**FUNCTION OF HRM**

HRM has been described as a process of development of human resource through guidance, integration, motivation of personnel to achieve the organizational goals along with individual goals. This is a social process involving responsibility for economic planning and supervising activities of an enterprise keeping the ‘human factor’ in forefront of all activities. Whilst it is not easy to ensure that all the functions of HRM are interdependent, interrelated and depend upon the specific situation. Most functions are carried out as one single activity of management.

Functions of HRM can mainly be divided into two:

A. ManagerialFunctions B. Operative Functions

**A. Managerial Functions:**

Managerial functions involve planning, organizing, staffing, directing, coordinating, controlling, reporting and budgeting, the work of those who are entrusted with the performing of operative functions. All these functions influence the operative functions and also they are interdependent. In other word, managers procure process and peddle, find and employ resources, develop services and find markets for their

output.

**1) Planning:**

Planning is a hard job, for it involves the ability to think, to predict, to analyze and to come to decisions, to control the actions of its personnel and to cope with a complex, dynamic fluid environment. It is a pre-determined course of action.

According to Allen, “It is a trap laid to capture the future”. In fact, “Planning today avoids crises tomorrow”.

Thus, planning is future oriented concerned with clearly charting out the desired direction of business activities in future.

**2) Organizing:**

Organizing involves giving each subordinates a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication, coordinating the work of subordinates, and so on.

In the words of Drucker, “The right organizational structure is the necessary foundation, without it the best performance in all other areas of management will be inefficient and frustrated”.

So an organization is the combination of authority and responsibility because, in its essentials, it consists of the assignment of specific functions to designate to have them carried out, and their accountability to management for the results obtained.

**3) Directing:**

Directing includes guiding, overseeing, inspiring and influencing the subordinates to work in a way that is beneficial to the enterprise as well as the community. The effective directing is an appreciation of human nature and it is involved with getting persons together and asking them to work willingly and effectively for the achievement of designated goals. So direction is an important managerial function to

build sound industrial and human relations besides securing employee contributions. It is the process of activating group efforts to achieve the desired goals.

**4) Controlling:**

Controlling is the process of setting standards for performance, checking to see how actual performance compares with these set standards, and taking corrective actions as needed. It is through control that action and operation are adjusted to pre-determined standards, and its basis is information in the hands of the managers. By check, analysis and review the personnel department assists in realizing the personnel objectives.

**B. OperativeFunctions:**

The operative functions of personnel management are concerned with the activities specially dealing with procuring, developing, compensating, integrating and maintaining an efficient workforce. These functions are also known as service functions. It varies from department to department depending on the nature of the department. The operative functions of HRM relate to ensuring right people for right jobs at right times.

1) Procurement:

The first operative function of personnel management is procurement. The procurement function is concerned with the obtaining of a proper kind and number of personnel necessary to accomplish organizations goals. It deals specifically with such subjects as the determination of manpower requirements, selection and placement, induction, follow-up, transfers, lay-offs, discharge and separation etc.

2) Development:

The development function deals with the personal development of employees by increasing their skills, through training so that job performance is properly achieved. It is the process of improving, moulding, changing and developing the skills, knowledge, creative ability, aptitudes, attitude, values and commitment based on present and future requirements both at the individual’s and organisations level.

3) Compensation:

Compensation function involves determination of wages and salaries matching with contribution made by employees to organizational goals. To frame a suitable compensation policy, management has to take into consideration various factors, viz.,

job evaluation, existing remuneration policy, incentive plans, bonus policy etc. It also helps in building a suitable salary and wage structure.

4) Maintenance:

The maintenance function deals with sustaining and improving the conditions that have been established. It aims at protecting and preserving the physical and psychological health of employees through various welfare measures. So maintenance function ensures that employees’ needs are well taken care of by the management by providing benefits and services.

5) Integration:

HRM tries to integrate the management and the workers to have mutual respect for each other and bring in a new sense of industrial relations in the enterprise for economic progress and industrial harmony. It is mainly focus on employees to understand that they are part and partial of the enterprise and inculcate a feeling of belonging to the enterprise.

In short, the key role of HRM function is to play a part in the creation of an environment which enables people to make the best use of their capabilities and to realize their potential to the benefits of both the organization and themselves. It is also essentially a business-oriented philosophy concerning the management of people in order to obtain added value from them and thus achieve competitive advantage. Today HRM function is not only more integrated but is holistic as well. HR practitioners of today are not narrowly specialist in his/her personnel area. It is important to note that the managerial and operative functions of HRM are performed in conjunction with each other in an organization, be large or small organizations.