

Integrating human resource management and industrial relations: An overview

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ABSTRACT

Technology has made a huge transformation in our lives over the years. It has changed the trade and business, strategy, supply chain, business management and transformed the economy into a global business. The revolution of the internet and technology has made a huge impact on the nature of business and its stakeholders. Although the world has seen the magic of digitalization, the relation between capitalism and labor remains the same. This magic wand has created multiple jobs and sectors. While we have witnessed different types of labor, the role of labor, and the newly found way of bargaining, some old relations have not changed yet. At present, the inconsistency among work and capital has become increasingly visible. It profoundly affects the activity and improvement of ventures and simultaneously, it heightens the expected logical inconsistencies in the general public by giving more consideration to the work relationship. However, in the scholastic examination on the connection between human resource management and industrial relations, there is not enough focus on the constraints in the way of merging the two. Therefore, this paper for the most part examines and talks about the combination of human assets the board, and work relations, as well as equitably clarifies the basic focuses and contrasts between the two speculations, just as how to consider the incorporation of human assets the board hypothesis and work relations. It has an extensive effect on reducing work and capital clashes and social clashes, as well as to give a significant reference to the subsequent hypothetical exploration and commonsense work.

Key words : human resource management labor relations integration discussion similarities and differences

I. INTRODUCTION

Although we refer to labor relations and human resource management as two completely independent subjects, they have a tight-knit bond and can't be separated; they are firmly related and indistinguishable. They are predominantly liable for the distribution, preparation, appraisal, and arrangement of HR in the endeavor. Most definitely, they, for the most part, allude to the relations among undertakings and inner workings during the time spent making esteem. With the advancement and improvement of society, the logical inconsistencies between modern relations in endeavors become increasingly unmistakable, which has genuinely imperiled the steady improvement of ventures. The inner human asset, the executives, and work relations have a cozy relationship, yet they keep up a serious relationship, which by all accounts is one of the most significant issues influencing the economic and stable improvement of ventures. At present, our nation has not yet discovered a sensible method to completely facilitate the connection between the two, except for big business improvement logical inconsistencies. So, it is important to fortify the investigation of the connection between the two.

1.1 Overview of human resource management theory

HRM or human resource management is the function performed in organizations that facilitates the most effective use of people to achieve organizational and individual goals (John Ivancevich and Glueck, 1989). Human resource focuses on achieving two major outcomes: more effective job performance and less production cost with a blend of highly motivated staff. Human resources management has been defined

as “the science and the practice that deals with the nature of the employment relationship and all of the decisions, actions and issues that relate to that

relationship” (Ferris, Rosen and Barnum, 1995, see figure 1).

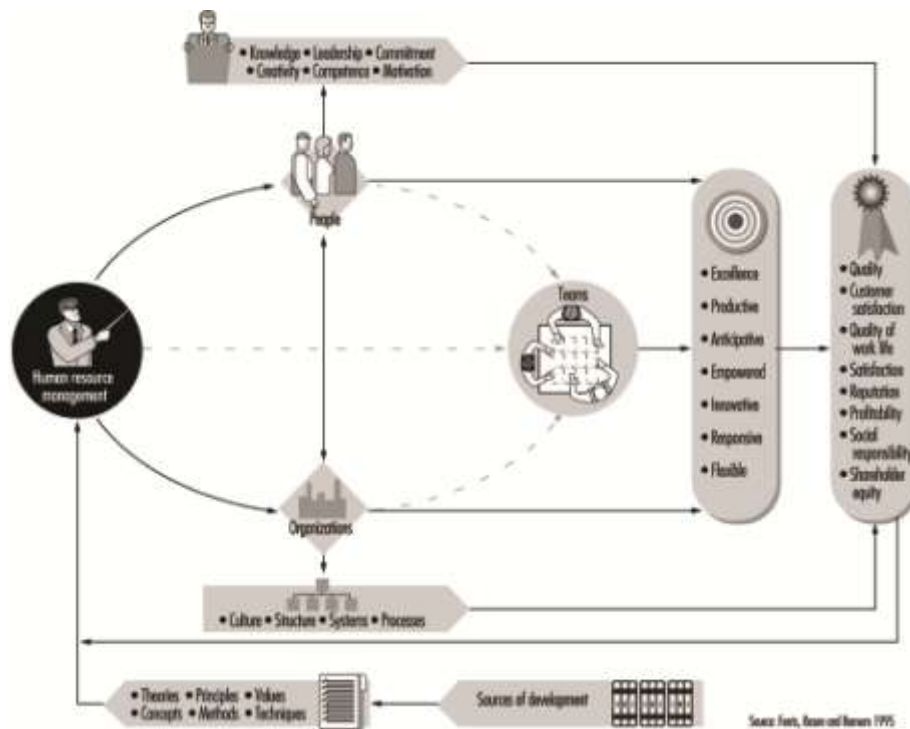


Figure 1: The role of human resources management in adding value to people and to organizations

The arena of Human resource management originated from a combination of scientific management theories, welfare work and industrial psychology around the time of the First World War. It was developed as an alternative to the traditional assembly-line type of production known as “Fordism”, a system of mass production of consumer goods, using assembly-line techniques. The Fordist use of single purpose machinery meant that skilled workers were not a necessity and so reduced the complexity of production flexible (Kumar, 1995).

Since then, it has changed and evolved considerably. Nowadays, as an administration model, the primary substance of human resource management includes the turn of events, remuneration, arranging, and obtaining of inner representatives. Human resources management may link individual or collective pay to performance. One of the three objectives of occupational health has been identified by the Joint ILO/WHO Committee on Occupational Health as “development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance productivity of the undertakings...” (ILO 1995b), which is known as

developing a “safety culture.” Some human resource management theories heavily focus on occupational safety and health. As described by Reber, Wallin and Duhon (1993), this approach has had considerable success in reducing lost time on account of accidents. It specifies safe and unsafe behaviours by teaching, motivating and rewarding employees for following safety rules.

A definitive intention is to help ventures sensibly distribute HR, help endeavors to accomplish business the board targets, and make more prominent commitments to the drawn-out improvement of undertakings. Its particular execution is in human asset arranging, enlistment, screening, preparing, and appraisal. To the extent the hypothesis of human asset the executives is concerned, it very well may be separated into superior work framework and high control work framework as indicated by the genuine needs of the undertaking. The elite control work framework is a top-down division of work mode, with evident qualities of the division of obligations at all levels, focusing on the severity and effectiveness of the board at all levels, and carefully following the significant administration frameworks and guidelines in the real work fan, to amplify the proficiency of

work, decrease the expense of human asset the board, for the advancement of undertakings to look for more prominent monetary advantages. The superior work framework focuses on the acculturation and enhancement of representatives' work, advocates the conveyance of rights, helps workers effectively partake in work trades, and has a progressively adaptable and open authoritative culture. Organizations that focus on their employees believe that employee attitudes and behaviors play a key role in satisfying their customers and subsequently play a key role when one is looking to improve the performance of an organization (Cheah et al., 2019; Jha et al., 2017). Be that as it may, as indicated by the flow scholastic examination status, there is no bound together meaning of superior work framework. The general scholastic view is that the elite work framework incorporates an adaptable setting of work, data sharing, critical thinking gathering, and numerous other human assets the board rehearses. With the extending of the examination on elite work framework, the application impact in the real work is increasingly noticeable and perceived as the most commonsense work framework. Contrasted and the high control work framework, it can all the more likely adjust to the necessities of the general public and the requirements of the adaptable administration of the general public. Simultaneously, in countless practices, it isn't hard to see that the elite work framework can completely assemble the excitement of representatives, improve work productivity, and viably lessen the turnover pace of representatives, which has an expansive effect on work fulfillment pointers.

1.2 Overview on labor relations

We should start this section by answering a few basic questions. What do we really know about labor relations? How is it connected with the industry? Labor relations are the well-known term used to characterize the procedure among businesses and representatives, the executives, and associations to settle on choices in associations. Its various orientations and activities are predicated on collectivist and pluralist assumptions, and

these assumptions accept the possibility of inherent conflict in workplace relations (Gospel and Palmer, 1993). The choices taken allude to compensation, working conditions, long stretches of work, and wellbeing at work, security, and complaints. Work relations for the most part include the guidelines of the executives' working relations, which chiefly incorporate work norms, work debates, work contracts, work government assistance, word-related wellbeing, and numerous different substances. Depending upon their existing traditions and

institutions, the parties involved in a labour relations system may react quite differently to the same pressures, just as management may choose a cost-based or a value-added strategy for confronting increased competition (Locke, Kochan and Piore, 1995). The administration goals are accomplished by modifying the genuine substance, lastly executed by the worker's organization or state organs. Most definitely, they primarily incorporate the quality and structure of mechanical relations, among which modern relations structure basically alludes to the principles in the working environment and the associations actualizing the guidelines, for example, the interior standards and guidelines of endeavors and worker's organizations. The nature of work relations alludes to the level of collaboration and struggle among work and capital. Regardless, whether an endeavor can make a decent working environment and agreeable relationship or not is a significant factor to guarantee the profound improvement of work relations. As a rule, the nature of modern relations will legitimately influence the endurance and advancement of endeavors and have a broad effect on the drawn-out monetary interests of ventures.

II. INTEGRATION OF HUMAN RESOURCE MANAGEMENT AND LABOR RELATIONS

2.1 What are the similarities and differences between human resource management and labor relations

Well, if we look closely, we can find out a deep relation between human resource management and labor relations. To the extent the pith of the two speculations is concerned, although they are firmly related during the time spent venture activity and improvement, the contrasts between them are additionally noticeable. The contentions emerging from the foundation of human asset the executive's hypothesis are not the equivalent in all work environments. On the off chance that the administration strategy is sensible, there will be no contentions normally, so there is no compelling reason to set up struggle rules and requirement organizations; work capital relationship hypothesis on the suspicion that there is noteworthy rivalry and strife between work environments, it is important to set up comparing rules and implementation offices. Even though there are critical contrasts in suppositions between the two, a few perspectives are not totally conflicting, there are sure basic focuses, for example, both focus on the business relationship, underscore the center situation of individuals, and view the connection between the two from alternate points of view. In this way, this paper dissects the likenesses and contrasts between human asset the executive's

hypothesis and work relations hypothesis.

(1) Similarities:

The main thing that we recognize is that it is the focal point of human asset the board hypothesis and work relationship hypothesis is business relationship and working environment. The accentuation on businesses and government arrangements is high. The administration idea of "individuals situated" is pushed in the undertaking, and sensible arrangements are looked for the issues of representatives. Moreover, the two speculations spread a wide scope of angles, including numerous different subjects

(2) Difference:

The hypothetical theory of human asset the board is independence, and the hypothetical speculation of work relations is cooperation. The hypothesis of human asset the board gives more consideration to fathoming the logical inconsistencies between works, basically from the viewpoint of businesses, while the hypothesis of work relations looks for arrangements from the point of view of laborers. A definitive objective of human asset the executive's hypothesis is to improve hierarchical proficiency, with the interests of workers as the auxiliary objective the essential objective of the hypothesis of work relations is to guarantee the interests of representatives, and the optional objective is to improve authoritative productivity. As van Waarden notes (1995), "employers' associations generally have high density ratios ... However, employers find it a much greater sacrifice to comply with the decisions and regulations of their associations, as these reduce their much-cherished freedom of enterprise."

2.2 Integration of human resource management and labor relations

(1) Integrate based on the change driven process. According to the driving force of change, enterprise change can be divided into different management models.

(1) Management driven:

In the use of the model, the worker's organization is barred, and the interior administration of the undertaking is the chief of the change; furthermore, the worker's guild oversight type. In the management dimension, the desire to introduce change is determined by management and its feasibility is considered in relation to the expected responses of employees. Having determined what is feasible it then develops a plan to affect the change. In the employee dimension it settles on a broad strategy

(i.e., either to force or foster change), and establishes processes and structures of consultation and persuasion as a means of overcoming employee resistance to the proposed change (Abbot. K, 2007). This sort of model despite everything views the venture the executives as the chief of progress, yet additionally focuses on the interests of representatives; third, the association type. During the time spent change, the administration of the undertaking organizes and speaks with the worker's organization, mostly because the rich experience of the worker's guild assists with advancing the venture change.

(2) Integrate through high performance work system:

High performance work system has been defined by Bohlander et al (2004) as "a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment and flexibility". Through long haul work understanding, most researchers find that the intercession of worker's organization doesn't assume the job of improving endeavor execution in creative mind, despite what might be expected, partly, it heightens the logical inconsistency among work and capital, causes steady inside grating in undertakings, truly lessens the brand picture of ventures, and isn't helpful for the steady improvement of endeavors. With the utilization of the current superior work framework in the venture the executives and advancement, it can viably reduce the logical inconsistency among work and capital, and improve the union and execution of the undertaking. Thusly, taking into account this sort of issue, the pertinent researchers started to contemplate the superior work framework, to have the option to supplant the customary trade guild and make a more agreeable and great work relations.

For instance, an undertaking in Nanjing is predominantly occupied with the assembling and creation of electronic items. Because of the enormous number of representatives in the venture, to look for its own financial advantages, the endeavor frequently composes workers to stay at work longer than required and doesn't pay for extra time costs. Over the long haul, the logical inconsistency between the endeavor and its representatives has extended. For such issues, the endeavor once looked for the mediation of the worker's guild to facilitate the inconsistency between the two and work relations, however the impact isn't high, yet exacerbated the inner logical inconsistencies of the venture, there are numerous representatives leave strike marvel, genuinely influencing the ordinary activity and creation exercises of the undertaking. To take care of these issues, the endeavor coordinates the work relations and elite work framework naturally through

numerous estimates, for example, work group, expertise preparing and absolute quality affirmation, in order to deal with the work relations experimentally and sensibly.

(3) Integrate through human resource management practice:

Through the act of human asset, the executives to incorporate the connection between them, it is useful to assume their particular jobs deductively and sensibly. The strategy of work relations is composed with the act of human asset the executives, further coordinating aggregate arrangement, work government assistance, work standard and work contest into the act of human asset the board. In pragmatic application, it is useful to ease the inside work clashes of endeavors, make a decent and agreeable interior condition, assemble the eagerness of representatives somewhat, keep steady with the advancement objectives of ventures, and make more prominent worth.

III. CONCLUSION:

To sum up, when we combine the extract of human resource management theory and labor relations theory, the result is outstanding. Company progress and labor conflict are always related to each other and if they merge, they can bring some good result for all stakeholders. To make a sustainable progress, this merge is a great gateway for the economy.

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