

Chapter 1- Introduction to Human Resource Management

1.1 Introduction to Human Resource Management

Human Resource Management is a management function that helps managers to

Acquire: Recruit and Select

Develop: Train and develop

Motivation- Financial and Non- Financial

Maintain: Compensation, Safety measures etc.

HRM is concerned with the peoples' dimension in the organisations.

Definition: It is the planning, organising, directing & controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual organizational & social objectives are accomplished.

Nature and Characteristics of HRM

- HRM deals with the functions of planning, organizing, staffing, directing and controlling the manpower of the org. to achieve the goals.
- It is a continuous process of enhancing the personality of an individual on the job as well as off the job, deals with the overall growth
- HR to be treated as an asset which has the potential for growth and not just as a commodity of exchange.
- HR is molded, controlled and directed in a way to achieve the goals and benefit the organization and the individual.
- HR is concerned with recruitment, remuneration, promotions, incentives, industrial relations etc.

Importance of HR

- Making maximum utilization of resources in an effective way and paying a reasonable compensation.
- Maintaining a balance between the jobs available and the jobseekers, according to the qualifications.
- Eliminate improper use of HR
- Providing suitable & most productive employment which gives job satisfaction.
- Provide healthy work relationships, so that the work is effectively performed.
- Maintaining the dignity of the employees as human beings.
- Improving the employees working skills and capacity.

Prepared by: Sarika Joshi

Chapter 1- Introduction to Human Resource Management

- Providing maximum opportunities for development.
- Proper allocation of work to people and avoiding wrong postings.
- Creating right attitude among the employees through effective motivation

Need for HRM in Service Industry

In services the time period between the demand & its compliance is short. In services there is face to face interaction, satisfy special guest needs and respond correctly. A service is consumed immediately.eg. A meal

- It is largely based on the reputation & word of mouth publicity.
- They are perishable; revenue for a cover not sold in a restaurant at meal time is lost forever.
- The skill of those providing the services is crucial to the purchase experience.
- It is difficult to standardize them. People who deliver it may vary in their attitudes.
- They are expensive, the greater the skill of the server, the costlier it is. The server has to be present all the time, irrespective of the customers.

Qualities of a Human Resource Manager

The important quality to deal successfully with people who have likes dislikes, whims and fancies, who favour some and are prejudiced against others. He has to deal with workers who refuse to see reason and who believe that violence pays, and nothing else does. The other qualities are as follows:

1. *Fairness and firmness*: He should be fair in matters of promotions, demotions, transfers, layoffs, and be firm in enforcing discipline.
2. *Tact and Resourcefulness*: He must be tactful in dealing with difficult situations. Tact implies determining what is good and fair in trying conditions, and skill in dealing with the most dealing situations.

He must be resourceful, should have an open mind and an objectivity to tackle a difficult matter.

3. *Sympathy and consideration*: He must be guided by sympathetic attitude towards employee demands. True, several of the demands are unreasonable, but patient listening, open mind, and concern for employees' welfare make recalcitrant workers relent.

Chapter 1- Introduction to Human Resource Management

4. *Knowledge of labour and other terms:* he must possess a sound knowledge of the Constitution and other acts that influence labour interests. He must also be aware of the government policy towards labour and general economic conditions prevailing at a given time. He must be familiar with the legal provisions affecting labour.
5. *Broad social outlook:* It is desirable that the manager has a social outlook and contributes towards the betterment of the quality of the life of employees and those who live around and beyond the company.
6. *Academic qualification:* A degree or a diploma will not make the manager efficient and effective automatically, such qualifications will make the incumbent face any situation with a professional touch, an open mind, confidence and objectivity. The qualification expected for an HR manager is an MBA in HR or Personnel management or a Masters degree.
7. *Others:* The manager must have a long term perspective, so as to map out a future for the organisation.

Role of a Human Resource Manager:

1.2 The functions of HR Manager are as follows:

Human Resource Management functions can be classified in following three categories.

- Managerial Functions,
- Operative Functions, and
- Advisory Functions

The Managerial Functions of HRM are as follows:

1. Human Resource Planning - In this function of HRM, the number and type of employees needed to accomplish organizational goals is determined. Research is an important part of this function, information is collected and analyzed to identify current and future human resource needs and to forecast changing values, attitude, and behaviour of employees and their impact on organization.

2. Organizing - In an organization tasks are allocated among its members, relationships are identified, and activities are integrated towards a common objective. Relationships are established among the employees so that they can collectively contribute to the attainment of organization goal.

3. Directing - Activating employees at different level and making them contribute maximum to the organization is possible through proper direction and motivation. Taping the maximum potentialities of the employees is possible through motivation and command.

Chapter 1- Introduction to Human Resource Management

4. Controlling - After planning, organizing, and directing, the actual performance of employees is checked, verified, and compared with the plans. If the actual performance is found deviated from the plan, control measures are required to be taken.

The Operative functions of Human resource Management are as follows:

1. Recruitment and Selection - Recruitment of candidates is the function preceding the selection, which brings the pool of prospective candidates for the organization so that the management can select the right candidate from this pool.

2. Job Analysis and Design - Job analysis is the process of describing the nature of a job and specifying the human requirements like qualification, skills, and work experience to perform that job. Job design aims at outlining and organizing tasks, duties, and responsibilities into a single unit of work for the achievement of certain objectives.

3. Performance Appraisal - Human resource professionals are required to perform this function to ensure that the performance of employee is at acceptable level.

4. Training and Development - This function of human resource management helps the employees to acquire skills and knowledge to perform their jobs effectively. Training and development programs are organized for both new and existing employees. Employees are prepared for higher level responsibilities through training and development.

5. Wage and Salary Administration - Human resource management determines what is to be paid for different type of jobs. Human resource management decides employees compensation which includes - wage administration, salary administration, incentives, bonuses, fringe benefits, and etc.,.

6. Employee Welfare - This function refers to various services, benefits, and facilities that are provided to employees for their well being.

7. Maintenance - Human resource is considered as asset for the organization. Employee turnover is not considered good for the organization. Human resource management always try to keep their best performing employees with the organization.

8. Labour Relations - This function refers to the interaction of human resource management with employees who are represented by a trade union. Employees comes together and forms an union to obtain more voice in decisions affecting wage, benefits, working condition, etc.,.

9. Personnel Research - Personnel researches are done by human resource management to gather employees' opinions on wages and salaries, promotions, working conditions, welfare activities, leadership, etc.,. Such researches helps in understanding employees satisfaction, employees turnover, employee termination, etc.,.

10. Personnel Record - This function involves recording, maintaining, and retrieving employee related information like - application forms, employment history, working hours,

Chapter 1- Introduction to Human Resource Management

earnings, employee absents and presents, employee turnover and other other data related to employees.

The Advisory functions of HRM are as follows:

Human Resource Management is expert in managing human resources and so can give advice on matters related to human resources of the organization. Human Resource Management can offer advice to:

1. Advised to Top Management

Personnel manager advises the top management in formulation and evaluation of personnel programs, policies, and procedures.

2. Advised to Departmental Heads

Personnel manager advises the the heads of various departments on matters such as manpower planning, job analysis, job design, recruitment, selection, placement, training, performance appraisal, etc

1.3 Role of Human Resource Manager in Service Industry

In the hospitality industry, one of the greatest difficulties is employee retention and satisfaction. Reputation makes or breaks businesses in the hospitality industry, and with customer service as the crux of the industry, the employees are on the front lines. This makes the role of human resources critical to hospitality industry businesses.

HR in the Hospitality Industry

Human resource managers oversee the recruiting, interviewing and hiring of staff and serve as the bridge between management and employees. In the hospitality industry, HR must not only cultivate a skilled and dedicated talent pool but also retain it in a demanding job field. Human resource managers direct the administrative functions of the business. While it takes many others to implement these functions, HR looks to attract, motivate and place employees in the best-fitting positions. When employees are happy and motivated, they provide the desired level of customer service required for the business's success.

HR in the hospitality industry plays an essential role: HR keeps employees happy so that they maintain the excellent reputation of the business and keeps customers happy by ensuring employees behave appropriately and according to company policy.

Unique HR Challenges in Hospitality

Positions in the hospitality industry are usually hourly rather than salaried, making employee retention challenging to maintain. Employees work long hours, including nights, weekends and holidays. Additionally, customer-facing positions come with their own set of unique challenges.

Chapter 1- Introduction to Human Resource Management

Having to meet the high demands from the business and customers – and with such a strong focus on customer service – these positions are physically and mentally exhausting. When businesses are understaffed, employees lose possible flexibility in scheduling, leading to frustration and burnout.

Recruiting Hospitality Industry Employees

Attracting skilled employees begins with the job posting. Detailed job postings that lay out the desired skills, experience and benefits of the position ensure that applying candidates understand the job and know whether their qualifications meet the requirements.

Employee Morale and Retention

In the hospitality industry, it's essential that employees are professional and happy because their attitude reflects strongly on the business itself. This task usually falls to human resources. Offering good benefits and proposing incentives is an excellent place to start. Discounts on the company's own services and employee recognition programs effectively increase employee happiness in the workplace. However, employees want to know that there are growth opportunities within the business to stay. Additionally, they want promises of retirement plans or health insurance.

References:

<https://www.enotesmba.com/2014/11/functions-of-human-resource-management.html>

<https://smallbusiness.chron.com/role-human-resources-department-hospitality-organization-71891.html>