

## Human Resource Management : A Value Based Approach

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### Abstract

Nowadays every organization has to compete with its competitors in a competitive market to capture and expand its market share with the objective to win for survival, growth and development. Business has emerged itself as a complex organization with various important components for which strategic management became an important concept. It includes not only determination of strategy but its formulation, implementation and evaluation too. Manpower is the most important component among the five M's of any organization i.e. manpower, material, machinery, money and methods. Though there are much efforts made to find the most effective way for human resource management but still ancient Indian value based management methods are ignored by the policy makers, so the study of ancient and modern concepts of human resource management is the need of the hour. In this present study analytical research methodology is applied by the researcher. The study finds that human resource management concentrates on four main aspects of HR i.e. acquisition, development, motivation and maintenance, in which later two are more important than the former. There are several strategies for motivation but our Indian ancient philosophy had also explained the value based internal motivational system, where the person feels fresh and enthusiastic so that he can perform his duties effectively and efficiently. The study concludes that it is an emerging need of any organization to formulate such HRM strategies that are depending on Indian philosophical thought too. We should not solely follow the strategies adopted by the Western countries. Organization must consider the fact that organizational welfare and employee's welfare are inter-related. So for the development of HRM strategies we should consider our own theories which are not only fruitful but value based too.

**Key Words:** Strategic Human Resource Management, Value Based Management, Organizational Structure, Scientific Management, Information Revolution.

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## **1. INTRODUCTION**

Business is like a war in one respect, where a nation has to fight with enemies to win. In business the organization has to vie with competitors in a competitive market to capture and expand its market share. The objective in both cases is to win for survival, growth and development. For such a tuff task, planning is essential and when this planning includes science, art, tact and quality it takes the shape of strategy. This term became more and more popular in business due to the change of commercial climate, business environment, changing technologies and globalization etc.. Business has emerged itself as a complex organization with various important components such as its scope, resources (human and material), competitive advantages, complex functioning etc., for which strategic management became an important concept. It includes not only determination of strategy but its formulation, implementation and evaluation too. This approach as a new management philosophy has come into being in the business world, which enables the management to run their enterprises successfully in the midst of enormous problems and uncertainties stemming from radical changes in the economic, social, political and technological environment. The essence of business strategy is to offer better value to customer than the competition does in the most cost effective and sustainable way. Today thousands of competitors of every corner of the world are able to serve customers well. To develop an effective strategy it is essential to understand what is happening in the rest of the world and reshape our organization to respond accordingly. No one can hope to guide an enterprise in future without understanding the structural, political and social impact of global economy. Many scholars argue that we are now in a new industrial era or at least on the verge of information revolution which will take us out of the machine age. These shifts are echoed within organization as they are encouraging their corporate citizenship roles seriously such as rewarding executives on the basis of community involvement. Thus, today HR function plays an important role in viewing an integrating business opportunity stimulating employee, developing employee strength and creating corporate team that share the companies' vision and translate this concern into profit.

## **2. NEED AND SIGNIFICANCE OF THE STUDY**

In any organization the most important component among five M's (manpower, material, machinery, money and methods) is manpower. To achieve the maximum benefits of the skills of employed manpower is very difficult but important and unavoidable. For this, an organization needs strategy for its human resource management. Management is a dynamic process concerned with getting things as per plan, programme and budget with the optimum utilization of available resources. The manpower resources include technical know-how skills of human resource. The success of any institution or organization depends on the performance of persons involved within and their management. Strategic Human Resource Management (SHRM) is an approach that takes an integrated and long-term approach of people management. It is managing the people process in a way that is not just linked to corporate goals and visions but also broadly derives from the goals. This connection with the very culture, character and style of the company is particularly strong in service industries. Thus, SHRM involves all management decisions and practices that directly effect or influence the people or manpower who works for organization. The utilization of people can be traced to ancient time though informal in nature but with the time the best use of human resources has taken a formal and specialized shape. The history of

HRM can be characterized as moving through four phases - the craft system, scientific management, human relation approach and current organization science human resource approach. The craft system was popular in the earlier in Egypt and Babylon where training in craft skills was organized to maintain an adequate supply of craft workers. This system was suited to domestic industries. The scientific management of human resource was founded by an American mechanical engineer F. W. Taylor. This was based on the theory that there is one way which is the best to do a job and this way should be most efficient, fastest and least expensive. The workers should do the job with this way and for which they may be motivated by money. This theory was applied in US but this philosophy has ignored the human feelings and actual motivation of the workers. They were not satisfied with their job resulting in the development of welfare secretaries to see the welfare of employees. The third stage emerged in the form of human relation with the effort of US social scientist Elton Mayo. This movement emphasized to understand needs of employees so they may be satisfied and become productive. The result was satisfactory but could not consistently support. Though there are much effort made to find the most effective way for human resource management but still ancient Indian value based management methods are ignored by the policy makers, so the study of ancient and modern concepts of human resource management is the need of the hour.

### **3. RESEARCH METHODOLOGY**

Since for the proposed study is analytical in nature so analytical research methodology is applied by the researcher for which the researcher has collected secondary data related to ancient and human resource management.

### **4. ANALYSIS AND INTERPRETATION**

#### **4.1 Modern Concept of Human Resource Management**

The modern concept of HRM has emerged as an organizational structure. As we know that HRM grew out of the organizational science trend and combines learning from previous movement with current researches in behavioral science. Business is also a complex organization, where the focus is on total organization not just on individual. From a purely HRM perspective, the factors as accounting for the increasing interest in and resort to HRM practices are inter- alia : (a) improving the management of people or utilizing human resources better as a means of achieving competitive advantage, (b) the traditional role of personnel managers has failed to exploit the potential benefits of effective management of people, (c) the emergence of better educated workforces with higher individual expectations, changes in technology and the need for more flexible jobs have, in turn, created the need to incorporate HRM into central management policy, (d) many important aspects of HRM such as commitment and motivation emanate from the area of organizational behavior and place emphasis on management strategy. This has provided an opportunity to link HRM with organizational behavior and management strategy.

The objectives of human resource management are to strike best match between people and organization in order to contribute to the successful survival and growth of organization and help the people in achieving satisfaction of their economic and other needs. The strategy of human resource management concentrates on four main aspects of HR i.e. acquisition, development, motivation and maintenance. Organization first forms strategies for the acquisition of right

number, right kind of people at right place, at right time with efficient and effective capabilities to complete provided task which can be helpful to achieve its overall objectives. It is also essential to formulate strategies for the development of employed personnel which is concerned with the increase in skills to perform a specific job, education to develop general knowledge and understanding of total environment. The training strategies are developed to make personnel more creative and innovative.

Another two aspects of human resource are motivation and maintenance which are more important than the others. It has been experienced that the acquisition of right kind of persons and their training & development do not necessarily ensure enhanced productivity and improved effectiveness of an organization. The desire and willingness of the persons to do task actively and potentially is also essential which may be called motivation. There are several strategies for motivation such as - managerial communication, theory X and Y, Flexi time job designs, behavior modification, participative management etc., but our Indian ancient philosophy had also explained the internal motivational system, where the person feels fresh and enthusiastic so that he can perform his duties effectively and efficiently.

#### **4.2 Ancient Indian Approach of Human Resource Management**

Human personality and its development is the major area of study in psychology. Indian psychology encompasses the vast body of India's wisdom that concerns the human being. Indian philosophy and psychology share a framework and believe that human has enormous potential hidden in its being. The Indian sages from ancient times have given thought to this area, which is preserved in ancient text and scriptures. Indian psychology is sophisticated, rich and practical and it also has technology to raise the consciousness of human being for example--the concept of "Panch Koshas" given in Taittiriya Upanishad and its development. This system is like a series of ring or sheath surrounding the self. The outer sheath is concerned with the awareness of physical body named as "Annamaya Kosha". It indicates that the food we eat gets transformed into muscles, veins, nerves, blood and bones. If proper diet exercise is given the Annamaya Kosha develop well. The second sheath is the awareness of vital body (Pranamaya Kosha) which is concerned with proper training and education of sense organs. Third sheath is mental (Manomaya Kosha). All these three types of awareness are inter connected and composes the next sheath called psychic body or inner mind (Vijnanamaya Kosha). The inner most core of self is called spiritual cell (Anandamaya Kosha). This indicates the presence of supreme energy and divine power in all of us.

In all organization employees want to be treated fairly. Employees input for organization are experience, education, special skills, efforts and time worked, while outcomes are pay, benefits, achievements, recognition and other rewards. There should be parity between these two. If an organization considers the needs of its employees in psycho-philosophic manner and tries to fulfill their needs fairly it can make employees internally satisfied and motivated. As discussed earlier the first two sheaths of individual self are Annamaya and Pranamaya Koshas which are concerned with the monetary emoluments, training and education etc. The sign of healthy development of Annamaya and Pranamaya Koshas are enthusiasm, ability to use one's voice effectively, suppleness of body, forcefulness of personality, perseverance, leadership, discipline, honesty and nobility. The satisfaction of these Sheaths is helpful for employee's motivation and

maintaining their potential performance. The satisfaction of third and fourth sheaths of human self i.e. Manomaya and Vijnanmaya Koshas, make an individual deeply involved with the organization. The employee should also be provided non-monetary rewards like- honors, promotion on the basis of their performance, social recognition and job security etc. These lead him towards soul satisfaction. One can realize the fact that his welfare is related with the welfare of organization. Both are complimentary to each other, no one is exploiting the other, then the employees will be ready to give their best for the organization without any hindrance.

Indian sages from ancient time have given thought to this area. Bhagwat Geeta at different places gives the models of highly developed human potential in its totality and has explained human resource management strategies for the best and unfailing results. Various Upanishad give profile of highly developed life ways and also provide the constituent of human potential. Sri Aurbindo said everyone has in him some divine, something his own, a chance of perfection and strength in however small sphere which God offers to take or refuse. The task is to find it, developed it and uses. The proper use of these potential present in human being is to turn towards yogic exercises which an organization can provide easily for its own benefits. Now the whole world has recognized the power of yoga as UN declared 21<sup>st</sup> June as international yoga day.

#### **5. CONCLUSIONS & SUGGESTIONS**

Now it is an emerging need of any organization to formulate HRM strategies that are depending on Indian philosophical thought too. We should not solely follow the strategies adopted by the Western countries as their work culture; working conditions and needs of the employees are far different to ours. Organization must consider the fact that the welfare of organization and employees is inter-related. If the employees are satisfied not only materially but mentally too, this will be the true motivation for them and only then they may provide their best to the organization. Then they can feel their duty and work as worship and will perform it with full devotion. So for the development of effective HRM strategies we should consider our own theories which are not only fruitful but value based too. Though worldwide many organizations are paying maximum attention towards motivation and satisfaction of their employees together with their health and other personal caring but still much better result can be obtained if we really explore and apply value based ancient Indian approaches of human resource management.

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