ABSTRACT

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices or functions. HRM practices or functions refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. The Human Resource Management system in any organization perform many functions like Human Resource Planning, Recruitment and Selection, Training and Development, Career planning, Performance Appraisal, compensation management, employee welfare and maintenance of sound industrial relations. Each function needs special attention and proper planning and should be in accordance with the organizational goal. It has become a great necessity that the organizations measure the effectiveness of HR efforts. It has become crucial for organizations to have better people in all positions if not the best. A proper planning of Human Resources pave path to profitable future. This paper has been designed to review the existing literature available on HRM functions in an organization. The purpose of this paper is to develop an understanding of HRM Practices or functions in the framework of 8 P’s of HRM.

On the basis of the literature reviewed, an 8 P’s framework has been developed showing how HRM practices or functions leads to overall corporate performance.

Keywords:— Human Resource Management, HRM practices or functions, 8 P's framework, Organizational activities

I. METHODOLOGY

Research can be defined as “the manipulation of things, concepts or symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art”

This study is descriptive in nature. The present study is conducted on the basis of the secondary data / literature. As Kumar (2000) thinks secondary data may be seen as ‘second hand’ considering that the data have been generated in older projects for using in new projects. However, the usefulness of secondary data to the current problem may be limited in several ways. The aim is to describe the phenomena as accurately as possible. Prior literature in the field of HRM is used to describe HRM functions in an organization.

In this research paper a conceptual framework is developed on the basis of review of the past studies and implications have been suggested for HR departments. The objective of this research is to understand the extent of the role orientation of the HR functions in the new framework. Data collection methods are an integral part of research design (Sekaran, 2002). The selection of an appropriate method depends on the nature of the problems. However, data collection method for this study is based on secondary documents study. Since the study is based on secondary data/information, the author has collected data/information from many published research articles, different books, internet, varies journals and dissertations (mentioned in the References part of the report) concerning the study.

This paper has illustrated the importance of HRM in an organisation and has made it clear that it is appropriate that all of these HRM functions must be balanced by the organisation: the notion that successful organisations are those that best deploy their human resource in the way that they would deploy any other resource.
II. INTRODUCTION

Human resource management plans, organises, directs and controls the functions of procuring, developing, maintaining and utilising the workforce of an organisation.”

[Michael J. Jucius]

Human resource management is the process of developing, applying and evaluating the policies, procedures, methods and programs relating to the personnel in the organisation.”

[Dale Yoder]

Human resource management is that part of the management process which is primarily concerned with the human constituents of an organisation.”

[R.F.L. Breach]

Human resource management is the planning, organising, directing and controlling of the procurement, development, compensation, maintenance and separation of human resources for achieving desired organisational goals.”

[Edwin B. Flippo]

A significant body of literature that has investigated the HR function in recent years suggests that it is undergoing major changes that have resulted in the emergence of new HR roles, including a strategic HR role (eg. Lengnick-Hall et al., 2009; Wright, 2008; Caldwell, 2008; Jamrog and Overholt, 2004). The role of the HR function is of consequence as it indicates the contribution made by the HR department to the organisation. In this connection, various studies emphasise that in recent times its significance has been associated with the alignment of HRM policies and practices to the overall strategic goals of the organisation (Truss 2008; Wright 2008; Dany et al., 2008; McCraken and Heaton, 2012). The presence of a strategic role is conceptualised in various role typologies that distinguish between strategic and operational components (Truss, 2009). However, the notion of, and empirical evidence for, a strategic role of the HR function is widely contested. Because it is defined in a diversity of ways in the literature (Brandl and Pohler, 2010), it is perhaps no surprise that no single, unified set of dimensions is employed to examine its presence within organisations. Also, because previous studies on the HR function generally examine a limited number of indicators of what may be said to constitute a strategic HR role, typically in isolation of the wider organisational context (Truss et al., 2002; Truss, 2008; Tamkin et al., 2006; Brandt and Pohler, 2010; Caldwell, 2003), there would appear to be a need for further research that seeks to integrate multiple indicators of the evidence of the presence (or otherwise) of a strategic HR role and extends the analysis to a wider consideration of the organisational pressures for change, identifying the possible enabling and hindering conditions.

The literature on the HR function also accords significance to the influence of the HR structure and skill-set of HR employees on the role performed by the function. According to Lawler III and Mohrman (2003), the importance of HR structures lies in the fact that they are contributors to organisational profitability. Thus, they posit that the HR function needs to be designed in such a way that it carries out administrative as well as the strategic partner role. Also, Purcell (2003) states that the HR function is being renewed and restructured in organisations in order to gradually affirm a strategic role, indicating that the structural configuration can influence the role orientation of the function. Thus, in an effort to draw a clearer understanding of the complex yet inter-linked elements of the HR function that shape the role it performs, this research paper seeks to explain the importance of HRM functions in an organization into a new framework.

III. PRIOR APPROACH

(LITERATURE REVIEW)

HR is essentially crucial in today’s contemporary organisations because it induce high-performance management through the use of employees; by enhancing their levels of customer’s service, productivity, growth, profits and quality control (Armstrong, 2000). Lado and Wilson (1994, p 701) outlined a separate interconnected activities, roles, processes and other aspects that are aimed to attracting, maintaining, and developing the firm HR activities in contemporary organisations, such as: 1) planning; 2) recruitment and selection 3) training; 4) performance management; 5) benefits and rewards; 6) compensation; 7) and 8) career development (Banhegyi et al., (2008) and (Robbins & Coulter, (2002).

HR Planning

Planning in Human Resource has been discussed in different HRM contexts for many years (Wren, 1994). HR planning was initially an important aspect of job analyses and was often used as bases for determining strengths and weaknesses among the employees and to develop the skills and competences they needed (Gallagher, 2000). As individual career plans started to gain more popularity, companies gradually started to pay more attention to the certain skills and competences among individual employees as a way of aligning and dealing with the companies’ succession planning (Kuratko and Morris (2002).

Storey (1995) argues that HR planning today is a very important task of every contemporary organization’s HR department. According to him, HR planning mainly involves the identification of skills and competence within the organization, the filling of identified competence gaps, and the facilitation of movements of employees within the organisation. An essential part of the HR planning is the succession planning which aims to ensure the supply of
individuals and filling of gaps on senior key positions when they become vacant and replenish competences to areas where they are most valued (Wolfe, 1996).

**Recruitment And Selection**

In organization the system that responsible for placing diversifies talents throughout is refers to as recruitment and selection processes. The process of recruitment and selection is an ethical approach by a firm to seek and attract the most competent and suitable applicant for a vacant position (Analoui, 2007). Price (2007) inferred that recruitment strategies can be divided in three significant approaches: suitability – the most qualified applicant for the position, malleability – moulded within the cultural norms, and flexibility – the most reliable and versatility employee. These factors are quite complicating and can be easily mistaken during the process of hiring employees. Suitability is a critical aspect hence it mainly concerned with the process of hiring the most suitable applicant for the position.

The process of selecting and retaining potential employees is the greatest organisational competitive battle in modern days (Pfeffer, 1994). Having the greatest talent simply implies that the firm will be able to compete aggressively in the market. This phenomenon are quit prevalent in our daily business life and has also pushes organisations to gain a niche by employing the most renowned managers to lead the thriving future.

**Training**

In today’s contemporary organisation, employees ‘skills and knowledge can make a positive impact on the firm’s productivity (Guzzo, Jette & Katzell, 1985). Organisations have to counter some difficulties while training a single or more employees (Ostroff & Kozlowski, 1992). Previous literatures argue the affordability of some organisations that deprive themselves for a single individual employee particularly when human resources are limited: this can hinder the productivity on the short term and destabilize the organization (Bishop, 2003). He continues to stress that such perception about training implies that organisation should embark on a cost reduction strategies and focuses on in-house or on-job-training (OJT).

Formal training is just one of the possibilities for organisations to enhance the personnel performance level, as important roles are covered also by organizational socialization (Chao, 1997) and multitasking (May, 1997). It was suggested in the early 1990s that organisational socialisation is a fine process for newcomers to source out information’s about the organisation, learn about the necessary tasks and how to perform their responsibility; clarifying their roles and relate with others inside the organisation (Ostroff & Kozlowski, 1992). This philosophy was also supported by Rollag & Cardon (2003) as they indicated that the process of socialisation within a firm enhance newcomer to incorporate and learn in a well conducive atmosphere.

**Performance Management**

The concept of measuring performance or managing performance within organisations is to strategize how firms can get the utmost benefits from their employees (Dransfield, 2000). The approach to measuring performance can be classified as a three-step approach that composed by objectives, appraisal and feedback. The first step is the setting of performance objectives that are quantifiable, easy to measure and simple to communicate throughout the organisation (Dransfield, 2000). After that, the process of performance appraisal should take place (Bredin, 2008).

The management of performance includes design of work systems, facilitation of knowledge utilisation, sharing and creation, and appraisal and reward systems (Cardon & Stevens, 2004). However, this phenomenon has been supported by different researchers claiming that performance management/appraisal is an outstanding process to determine and supervise employees output within the firm, so as it would be less complicating to assess and achieve maximum performance (Zhu & Dowling, 1997).

**Benefits and rewards**

Eliciting high contributions within an organisational environment is highly essential for the firm as well as the employees (Appleby and Mavin, 2000). For instance, expectancy theories have explicated aspects of anticipated rewards in line with employee’s motivations.

This indicated that every employee will have to face with a logical decision in accordance to the present economical circumstance (Tannenbaum and Dupuree-Bruno, 1994). As a result to that employee considerable effort will manifests into an intended realisations and fulfillment of a specific desire outcome. Such manifestation enhances the explanation of the crucial aspect of organisational reward system and how it can be sustain and elicit the firm human capital investment Tannenbaum and Dupuree-Bruno (1994).

The conceptions of both internal and external rewards are highly valued by organisations and its employees. Not only the obvious fact that employees yearns more about promotional opportunities, higher pay or better benefits, but also their desires and anguish spins from autonomy, personal growth and valued responsibility.

Different authors have suggested the positive relationship, size and the implementation of innovative ideas in human resource practice as a result to economic of scale (Baldrige and Brunham, (1975) and Moch and Morse, (1977). This conception has locus the local firms at greater disadvantage in-terms of retaining or recruiting top-notch talent (Tannenbaum and Dupuree-Bruno, 1994).

**Compensation**

According to Patel & Cardon (2010) compensation is vital for contemporary organisation as it contributes to attract and retain high skilled workers with superior salaries, and it encourages a desired stakeholder behavior regarding recognition and legitimacy. Minbaeva et al. (2003) inferred that compensation would enhance motivation among personnel too.
Even though non-financial compensation can really work as a positive stimulus for the workers, providing monetary benefits is necessary to increase the productivity of the employees on the individual or group level (Gomez-Mejia, 1992). Balkin and Swift (2006) suggest a more flexible approach toward the payment issue. They proposed to relate it to the life stage of the organisation with a higher rate of non-monetary benefits during the first years of activity, and a re-equilibration whenever the company enters the mature stage. Non-monetary paybacks are represented by stock options, stocks or other form of equity sharing that enhance the participation and the motivation of employees, while spreading the risks over a larger number of people (Graham et al., 2002).

**Career development (CD)**

Many practitioners and scholars within human resource development (HRD) field have claimed that the utmost crucial aspect of the practices is career development (McLagan, 1989; Weinberger, 1998; Swanson & Holton, 2001). However, this area of studies has been given little attention (Upton, Egan & Lynham, 2003).

With the intense competition in the 21 century, many organisations have realised that in order for them to stay competition they have to improve their employees and enhance their career development (Boudreaux, 2001); rather than individual career development (Swanson & Holton, Upton, Egan & Lynham, 2003). Therefore, many organisations are now taking a proactive measures towards equipping their staffs and educationally (Leana, 2002) or create a climate that supports their staffs at all levels of the organisation to be more resultant and productive (Sullivan, 1999); which Boudreaux, (2001); Brown, (1997) referred to as “shared responsibility”. However, learning within an organisation is quite critical and expensive; (McDonald, Hite & Gilbreath, 2002). The most common learning methods within organisations are informal (i.e. on-the-job coaching, sessions, lesson learned, development assignment) Power, Hubschman, & Doran, (2001) and formal learning (i.e. as training/workshop and other forms of professional training conducted by professional bodies internally or externally (McDonald, Hite & Gilbreath, 2002).

**HRM Practices & Employee-Employer Relationship**

Employee-employer relations can be made improved if the organization implements effective HRM practices. Tzafirr etal. (2004) conducted a survey to find out the consequences of effective human resource management practices on employees trust. The result indicated a positive and significant influence of empowerment, organizational communication and procedural justice as determinants of employees trust in their managers. The result also indicated that procedural justice mediates the impact of employee development on their trust in their managers. The HRM practices help the organization to increase mutual understanding between the employees and the employer. Guzzo and Noonan (1994) considered HRM practices as a communication channel between employer and employees. Rousseau and Greller (1994) proposed HRM practices as contract-shaping events.

**IV. OUR APPROACH**

HRM functions can be divided in to different categories. These functions are a mixture of behavior analysis, policy formulations and maintenance of good interpersonal relations. These include:

- recruiting and Selecting job candidates
- Orienting and training new employees
- Managing Wages and Salaries
- Appraising performance
- Building employee commitment
- Career opportunity and affirmative action
- Employee health and safety
- Grievances and labor relations

These all functions can be framed into 8 P’s of HRM.

1. Procurement
2. Placement
3. Pay
4. Performance
5. Professional Development
6. Progress
7. Protection
8. People Relations at work

1. Procurement-

To carry on its work, each organization needs competent staff with the necessary qualifications, skills, knowledge, work experience and aptitude for work. It is concerned with securing and employing the people possessing required kind and level of human resources necessary to achieve the organizational objectives. It covers the functions such as job analysis, human resources planning, recruitment, selection, induction and internal mobility.

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company, and eventually decide whether they wish to work for it. A well-planned and well-managed recruiting effort will result in high quality applicants, whereas, a haphazard and piecemeal effort will result in mediocre ones. High-quality employees cannot be selected when better candidates do not know of job openings, are not interested in working for the company and do not apply. The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the vacant positions. The purpose of selection is to pick up the most suitable candidate who would meet the requirements of the job in an organisation best, to find out which job applicant will be successful, if
hired. To meet this goal, the company obtains and assesses information about the applicants in terms of age, qualifications, skills, experience, etc. the needs of the job are matched with the profile of candidates. The most suitable person is then picked up after eliminating the unsuitable applicants through successive stages of selection process. How well an employee is matched to a job is very important because it is directly affects the amount and quality of employee’s work. Any mismatch in this regard can cost an organisation a great deal of money, time and trouble, especially, in terms of training and operating costs. The importance of recruitment and selection of staff is now accepted in the business world. Selection is important as it has its impact on work performance and employee cost. As result scientific methods of recruitment and selection are extensively for the selection of managers and the supervisory staff. The assistance of experts such as industrial psychologist and management consultants are also taken for the purpose of scientific selection. As a result, the objective of “right man for the right job” is achieved in many organizations. Moreover, “right job” is the basic principle in manpower procurement

In organisation recruitment is carried out through both internal and external sources. The internal sources are Transfer, Promotions and upgrading and external sources are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in and E-recruitment.

2- Placement:

It is the process of assigning the selected candidate with the most suitable job in terms of job requirements. It is matching of employees specifications with job requirements. In general, productivity forms a measure of the output of goods and services to the input of labour, material and machinery. The more productive a sector, the better its competitive position will be, as its unit cost will be lower. With the increase in productivity, earnings will improve, raising the standard of living. Improving productivity does not mean working harder. Rather it means working effectively. It means getting more out of what is put in. It is doing better with what one has. its only possible when a right employee is placed on right job.

When once the candidate reports for duty, the Organisation has to place him initially in that job for which he is selected. Immediately the candidate will be trained in various related jobs during the period of probation of training or trial. The Organisation, generally, decides the final placement after the initial training is over on the basis of candidate’s aptitude and performance during the training/probation period. Probation period generally ranges between six months and two years. If the performance is not satisfactory, the Organisation may extend the probation or ask the candidate to quit the job. If the employee performance during the probation period is satisfactory, his services will be regularized and he will be placed permanently on a job.

3- Pay-

A fair compensation system for rewarding the employees is the most important prerequisite to attracting and maintaining the employees. Compensation in a narrow sense refers to the wages and salaries which are paid to the employees in return for their services. But its meaning is often extended to include all kinds of payments and benefits offered to the employees in lieu of their services. However, the amount of money paid to an employee is the most important form of compensation as it enables the receiver to satisfy most of his or her needs. The crucial point about monetary compensation is that it should be fair from the point of view of both the employer and the employee. Although a ‘fair compensation” is difficult to define, it should be taken to mean the amount that is adequate for the demands and requirements of the job.

In addition to fair monetary compensation, employees should be provided with a number of non-monetary benefits and services which are no less important. The benefits are provided mostly in the form of paid holidays and vacations, pensions and retirement benefits, accident and life insurance benefits, etc.

Services that are generally offered to the employees include social and recreational activities, medical and transport facilities, housing, credit cooperatives, discounts in purchases and cafeteria. These benefits provided to all the members of an organization regardless of their performance. As such they are intended mainly for the maintenance of employees Research studies indicate that although employees prefer money to anything else, they strongly desire to take a part of their compensation in the form of benefits and services. In most of the cases an employee’s decision to stay with or leave the Organization will be influenced by the number of benefits and services provided. Therefore, an organization should be to offer as many advantages as possible to its employees. More than salary structures and financial arrangements, there is a need to attract and retain competent personnel- An employee joins and stays with an organisation which guarantees attractive fringe benefits. Besides, vacations along with holidays and rest breaks help employees mitigate fatigue and enhance productivity during the hours actually employees do work. Similarly, retirement, health-care and disability benefits may allow workers to be more productive by freeing them of concerns about medical and retirement costs.

Fringe benefits help build up a good corporate image. Schemes like housing, educational institutions, and recreational activities bring benefits to the society at large, in the case of some, the benefits are direct. For a religious programme or a sports event or a company school, the company draws its clientele not only from the employees but also from surrounding communities. In others, such as housing, there are indirect gains in terms of reduced pressure on the limited living accommodation and release of public funds for additional housing programmes. All these have wider dimensions than immediate gains to the employees.
Thus, an organisation, with the introduction of fringes, seeks to enhance employee morale, remain cost-effective, and introduce changes without much resistance.

4-Performance-

Performance appraisal can be viewed as the process of assessing and recording staff performance for the purpose of making judgments about staff that lead to decisions. Performance appraisal should also be viewed as a system of highly interactive processes which involve personnel at all levels in differing degrees in determining job expectations, writing job descriptions, selecting relevant appraisal criteria, developing assessment tools and procedures, and collecting interpreting, and reporting results. Objectives for performance appraisal policy can best be understood in terms of potential benefits

- Increase motivation to perform effectively
- Increase staff self-esteem
- Gain new insight into staff and supervisors
- Better clarify and define job functions and responsibilities
- Develop valuable communication among appraisal participants
- Encourage increased self-understanding among staff as well as insight into the kind of development activities that are of value
- Distribute rewards on a fair and credible basis
- Clarify organizational goals so they can be more readily accepted
- Improve institutional/departmental manpower planning, test validation, and development of training programs

Significant attention has been paid to setting organizational goals and directions to improve business performance and, importantly, to how such improvements can be measured. Finding ways of measuring performance has become a major preoccupation in many organizations providing an underpinning rationale for a control approach to organization activities. However there has been a growing trend towards using a variety of measures of performance. A number of techniques have been developed that allow for the assessment and appraisal of the various stages of the transformation process. The ability to employ various techniques in appraisal will depend on a number of contingencies. Whatever techniques of appraisal are employed, self-appraisal and self-rating will always be there too. Employees can learn to appraise themselves and will treat it as part of their own development if they can see the value of it for themselves rather than as a manipulative management tool.

5-Professional Development-

In today's economy, if your business isn't learning, then you're going to fall behind. And a business learns as its people learn. Your employees are the ones that produce, refine, protect, deliver and manage your products or services every day, year in, year out. With the rapid pace and international reach of the 21st century marketplace, continual learning is critical to your business's continued success.

To create a learning culture in business, begin by clearly communicating expectation that employees should take the steps necessary to hone their skills to stay on top of their professions or fields of work. Make sure organizations support their efforts in this area by supplying the resources they need to accomplish this goal. Second, communicate to employees the specific training needs and targeted results established as a result of needs analysis. Third, provide a sound introduction and orientation to company's culture, including learning culture, to any new employees. This orientation should introduce employees to the company, and provide them with proper training in the successful procedures company's developed and learned over time.

Training and development plays an important role in human resource development. In fact, the main purpose of training and development is to develop the human resources present within the employees. In brief, training and development is the watchword of present dynamic business world. Training and development is necessary due to technological changes rapidly taking place in the industrial field. New machines, new methods and new techniques are introduced in the production, marketing and other aspect of business.

Training and development is for developing overall personality of an employee. It also creates positive attitude towards fellow employees, job and the organization where he is working. Training and development is the responsibility of the management as it is basically for raising the efficiency and productivity of employees.

The purpose of training and development is to achieve a change in the behaviour of those trained and to enable them to do their jobs in a better way. The trainees will acquire new manipulative skills, technical knowledge, problem solving ability or attitudes etc. training and development is not a one step process but is a continuous or never-ending process. Training makes newly recruited workers fully productive in the minimum of time. Even for old workers, training is necessary to refresh them and enable them to keep up with new methods and techniques. In short training and development is the act of improving or updating the knowledge and skill of an employee for performing a particular job.

Every successful training and development program also includes a component that addresses current and future leadership needs. At its core, this component must provide for the systematic identification and development of managers in terms of the leadership style that drives business and makes it unique and profitable. Financial considerations related to training and development can be perplexing, but in most cases, the true budgetary impact depends on how well organizations manage the first three components (needs analysis, learning and leadership).

6-Progress-

In simple terms it means 'Providing employees an opportunity to grow', especially to those employees who deliver performance. Progress or Career development means, to an employee, one or more of the following:
1. Climbing up the ladder in the organizational hierarchy.
2. On-going increase in remuneration.
3. Acquiring higher level skills & competencies.
4. Occupying higher level Job positions.
5. Having an opportunity to avail of some exclusive benefits (perks & privileges).

Career development is not a mere management responsibility. It is a composite organizational process which involves people, addresses their ambitions, assigns them roles & responsibilities commensurate with their potential, evaluates their performance, and creates Job positions to accommodate growth ambitions of employees. Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, although they may indirectly improve job performance. Since career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. Formal training and classes away from the job are effective in providing new information, but adult learners also need to practice new skills. Therefore, organization can contribute significantly to its staff member's career development by supporting career development activities within department.

7- Protection-

The employer has a duty to maintain a healthy and safe workplace. Health and safety affects elements in the HRM cycle: selection, appraisal, rewards, and training. Employers, workers and their organizations have changed their approach to health and safety from
a) Traditional - “careless worker” model to
b) HRM - “shared responsibility” model and as far as the trade union are concerned to
c) “employer” responsibility model

There are strong economic, legal, psychological and moral reasons why managers should take health and safety seriously. Economic reasons for ensuring safe workplace: reduces accidents, insurance, improves employee relations, and facilitates employee commitment to quality goals. Employees have a legal right to work in a safe and healthy environment. A healthy workplace and one that promotes wellness can have a strong positive effect on the psychological contract. It is pointed out those whom contribute to the causation of work-related diseases and do so knowingly can be held to be morally responsible for their action. The terms health, safety and security are closely related to each other. Health is the general state of well being. It not only includes physical well being, but also emotional and mental well being. Safety refers to the act of protecting the physical well being of an employee. It will include the risk of accidents caused due to machinery, fire or diseases. Security refers to protecting facilities and equipments from unauthorized access and protecting employees while they are on work. In organizations the responsibility of employee health and safety falls on the supervisors or HR manager. An HR manager can help in coordinating safety programs, making employees aware about the health and safety policy of the company, conduct formal safety training, etc. The supervisors and departmental heads are responsible for maintaining safe working conditions. Responsibilities of managers:
• Monitor health and safety of employees
• Coach employees to be safety conscious
• Investigate accidents
• Communicate about safety policy to employees

Responsibilities of supervisors/departmental heads:
• Provide technical training regarding prevention of accidents
• Coordinate health and safety programs
• Train employees on handling facilities an equipments
• Develop safety reporting systems
• Maintaining safe working conditions

Like health and safety workers also need security for unexpected future events known as social security. Broadly speaking, financial and social insecurity means inability or lack of capacity of a person or individual to protect himself from the risks of unemployment, sickness, industrial accidents or disability, old age and other contingencies. Thus linked with problems of employees safety and industrial health of workers is the question of provision of security to them by the society or the government. In industrial undertakings, workers are often subject to periodic unemployment due to sickness, industrial accidents, old age, or on account of financial sickness or not so efficient condition of business. These may incapacitate a worker temporarily or permanently and lead to unemployment causing financial misery and other consequences.

Ordinarily, workers do not have financial resources to cope up with these problems or alternative means of livelihood. In these circumstances it is obligatory on the part of industrial establishment and the government to help these workers and provide them security or what we call social security. Social security is a system of protection or support provided by the society or government to workers and their families in time of sudden calamity, sickness, unemployment, injuries, industrial accidents, disablement, old age or other contingencies.

Social security programmes include –
· Medicare and insurance benefits
· Medical help at the time of injury and accident and provision financial compensation and relief.
· Pension in case of disablement
· Unemployment insurance or allowance
· Maternity benefits
· Death payments and family pension
· Retirement benefits or old age relief etc.

8-People Relations at work-

Industrial relations is used to denote the collective relationships between management and the workers. Traditionally, the term industrial relations is used to cover such aspects of industrial life as trade unionism, collective
bargaining, workers’ participation in management, discipline and grievance handling, industrial disputes and interpretation of labor laws and rules and code of conduct. According to NCL, industrial relations affect not merely the interests of the two participants- labor and management, but also the economic and social goals to which the State addresses itself. To regulate these relations in socially desirable channels is a function, which the State is in the best position to perform. In fact, industrial relation encompasses all such factors that influence behavior of people at work. A few such important factors are below:

Institution: It includes government, employers, trade unions, union federations or associations, government bodies, labor courts, tribunals and other organizations which have direct or indirect impact on the industrial relations systems.

Characters: It aims to study the role of workers and employers’ federations officials, shop stewards, industrial relations officers/ manager, mediator/conciliators / arbitrator, judges of labor court, tribunal etc.

Methods: Methods focus on collective bargaining, workers’ participation in the industrial relations schemes, discipline procedure, grievance redressal machinery, dispute settlements machinery working of closed shops, union reorganization, organizations of protests through methods like revisions of existing rules, regulations, policies, procedures, hearing of labor courts, tribunals etc.

Contents: It includes matter pertaining to employment conditions like pay, hours of works, leave with wages, health, and safety disciplinary actions, lay-off, dismissals, retirements etc., laws relating to such activities, regulations governing labor welfare, social security, industrial relations, issues concerning with workers’ participation in management, collective bargaining, etc.

A sound industrial relations system is one in which relationships between management and employees (and their representatives) on the one hand, and between them and the State on the other, are more harmonious and cooperative than conflictual and creates an environment conducive to economic efficiency and the motivation, productivity and development of the employee and generates employee loyalty and mutual trust.

V. CONCLUSION

According to Peter Drucker, “The function of management is to manage managers, workers and work”. The importance of manpower in business management is now universally accepted. Employees have a capacity to grow and develop, if suitable opportunities are offered. They give positive response to monetary and non-monetary incentives, training opportunities, favorable work environment and motivation.

According to Pigers and Myers, “Good management means getting effective results with people”.

The human element of organization is the most crucial asset of an organization. Taking a closer perspective it is the very quality of this asset that sets an organization apart from the others, the very element that brings the organization’s vision into fruition.

Thus, organisation can grasp the strategic implications that the manpower of an organization has in shaping the fortunes of an organization. This is where the complementary roles of HRM functions (8P’s) come in. The role of these 8 P’s in the contemporary organization is a subject on which the experts have pondered, deliberated and studied, considering the vital role that they obviously play.

These days, however, the emphasis is on aligning the organization’s objectives with that of the individual’s. By making this a priority, an organization safeguards its interests and standing. After all, a satisfied workforce is a stable workforce which also ensures that an organization has credible and reliable performance. When all the 8P’s Procurement, Placement, Pay, Performance, Professional Development, Progress, Protection, People Relations at work –work in tandem in an organisation, they result in employee excellence which in turn translate into performance, productivity and profit.

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