

Role of HR Manager in Banking System: An Overview



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Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges facing banks. How you manage the people and how you manage the risks determines your success in the banking business. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a 'People Business'. Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. Banks must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness. In coming times, the very survival of the banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Banks must articulate and emphasise the core values to attract and retain certain customer segments. Values such as 'sound', 'reliable', 'innovative', 'international', 'close', 'socially responsible', 'Indian', etc. need to be emphasised through concrete actions on the ground and it would be the bank's human resource that would deliver this.

Introduction

HR supervisors need to play out a few jobs to release their obligations. For example, they need to go about as scouts, position trained professionals, preparing and advancement subject matter experts, worker government assistance specialists, representative advantages' trained professionals, pay and occupation investigation subject matter experts, work relations specialists and HR data framework trained professionals, aside from being great guides. For example, Armstrong 13 calls attention to that HR professional need to assume the parts of colleagues, specialists, interventionists, trailblazers, inside advisors, screens and volunteers (proactive job). The fruitful presentation of the different HR errands would require a multi-disciplinary information for the HR chiefs. It might really work out for them to have a functioning information in the fields of business organization, regulation, conduct sciences, modern brain research, social science, political theory, financial matters, measurements, designing, money and PCs. Aside from these, they would require the accompanying individual and occupation related characteristics and abilities to become successful entertainers.

Information: Information assists one addition with regarding. The HR supervisor should be a specialist in his own field to acquire the certainty and regard of his subordinates. He should have an extensive information on ideas, standards and speculations connecting with HRM and other related fields. Yet, simple ownership of this information is lacking; the HR chief high priority pragmatic openness to these ideas and standards, in actuality, circumstances.

Intelligence: Knowledge implies the psychological capacity to appropriately comprehend the idea of the issue existing in a circumstance or occasion which might require an answer. The HR director ought to have the option to comprehend what is happening rapidly and to act conclusively before it becomes unmanageable. He ought to likewise have the option to appropriately inspect what is happening to recognize the genuine issues from the ones that are simply made to seem significant.

Communication Skills: The job of any supervisor is to finish work through others. A HR supervisor is no special case for this. He should have great relational abilities to share his thoughts really with the representatives and to convince them to effectively pursue the authoritative objectives. Subsequently, it is fundamental for the HR chief to have great relational abilities to accomplish better collaboration and solidarity. It is likewise attractive for him to have a practical information on the dialects of the representatives to speak with them successfully.

Objectivity and Fairness: The HR calling is remarkable. The HR chief needs to serve the interest of both then administration and the representatives. Subsequently, he ought to notice severe fair-mindedness and genuineness in the entirety of his exchanges. He is expected to act just based on important realities and data. Besides, he has an ethical obligation to safeguard the freedoms and honors of the somewhat feeble labor force.

Authority and Inspirational Characteristics: To lead is to impact. The HR supervisor ought to have the capacity to impact the workers towards the accomplishment of objectives and targets. He

ought to likewise be a decent inspiration He should have the important abilities to continually rouse the workers to take a stab at better execution.

Emotional Maturity: Anticipating the reactions of individuals is frequently troublesome. They for the most part act distinctively in various circumstances. Thus, it is fundamental for the HR administrator to have close to home development and resistance in managing the representatives. He should show parental consideration in taking care of their requirements. He shouldn't have any evil sentiments towards any representative based on his past way of behaving. He ought to constantly be objective and not close to home in his methodology.

Empathy Compassion relates to checking out at occasions or circumstances according to the others' perspective. The HR director ought to figure out how to see the issues influencing the workers according to their point of view as well. He shouldn't just depend on his conventional expert in managing the representatives' complaints however utilize his casual relationship also in settling them. He ought to respect others' perspectives, opinions, privileges, convictions and values. Notwithstanding these characteristics, the HR supervisor ought to have a decent person, character, actual strength, and endurance for really releasing his obligations. Having seen the striking characteristics of the HR directors, we will currently talk about the distinctions in their obligations and obligations as line specialists and staff consultants.

Staff Authority of HRM:

Staffing, which is one of the managerial functions, is generally performed by all managers. This is because the managers are normally involved in the process of acquiring, training and assessing the employees of their own department. In fact, line managers handle all aspects of HR activities in small organizations, while in large organizations, the top management normally establishes an exclusive HR department to develop and manage HR programmes and policies. The line managers in these firms seek the advice of the HR department in handling labour related matters. Gary Dessler classified the line managers' responsibilities for effective HRM under the following general headings: 14

- Placing the right person on the right job

- Starting new employees on the organization (orientation)
- Training the employees for jobs that are new to them
- Improving the job performance of each person
- Gaining creative cooperation and developing smooth working relationships
- Interpreting the policies and procedures of the company
- Controlling labour costs
- Developing the abilities of each person
- Creating and maintaining the department morale
- Protecting the employees' health and physical condition

When an organization has separate functional HR departments, the HR managers have to perform the task of line managers for their own department and act as staff advisors for line managers of other departments. We shall first see the meaning of the important terms concerned with line versus staff authority before discussing the role of HR managers in these capacities.

Authority The term refers to the right to influence the activities of the subordinates or take decisions concerning them and to issue instructions or orders pertaining to their work.

Line Manager Line managers are those who are empowered to direct the work of the people assigned to them. Further, line managers are directly responsible for accomplishing the departmental goals and corporate objectives. Examples of line managers are production manager, purchase manager and sales manager.

Staff Advisor Staff advisors are those who play an important role in advising and assisting the line managers in accomplishing the basic goals. Theoretically, the suggestions given by the staff advisor to the line managers may or may not be accepted by the latter. Figure 1.3 shows the line and staff responsibilities of the HR managers.

The Role of the HR Manager as a Line Authority:

The HR managers apply their line authority within the HR departments. In other words, the HR managers direct the activities of the people in their own department towards the accomplishment of specified goals. These managers cannot exert line authority outside their department.

The Role of the HR Manager as a Staff Advisor:

In their capacity as staff advisors, the HR managers counsel the line managers on matters concerning labour issues in their respective departments. They assist line authorities in hiring, training, appraising, awarding, counselling and terminating the employees. Whenever industrial relations are affected by disputes, grievances and indiscipline, HR managers are called in to play an important role in handling those grievances and in harmonizing the labour relations. HR managers assist in HR-strategy design and execution by helping the top management take a closer look at the personnel aspects of the organizational activities. The HR department is also responsible for various incentive schemes and benefit programmes. Further, the HR managers educate the line managers about the right ways to treat the employees, including listening to their problems and understanding them, settling their grievances, and making them feel important in the organization.

The Future Role of HRM:

HRM has been expanding in its area of activities ever since the days when management began to include welfare and personnel departments in the organizational structure. Today, the responsibilities of the HR department have grown to be broader and increasingly pragmatic. Moreover, the advent of economic reforms in the form of globalization, liberalization and privatization in our country has changed the very profile of organizations. Today, HR managers have to think beyond traditional activities like personnel planning, welfare measures, and industrial relations. The HR managers of tomorrow need to be familiar with the operational aspects of the organizations such as strategic planning, competitive pressures, return on investment, and cost of production, to name a few, besides their own field. In brief, they must be prepared to function from the higher levels of the management in close coordination with the top management in designing and implementing the HR plans and strategies. We shall now discuss the future role and challenges of HR managers.

Change in the Nature of Work in Present Scenario:

Technological developments are changing the very nature of work. Due to technological advancements, even traditional jobs have become technologically challenging. These changes

require the employment of more educated and more skilled workers in these jobs. Further, the service sector, which is fast emerging as the major provider of employment in our country, requires the use of knowledge workers. For HR managers, these developments indicate an increasing importance of human capital and knowledge workers. These new breeds of better-informed employees will expect unconventional and world-class HR practices and systems. HR managers must have plans and strategies to meet the changing expectations of these new-generation employees. They should also be prepared to handle the emerging work culture, which keeps employees more focused on their individual career prospects. Similarly, due to rapid social transformation, an enhanced access to education and increased labour mobility, the workforce profile of the country has changed dramatically and organizations now represent several heterogeneous groups. For instance, the proportion of women, religious minorities, physically challenged and socially backward people in the workforce has increased dramatically. This is a direct challenge for the HR managers as they now have to deal with culturally and racially diverse work groups. Many firms are now compelled to initiate new gender-specific and target-based HR policies to serve the interests of different sections of the employees.

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