



HRM in books have lost its relevance and no more used in organisations

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Abstract

This paper studies the relevance of the HRM theories and principles that we read in books. Now the question arises: Where are these theories and principles applicable in the practical world? Are they really helping us today? To answer these questions the paper is divided into three parts. The first part describes the history of HRM, the second part focuses on the relevance of the HRM theories and principles, the last part unveils if the HRM theories we are reading are becoming obsolete then what is next?

Keywords: personnel management, employment management, human resource management

Introduction

Table 1: History of HRM

1.	4th century B.C.	Kautilya provided the methods of management of human resources in his book titled "Arthashastra".
2.	19th century	The history of personnel management began as welfare officers' came into existence.
3.	The First World War	Change in workforce demographics, with recruitment of more women to fill the gaps left by men going to fight.
4.	1920	The titles of 'labour manager' or 'employment manager' were introduced in the industries. The purpose was to handle queries over bonuses, absenteeism, recruitment etc. (Tyson, 2014) ^[5] .
5.	1930	Large organizations realised the importance of improving employee benefits. Policies were introduced to ensure retention and motivation of employees.
6.	Second World War	With the expansion of Ministry of Labour and National Service, the welfare work of the workers was introduced on full time basis.
7.	1945	Employment management and welfare work had become integrated under the broad term 'personnel management' (Ahammad, 2017) ^[1] .
8.	1960	A Royal Commission under Lord Donovan was formed (Ahammad, 2017) ^[1] .
9.	1960- 70	Motivation and organizational behaviour theories of social sciences were used to formulate techniques for implementation; selection testing became more widely used, and management training expanded (Ahammad, 2017) ^[1] .
10.	1970	Specialism came into existence, with reward and resourcing being addressed as separate issues.
11.	1980	The term 'Human resource management' arrived from the USA which suggested that employees were an asset to the organisation, but it also emphasized on employee commitment and motivation.

Source: Ahammad, T. (2017) ^[1]. Personnel Management To Human Resource Management (HRM): How HRM Functions?. Journal of Modern Accounting and Auditing, 13(9), 412-420.

Theories/ Concepts That We Read In Books Have No Practical Application

This can be illustrated by the following few examples:

- The famous scientific management theory by FW Taylor or the Administrative Theory by Henry Fayol which gave 14 principles of management or Bureaucratic Theory by Max Weber have become obsolete and lost their presence in today's organizational context. These theories which are considered to be important theories of HRM have no practical application because they have formulated on the basis of military model which cannot be applied in this era.
- We have also read about Collective Bargaining by trade unions in the books but these days the managers directly communicate with the subordinates and the labor union-management negotiation process is not required.

- We study so many labor laws in the books (both central and state) but are these laws of any help to those who are supposed to be benefitted? The laborers are still exploited by the employers and majority of them still live in poverty. Because most of the industries, manufacturing units and commercial establishments does not fall under its purview. Moreover the implementation of these laws is weak.

What Next?

If the HR strategies and theories that we read are becoming obsolete then what is next? What will the HR managers do? The recent emerging trends of HRM are:

- **Performance Appraisal:** In today's world of work, the need to rethink organisational management-including managing, evaluating and rewarding people-is one of the

biggest necessities (Gennard *et al.*, 2002) ^[2].

- **Cognitive computing:** the use of machines to at every stage of decision making is impacting work at all levels. Some believe that many jobs will be eliminated. Now it becomes a challenge for HR teams to think about how to help redefine the jobs as we all work in cooperation with computers in almost every role (Global Human capital trends, 2015) ^[3].
- **People data everywhere:** External people data has created a new world of employee data outside of the corporate environment. It has become essential for organisations to take advantage of this valuable data such that improved methods of recruitment, leadership development and retention can be implemented (Global Human capital trends, 2015) ^[3].
- **Talent Management:** It is crucial for the employers to adopt appropriate processes, policies and tools such that the non-traditional talent within the organisation can be identified and rewarded.
- **Work Simplification:** We are entering an era of “doing less well” rather than “doing more with less”.
- **Culture Building-** The need for leaders to gain a clear understanding of their company’s culture, and re-examine every HR and talent program as a way to engage and empower their people.
- **HR analytics:** It is the combination of psychology and statistics. HR analytics enables us to represent employee engagement, turnover rate etc. quantitatively and then this information is used to make important decisions in the organization. The key aspect of HR analytics is to depict the impact that the HR department has on the organization as a whole. Establishing a cause-and-effect relationship between what HR does and business outcomes-and then creating strategies based on that information-is what HR analytics is all about (Mohammad, 2016) ^[4].

We are living in the age of not just change but accelerated change. So, the role of the HR manager has also been transformed from being a generalist to a strategist. If the HR managers fail to cope with this transition the survival in this present world will become difficult.

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