieve the organizational goals.

Candidates are usually selected through newspapers, professional journals, employment agencies, words of mouth and campus visit to colleges and universities.

Selection involves various techniques such as short-listing the application forms, interviews, tests, reference checks, etc.

Orientation is designed to help the selected candidates fit smoothly into the organization.

Newcomers are introduced to their colleagues, acquainted with their responsibilities and informed about the organization's culture, policies and their behavioural expectations.

Training aims to increase employee's ability to contribute to organizational effectiveness. It is designed to improve their skills in the present job and to prepare them for promotion.

Performance appraisal is done to let and employee know about his performance. Low performance may prompt corrective action such as additional training or demotion, and high performance may merit a reward such as raise in salary or promotion.

The appraisal is done by the employee's supervisor, but the human resource department is responsible to establish the policies that guide performance appraisals.

Promotion and separation are other major aspects of human resource management.

#### **iv. Control functions**

Two important control roles which find place in management literature are **auditing and stabilization.**

“Auditing refers to the monitoring by the human resource department of the performance of line and other staff departments to ensure that they conform to established personnel policy, procedures and practice in various personnel areas.”

“Stabilization involves seeking approval of the human resource department by the line managers before they take any action.”

For example, granting annual increment, solving union’s grievances, taking disciplinary action against erring employees or rewarding the others, etc.

#### **v. Management functions**

Human resource department performs managerial functions like planning, organizing, directing and controlling in respect of human resource department.

Though planning, managers constantly shape and reshape their organizations. They decide in what direction they want their organizations to go and accordingly, make the plans and decisions to get there.

By organizing, managers shape relationship with organizational structures and thereby lead employees into the organization’s future. To achieve the organization’s goal, it is necessary to make the organization’s structures effective, otherwise the process of preparing people to work efficiently may collapse.

A sensible strategic plan and sensible organizational structure result in the fulfilment of organizational goals. To translate these decisions into actions, managers encourage and support the people who carry out the plans and work within the structures.

The managerial effort to keep people focused on the goals of an organization involves the process of directing.

Finally, controlling helps the managers monitor the effectiveness of planning, organizing and directing and take corrective measures as needed. The process of ensuring that actual activities conform to planned activities is called controlling.