Introduction to Human Resources Management

The historical development of Human Resources Management
Icebreaker exercise

Reflective exercise

- Imagine yourself you are working from home weaving baskets or making tables and chairs using your hands and no tool or machinery are available or needed
- What is your experience in terms of expectations, feelings and thoughts
- Do you think you will need a Human Resources Manager?
- Pair and share with the colleague in class about your imagination
Learning objectives

- Explain the term Human Resources Management
- Describe the early development of Human Resources Management
- Explain how the emergence of human resources development was influenced by Scientific Management, The Hawthorne studies and Human Relations Movement.
- Outline the difference between Personnel Management and HRD
Historical development of human resources

- Before the industrial revolution people were engaged in crafts and agriculture
  - No modern employment
- After the industrial revolution
  - Life changed drastically and the world of work changed to modern employment.
  - Technology was developed and factories were built where people worked
  - Working context was changed from home to industry
  - Employer and employee relationship was cemented and managed by those who were in charge of the factories and organisations
  - The origin of human resources management dated back from those times when it was called personnel
  - Efforts were made by employers to maintain and manage the employer and employee relationship
Industrialisation

- Was introduced during the late 18\textsuperscript{th} century
- People worked in factories
- Jobs occupied were of low level skills mostly manual work and low job security.
- Factory owner could fire and hire people as they wish
- The industrialist (factory owners) appointment welfare secretaries to look after the interest of the workers.
- However, the employees felt their needs were not met and form unions to bargain collectively.
Scientific Management

- Fredrick Taylor: Father of scientific management (1880)
- Scientific techniques to elicit higher output, profits through a differential piece rate wage system
- Scientific methods to study working conditions & Jobs in order to identify best working methods.
- Believed that complete match between job & worker can be achieved and would increase production.
- Believed in specialization.
- Initiated Time and motion study

Criticisms

- Considering people as instruments, commodities, machines to be manipulated by their leaders
- His work exploited rather than helping workers
Hawthorn studies

- Conducted By Elton Mayo and others (1920)
- Effort to determine what effects hours of work, period of rest & lightning might have on worker fatigue & productivity.
- Purpose: to humanise workplace and find more sensitive ways to motivate workers

Results
- Emotions of employees taken into consideration
- Workplace made more humane, employees motivated by positive action rather than by fear and discipline.
Human Relations Movement

- Elton Mayo and colleagues at Harvard University (1924-1933)
- Looked at group norms, influence of informal groups on work behavior and performance levels
- Highlighted the social drives of man within the context of work
- Marked the beginning of applying behavioral sciences in the workplace
- Recognition and appreciation of Personnel Management
- Scientific management - concerned for tasks, output (Task Managers) while Human Relations Movement - concerned for relationships (people)
- Characterised the writings on leadership
Behavioral sciences

- Managers and psychologists became aware of the need to regard people as different
- Examined other social and biological sciences concerned with the study of human behavior for the sake of improving productivity
- The study field of OB was born
- The influence of interpersonal competence on productivity became important
Difference between HRM and Personnel Management function

- Personnel Management
  - Stressed consist of rules emphasis, that is compelling to the worker or employees
  - Procedures, aim to monitor, indirect communication, specialise and many line managers.

- Human Resources Management
  - Less rules focused and driven by the needs of the business as a business partner or support function
  - Nurture, direct communication, few line managers drive the business
Definition of Human Resources Management

The managerial activities involved in planning for recruiting, staffing training, development, rewarding, utilising and maintaining human resources in the organisation.
Differences between Personnel and Human Resources Management

Personnel Management
- Traditional functions viewed as separate functions
- Viewed as a Reactive/support function
- Viewed as a second class function

HRM
- Integrated general management function
- Viewed as a strategic function
- Viewed as a Business oriented function
Management functions

Planning

- Ability to determine in advance the Human Resources program that will contribute to the goals that have been established for the success of the organization

Organizing

- The ability of a manager to design the structure of relationships among jobs, personnel and physical factors

Directing

- The ability of the manager to be able to give direction (leading) people to accomplish the goals which have been set.

Controlling

- Concerned with regulating activities in accordance with the HR plan which in turn was formulated on the basis of analysis of fundamental organisation`s goals
Other Operating Functions

- Procurement
- Development
- Compensation
- Integration
- HR planning
Human Resources role in achieving the mission and goals of an organisation

- The organisation’s mission statement contain scope of its operations in product and market terms
- It spells out the who, why, what and where
- Organization objectives are formulated with regard to its human resources system
- Explicit statement outlines the how the organization intent to manage the relationship between employer, employee and the society it serve.
- In the process of shaping the mission statement, the linking and integration of Business management and human resources is facilitated.
The system functional perspective of HR

*Inputs*
- Human Resources
- Natural resources
- Financial Resources
- Information Resources

*External factors/influences*
- Political
- Economic
- Social
- Technological

*Transformation*
- Planning
- Organizing
- Leading
- Controlling

*Outputs*
- Need satisfaction
- Services
- Products
The end

Reflective discussion and questions