



Full Length Research Article

EVOLUTION AND DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT – A OVER VIEW

***Vijaya Sekhar Reddy, K., Bindu Madhavi, P. and Rajesh, B.**

Institute of Aeronautical Engineering, Dundigal, Hyderabad, India

ARTICLE INFO

Article History:

Received 28th April, 2016
Received in revised form
27th May, 2016
Accepted 15th June, 2016
Published online 31st July, 2016

Key Words:

Human Resources Policies,
Exploratory Factor Analysis,
Structural Equation Modeling,
Strategic Human Resource Tasks.

ABSTRACT

In this paper introduce the development of Human Resource Management (HRM) from a historical perspective and explain the debate between HRM and personnel management. Human Resource Management is a process, which consists of four main behavior, explicitly, achievement, progress, inspiration, as well as maintenance of human resources. This is to study the contributes of scientific production in the area of Human Resources Management since HRMPPS can be used not only in relational studies but also as an evaluation instrument by managers who wish to improve their employees' well beings as well as organizational outcomes. Organizational climate was measured through a set of questionnaire that we developed based on the eight organizational climate dimension proposed by Koys and De Cotiis (1991). Results also suggest that the relationship between strategic HRM practices and organizational performance in the Nigerian insurance industry is moderately influenced by managerial climate. This study was therefore, able to prove the hypothesis future and supply support to the accessible theories. Results show that HRM practices is significantly associated with achieving organizational objectives. It also shows that, improving the quality of work induces certain behaviors in the employee who is a source of competitive advantage for the organization.

Copyright©2016, Vijaya Sekhar Reddy et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

The term "human resource management" has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as "employee's management." The name change is not merely cosmetics. Human resource management (HRM), also called personnel administration, consists of all the activities undertaken by an venture to ensure the successful utilization of staff toward the achievement of individual, group and managerial goals. An organization HRM meaning focus on the public side of administration. It consists of practices that help the group to deal successfully with its people during the various phases of the service cycle, including pre-hire, recruitment, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job opening will exist in the future stage and conclude the necessary experience for performing these jobs.

During the hire phase, the association selects its staff. Selection practices include recruit applicant, assessing their experience and in the end selecting those who are deem to be the nearly everyone capable. First, a writing evaluation is obtainable about human resources administration, its calculated function in organization, and human resources management policies, including their constitutive definition. The methods used are then describe, detailing the measures to enlarge the steadiness, the examining explanation, the rationale in a poles away from each other taster in order to test the scale generalizability and the assenting reason corroboration through structural equation modeling. Create validity is provided through convergent and categorize breakdown. According to Huselid (1995), work on the measurement of HRM policies and practices is extremely limited and this is still true today. Besides some indexes of HRM practices identified by advocates of the high obligation approach (Guest, 1998; Pfeffer, 2005), the only scales found in the literature were the High- Performance Work Practices developed and validated by Huselid (1995), with 13 items and a .67 Cronbach's alpha, and the Perception of Personnel administration Policies Scale

***Corresponding author: Vijaya Sekhar Reddy, K.,
Institute of Aeronautical Engineering, Dundigal, Hyderabad, India.**

(PPMPS), developed and validated by Demo (2008), with 19 items distributed across 4 factors and presenting Cronbach's alpha above .70.



Fig. 1. Enterprise resource planning (ERP) is business process management

Recruitment and Selection

It all ongoing when Mary Wood was asked to start engaging girls during the 1st world war. In the 1st world war employees progress enlarged due to government initiative to support the best use of people. In 1916 it became compulsory to have a welfare worker in explosive factories and was encouraged in munitions factories. A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with other research in human factors at work. In 1921 the general involvement of psychologists conventional and available results of studies on variety tests, interviewing techniques and schooling method.

Industrial Relations

Conference between administration and the personnel stretch for the duration of the warfare This meant that people department become in charge for its society and organization. Physical condition and protection and the need for specialist became the meeting point. The need for authority to deal with manufacturing family was regular so that the people administrator became as presenter for the society when planning where held with operate union/superstore stewards. In the 1970's production relations was very significant. The heated climate during this period reinforced the weight of a devoted role in business family result the middle ground.

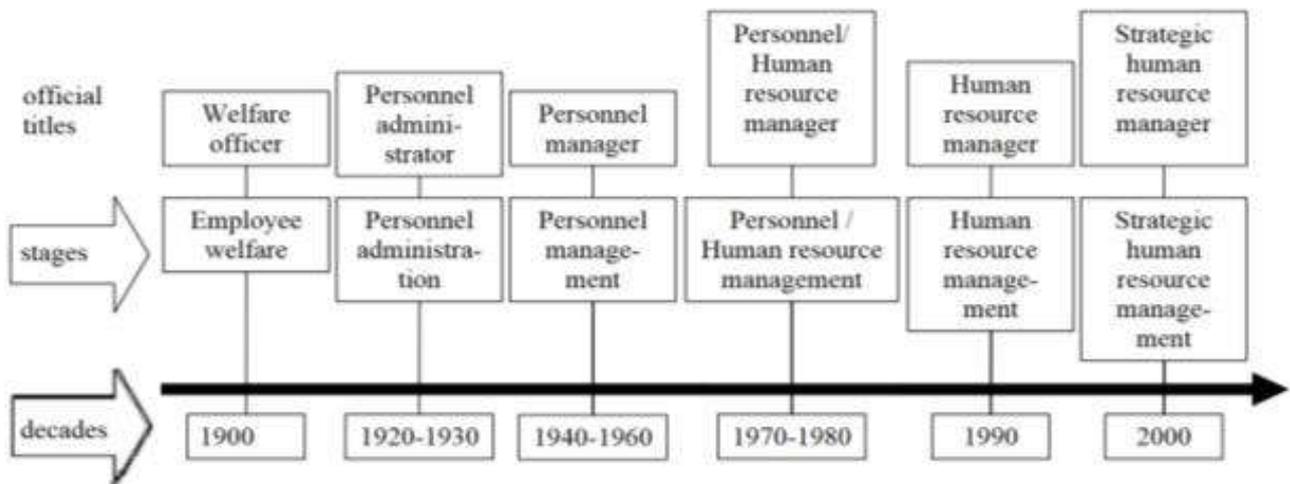
Hard and Soft Approaches to Hrm

Human supply as definite by Dessler (2004) is the strategy for acquiring, using, improving and preserving the organisations human resource. It possibly will be well agued that in most cases the human creature aspect is over and done in family member to how they supervise people, leaving most staff unsatisfied creating a high staff turnover which affects organisational performance.

It is th erefore an highest consequence that people as opposed to just employees-need to be manage in missing that consistent with broad organisational condition such as quality or inefficiency. As in most cases organisational kindness depends on present creature a tight 'fit' stuck stuck between human supply and manufacture strategy. Human being store as could be said is all about making business strategies work. It is therefore important that emphasis is placed on how to best match and develop "appropriate" human reserve management (HRM) approach/system of administration people in the visiting the attractions hospitality and freedom industry (THL). Thus, we would therefore be look at some of the HRM approach used such as the Harvard mock-up; hard and soft approach in combination with the real world of the THL manufacturing and to determine whether the hard move toward is more proper.

Human resource management (HRM) as described by Kleiman (2000) has a concept with two distinct forms; soft and hard move toward, where the soft draw near of HRM is associated with human relation and the hard on the other hand sees people as human resource. The Soft HRM is the notion that workers respond better when an organisation recognises their individual needs and addresses them as well as focusing on the overall selling objectives. The work of Maslow in stating that human have a 'hierarchy' of needs, which they will exert substantial energy towards achieving, claims that organisations that recognises and address these needs will have a happier, more fulfilled, more faithful and productive workforce (SHRM Online). As argued by Noe (2006) the way to success is through deep empathy of additional people either by observing how to best 'connect' with others in the workplace, and motivate and inspire them as a result. As illustrate by Simon (1960) all of these soft HRM can of lessons be unprejudiced by hard HRM; the notion that booming organisations are those that best deploy their human resource in the way that they would deploy any other resource. The Hard HRM on the other hand therefore sees people as human possessions.

Holding that human resources are a resource in the same way as any other production resource and they must consequently be; obtained as cheaply as potential, used sparingly, developed and exploited as much as possible. As indicated by Kleiman (2000) under this model of HRM, control is more concerned with performance system, performance administration and tight control over individual activities with the ultimate goal being to secure the competitive advantage of the organisation. The hard HRM consequently is first and foremost concern to sponsor human resource strategy and align with business strategy. It may also include out sourcing, flexibility, performance organization, hence downsizing or work strengthening, sees human resources as another resource to be exploited and can operate against the interest of workers. The Harvard model on the other hand as indicate by Lado and Wilson (1994) sees employees as resource, but human where the managers are responsible to make decisions about the organisation and member of staff relation. The employment relation is seen as a blending of business and societal expectations and because it recognizes the role societal conclusion play, it could be argued that the Harvard model provides a useful basis for comparative analysis.



Stages of evolution and development of human resource management

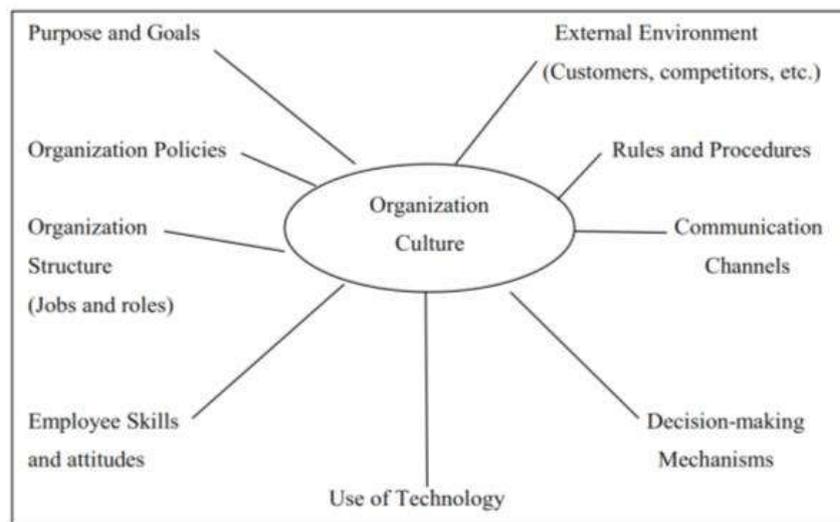


Fig. 2. Internal and External factors influencing organization culture

The Harvard representation also cover the four HRM policy areas which are human resource flows, recompense system, employee influence, work system, which leads to the four Cs; competence of employees, commitment of member of staffs, congruence of organisation/employees goals and cost effectiveness of HRM. As could be argued striving to enhance all four Cs could lead favourable consequences for individual well-being, societal well-being and organisational effectiveness either as long-term consequences.

Workforce Diversity

Assortment by meaning of the business world resources have a labor force that represents a lot of far removed from viewpoints, backdrop as well as cultures. The range affect of all areas in organization from service to compensation, to the profile it has on the saleable nation, self-worth and competitiveness. The constancy in the managerial heart is a additional and more current theme in cluster. Assortment surrounded by HRM, termed as labor force grouping, is a many-sided incidence so as to can be alive separate as any basic or too small to see gap flanked by organizational members.

Assortment tin can is labeled keen on two diverse aspects: obvious difference (e.g. population, age) and original disparity (e.g. philosophy, sexual direction). The vocation hard force assortment becomes a fussy issue in HRM as it has legal, ethical and business implication for an association. There are a numeral of conduct in which community act in response to multiplicity. Behavioral and stirring reactions to multiplicity are explain for the most part by three theory: the resemblance magnetism pattern, social individuality theory and social labeling theory (Pearson, 1995).

The place of work multiplicity has its constructive belongings (e.g. modernization, suppleness) as well as unconstructive effects (e.g. high earnings, decreased job approval). However, assortment organization can help alleviate the unhelpful effects of assortment and capitalize on top of the optimistic personal property. In the company of amalgamation of talents of different educational backgrounds, genders, ages and lifestyles, an association be able to respond to production projection more brightly with resourcefully, more than increasingly in the all-inclusive ground, which have to be one of the major managerial goals to be alive attained.

In the risk of trailing talents to competitor get hold of place while a decision-making feeling does not prop up collection. This is above all true-life for a global business like (MNCs) who show off venture on a worldwide level and use nation with varies moral and creative background. So, a HR manager needs to be aware and may exploit a Think Global, Act Local come up to in mainly situation.

Changing Skill Requirements

Recruit and developing skilled work is important for some company anxious about competitiveness, good organization, excellence as well as association a variety of work-force successfully. Cleverness deficiency cause to be into earth-shattering offended for the organization in stipulations of poor-quality work and lesser give way, make bigger in worker accident and client complaints. In outlook of the fact that an in receipt of bigger quantity of jobs will have need of more learning and superior levels of verbal communication than current ones, HRM practitioners and specialists will include to converse this to educators and community leaders etc. Strategic human store planning will have to carefully weigh the skill deficiencies and shortages. HRM department will have to devise suitable training and short term programmes to bridge the skill gaps & deficiencies.

Employee involvement

Intended for today's organization's to be successful, there are a member of staff participation concepts that become visible to be established. These are assignment, participative organization, employment teams, ambition surroundings, member of staff guidance and make powerful of human resources. HRM has a major function to have fun in member of staff participation. What are pleasing are well-known management as healthy as helpful association. Human resources possibly will do by means of to be accomplished and that's anywhere human resource organization has a significant job to contribute. Workers probable to converse fine of to enclose choice anticipatively handle, to make use of inside, or to set objective cannot carry out so qualification not they know as well as be grateful. Empowering human being property require wide-ranging homework in everyone attribute of the occupation. Workers possibly will require to make a similarity how inventive job plan process. They control need direction in interpersonal skill on the way to make participative and line of work team's motive suitably.

HR diversity organization practices

HRM is a set of characteristic behavior, functions and processes so as to be intended attracting, directing and maintain an organization's human being property (Lado and Wilson 1994). The HR significance has grown-up substantially over the period moved out by few decades and at this time covers the whole scale of community and organization processes. There are distant removed from views regarding the usual the past history of HRM and present exists a enormous diversity of HR practice take on by a mixed bag of organizations (Boselie, Dietz and Boon 2005). On the extra hand over, it is widely well-known that the report practices of HRM comprise check and diversity, leadership and increase, performance way and employ up (Shen and Edwards 2006).

What goals does hrd need?

There are two main goals for HRD to achieve. The first is having all leaders within an organization become visibly involved in programs affecting organizational culture change and evaluating and articulating policies that govern diversity. To do so, you must display leadership that eradicates oppression of all forms. The result is enhanced productivity, profitability, and market responsiveness by achieving a dynamic organization and work force. This is the first goal of HRD, to train the leadership. The second is inspiring diversity into the work force. Workers want to belong to an organization that believes in them, no matter what kind of background or culture they come from. They, like their leadership, want to be productive, share in the profits, and be a totally dynamic work force. If HRD trains the leadership, this goal will be relatively easy. It is much easier to train people when they have role models to base their behaviors on. Also, you will have backing from the people who can support you in your efforts.

Privacy

Human resources are involved in most aspects of employee relations including hiring, firing, compensation, benefits and leaves. Human resources representatives have access to extremely sensitive information. Keeping this information private is an ethical matter facing HR. Human resources personnel have an obligation to maintain the confidentiality of an employee's personal data.

Diversity

Workplace diversity encompasses the various qualities, characteristics and experiences that distinguish one worker from another. These individuality can be differences in race, gender, age, social status or other traits that make an individual unique. Treating a person differently because of these difference poses an ethical issue that faces person resources. HR human resources put into practice policies that encourage diversity in the place of work and welcoming the differences of the whole labor strength.

Safety

Employee safety is an issue facing human resources personnel. The department must prevent and correct potentially dangerous situations. Human resources must punctually act on dangerous situation that present protection concerns in the place of work. The department is also responsible for identify potentially risky workers and ensuring they do not harm themselves or others within the association.

Conclusion

The penalties for not being fittingly staffed are costly. Preparation staff levels requires that an assessment of present and future needs of the organization be compared with present possessions and future predict possessions. Appropriate steps be supposed to then be premeditated to bring demand and supply into sense of balance.

The private aim of modern human being store administration is to develop the effective use, involvement and contribution of employees throughout the organization. This, clearly, requires a great deal of information accretion, classification and statistical analysis as a contributory aspect of personnel administration. What opening demands will be is only influenced in part by the forecast of the human supply manager, whose main task may well be to analyze and change the crude predictions of other manager. It is acceptable to state that there is no "best way" to manage diversity. The execution of the workforce diversity concept could be vastly different from country to country, from company to company. The very success of its implementation is depending on business needs and workforce issues as well as situational factors, such as the organizational culture and workplace environment. While a broad range of issues is covered, it should be noted that "one size does not fit all" as organizations are in different stages of development regarding workplace diversity. Eventually, the strength of commitment by the CEO, senior administration and HR leadership will resolve whether the organization successfully leverages workforce diversity, in achieving competitive advantage.

REFERENCES

- [Decenzo and Robbins, 2001. "Human Resource Management", 6th edition, Wiley.
- Acker, J. 1992. Gendering Organizational Theory, Gendering Organizational Analysis. Mills, A.J. and Tancred, P. (eds), Newbury Park, CA: Sage.
- Andries J du Plessis and Beaver Bob (2008), "The Changing Role of Human Resource Managers for International Assignments" International Review of Business Research Papers, Vol.4.No.5 Pp.166-181
- Armstrong, M. 2004. "A Handbook of Human Resource Management Practice", 9th Edition, South Asian Published.
- Bairoh, S.. 2007. Current Debates on Classifying Diversity Management: Review and a Proposal. SHS intressebyrå IB (Oy Casa Security Ab), Swedish School of Economics and Business Administration, Helsinki 2007
- Bal Yasemin 2011. "The new human resources management in the 21st century: a strategic view", Annual Conference on Innovations in Business & Management London, UK.
- Bassett-Jones, N. 2005. The Paradox of Diversity Management, Creativity and Innovation, Creativity and Innovation Management 14 (2005): 169-175;
- Benschop, Y. 2001. Pride, prejudice and performance: relations between HRM, diversity and performance, *Int. J. of Human Resource Management* 12:7 November 2001 1166-1181
- Cassell, C. 2001. Managing diversity., Contemporary human resource management. In T. Redman & A. Wilkinson (Eds.) (pp. 404-431). Harlow: Pearson Education.
- Cornelius, N. and Bassett-Jones, N. 2002. Final comments. Building workplace equality: Ethics, diversity and inclusion. N. Cornelius (Ed.), (pp. 325-333). Cornwall: Thomson.
- Dessler, Gary. Human Resource Management. 10th ed. Englewood Cliffs, NJ: Pearson/Prentice-Hall, 2004.
- Greengard, S. 1995. "When HRMs Goes Global: Managing the Data Highway". *Personnel Journal* 76(6), 90-106.
- Hogg, M.A., Terry, D.J. and White, K.M. 1995. A tale of two theories: a critical comparison of identity theory with social identity theory. *Social Psychology Quarterly*, Vol. 58, No. 4.
- Hubbard, E. E. 2004. The diversity scorecard: Evaluating the impact of diversity on organizational performance. Burlington, MA: Elsevier Butterworth-Heinemann.
- Humphries, M. and Grice. S. S. 1995. Equal employment opportunity and the management of diversity. A global discourse of assimilation? *Journal of Organizational Change Management* 8:5, 17-32.
- Jones, D., Pringle, J. and Shepherd, D. 2000. Managing Diversity meets Aotearoa/New Zealand. *Personnel Review* 29:3, 364-380.
- Kandola, R., and Fullerton, J. 1998. Managing the mosaic: Diversity in action. (2nd ed.). London: Institute of Personnel Development.
- Kim, K., Park, J.H. and Prescott, J.E. 2003. The global integration of business functions: A study of multinational businesses in integrated global industries. *Journal of International Business Studies* 34:4, 327-344.
- Kirton, G. and Greene, A. 2005. The Dynamics of Managing Diversity. A Critical Approach. (2nd ed.). Oxford: Elsevier Butterworth-Heinemann.
- Kleiman, Lawrence S. Human Resource Management: A Managerial Tool for Competitive Advantage. Cincinnati: South- Western College Publishing, 2000.
- Konrad, A. 2003. Defining the Domain of Workplace Diversity Scholarship, *Group & Organization Management*, 28(1): 4-17.
- Korte, R.F. 2007. A review of social identity theory with implications for training and development. *Journal of European Industrial Training*, Vol. 31 No. 3, Emerald Group Publishing Limited
- Kossek, E.E. and Lobel, S.A. 1996 Managing Diversity: Human Resource Strategies for Transforming the Workplace. Cambridge, MA: Blackwell.
- Kreitz, P. A. 2008. Best Practices for Managing Organizational Diversity. *The Journal of Academic Librarianship*, March 2008, Volume 34, Number 2, pages 101-120
- Lado, A.A. and M.C. Wilson. 1994. "Human Resource Systems and Sustained Competitive Advantage: A Competency-Based Perspective." *Academy of Management Review* 19, no. 4 699-727.
- Noe, Raymond A., et al. Human Resource Management: Gaining a Competitive Advantage. 5th ed. Boston: McGraw-Hill, 2006.
- SHRM Online. Society for Human Resource Management. Available from <http://www.shrm.org>.
- Simon, H.A., The New Science of Management Decision, New York, NY: Harper and Row, 1960.
- Srivastava Ekta and Agarwal Nisha, 2012. "The Emerging Challenges in HRM", *International Journal Of Scientific & Technology Research* Volume 1, Issue 6.
- Swanson, E. B. and M. J. Culnan, "Document-Based Systems for Management Planning and Control: A Classification, Survey, and Assessment", *MIS Quarterly*, 2, 4, Dec. 1978, 31-46.
- Urban, G.L., "SPRINTER: A Tool for New Products Decision Makers," *Industrial Management Review*, 8, 2, Spring 1967, 43-54.