

SEMESTER II: Subject HRM– Chapter1-Topic-HR-HRM-HR Policy [Part A]- A K Saha

HR policy is a man-made rule or predetermined course of action that is established to guide the performance of work towards the organization's. It is a type of standing plan that serves to guide subordinates in the execution of their task. – Edwin B Flippo.

Leon C Megginson, who described Human Resources as the sum of total of knowledge, abilities and attitudes of all employees of an organization.

Note: Knowledge including Skill

Human Resource Management, consists of strategic and coherent approach to the management, of the most valued assets of an organization, that is, human being (people) who individually and collectively contribute to the organization in particularly and society in general. It has three core areas – People, Processes and Performance[3Ps].

Note1: Out of three, core strength is human being.

Note2: It is possible to replace all resources except Human being.

Note3: IT (Information Technology) only reduces the time, space and help to pool of knowledge i.e., documentations as well as increase performance at certain level.

HR Policy and -Directive Principles (DPSP)

When Heart and Hand work with Head, there will be completeness in growth and development of individual. Human Resource is not only vital for the organization but essential; because this is only active resource and all other is passive. So, Organization-Authority must take care with precaution before the use of Human Resource.

- HR policies in our country will be guided by the Directive Principles of the Constitution, where it is clearly mentioned that it is neither compulsory, nor justifiable. The Directive Principles are 'Non-justiciable Right' i.e., Court unable to implement directly but fundamental in the governance of the country.
- **Note:** Suppose, DP of a particular issue has logic, and relevance, and also applicability, but may not be applied because it has no legal sanction.
- It is the duty and responsibility of the State to apply these principles in making laws.
- The Judiciary has to keep in mind, the philosophy of DPSP and also concept, in deciding cases i.e., at the time of judgments.

Directive Principles are powerful instruments for the transformation of country from a political democracy into a socio-economic democracy. Actually it is a moral precept of the Constitution.

HR Policy and Principles: Organizations shall frame the HR policy keeping in mind the philosophy of Directive Principles (DPSP) including the basic principles, like– Focus on Common Interest, Space for Development and Growth, Recognition of Work, Employees’ Participation in Management, Trade Unions, Facing the Changes etc.

Note: DPSP can be implemented or introduced through different way-

1. *Parliament/Assembly can enact laws/Acts as per requirement of the larger society.*
2. *Movement of the General People for greater issue, and Government is bound to enact law/Acts.*
3. *Social Worker’ may apply to the Supreme Court through **PLI** for the benefits of larger section and Court may give direction to the Government to consider the issues, and enact the laws/Acts.*
4. *Supreme Court, by suo moto, may provide direction to the Government for larger interest of the public.*

Some examples of implemented of Directive Principles [DPSP]

1. ***Inserted-Article 21-A**, in the Constitution for making free and compulsory education for children below the age of 14 (fourteen) for the greater interest of the country- **Basic Education for all***
2. Introduction of ***Lokpal and Lokayuktas Act***. – Movement of anti corruption from the higher authority of the Government official– Anan Hazare, the Social worker has taken initiative, which force the Central Govt. to introduce this Act which cover Prime Minister, Chief Minister, Judges , IAS etc. – **All are accountable and no one above the law.**
3. Introduction of BILL to protect the rights of Muslim married women, and to *prohibit divorce by pronouncing “3 times Talaq”* by their husband – Political Movement and based on judgment of Supreme Court – **To protect the Fundamental Right of the Constitution – Justice and Equality**
4. Introduction of *Minimum Wage Act* – as demands by the Political Parties and Society at large - **No Exploitation** – Right to Food
5. The Indian Army has participated in 37 UN peace-keeping – After taken decision in the Parliaments- To protect concept of the - **Fraternity**
6. Several Land Reform Acts are introduced – *On the basis of demands of people and movement but Govt. bound to take steps /action to introduce laws/Acts.*
7. **Nirbhaya Act**. – Amendment of 3 laws and *introduced Capital Punishment in case of Gang Rape/Rape*. It is based on movement by the general people in New Delhi and other places of the country besides *pressure from all sectors including and Womens’ organization and social activist- Government forced*

to Amendment the laws/Acts of **Criminal Law (Amendment) Act, 2013** (known as **Nirbhaya Act**). **Indian Penal Code, Indian Evidence Act, and Code of Criminal Procedure, 1973** on laws related to sexual offences.

Note 1: Fundamental Rights is **justiciable**[**Court have right to implement**] i.e., forcible by the Acts.

Note 2: Fundamental rights aim at establishing political democracy in the country where as Directive principles aim at establishing **social and economic democracy**.

Note 3: Human Resource Management and its effective use depend on DPSP.

Note 4: DPSP is positive in nature where as Fundamental Rights have limitations.

Note 5: *The following words are not so important only, but also equal to Existence of the human being, because its flow within the Blood and Brain.*

Equality, Fraternity, Justice, Freedom , Liberty, Against Exploitation

Note 6: An organization shall not function in proper way, or can't exist for long term, if the basic fundamental rights are not considered, or yet to be implemented. On the other hand, without inclusion in the HR policy of the above six concepts, an organization will be treated as organization without life.

Work and Life Balance: HRM

Work is an activity that carries out by the human beings for varying purpose. Activity is an important aspect of life, and also essential for wealth and health. Through activities, human beings adjust with the environment. Normally, activity is engaged in for its own sake, sometimes is reflexive, and often it is purposive with an end, object, or purpose in view.

Purposive activities are called work.

Economic purpose of work means goods and services, provided as per the need of the society which conferred a social status on the employees and their families.

Note1: More attention has been given on economic and societal aspect less attention has been paid to the personal meaning of work.

Note2: Work plays a crucial and psychological role in formation of self esteem, identity and sense of order and; ultimate at the end, satisfaction, which may or may not, upgraded as pleasure or happiness.

Functions/Outputs of Work: HRM

i] It is an instrument for survival,

ii] It provides opportunities for interaction with others,

iii] It provides scope for personal achievement,

iv] It assures oneself of one's capacity/ability and how to deal effectively with one's environment

v] It provides one with opportunities to relate oneself to the society, and to contribute by providing the needed goods and services.

Steps in Formulation of HR Policies:

To formulation of HR Policies, the following Step is essential to achieve the target.

- a) **Identify the Area** –like Recruitment, Selection, Compensation, Training etc.
[Where it will be applicable]
- b) **Collection of Data**- Past Practices, Organizational Culture, Employees Aspiration, Records etc.
- c) **Alternative Evaluation**- Betterment, Compare with existing, Discussion with people who directly attached to implement etc
- d) **Communicating the Policy** to employees and all sectors, Create awareness through different methods, like Email, Internet, Notice Board etc.
- e) **Evaluation of the Polices at period intervals**- To ascertain their effectiveness, Polices will be evaluated with external expert, Compare with predetermined standards etc.

*Behind production of every product or service there is a human **mind**,
effort and **man-hours**.*

*You must treat your employees with **respect and dignity** because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you then you **must protect the respect and dignity**.- Mr. N R Narayana Murthy*

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