

A Study of Role and Duties of Human Resources in Multi-National Corporations

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Abstract: The role of human resources (HR) in an organization is very critical and exploring at the same time. Human resources are the first person who builds a relationship between company and employee. The way HR represents the organization to the company is the same way an employee sees its organization. Various type of companies and organizations works for a different domain but HR department is commonly present in all. In this paper, a brief study is done in the context of the role and duties of HR, a personal interview is conducted for various HR students and employees in different phases. Their responses are being shared in this paper. From a future perspective, various aspects of HR can be analyzed and learned from this by learners & researchers.

Keywords: Human resources (HR), Duties of HR, Role of HR, Organization, Management, Ethics.

INTRODUCTION

In any organization, there are several departments such as the accounts department, production floor, management, administrative department, recruitment cell. Human resources are one of the most important departments among all. At the time of recruitment, any visitor or employee's first contact is with HR as a representor of the company. From studies, it is clear that there is no, such specific formula or model to control and regulate human employees in a company. There may exist some structures that help to understand the human behavior and need in an organization. Therefore, various researchers and authors gave several definitions for human resources management. Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals [1]. In Figure 1, there are several duties of HR is illustrated in a pictorial view. These are some common examples of duties of HR that are important from the organizational point of view to serve duties to employees and the workplace.

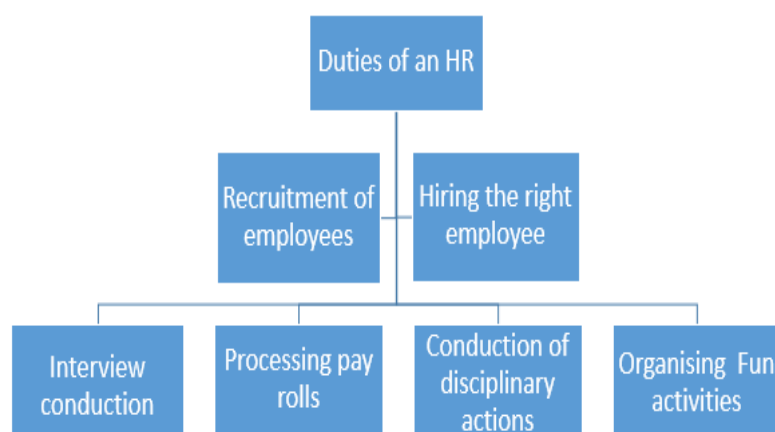


Fig.1: Duties of HR in an organization

Theories of Human Resources

There exist various theories about human resources that consist of various implications and assumptions. Based on these theories, continuous changes have been done in the strategies and methods of management of human resources. Below are some of the reviews about different theories in the context of human resources and development. In Figure 2, different types of theories are illustrated.

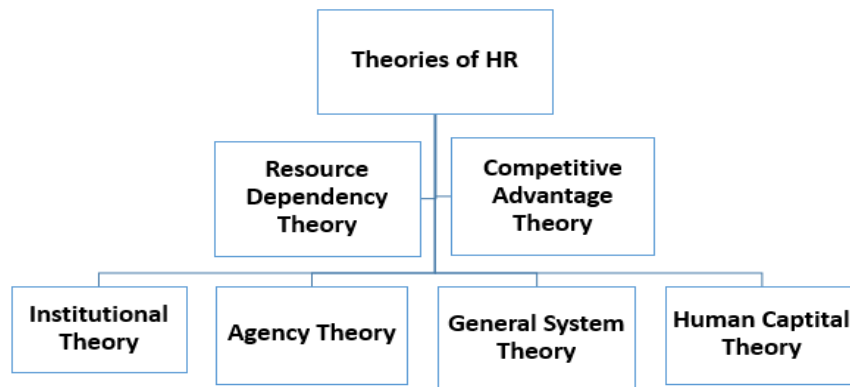


Fig.2: Different types of Theories of HR Management.

These are some common types of theories of human resources and management. Except for these, multiple theories exist for HR.

- Resource Dependency theory is about whether an employee or a no. of employees are facing scarcity of resources at the workplace such as a computer, internet connectivity, papers for writing purpose task and many other resources. Therefore, this theory tells us about the management of resources for employees and maintaining an abundance of resources to avoid the scarcity of resources.
- Competitive advantage theory tells that an organization should focus on how to take advantage of competition and placing the organization on top in a comparison of other organization and for this, it is equally important to understand that employees are a rare resource and immutable, non-substitutable and most valuable, therefore, to take advantage from a competitive point of view there must be support management for employees and their training for better performance and better results in competition.
- Institutional Theory is focused on the values and norms of an organization because attitude and myth can be misused as factors for the success and failures of an organization. Therefore, institutional theory tells us to rationalize such factors so that to achieve organizational targets effectively.
- Agency Theory is all about the principle relationship between employee and employer. So, in case of any disagreement required legal action may be taken to protect employee rights and organizational values.
- General system theory considered an organization as a complex body that is the principal body that regulates the subsystem of management of employees. This theory focuses on the fact that failure of any component may have an effect on the success and failure of employees and thus whole organization's growth rate is affected.
- Human Capital Theory is based on the fact that employees are the most valuable assets and this theory is an economical approach which says that employer should invest in employees as one just like, in other assets such as machinery [2].

Role & duties of HR

In different types of companies and organizations, there may exist a difference in the duties of HR. therefore, it can be easily realized that HR can perform multiple types of tasks depending on the kind of work or domain. There are many dimensions and functions that an HR undergoes along with different functions that may be of two types such as dedicated and shared services. Based on this, here is an explanation of dimensions and HR-related services. For example: for a business company there must be a dedicated holding company where related or unrelated diversification exists. In designing HR policies the main function is to perform by a corporate functional specialist where alternatives are created by specialists and designed and delivered by functional specialists within the boundaries of business. Another example lies in the implementation of HR practice where the functions are governed by corporate specialists and shared services are governed by local HR. In this case, dedicated services are governed by local HR by the means of boundary of business within. Similarly, for skill requirements for HR, the functional body should be technically expert and design expertise but also consulting and supporting where dedicated service is done by business expertise and technical specialty in business [3]. Here is a pictorial view that illustrates the role of HR in Figure 3. These are some common roles of HR that are being considered as most functional from an organizational point of view.

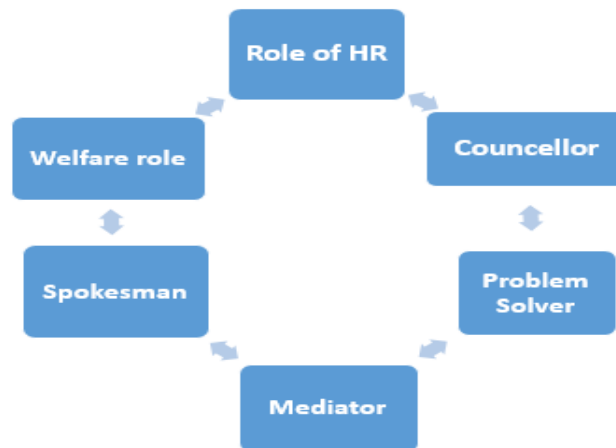


Fig.3: Role of an HR in an organization.

Importance of human resource management (HRM)

Various factors determine how important human resources management for an organization is. Here some important factors are given that can be treated as reasons behind the importance of HRM. The first factor is budget control when for development and statistics various expenditures need to be handled by companies. At this time, human resources management the money control and budget and effectively use it. The second factor is the human capital value which determines the staffing for a company. For small companies, the management of human values is a quite critical factor. Some other factors are employee satisfaction, improvement of performance, Resolution of conflict, sustainment of business, saving of cost and revenue expenditure, reliability and so on [4].

LITERATURE REVIEW

Bahare Ghalamkari et al. presented a research paper in the context of the role of HR with a conceptual framework. In this paper, the author explained a brief introduction about human resources management and its requirement by explaining what is the need for establishing an HR department in companies. In this research work author, work to analyze the HR practices in an enterprise application. Various strategic human resources management has been explained by defining HRM. A resource-based view of an organization is being explained by the author here. Along with the classification of SHRM, several HR management and their corresponding performance is being explained by the author in steps using classifications such as universalistic perspective, contingency approach, configurational approach [5].

James Kelly et al. conducted research work based on the functions of personnel/ human resources in an organization such as multinational companies. In this research work, the author conducted a personal interview survey for different managing directors of various companies and industries in the UK. There is data given for their responses and the question asked to them. A brief discussion is done about globalization and the international companies and functions of personnel human resources in corporate sectors. Various personnel HR policies had been monitored by the author in terms of staffing, development rewards and appreciations. Multiple statuses of the personnel/HR functions are shared in this research work [6].

A.Rajaluxmi Devi et al. presented a review discussion in the context of the role of HR in marketing. The main focus of the author is to study the facts about what is the need of marketing and the need of HR for marketing. The author briefly explained collaboration and potential as a result of success. Some advantages of direct marketing are shared in this research work along with different strategies that are being used for effective HR marketing. The various key point that one should adopt for effective marketing is given. The economic relationship between marketing and human resources & the cyclic process of hire to retire, both are considered as a most important term in the context of management of HR [7].

Julia Brandl et al. presented a qualitative approach towards the role of HR and a brief discussion is done on the factors that are highly affecting the development of an organization. The elaborative discussion is done about the status and management of Australian CEOs. Top management along with the HR department and corresponding responsibilities with their strategic roles and grounded theory have been an important part of this research. According to the author, both empirical and academic topologies are important to analyze the role of HR. Two main roles are described here, first is the traditional & administrative role of HR for performing functions like payroll and administrating the primary role. On the other hand, the second role comes from strategic HR which is based on the hierarchal process of designation. Both the function of HR can be executed in different ways and depending upon the type of work or task provided by the manager or assigned by a senior of higher authority in that organization. The author described strategic integration of the HR department in

which multiple strategies are adopted by HR to perform effective productivity and better results for organizational growth [8].

METHODOLOGY

In this section, the research about the role of HR and their functions, responsibilities towards organizations and employees to serve the employees has been analyzed by conducting a personal interview for 50 HRs in a discussion meeting. A questionnaire is being prepared for the personal interview. There are samples of 100 HR (n=100) is considered for the survey out of which, 90 candidates have agreed to respond to the questionnaire positively. Their responses are being recorded and shred in tabular form. In Table 1, various details are given such as company name and corresponding HR that have been assigned special job responsibilities. Special tasks & job responsibilities differ from company to company and from HR to HR depending upon the type of work. Here is a sample questionnaire that shows the types of questions that were asked to samples and their responses is being shared here. The designing of the questionnaire is done considering the type of work and difference in the experience of multiple HR. in Table 2, sample questions are given.

The ratio of response is different for every question category due to differences in work assigned and duties. In total 60 questions were divided into different categories. Each category is assigned 10 questions based on which domain question belongs to. Here is a graphical representation of the response ratio that shows the responses of the sample and effective participation in a survey of personal interview. Below are given graphical representation that depicts the ratio of positive and negative responses and % of participation in the survey and personnel interview. The difference in these responses is just because different samples belong to the duties and roles of the different work in various organizations.

In the below graph, the difference lies in the attitudes of HR depending on how positively they look towards their assigned duties and role in the organization. Various HR found their role in the company as the burden of work & hence their performance and responses can be easily judged based on the positivity or negativity of responses given samples in this survey. Figure 4 shows the positive respondents.

Table 1: Details of sample HR and corresponding job responsibilities.

Serial No.	Pseudo Company Names	No. of HR	Special Task assigned	Job responsibilities
1.	A	5	Administrative	Routine check of attendance and absentee of employee
2.	B	7	Recruitment	Posting job information and vacancy details on different source of media
3.	C	10	Interview Conduction	Managing and enquiring he character of interview along with skills and qualification
4.	D	8	Organizing Meeting	Discussing agenda and organizing meeting tools such as projector, spreadsheets
5.	E	6	Management of Documentation & data	Arrangement of files and correct data in database with updated information
6.	F	11	Organizing cultural activities	Fun activities like for 1 hour in a weak of twice a month for stress management.
7.	G	13	Maintaining the law and regulations of payroll	Salary slips, deductions in salary, PF, bonus, DA.
8.	H	15	Decorum of office and maintenance of healthy environment	Greenery, motivational quotes , team build up, facilities like magazines/newspaper
9.	I	5	Managing record of employees attendance and deductions of salaries	Credits and debits
10.	J	10	Management of formal communication between higher authorities and employees such as resignation/ relieving/ full and final	Resignation, experience letter, notice period, documentation for full and final

Table 2: Sample question categories and response ratio

Question Category	Question domain	No of samples	Positive response	Negative Response
Cat 1.	Question asked from past experience and work load.	25	12	13
Cat 2.	Questions asked about level of difficulty during management	15	10	5
Cat 3.	Question asked about strategies adopted for effective work done	10	7	3
Cat 4.	Question asked related to management of time during working hours.	17	7	10
Cat 5.	Question asked from management of task and managing data about employees	13	8	5
Cat 6.	Questions asked about cultural activities organized in office	10	9	1

RESULT

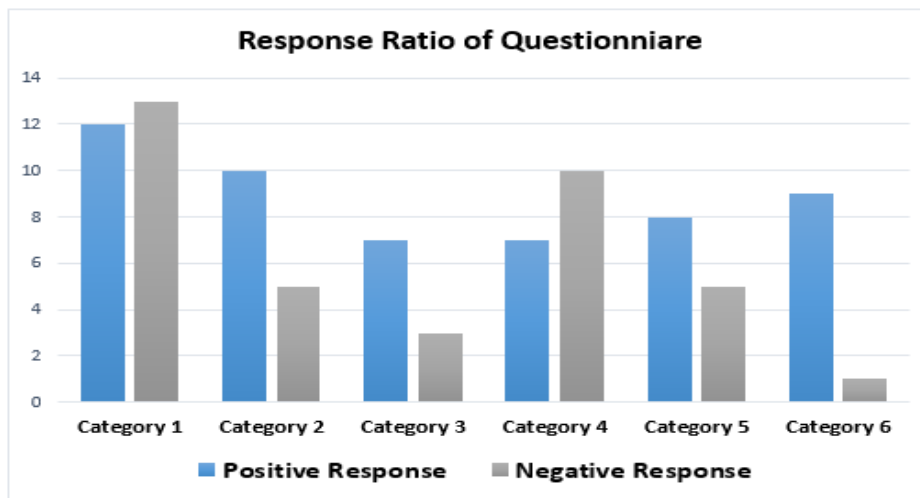


Fig.4: Graphical representation of responses of sample for the given questionnaire.

It can be easily analyzed from this graph that the major difference is in category6 where is the smallest difference is in category1.

DISCUSSION

From the above study, it can be easily analyzed that, there are differences in all the categories that is because of different domain experience of sample HR. Some of the HR are satisfactorily performing their role and duties while on the other hand few of them are not happy with their roles that is why their responses reflect with a negative attitude. The major difference lies in category 6 which consists of the questions related to the frequency of cultural activity organizing at the workplace. A few samples deny from category 6 and not happy with senior authorities due to not organizing such activities in office campus. Some of the samples are not satisfied with resource management. Due to lack of resources and unequal distribution of resources, their responses are negative. Some other responses are negative due to the reason of various factors such as strict environment, inequality, scarcity of resources, absence of leniency, heavy workload and similar factors so on. On the other hand, the positive respondents show their positivity in their respective responses. The quality lies in their attitude towards their work in such a manner that, organizing cultural activities is a stress buster, assignment of

resources equally to all employees. Alignment of rules for all employees equally and management of resources to avoid scarcity in the workplace. So that, the overall work done should not be affected and hence productivity could be maintained in companies and organizations.

CONCLUSION & FUTURE PERSPECTIVE

It can be concluded from the above study that human resources management plays a vital role in any company or organization. Without an HR it would not be easy to give productivity and targets to achieve. An HR can support in many ways to an organization such as increased work done, maintaining a good environment by organizing cultural or fun activities in the office to free up some stress. By managing equal resources to all employees and updating the requirement and demands of the organization. The most important role played by HR is the recruitment of the right employee that gives service and duties to the organization for a long time and increases the value of the organization in terms of global achievements and recognition. Therefore, employers should focus on the importance of employees and their requirements to enhance the global value of the company and to run the business effectively. If the analysis is done about successful organizations and failed ones, the major differences would be found in the types of strategies they adopted for the betterment of business and company. If the role of HR is played well then the rate of growth can be improved.

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