

Human Resource Management read as Human Resource Eight, Nine, Ten – New Concept

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Abstract: Human Resource Management (HRM) is one of the most important functions of an enterprise and is concerned with selection of right personnel for the right positions and deeply involves in the activities such as Planning, Organizing, Directing and Controlling. HRM is all pervasive in an organization and in this context, the process is also concerned with the productivity of human resource in any function of the enterprise. Productivity of an employee is the result of Training and Development that one undergoes and with this background, the employee is expected to contribute his best to the organization for its survival in a given competitive environment where in the competition ever grows and never decreases. Under such circumstances, the employee is expected to contribute his “best of the best” i.e. “Dantotsu”, a Japanese word, which means “Better than the Best” or the “Best of the Bests”. The new concept explains as to how the entire process of Training and Development results in to Productivity taking in to account the ingredients of inputs for implementing training and the parameters for measuring productivity.

Key Words: Human Resource Management, Process, Training, Development, Productivity.

1.0 Introduction:

Human Resource Management (HRM) is primarily concerned with the management of people within an organizations focusing on policies and systems ⁽¹⁾. HRM is the strategic approach to the effective management of people in a company such that they help their business gain a competitive advantage. HRM involves the basic management functions such as planning; organizing, directing and controlling. HRM also includes functions such as procurement, development, maintenance of human resource etc.

Human Resource Management is a modern approach ⁽²⁾ of maintaining people at workplace which focuses on acquisition, utilization and maintenance of human resource. HRM is concern of managers at all levels and provides space for employee involvement, performance and growth in terms of the following “Nine” cardinal principles:

- (i) To maintain quality of work life,
- (ii) To sustain business in the market and resolve conflicts and thereby develop corporate image
- (iii) To develop employees who are easily adaptable to change,
- (iv) To match demand and supply of human resource,
- (v) To retain employees and motivate them to accomplish company’s goal,
- (vi) To utilizing human resource to their fullest and maintaining them in the company for a long term,
- (vii) To recognize merit and contribution of employee,
- (viii) To create a feeling of belongingness and team spirit in the employee, and
- (ix) To increase performance and profit where in it means that minimizing cost and maximizing profit is the essence of “**Productivity**”.

Behind production of every product or service there is a “**Human Mind**”, “**Effort**” and “**Man Hours**”. No product or service can be produced without the help of human being. Human being is the fundamental resource for making anything. Every organisation’s desire is to have skilled and competent human beings to make their organisation “**Competent**” and “**Productive**” in the given environment. Among the five Ms of management, i.e., Men, Machines, Materials, Money, and Methods, HRM deals with the first M, i.e. Men (including Women). It is an established fact that among the five Ms, “**Men**” are not that easy to be managed. Even among the Men one is different from the other and they are totally different from the remaining four Ms, i.e. Machines, Materials, Money and Methods in the sense that Men possess the power to manipulate these four Ms, which are either lifeless or abstract.

2.0 Research Design:

The study is non-empirical since the paper is conceptual in nature. The major part of the information is based on the ideas and thoughts that have been emanated, which were subsequently structured and presented in the form of a “**Model**” under the **Concept Development** where in all the details were discussed in an elaborative way. The research design also comprises literature review to establish the importance of Productivity of Human Resource.

The Model is built on the **Entire Process** of Human Resource Management which comprises three components viz; **Basic Process**, **Ingredients to Training** and **Parameters for measuring Productivity**. The Basic Process includes **Training** given and there by the **Development** that takes place in the human resource to be **Productive**. Finally under the **Concept Explanation** which narrates two explanations and concludes that HRM when expanded is read as **Human Resource Eight, Nine, Ten**.

3.0 Literature Review:

3.1: Today many experts claim that machines and technology are replacing human resource and minimizing their role or effort. However, machines and technology are built by the humans only and they need to be operated or at least monitored by humans and this is the reason why companies are always in hunt for talented, skilled and qualified professionals for continuous development of the organization. Therefore humans are crucial assets for any organisation. British theoretical physicist Stephen Hawking ⁽³⁾ states that it is an undisputed fact that humans are being replaced by artificial intelligence which are in the form of robots. But all jobs cannot be handed over to Robots, to say in other words robots have their own limitations and all roles cannot be handled by robots. He felt that natural intelligence or need for application of human mind is inevitable in certain roles.

3.2: As stated by the Chairman Emeritus, Infosys Ltd., Mr N.R. Narayana Murthy ⁽⁴⁾ "You must treat your employees with respect and dignity because even in the most automated factory in the world, you need the **“Power of human mind”** and that’s what brings in **Innovation**".

3.3: The 35th President of the USA Mr. John F. Kennedy ⁽⁵⁾ had stated that “Our progress as a nation can be no swifter than our progress in education - the **Human mind is our Fundamental Resource**”.

3.4: Human Resource Management ⁽⁶⁾ comprises of three words i.e. "Human", "Resource" and "Management", which are explained as:

“Human” refers to the **“Skilled Workforce”** in an organization,

“Resource” refers to limited availability or **“Scarce”**, and

“Management” refers how to **“Optimize”** and make the **“Best Use”** of such scarce human resource to meet the organizational **“Objectives”**.

Therefore, Human Resource Management is defined as **“Utilisation of available limited skilled human resource Efficiently and Effectively and thereby develop among them the Entrepreneurial skills which will make them and the organization more “Productive” to compete successfully in a given environment”**.

3.5: The ten "Cs" of HRM, as stated by Alan Price ⁽⁷⁾ in his book "Human Resource Management in a Business Context" are: “Comprehensiveness”, “Credibility”, “Communication”, “Cost effectiveness”, “Creativity”, “Coherence”, “Competence”, “Control”, “Change” and “Commitment” which are further detailed as below:

1. **Comprehensiveness.** The HRM strategy of an organization must include all the aspects of people management, typically starting from recruitment to post separation programmes.
2. **Credibility.** The HR practices must build trust between staff and top management and encourage employees’ belief in HRM strategies.
3. **Communication.** The objectives of organization and that of HRM must be understood and accepted by all employees.
4. **Cost effectiveness.** The reward and promotion system must be fair.
5. **Creativity.** The competitive advantage of the company must stem from its unique HR strategies.
6. **Coherence.** HRM activities and initiatives must stem from a meaningful whole.
7. **Competence.** HRM strategy will be crafted in such a way that organization becomes competent to achieve its objectives with the support of individual competencies.
8. **Control.** HRM policies and practices must ensure that performance of HR is consistent with business objectives.

9. Change. The basic premise of HRM strategy must be that continuous improvement and development is essential for survival.
10. Commitment. The employees are to be motivated to achieve organizational goals.

3.6: There are a variety of factors ⁽⁸⁾ such as the quality of equipment, the management of materials flow, and general economic considerations that can affect the business profits. However, the business profitability depends, to a large extent, on the quality of employees' performance i.e. their **Productivity**. One can evaluate the quality of employees' work through **Productivity Measurements**.

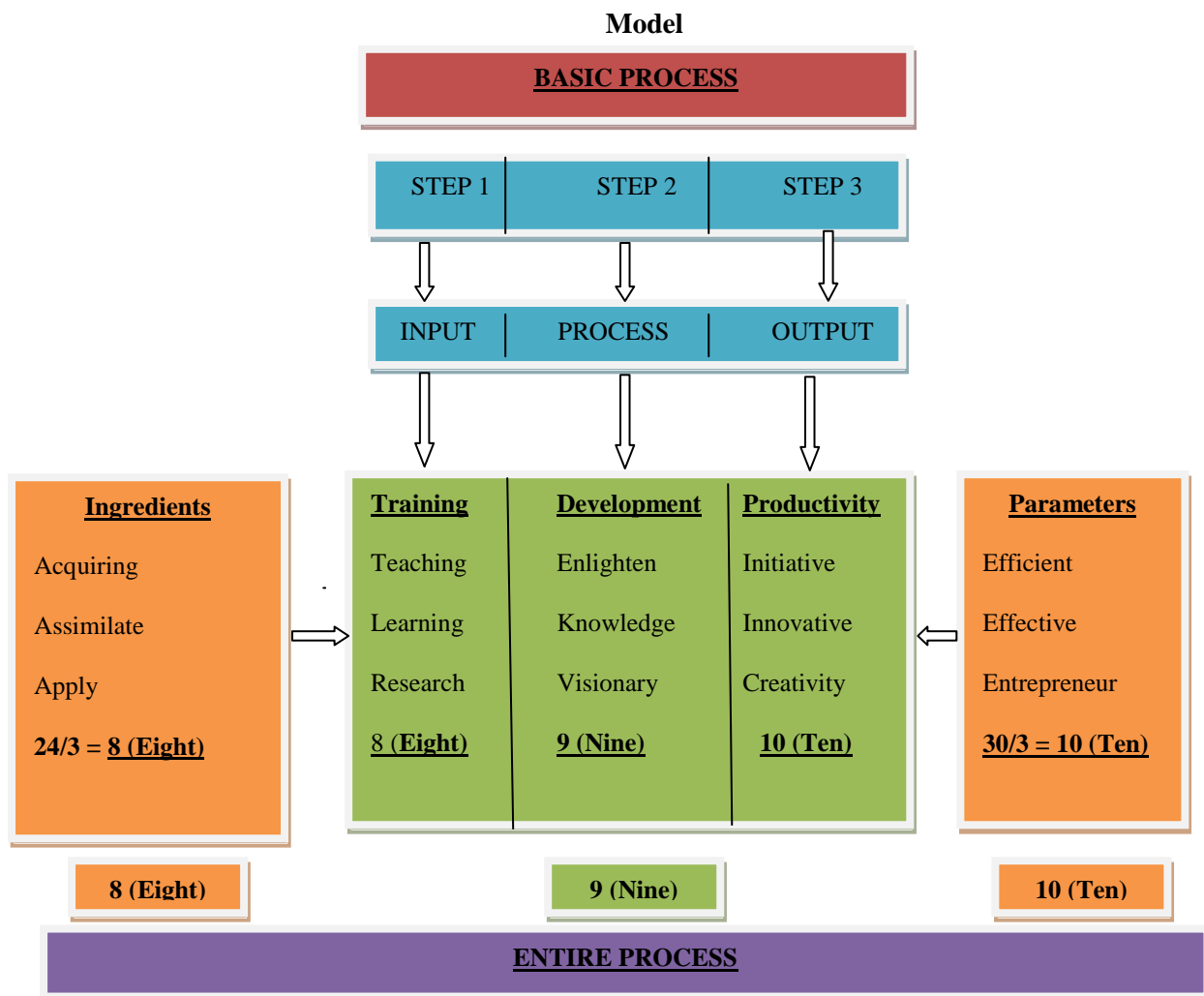
3.7: One standard measurement of productivity ⁽⁹⁾ is output per worker-hour, or the ratio between the number of hours worked to total output. One can also measure productivity per week or month, if each unit of production takes more than an hour to create. Output can be measured in terms of volume or quantity of items produced, or rupee value of items produced or services provided. Once the decision as how to measure the business's productivity is decided, then it needs to determine whether the productivity is where it should be. Factors to be taken into consideration are the cost per unit compared with price and competitors' productivity levels, cost per unit, and price. Having established a baseline measure, one can measure the productivity on a regular base and be able to spot trends and track the progress over time. One shouldn't stop over here, rather one should also think of how to improve productivity. In order to achieve this one has to make sure that the business isn't suffering from poor planning or scheduling of work, untimely instructions to employees, poor coordination of material flow and the unavailability of needed tools etc. **Ultimately, the key to improving productivity stays with the employees themselves.** Studies have shown that workers think it's important to do their best at their jobs. People want to do a good job, and one should provide them with every opportunity to do so. It becomes a challenge to tap into that desire to perform and make it work for the business.

3.8: “**Training**” and “**Development**” are indispensable part of HRM ⁽¹⁰⁾. Both of these activities aim at improving the “**Performance**” and “**Productivity**” of the employees.

3.9: As defined by Edwin B. Flippo ⁽¹¹⁾, “**Training** is the act of increasing knowledge, skill and attitude of an employee for doing a particular task and **Development** consists of learning from experiences provided to the employees to upgrade their knowledge, competency and attitude”.

4.0 Concept Developed:

The “**Entire Process** of Human Resource Management” is presented “in the “**Model**” given below. The Model comprises the three components namely the **Basic Process**, the **Ingredients** and the **Parameters**, which are further explained:



4.1. The **Basic Process** has three activities which are respectively the “**First Step**” which is “**Input**”, the “**Second Step**” is the “**Process**” and the “**Third Step**” is the “**Output**”.

The **Input** is the “**Training**” imparted to the human resource,

The **Process** is the “**Development**” that take place in the human resource over a period of time, and

The **Output** is “**Productivity**” or how productive the human resource has been at his work place.

4.2. “**Ingredients** as inputs to the “**Training**” are “**Acquiring**”, “**Assimilate**” and “**Apply**”

4.3. “**Parameters** for measuring **Productivity**” are “**Efficient**”, “**Effective**” and “**Entrepreneur**”.

4.1. **The Basic Process:**

The Basic Process has three components Training, Development and Productivity.

4.1.1. **Training:**

The “**Training**” includes the components such as “**Teaching**” “**Learning**” and “**Research**”.

Teaching as stated by Mark. K. Smith ⁽¹²⁾ is the process of attending to people's needs, experiences and feelings, and making specific interventions to help them learn particular things.

Learning⁽¹³⁾ is the process of acquiring new, or modifying existing, knowledge, skills, values, or preferences. It is a process that leads to change, which occurs as a result of experience and increases the potential for improved performance.

Research⁽¹⁴⁾ is the creation of new knowledge and the use of existing knowledge in a new way so as to generate new concepts, methodologies and understandings.

4.1.2: **Development:**

The “**Development**” is the process of developing, over a period of time in the person the qualities of “**Enlighten**”, “**Knowledge**” and “**Visionary**”.

Enlighten, as per Collins Dictionary⁽¹⁵⁾ means to give a greater understanding about something.

Knowledge as per Webster Dictionary⁽¹⁶⁾ is the fact or condition of knowing something with familiarity gained through experience or association.

Visionary as per Collins Dictionary⁽¹⁷⁾ means that one has developed strong, original ideas about how things might be different in the future.

4.1.3. **Productivity:**

The “**Productivity**” aim at assessing to what extent the person is “**Productive**” in terms of “**Initiative**”, “**Innovative**” and “**Creativity**”.

Initiative as per Oxford Dictionary⁽¹⁸⁾ is the ability to assess and initiate things independently.

Innovative as per Merriam Webster⁽¹⁹⁾ is new ideas and imaginations in form of device or method. *It* is often viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs.

Creativity⁽²⁰⁾ is the ability to produce something through imaginative skill, whether a new solution to a problem or device.

4.2. **Ingredients to Training:**

The training activity is facilitated with three basic ingredients, **3 “As”**. The first “A” stands for “**Acquiring**” the desired knowledge on the subject of a particular discipline, the second “A” stands for “**Assimilate**” i.e. integration of the knowledge obtained from different subjects in that discipline, and the third “A” stands for “**Apply**” is the synergy of the assimilated knowledge, which is termed as “**Value Addition**”. Higher the value addition, higher would be the strength built in a person to meet the demands of an ever increasing and never ending competitive environment in any field of activity.

4.3. **Parameters for Measuring Productivity:**

Any management function, be it production, materials or marketing or any other service activity will always look at the **Productivity** or how productive the entire operations have been and HRM couldn't be an exception. As a matter of fact the human resource management is all pervasive, whether it is personnel management or production management or marketing management, since human beings are there behind all these functions. The parameters for measuring productivity are “**Efficient**”, “**Effective**” and “**Entrepreneur**”. Productivity is the ratio of **Output (Numerator) to Input (Denominator)**.

4.3.1. “**Efficient Productivity**”, where in the person will be focusing on the **denominator** i.e. **input**, which is easily identifiable and may be well under his control. The input may vary from situation to situation and includes factors such as raw materials, energy, time etc. It is up to the individual to take one of these or a combination of them, depending on the situation and demand of the environment. He would like to take the “**Initiative**” and reduce the “**input**” or the **denominator** while keeping the **output** or the **numerator** same using all his “**Enlighten**”, which he has already “**Acquired**” during the training.

4.3.2. “**Effective Productivity**”, where in the person is now more experienced which gives a better understanding of what he did in the past and various other details of the activity involved of which he has now better “**Knowledge**” through a continuous “**Learning**” process which has been acquired through “**Assimilation**” during training. With this development he would like to focus on increasing the “**Output**” or the **Numerator** while keeping the “**Input**” or the **Denominator**” same i.e. he becomes more and more “**Innovative**” in his performance.

4.3.3. “**Entrepreneur Productivity**”, where in. the person now using the power of being more “**Visionary**”, would like to be more “**Application**” oriented and thereby would like to go for activities such as increase the “**output**” or **numerator**” while decrease the “**input**” or **denominator**” simultaneously, which may look difficult, but since the person has now abundant experience of the job over a period of time and he is fully aware of all the details of the activity that is being performed and therefore he becomes wiser and applies “**Creativity**” to the job.

For better clarity and understanding of the above narration a numerical example is cited:

The output obtained may be **8 units** with an input of 4 **units** and therefore, the productivity is calculated to be $8/4 = 2$. Then the

Efficient Productivity would be $8/2 = 4$, i.e. Keep the Output same and **Reduce** the Input,

Effective Productivity would be $16/4 = 4$ i.e. **Increase** the Output and keep the Input same

Entrepreneur Productivity would be $16/2 = 8$ i.e. **Increase** the Output and **Reduce** the Input

5.0 Concept Explained:

Below given two explanations will clarify as to why read Human Resource Management as “**Human Resource Eight, Nine, Ten**”.

5.1. 1st Explanation: The **Basic Process**, as shown in the above Model, has three components namely Training, Development and Productivity.

Training has three key inputs viz; Teaching, Learning and Research, each of these words have eight (8) letters. Therefore, on average the Training function is credited with **8 (Eight)**.

Similarly the Development has three inputs viz; Enlighten, Knowledge and Visionary, each of these words have Nine (9) letters. Therefore, on average the development function is credited with **9 (Nine)**.

Finally the Productivity has three inputs viz; Initiative, Innovative and Creativity, each of these words have Ten (10) letters and therefore the Productive function is credited with **10 (Ten)**.

Therefore, if the HRM is concerned with the **Basic Process** only and deals with productivity of the personnel then it has to be addressed as **Human Resource Eight, Nine, Ten**.

5.2. 2nd Explanation: On the other hand if the **Entire Process** of HRM is considered then as stated above the three “**Ingredients**” for Training are Acquiring, Assimilate and Apply, the sum total letters in these three words is 24 and the average is **Eight (8)**.

The “**Basic Process**” has three steps **Training, Development and Productivity** and each step, as calculated above are found to have on average respectively Eight (8), Nine (9) and Ten (10). The sum total of these three numbers i.e. 8, 9 & 10 is 27 which averages out to **Nine (9)**.

The “**Parameters**” for measuring **Productivity** are Efficient, Effective and Entrepreneur, the sum total of number of letters in these words is found to be 30 and which averages out to **Ten (10)**.

The Entire Process of HRM, as already stated earlier, comprises of three components: i) **Ingredients to Input** (Training), ii) **Basic Process** of Training, Development and Productivity and iii) the **Parameters for measuring Productivity**. Each of them has an average count of **Eight (8), Nine (9) and Ten (10)** respectively, which is shown below:

Ingredients to Training	Basic Process	Parameters for Productivity
(8)	(9)	(10)

Therefore, even in the Entire Process, if HRM is concerned with productivity of its employees, it needs to be addressed as **Human Resource Eight, Nine, Ten**.

6.0 Conclusion:

It is universally established fact that the numbers **8(Eight), 9(Nine) and 10(Ten)** are the highest valued numbers in a numeral table written from **One to Ten (1 to 10)**. Combined with this the above two explanations would always ensure that whenever an activity or situation is “**Managed**”, it would definitely realise into the “**Best Productive**” results. Therefore, if HRM is read as **Human Resource Eight, Nine, Ten**, the entire process will deliver **Productive Results**, which could even be “**Better than the Best**” or “**Dantotsu**”⁽²¹⁾, a Japanese word for benchmarking, which means the way to be “**The Best out of the Bests**”.

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