

## **Role of HR Manager in an Organisation**

HR manager plays a pivotal role to achieve organizational objectives. It is human resource/work people who perform task and achieve company goals.

So, human resource is a must in an organization. To get the right number and right kind of human resource at the right time of company need and to motivate, prepare and develop the human resource to perform task, the person in charge of such job, i.e., human resource manager is no less important in an organization than human resource at work.

HR manager is a guide, philosopher, friend, path-finder, path identifier, problem solver, competence maker of the human resource.

### **Learn about the various roles played by the HR manager in an organisation.**

A: The pivotal role of HR Manager to achieve organizational objectives are:- 1. Advisory Role 2. Pro-Acting Role 3. Welfare Role 4. Developmental Role 5. Mediator's Role 6. Social Upliftment Role 7. Counsellor's Role 8. Spokesperson Role 9. Motivator's Role and a Few More.

B: The specialist role of HR Manager are:- 1. The Service Provider 2. The Executive 3. The Facilitator 4. The Consultant 5. The Auditor.

C: Role of HR Manager in strategic management are:- 1. HR's Role in Executing Strategy 2. HR's Role in Formulating Strategy 3. HR and Technology.

D: Role of HR Manager for meeting the requirements of employees and customers are:- 1. Administrative Roles 2. Operational Roles 3. Strategic Roles.

E: Important role of HR Manager in an organisation are:- 1. Business and Strategic Partners Role 2. Employee's Advocate's Role 3. Welfare Officer's Role 4. Management's Representative Role and a Few More.

F: Role of HRD Manager are:- 1. Identify Organisational Development Needs 2. Provide Inputs for Preparing Promotion Policies 3. Design Job Rotation and a Few More.

Additionally, learn about the role of HR Manager in mergers and acquisitions. Also learn about the role played by the HRD manager in an organisation.

### **Role of HR Manager in an Organisation**

Role of HR Manager – Top 18 Pivotal Role to Achieve Organizational Objectives

HR manager plays a pivotal role to achieve organizational objectives. It is human resource/work people who perform task and achieve company goals. So, human resource is a must in an organization. To get the right number and right kind of human resource at the right time of company need and to motivate, prepare and develop the human resource to perform task, the person in charge of such job, i.e., human resource manager is no less important in an organization than human resource at work.

HR manager is a guide, philosopher, friend, path-finder, path identifier, problem solver, competence maker of the human resource. Ulrich (1997) has developed a model of multiple roles for HR professionals who focus ranges from long-term strategic to short-term operational, and activities range from managing processes (HR tools and systems) to managing people. Whatever the role HR manager plays, it helps growth and development of the people at work and organization as well.

## **Role of HR manager is discussed in brief as under:**

### **1. Advisory Role:**

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company's vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers' to help the transformational process of dynamism.

### **2. Pro-Acting Role:**

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

### **3. Welfare Role:**

HR executive looks to the welfare aspect of the employee's viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

### **4. Developmental Role:**

Development of workers for attaining company goals is made by the HR manager through improvement of knowledge, skill, abilities, aptitude, attitude, value, beliefs etc. A dynamic organization needs dynamic employees and transformation of employee's mind-set to the process of dynamism is possible only when all the potential areas for growth and development are reinforced.

HR manager takes all possible measures for growth and development of employees through formulation of HR policies in the matter of training, career planning and development, counselling etc.

### **5. Mediator's Role:**

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

### **6. Social Upliftment Role:**

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

### **7. Counsellor's Role:**

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital matter,

family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

#### 8. Spokesperson Role:

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are non-unionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, demand to the top management for settlement/redressal.

#### 9. Motivator's Role:

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward schemes. HR manager's role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

#### 10. Procurer's Role:

HR manager helps to procure the right number and right kind of people at the right time, to enable the company to run smoothly, effectively and efficiently and to achieve its goals. He facilitates formulation of a dynamic recruitment policy, designs and develops Test/Interview techniques, selection process, suiting individuals and organization requirement in order to find out the right persons for the required jobs. He makes a systematic, problem free procurement exercise when workers express happiness, satisfaction and a state of contentment.

#### 11. Change Agent Role:

In changing scenario, workers are required to change their attitudes, belief, perceptible state, values to meet organization needs, requirement and expectation. In the age of stiff competition organization can survive and develop only if the workers are adaptive to change requirement. It is the HR executive who through establishment of sound human relation convinces the workers about the necessity of changing attitude, values to accept change role, as reinforced by introduction of OD programme, TQM concept, quality circle etc.

#### 12. Maintenance Role:

HR manager plays a pivotal role to retain the dynamic, excellent, highly skilled workers by providing attractive compensation package, introducing reward management, career planning and development, welfare, fringe benefits and social security schemes. Suitable policies are formulated, programmes are designed, necessary measures are taken to implement schemes for growth and development of employees, with and through the active efforts of the HR manager.

#### 13. Disputes Prevention Role:

HR manager takes remedial measures-curative and prophylactic to redress and prevent grievances, disputes in order to bring harmony and peace in an organization through introducing, grievance handling machinery, collective bargaining process, rational approaches to discipline management, quality of working life, participative concept and the like.

HR executive creates congenial and conducive climate in the company by eliminating differences between management and workers and developing understanding on the basis of mutuality.

#### 14. Executive Role:

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

#### 15. Decision Maker's Role:

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

#### 16. Coordinator's Role:

HR executive coordinates the task of developing, interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

#### 17. Strategist Role:

HR manager helps to accomplish business strategy of the organization through introducing and implementing HR strategies.

#### 18. Monitoring Role:

HR manager acts as regulator/monitor to ensure, that HR policies, procedures, programmes, so formulated are monitored effectively to meet the objectives.

### **Role of HR Manager – Roles and Responsibilities**

It is important for the HR manager to place his role on the same lines as that of the organization. Within this environment, the HR professional has to be a strategic partner, an employee advocate, and a change mentor to be able to survive the changing environment. Depending on the size of the organization, an HR manager has the responsibility of looking at all the functions that deal with the needs and activities essential for people management.

Some of roles and responsibilities are as follows:

1. Recruiting and hiring – It is a process of discovering sources of manpower and employing effective measures for attracting that manpower in adequate numbers to facilitate the selection of an efficient working force in an organization.
2. Training and development – These processes help in enhancing and enabling the capacities of people to build their strengths and confidence in order for them to deliver more effectively.
3. Competency development – Competency is a cluster of related knowledge, skills, and attitude that affect a major part of one's job. It can be improved by means of training and development.
4. Organization development – It is an organization-wide effort to increase its effectiveness and viability and move towards growth.

5. Communication – It is an activity that involves conveying meaningful information. At all times, the HR must convey all relevant information to the employees.
6. Performance management – It focuses on improving the performance of the organization, employees, and various other services.
7. Employee relations – This is a concept that works towards bettering the relations among the employees, as well as between the employee and the management.
8. Coaching, mentoring, and counselling – It is a practice of supporting an individual and helping him overcome all his issues in order to perform better.
9. Policy recommendation – Policy recommendations help to streamline management practices and reduce employee grievances. For example, a manager who is more than 35 years and, who possesses a minimum experience of 7 years, is entitled to receive the benefits stated in the company's administrative manual.
10. Wages, salary, and compensation benefits – These benefits are provided to the employees to keep them motivated towards their work and the organization.
11. Talent management and employee engagement – It is a management concept that works towards retaining the talent by engaging the person in a way which would further the organization's interest.
12. Leadership development – This activity refers to enhancing the quality and efficiency of a leader in an organization.
13. Team building – It focuses on bringing out the best in a team to ensure development of an organization, and the ability to work together closely to achieve goals.
14. Networking and partnering – It is also important to build relations with the external stakeholders, including the customers and suppliers for better business.

Role of HR Manager – 3 Main Roles: As Business Partner, Employee Advocate and Counsellor

### **The three main roles of HR managers:**

#### **Role # 1. As Business Partner:**

In today's times, HR managers in organizations function as strategic partners working closely with others to be able to contribute to the development and the accomplishment of the organization's business plan and objectives. The HR business objectives need to be aligned to the overall strategic business plan and objectives.

The tactical HR representative needs to be deeply knowledgeable about the design and redesign of work systems to make the organization a better and a more efficient place to work in. This strategic partnership impacts all the HR services including hiring, rewarding, recognizing, developing appraisal systems, and many more.

To be an effective business manager, the HR personnel should be business-minded, knowledgeable about finance and accounting, and accountable and responsible for cost reductions and the measurement of all other HR programs and processes.

**Role # 2. As Employee Advocate:**

As an employee advocate, the HR manager utilizes his knowledge and skills to promote people's interests for organizational successes. This advocacy includes expertise in creating a work environment in which people choose to be motivated and happy. It conforms to the maxim—live happily and work happily.

An HR professional fosters effective methods of goal setting, communication, empowerment through responsibility, and builds employee ownership of the organization. Apart from these functions, he also helps in establishing a suitable organizational culture and environment in which people have the competency, concern, and commitment to serve customers well.

**Role # 3. As Counsellor:**

Though every manager in an organization performs the role of a counsellor in relation to the employees, the role is generally limited to solving minor problems. Human resource manager and other HR personnel are uniquely placed to perform the role of counsellors organization-wide.

An HR manager can perform the role in employee counselling in two forms — working as counsellor and providing training for counselling to line managers for effective counselling.

As a counsellor, an HR manager, having behavioural science background, can perform all functions of counselling. Because of his in-depth knowledge, he can identify and diagnose the emotional problems of employees and suggest suitable solution with a provision of continuous feedback. He can organize his department in such a way that he has required number of employee counsellors in his department.

In fact, most of the large organizations emphasize the appointment of professional counsellors in HR department.

HR manager can also develop counsellors from among the line managers for providing counselling. The need for training supervisors in counselling is more relevant so that they may take care of the emotional vulnerability of workers. Training for counselling may include sensitivity training, empathy training, and other behavioural training.