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Review of Human Resource Management: Key Concepts and Skills by Phil B. Beaumont

Lect. Najihah Mohammed Taher

Al-Furat Al-Awsat University, Najaf Technical Institute, Iraq

Abstract: Human Resource Management, HRM, is a comparatively new term. It refers to a basic philosophy, a way of doing things, which values people as assets, that is, human resources. Traditionally, all management may be a businessman, a government administrator, or a university dean, and is carried on with a view to making profits or achieving the given goals or fulfilling certain prescribed functions. They pursue the above goals or activities by seeing different factors as resources like raw materials, financial resources, and technologies. On the other hand, HRM is an approach in which sufficient attention is paid to the most valuable assets of the organizations, that is, the workforce. We know that all factors in production management are subject to fast changes, but human factors are sometimes unpredictable and subject to rapid changes.

Keywords: Human Resource Management, raw materials, financial resources, and technologies.

Introduction: In the past, many have often referred to HRM as personnel, personnel management, industrial relations management, or personal administration. Now, most people think of HRM as the domain of employment and policy making in the larger overt and covert workings of an organization. In general, HRM refers to an emphasis on employees as a means to enhance organizational production and delivery. These broader definitions focus on the particular practices of HRM, considering such issues as the labor market and the state, the personal profiling of individuals as workers for jobs, the development and monitoring of competencies, the role of leadership, the benefits of partnership models of working, and performance. There has always been a strong interest in issues of performance management within HRM and in making work pay.

Human Resource Management, more commonly abbreviated to H.R.M, refers to a particular approach to employment management which seeks to achieve competitive advantage by means of the strategic placement and management of a highly competent and motivated workforce. H.R.M can be defined as an organizational unit which focuses on the procedures and policies that seek to maximize the best interests of a company through the management and exploitation of workforce potential to the greatest extent. H.R.M is concerned with effectively establishing and managing the four main areas of concern. These areas are: Workforce Planning, Workforce Development, Reasonable Treatment of Employees, and Managing for Effective Work.

The main elements of Workforce Planning are concerned with the systematic planning, enhancement, and development of the workforce which will enable an organization to achieve its goals and objectives. The management of a workforce involves both strategic and operational management and providing the necessary resources to ensure an organization can achieve such goals. The enhancement of a workforce will take into account the applications and implications of the latest information technology and the global economy on the way in which people are managed. Workforce Development within H.R.M is concerned with maximizing workforce productivity and efficiency by the design, implementation, and operation of systems of workforce development in organizations. Furthermore, employees must be considered as a whole. They must be equally concerned with attracting, motivating, and retaining employees. If a company selects the wrong employees and becomes stuck in high staff turnover, then money, time, and a company's reputation will be wasted. Finally, H.R.M must also be aware of its major stakeholders such as employees, management, and governmental agencies. It is also important for H.R.M processes to be conducted within a legal framework and to be based upon the ethical principles of the organization.

The nature and thought on human resource management (HRM) have significantly changed and grown throughout the years. Before the scientific revolution in the late 19th century, HRM was considered as HRM and controlled by processes through management requiring employees to punch in and out with time clocking and equipment control of the elements. The management was considered to operate this key personnel department as welfare program functions. There was no serious effort to enhance the HRM system either as a controlling cost center or in any way through organizational

imperatives. In the 21st century, there is a radical policy of joint effort in the HRM system that focuses on the efficient labor and employee organizational objectives. Today's HRM professionals understand that the approach towards employees is effectively starting. The guiding principle for these professionals is that people are an advantage, not a variable cost to be considered in bottom-line considerations. A lot of material that has been widely accepted in this sphere favors this evolving attitude and has developed the basic premise that advanced HR practices can operate separately and contribute to attaining the organization's competitive successes.

Several significant changes in this practice system, scientific management practices and thoughts, human relations manners and practices, and in the last few decades, HRM has been regarded as an essential part of business functions. People are the most significant resources, and the amalgamation of the HR approach into strategic management is now widely recognized and evolved. The basis of these issues is that customers require an integrated proposal for allocation and staff commitment into business strategy, as well as extending the individual firm's role in molding and promoting. Globalization, new technologies, new values and ambitions, and changing economic conditions are generating new and difficult challenges for HR managers. The most significant position needs to be crowned with pleased professionals stimulating major HRM initiatives, determining that innovation is the key to business survival, competitiveness, and future success

Human Resource Management (HRM) as a concept is quite wide-ranging and encompasses a variety of niches. Before proceeding into the main idea around which this book is based, it is pertinent to discuss a few underlying primary concepts. They have a two-fold value; seemingly and superficially they sound very ordinary and straightforward, but it is not until one thinks intuitively, analytically, and critically about them that the complete value can be ascertained. Furthermore, the understanding of these basic concepts becomes a deciding element regarding the effectiveness of HRM practices for the overall performance of the organization. Proper and in-depth knowledge of them can help managers in launching, organizing, and executing a range of HR functions for the attraction, retention, involvement, training, and development of talented employees.

At first, 'job' seems an ordinary-sounding term, but seconds after it is uttered, it assumes a great deal of importance within the domain of HRM. 'Job' is a statement that does not only explain the needs or work to be done but also gives insight into all contextual

needs and characteristics compulsory for successful work, the primary building block of the overall functions of HRM. A successful application of the concept of job management or improvement, based on an in-depth understanding of the right approach, can make the organization successful by all means, i.e., lead the path for customer or client satisfaction as well as provide organizations with the likeliest chance to achieve the status of an 'employer of choice.' As the process of selection ensures an organization can shortlist the likeliest best candidates due to the closer variables available between the person and the profession, a comprehensive method to job study through quality tools and techniques can enable management to combat or handle a variety of issues, whether they are existing presently or can arise in the future.

Recruitment and selection are two critical tasks that play a pivotal role in an employee's journey inside an organization. Recruitment is the process of attracting a pool of candidates to fill a vacancy in an organization. These processes are not only about finding people to fill job vacancies; knowledge about the job is a fundamental concept, where effective outcomes reflect deep familiarity with the nature of the job and understanding of the skills, abilities, and qualities demanded by the individual who successfully fills it. Being clear about what you want in order to establish the skills, qualities, or background required so that the most able candidate can be attracted to the post. Recruitment and selection require human resource managers to create an attractive package that captures the attention of targeted candidates. The package entails employing effective strategies to ensure that the post is advertised where potential job seekers are likely to see it. The recruitment process needs to be increasingly structured, not only to attract individuals to apply but also to provide evidence that is indicative of their ability to perform effectively in the role; that is, human resource managers need to conduct targeted recruitment in line with the overall aims and objectives of the organization. Biases and diversity in recruitment present implications for human resource management. Recruitment and selection of the right people for the job are important as employees actually make the organization. There are various technologies that need to be applied in the recruitment and selection system to manage such processes as applicants through automatic tracking systems. These are online recruitment software that finds and sorts the applications to manage the recruitment process for easy searching and reduces search time. Selection is the next step after the recruitment process, which is the process of determining the suitability of

prospective workers for employment that matches the skills, knowledge, abilities, and attitudes needed, as well as the ability to work in the organization's work environment. Many human resource practitioners suffer from a high volume of applications and have not interviewed many applicants, rejecting those who did not have enough qualifications. Much of the information on actual turnover rates indicates that many who have been chosen are unable to adapt and therefore leave soon after choosing. By understanding these processes, human resource managers can develop skills and knowledge to help them make better decisions. Initially, job-related skills, knowledge, and experiences will be a time-saving factor. Conversely, from the staff perspective, it will be a costly factor and a problem for the company if they enter this "wrong" job. Employees are rapidly leaving their difficult experiences for another company. In the long run, performance quality problems related to this will be managed well.

In today's job market, where the only constant is change, training and development take on a newly vital role in HRM. The more knowledge-intensive and demanding jobs become, the more workers must be aware of and capable of developing, not only from their training but from finding ways to enhance their contacts with others. Employees must be able to learn, unlearn, and relearn at a faster rate than ever; in this way, the individual and organizational levels best correspond with each other. There are many ways of delivering training and development initiatives, including on-the-job training, self-paced training, and workshops. A new development within this area is e-learning, whereby staff can take part in training and development from anywhere via the internet.

The extent to which a company's training dollars are well spent and contribute to organizational functioning is a concern for both line and HR managers. The 'true yardstick', however, is its effect on the organization and the performance of workers. There is a strong and growing body of research to support the contention that investments in training courses and initiatives can create significant improvements in employee performance and hence organizational results; training will increase employee satisfaction; trainees will have less designed lateness and stress than employees who are left untrained; trained staff are more adept at solving problems and dealing with production systems. To have any chance of success in tomorrow's complex and continually evolving world, managers are going to have to adopt a new set of attitudes and beliefs. They will need to accept that much of the smorgasbord of HRM activities must be sensible and appropriate. And they must see all this as an investment strategy that is

aimed at enhancing the organization's skills base and making its human capital more valuable and more flexible overall.

Conceptual knowledge forms the backbone of the HR function. However, being able to properly utilize this knowledge in the form of skill is pivotal to successful HRM. There are technical core competencies that an HR professional needs to develop in order to navigate their way through a complex organizational landscape. These need to be developed to take the HRM function forward into the next stages of development. The first group of competencies is around strategic HR. This is akin to strategic management and requires futures thinking and planning. This is also about being adaptive in one's thinking and questioning taken-for-granted practices.

At the heart of the HR professional's skill set is problem-solving. This is not just dealing with problems but looking at root causes of issues so that they do not reoccur. In a similar vein, but more about the performative aspect of management, is acting ethically. HR professionals often have access to an inordinate amount of personal data. Managers and employees suggest that 'with great power comes great responsibility'. The second group of skills that HR professionals need to possess are core to their ability to 'manage people'. HR professionals need to 'cultivate the capacity to relate well to others'. Young managers find building relationships and working in teams and networks difficult to manage. Organizations are reliant on collaboration and need to harness a wide variety of skills. This can be difficult when employees feel isolated and are not collaborative. Young also suggests that young managers need to be adaptable when working in different regions or cultures. These are the 'people skills' that will allow HR to assist in driving business advantage. There is a growing body of evidence that suggests that employees need to exhibit emotional intelligence. A group of individuals with developed emotional intelligence can contribute positively to staff engagement. Staff engagement can increase overall productivity and staff loyalty. Nurturing emotional intelligence will assist the HR professional and a business manager in the alignment of individual and organizational goals. Being more attuned to individuals' needs and concerns can help make the workplace more supportive and less stressful. To develop the above skills, HR professionals need to engage in a systematic and continuous skill development program focused on these key managerial and leadership skills.

The art of communicating helps in forwarding HR activities both in the right direction and in preventing misunderstanding or misinterpretation. This may

further help to bridge the gap between superiors and subordinates and inspire them to understand and know each other. Communication may be of various types. Communication in HR may be verbal, written, and non-verbal. Verbal communication can be face-to-face conversation and through the use of telephone, which in HR falls under the personal segment. Non-verbal communication includes body language, facial expressions, etc. In addition to this, written communication includes letters, circulars, memorandums, notices, and reports. It is an admitted fact that body language always reflects what a person thinks and what his feelings are; thus, knowing this will be helpful for HR. Communication is one of the greatest communicators of an enterprise. However, many barriers prevent interactions, which include cultural barriers and the use of machinery and technology affecting non-personal conduct.

There are different techniques to improve communication skills, including active listening, asking questions, enabling better feedback, being a role model, being friendly, being approachable, bringing issues out into the open, and encouraging the sharing of relevant information with a commitment to keeping confidences gained. Assumptions have to be made explicit as all people need to have a clear understanding of the situation beforehand. HR professionals serve as clear communicators as they have to spend most of their time in processes like performance appraisals, training, and orientation. HR policies, procedures, and strategies can be correctly understood through better communication. In the HR role, written communication includes conveying policies, objectives, and feedback. Effective communication and lateral specialization will increase flexibility, adaptability, and encourage employees to look beyond their parochial issues, which will, in turn, have a positive effect on their behavior and indirectly influence organizational effectiveness. In HR, communication has to be very strong, particularly between employees and employers. Reducing communication barriers such as 'us' versus 'them,' where workers distrust management, as well as minimizing resistance to change, building trust, and resolving conflicts, are covered by the HR communication strategy, which influences the steps for increasing the productivity of an organization.

Conflict resolution skills are undoubtedly one of the essential skills HR managers need. It is inevitable that in any organization there will always be conflict between employees and between employees and their supervisors. It is the duty of HR to try to find a resolution to such conflicts as soon as they rear their heads. To achieve this, HR professionals should understand different ways of resolving conflicts in the workplace.

Some of these tools include negotiation, mediation, and arbitration. HR professionals should understand when to employ which mechanism to resolve conflicts in the workplace. It is also important for HR professionals to appreciate that conflicts exist because the workplace is made up of people with different backgrounds, orientations, and cultures. The HR professional should study and understand the causes of conflict, particularly in relation to interactions between people. By understanding the causes of conflicts, HR professionals can address issues in ways that benefit all people involved in the issue at hand. There are also some organizations that do not have effective communication structures. This is unhealthy for creating a climate of trust among staff. Open door policies can help a staff member reach as far as the CEO. Such cultures promote rapport all around for employees and management. It goes a long way to unite team members who would rarely communicate. The absence of conflict reduces tension as staff members are not encumbered by negativity. Employees will have the space and energy to get on with work in a serene atmosphere. Employee morale and motivation are then kept at satisfactory levels. Accidents do not increase, and employees feel engaged as a result of the focus.

CASE STUDIES AND PRACTICAL APPLICATIONS

Experiential exercises, case studies, and examples in this field provide an enormous opportunity for any student of people management to glimpse into real-world practices. Through these resources, students confront the kinds of issues and problems commonly experienced by HR specialists and managers in everyday work situations. Here they can speculate about the linkages between theories and explanatory models and what they observe in the cases. They come to learn what works, as well as what does not. Moreover, further issues arise in thoughtful consideration of case material, such as: (i) What are the values, interests, and perspectives of the various stakeholders in these cases? How do these perspectives compete or align with one another? (ii) How do HR decisions play out? (iii) What kinds of results are achieved - positive and negative? (iv) To what extent are these results quantifiable?

In some of the cases, employees from all levels of organizations reported feeling very good at their jobs and connected to their organization or supervisors, or to absolutely no one and nothing at all in the organization. And in between these two stories were those employees who were simply neutral. This book presents examples that function like idea maps. They attempt - in no way completely successfully - to track all of the unintended ripple effects of decisions that are

partly well thought through and analyzed and partly simply perpetrated as elements of the organizational culture and customs. For example, why HR-affiliated departments everywhere recently found themselves bemused and simultaneously distressed? Some organizations produce significant improvements in key operational measures of effectiveness by instituting inventive new workplace practices, new policies, and enhancement of job conditions or some combination of these. In the cases that follow, we present a cross-section of such HR innovations in their natural habitats - at work in the field.

CONCLUSION

HRM now plays a critical role in shaping how organizations perform, as well as in enabling organizations to adapt to environmental shifts. The individual chapters in this book each make a contribution to our understanding of HRM and of why HRM is often difficult to implement. The book presents HRM as a positive, people-centered approach that contributes to the successful performance of contemporary businesses. Practice examples are used to bring theory alive to students. Each chapter contains learning objectives to support the student, as well as sources for further study for the reader to engage with to develop their understanding.

REFERENCE

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