

Review of Human Resources Management

¹Sasmita Mohanty, ²Bibhuti B Pradhan,

Abstract: *Research acknowledges that there cannot be a High Performance Organization (HPO) without a great value on human resource management (HRM) and human resource development (HRD). Although, there is not always been complementary pairing between HRM and HRD. HRD's evolution from its roots in the transfer of human understanding to HRM and current HRD activities reveals that environmental, social, and political impacts have increased the need for institutions to focus on employee growth in the areas of flexibility, innovation, and capacity. Over the last decade, skill-based human resources (HR) management work has grown considerably. Over this time, researchers have taken a closer look at each of the major HR roles to learn more about how specific types of HR policies, processes and procedures can affect a wide range of outcomes at the employee and firm level. The following analysis shows the importance of HRM and HRD to the leadership of the organizations. In addition, the research being examined builds a close association between the attributes of an HPO and the skills being transferred through effective collaboration between HRM and HRD.*

Keywords: *Hospitality, Human resources, Staffing, Performance appraisal, Training and Development.*

I. INTRODUCTION

From business transactions to tactical decisions, and beyond, the center of any business function is centered on the main asset of an organization: its human resources. Human resources, therefore, bear a major role for an organization's success or failure. Human resource worth isn't always easily available. Nevertheless, current understanding still restricts human resource management (HRM) and human resource development (HRD) to recruiting, compensation, and workplace management legalities[1]. HR research patterns have developed which have been reported in hospitality-specific publications. Indeed, the ways in which each of the primary functional practices, as well as the HR system as a whole, can be leveraged to promote more effective work settings has been given considerable attention. Several of the hospitality-specific HR studies were performed – either directly or indirectly – to evaluate to what degree general domain results relate to hospitality contexts. In general, the contributions of this type of study are quite moderate, and the findings have been useful in determining the applicability of the more general structures used as the basis for the investigation[2]. Nevertheless, there seems to be an increasing interest between HR hospitality scholars in exploring variables and relationships that may be of particular relevance to labor-intensive, service-focused environments. Such types of studies are quite convincing, as they not only have a context for exploring the degree to which the results from the general HR domain can extend to hospitality settings but also provide a basis for the development of new models that take account of the idiosyncratic existence of hospitality contexts[3].

*Bibhuti Bhusan Pradhan, Department of Management, Siksha 'O' Anusandhan (Deemed to be University), Bhubaneswar
bibhutibhusanpradhan@soa.ac.in*

II. STRATEGIC HR

Most of the strategic HR work has centered on the interaction between HR structures and firm success, with growing emphasis being paid to variables and factors that may be crucial to achieving a wide array of organizational performance results. There is a wide range of evidence showing a good relationship between different measures of the HR program of an organization and different organizational, customer-related and financial results. Experts know still less about the processes through which HR programs can affect key business goals. Present conceptualizations remain fragmented but a number of positive attempts have been made to explain and expand how HR programs can be leveraged to optimize firm efficiency[4]. With regard to the empirical results, there is significant support for systems that express direct and indirect relations between the HR structure of an organization and various firm performance measures. A recent meta-analysis analyzed the results from 116 studies and found that three general dimensions of an HR program – skill-enhancing, motivation-enhancing, and opportunities-enhancing activities – were directly related to a composite measure of financial outcomes. Moreover, those authors conclude that the link between these three dimensions of HR and financial results was mediated by:

- Aggregate human capital measures (e.g. employee ability, educational level, etc.);
- Employee engagement (e.g. overall work satisfaction, organizational involvement, perceived organizational support, etc.);
- Voluntary turnover (e.g., percentage of workers who resign or leave voluntarily); and
- Other operational results (e.g. profitability, quality of service, creativity, etc.).

Empirical evidence also indicates that elements of the external environment of a firm can influence the effectiveness of different HR practices in a moderating way. The second major trend in the strategic HR area has been to investigate the degree to which results from previous studies could be applied across the globe to context[5]. Nevertheless, as predicted, the applicability of strategic HR models in China and India, as well as the emerging economies, has been given growing attention. Recent results have generally supported previous research findings, which demonstrate the reliable impact that HR processes can have on a wide range of organizational outcomes as shown in figure 1.



Figure 1 working of HR

III. STAFFING

Within the staffing context, some attention was given to the processes of work description and competency evaluation, in particular data collection procedures. Nevertheless, recruiting and selection subjects have been the subject of most recent staffing studies. In terms of recruiting, the factors that can affect not only the number and types of individuals applying for positions but also the degrees to which those factors can influence how job offers are accepted have increased attention. A recent meta-analysis of 232 researches, found that the qualities associated with the job, company, hiring process, hiring habits and applicant expectations were strongly linked to applicant perceptions of attraction, but the extent of the relationships differed at different stages of the recruitment. The statistics also gave that views of fit (i.e. person-organization and person-job fit) were a strong indicator of applicant attraction throughout the hiring process, but at later stages of recruitment, the impact of recruiter behaviors declined[6]. These observations provide insight into the significance of factors which may affect attitudes and behaviors of applicants. The growing area of employment research has incorporated marketing studies and explored how the logo, brand, and credibility of a business can affect job applicants' attitudes and behaviors. Scholars have attempted to analyze current screening and recruiting methods as regards quality. Interviews have received substantial attention, in particular the influence of formal, organized designs. Psychological testing is a major topic, with a continuous focus on individual talents, temperament and honesty to predict employee productivity, as well as assessment issues that may influence the decision-making process.

IV. HOSPITALITY STAFFING

Compared to strategic HR study, there was a significant overlap in hospitality-specific hiring research and what existed in wider HR literature. For example, much attention is paid to individual skills and competences. Instead of concentrating on measuring issues, however, hospitality researchers have devoted significant attention to creating profiles of skills and competencies that can be useful in a wide range of hospitality environments, as well as those that may be applicable to specific industry segments and/or locations[7]. In addition, hospitality scholars have also examined in a related but slightly deeper manner, ways in which individual skills can influence mindsets, behaviors and efficiency throughout different stages of one's job and career. Such results illustrate the need to further explore the relative impact of industry-specific competencies, particularly given the evidence that features such as general mental capacity and knowledge are among the best predictors of employee performance across a wide range of contexts. Another change in hospitality staffing research that was compatible with the general staffing literature trends is growing focus to online recruitment especially social media use and effectiveness. In particular, hospitality scholars have broadened our understanding of how hiring practices can attract specific types of job applicants, as well as expanded our understanding of how recruitment practices can impact wider brand and identity expectations of the company. These studies are especially noteworthy and strengthen the need for multidisciplinary structures to illustrate the roles and effect of recruitment systems for hospitality.

- ***Hospitality Performance Appraisal:***

The work on hospitality performance assessment was rather limited compared with the other practical topics. There were two key patterns emerging in this area of study. First, and compatible with the overall performance assessment study, scholars have proceeded to investigate the use and usefulness of input from multiple sources like "core self-evaluations" and how these evaluations contribute to other performance measures and individual work outcomes. The second research source in this field has focused on factors affecting the overall feedback cycle. Though minimal, such research has established many variables, like social reinforcement and nonverbal behavior, as well as the form of hospitality environment that may affect the performance assessment process and outcomes. Again, many of these aspects may be particularly relevant across a range of business contexts, and therefore should be addressed in future studies.

V. TRAINING AND DEVELOPMENT

With respect to the training material, some attention has been paid to new employee programs, particularly the transition process. However, there has been an increasing emphasis on diversity as a response to changing demographics of the workplace, including older workers, as well as different management and leadership development challenges. Nevertheless, the influence of instructional design and facilitation, in particular the functions and effect of technology-enabled learning systems, has been given considerably more attention[8]. For

instance, sub-analysis of 96 studies found that only to facilitate job-specific knowledge and skills was a blended approach to training, in which web-based instruction was used as a supplement to classroom instruction, considerably more effective than classroom instruction. Furthermore, valuable observations about the learning process were developed from research that explored behavioral modeling and methods of error management, as well as techniques beyond the learning context (e.g. post-training feedback and self-coaching activities), which could be incorporated into the training design process to promote further learning and the implementation of new knowledge. The results show the need for wider and more integrative approaches to design, delivery and assessment of training and development programmes. Other training aspect that got a lot of attention is effect of various individual and contextual variables on different aspects of the training process. For example, many studies explored attitudinal and motivational factors, especially perceptions of support that can influence preparation for and success during training as well as the transition of newly acquired knowledge and skills to the job. Such observations, along with those from research that have analyzed factors correlated with instructional design and delivery, highlight the need to look beyond the traditional learning background to understand more thoroughly how people acquire new knowledge and skills, and apply what they have learned.

VI. HUMAN RESOURCE MANAGEMENT

Many scholars argue that modern business management derives from five phases that can be described by external forces, which eventually changed the long-term response of management. The five phases comprise industrial growth, scientific management, human relationships, systems and the culture of organization. Many authors earlier expanded HRM, linking it specifically to the time of trade and human development. Although an official HRM goal cannot be set, the precluding events are clear[9]. The era of craftsmanship and trade apprenticeship extended into the early 1800s and encouraged the Industrial Revolution's introduction in the late 1800s. Combined with the growth of large organizations and government intervention, the new obsession with worker efficiency forced companies to develop centralized departments for the management of staff. The official term personnel management (PM) was coined in 1945, during the World War. While authors promote PM aligns with HRM development, differences exist between PM and HRM functions. PM originally worked to recruit and dismiss staff, and to establish operational standards in accordance with trade unions. PM was thus basically a reactive series of processes. The conversion from PM to HRM originated from the evolution of the behavior theorists' practice and philosophy of management.

VII. ISSUES FACING HUMAN RESOURCES

Organizations, depending on single practices such as coaching or mentoring, overwhelm other required but more complicated HRD activities. Furthermore, HRD developed into an international phenomenon from its humble origins in the mid-20th century in the USA. The diverse cultural, psychological and organizational effects on HRD practices force the paradigm change in understanding human development, and therefore HRD. Organizational globalization and thus a larger variety of stakeholders lead to the uncertainty and changing expectations of HRM

systems and HRD activities. The emergence of competing interests between staff and stakeholder viewpoints means that HRD's basic intent will be lost. As a response, there has been a significant increase in academic research around HRD theories and activities worldwide. The research strongly criticizes HRD's existing humanist beliefs and instrumental view of the personhood. Current researchers believe that HRD doesn't pay adequate attention to person and power emotional connectivity. Academy is not a sole influence on HRD's fundamental understanding. Political and environmental initiatives have actually brought about change in the HRM and HRD domains.

Terrorism, major disaster and other barriers to the environment forced government action and threatened the very life of many organizations which were previously considered HPOs by the definition above. Government intervention puts new criteria, restrictions and financial burdens on organizations under the pretense of human safety. These acts force new processes into HRM and alter the intent behind HRD operations[10]. Research on the positive effects of resilience in the field of psychology is well-established theory and support. However, the link among psychology and application of the workplace remains a gap. Initial research indicates a positive impact on work-related results of resilient habits. Ultimately, it is clear that HRD could no longer prevent durability as a skill set that is necessary to obtain high performance organizational and person growth. What stays controversial is the ability to introduce improved resilient behaviors. Supposing that a relation can be made among resilience and performance, which is supported by empirical research, it is not yet understood whether such behaviors are instilled or merely realized. "Reviewing the literature raises legitimate questions as to whether resilience is something that is even possible to teach and learn".

VIII. CONCLUSION

Over the past decade, the HR area has evolved significantly. The current review shows that the HR literature that has published in discipline-based and hospitality-specific reviews has a great deal of overlap. The studies in both fields provide clear and convincing evidence for the HR functions strategic and operational importance, and the results have extended our understanding of how to optimize the HR framework of a company to improve employee, departmental and organizational success. Furthermore, there is increasing evidence about the complexity and effect of numerous situational factors – inside and outside the organizational context – that can affect the impact and effectiveness of the HR policies and procedures of a company. These results have contributed to the development of more comprehensive and actionable explanations of the roles the HR function can perform

REFERENCES:

- [1]R. Casanova, "Human resources," in *Aerospace Project Management Handbook*, 2017.
- [2]H. M. Elarabi and F. Johari, "THE IMPACT OF HUMAN RESOURCES MANAGEMENT ON," *ASIAN J. Manag. Sci. Educ.*, 2014.
- [3]C. Caldwell and V. Anderson, *Strategic human resource management*. 2018.

[4]N. Richman, "Human Resource Management and Human Resource Development: Evolution and Contributions," Creight. J. Interdiscip. Leadersh., 2015, doi: 10.17062/cjil.v1i2.19.

[5]K. Muraga et al., "Human Resource Policies and Procedures Manual for the Public Service," Glob. J. Hum. Resour. Manag., 2015, doi: 10.17062:CJIL.v1i2.19.

[6]J. N. Kurtessis, R. Eisenberger, M. T. Ford, L. C. Buffardi, K. A. Stewart, and C. S. Adis, "Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory," J. Manage., 2017, doi: 10.1177/0149206315575554.

[7]K. Hazra, D. P. Ghosh, and P. (Dr. . P. P. Sengupta, "Importance of Training and Development and its Impact on Employees' of Hotels in Kolkata, India: An empirical study," J. Tour. Hosp. Manag., 2017, doi: 10.15640/jthm.v5n2a3.

[8]L. Grespan, P. Fiorini, and G. Colucci, "Training," in Springer Tracts in Advanced Robotics, 2019.

[9]K. Dziewanowska, A. Pearce, and N. Zupan, "Journal of HUMAN RESOURCE MANAGEMENT," J. Hum. Resour. Manag., 2016.

[10]R. van de Pas, D. Kolie, A. Delamou, W. Van Damme, and S. Van Belle, "Human resources for health," The Lancet. 2016, doi: 10.1016/S0140-6736(16)32524-7.