



Human Resource Management: Incertitude in a Corporate Environment

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Abstract:

Human Resource Management is one of the most important functions being performed in an organizational set up throughout the world & has assumed greater significance in the wake of modern day legislation inspired by Human Resource theories & consideration of a human being as an embodiment of rights & not mere duties.

Introduction:

Human Resource Management is the art of bringing out the best from a human asset by employing the best available capital & recourse. The recourse lies at the heart of decision making. A succesful Human Resource Manager must take concerted spontanouous decisions. Being at the centre of problem solving, a human resource manager can ill afford to sit at the fence. This infers that a person entrusted with managing the human resource must never be a circumstantial boss. He must have ostensibly found his way up the ladder, purely on meritorious considerations & by no means be chanced into the scheme of things. Of all the tasks undertaken at an institutional level, human resource management must occupy the centrestage, more so in a corporate set up, wherein around its axis everything must revolve. This leads us to further argue that such an important function must be assigned to a leader as against a boss.

Leadership traits are a rare find & every effort ought to be made to find the right person, even at the cost of bypassing a more senior person in the process. As leadership is a rare trait & seniority is attained irrespective of any peculiar skill set or trait. Seniority must not be taken to be the general medicine promising all cure. In the contemporary times, we have seen young, dynamic leaders smacking the myth to its very root that a senior must be knowing more & doing more in the mistaken belief of having seen & been through more. However most often, in the hindsight of seniority criterion, this job gets casually or as a matter of practice & not purpose delegated to the most casual fellow in the organization. And in the process, the circumstantial boss gets superimposed over the most deserving men which slowly but surely decays the core & ethos of the organization.

The following parameters must be a *sine qua non* while considering assignment of leadership roles to choose able leaders capable of bringing about a revolution & transform the most demanding aspect of the management.

1. Academic Qualification:

Although I shall place thrust on academic qualification yet my argument must not be seen as advocating academic qualification in an isolation.

Immanuel Kant's proposition, "Experience without theory is blind, but theory without experience is mere intellectual play", is a beacon light which guides to shed a fair amount of light on this aspect of primal importance. So both must go hand in hand. Without overemphasizing academic qualifications, the search committee must in all cases look for a fairly educated man but that apart, the man must possess a fair degree of experience as well. A balanced mix without overemphasis on a standalone trait. But yes, in no case purely on the basis of experience for experience may have been circumstantial as stated hereinbefore & in absence of the right amount of knowledge, experience shall only promote mediocrity. The decision making comes from foresight & far sightedness which takes a complete personality to be calling the shots.

2. Initiative:

A leader ought to be driven by a ceaseless initiative & activism. An individual who has a record of sticking to the basics will never fit in this equation. The status quoist does more harm than any good. Such people are programmed to be robotic & a command learnt is the only prompt. Such people only prefer to remain in good books of the employer but in the process ruin many a pages of the art of employment. An ideal leader will be impatient for a reform & do away with the status quo & infuse a positive change. Decision implies initiative & initiative doesn't come from status quoists. Thus in addition to the much needed education & experience, the leader must also be blessed with an initiative.

3. Problem Solving Approach:

A man who can't appreciate a problem can't solve one. The corporate work culture generally trains partiality like horses with blinding side straps. To look up but to look no further. A manager in such a scenario forecloses any chances of a fair decision. The moment a problem reaches him, he smacks it the very next by an iron fist of authority, mostly reposing faith on a retrospectively dealt similar problem. In all cases, he seldom appreciates the fresh matter afresh. This only leads to the problem going full circles without being laid to rest by finding any definitive solution.

4. Passionate Viewpoint:

When assigned with a decision for an in-house problem, say a matter pertaining to one of the employee, the employer must not deal the same in a dispassionate manner. Compassion must be rule & punishment an exception. If the decision doesn't harm the organization in general, it must be disposed off in a manner advantageous to the employee. Wherever there is no conflict, a favorable decision must be the general rule. Where the decision involves a conflict with the management, an honest effort must be still made to actually weigh it to whatever extent possible in favor of the employee.

However, how many times does one find an HR Manager actually sympathizing with his subordinate in such a scenario. Very rarely for sure. Generally the inquisition is to discourage demands, restrict freedoms, constrict opinions & limit ideas. This may at the most be seen as business in its primitive form where every transaction was viewed in terms of short term profit or loss & every indecision was prompted by myopic thought process wherein human resource was considered a cog in the machine & all the human aspects were dispensed with. Passionate outpouring has a direct bearing on the psyche of employees. A passionate appraisal must keep the men boarded even if the eventual decision is not on perceived lines. Once an employee gets the feel that the management is dispassionate & doesn't appreciate a problem in a sense it should, he slowly starts feeling away from home. The feeling of belongingness is more important than any other accruing benefit the employee maybe drawing, to keep the large group bound together converging in tandem to attain the larger goal. It thus follows that apart from being fairly educated, moderately experienced, blessed with initiative, the leader must be passionate in his inhouse dealings.

5. Social Engineering:

A human resource manager cannot watch things in isolation. If the problem he is assigned to find a solution for involves a group as against an individual, it must be presumed to be a social problem. In that case, he must waste little time in appreciating the need of a more balanced disposition. In simple, he must be a social engineer, who doesn't consider authority as unbridled power to issue arbitrary directions but be humane in his approach.

A quote from my work, 'The Notebook-fearless feelings', will be appropriate to reproduce in this context.

"I don't wish to be clad with an authority, if it takes humanness out of me".

From the discussion it follows that the leader to be a leader in the real sense & not a mere boss, must be a ceaselessly initiative driven person, possessing a right blend of education & experience besides appear humane & passionate whilst discharging his duties as a decision maker, with a problem solving approach within the organization & not a mute spectator bypassing the required action like a post office which merely receives & transmits messages & does no further.

Conclusions:

The incorporation of these ingredients as the eligibility criteria will entail a significant transformation & lead to the following benefits;

1. The acceptance of such a leader will be more as compared to the circumstantial boss.
2. The employees will get the feel of belongingness
3. It will considerably reduce arbitrary decision making.
4. The employees will be driven to work more, thereby benefitting the organization in the long run.
5. Mediocrity will be done away with & merit will prevail
6. There will be more case disposals in lesser time avoiding further appeals or the problems revolving in circles
7. It will save costs, time & resources.
8. It will reduce the burden of litigations & in the process minimize significant costs.
9. It will encourage deserving people to take up leadership roles by inculcating in them the required traits.
10. It will improve the overall work culture & turn the organization into an enabling environment.