

**Iraq Kurdistan Region – Cihan University Sulaimaniya
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Human resources management

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Lecture's name:

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Introduction:

Human resources management is one of the most important basic components of organizations, and it is considered the main element for the success of any organization. The human resource is one of the valuable and indispensable assets of the organization. Therefore, in recent years, organizations have begun to view human resources management practices as a direct means of achieving the organization's goals.

The concept of human resources management and its definition:

Before starting to define human resources management (HRM), we find that it is important first to know the meaning of the term human resource, because this resource represents the focus of the work and attention of this department, and without it there is no place for human resources management.

Human resources (HR) are the people who work in the organization, and who are employed in it to perform all its functions and work under the umbrella of its organizational culture.

As for human resources management (HRM), it is that aspect of the administrative process that includes a number of functions, activities and applications that are practiced in order to manage the human element in an effective and positive manner that leads to achieving the interests of the organization, workers and society alike.

Or It is planning, organizing, directing and controlling the processes of attracting, selecting, Recruitment, training, developing and rewarding human resources by offering to contribute to achieving the organization's objectives.

Human resources management has gone through several stages throughout its history, as follows:

The first stage: the pre-industrial revolution stage

- 1- stage of the slavery system.

The second stage: the stage of the industrial revolution in the seventeenth century

- 1- The presence of factories and the expansion of business.
- 2- Business diversity and specialization.
- 3- The need for skill emerges.
- 4- The need for specialized managers

The third stage: The stage of scientific development of the scientific management of Frederick Taylor in 1911

- 1- Working to increase production.
- 2 Finding highly skilled workers.
- 3- Work on large-scale production by increasing wages.
- 4- Paying attention to the human resource from the standpoint of achieving the best productivity.

The fourth stage: The stage of the human relations movement 1915 - 1930 by Alton Mayo

- 1 - The impact of social and psychological indicators on productivity.
- 2- Integration of employees' goals with the organization's goals.

The fifth stage: The stage of the emergence of the School of Personnel Management in 1938

1- Establishing specialized departments, which were called the Personnel Affairs Department.

2 - The emergence of a new major in the field of business administration, which is personnel management, which has principles and principles taught in universities.

3 - The emergence of labor unions 1960 – 1980.

4 - The role of personnel management was limited to implementing senior management policies in the field of personnel management.

The sixth stage: The emergence of the school of human resources management during the eighties of the last century

1 This school emerged to avoid the shortcomings of previous curricula in dealing with individuals.

2 - The factors that contributed to the emergence of this school are economic, social, technological and administrative factors.

The seventh stage: The stage of the human resources management strategy school at the beginning of the twenty-first century

1- Focused on the coordination process between human resources management activities and the organization's strategy.

The importance of human resources management:

Human resources management, as one of the organization's functions, is of great importance as it represents the management of the organization's most important and highest assets.

1- The human element is considered the mastermind and force through which it is possible to exploit all the material capabilities in the organization and achieve the goals that this organization seeks, whether they are production, marketing, or financing.

2 - At a time when the value of the organization's existing material resources decreases - over time - we find that, on the contrary, the value of human resources increases, as they represent an asset whose value increases day after day, and therefore it is necessary to work to make good use of it.

3- Human resources management and good estimation of their needs help not to hinder the work of other departments.

4 - Human Resources Management is concerned with employee problems and finds practical and successful solutions to them.

5- Develop appropriate training plans for employees, and appropriate plans for individuals who are intended to occupy the organization's positions.

Objectives of human resources management

A- Community-level objectives:

1- Helping community members find the best and most productive work for each of them in a way that makes them generous and improve their work.

2- Enabling community members to invest their energies well and obtain fair compensation for this investment.

3- Maintaining human resources and protecting them from misuse.

4 - Providing an organizational climate that enables members of society to freely express their ideas in a manner that achieves the social and cultural development of individuals in society.

B- Organization-level objectives:

1- Obtaining qualified human resources to work in various jobs.

2- Making the most of the employees' efforts.

3- Maintaining the continuity of individuals' desire to work in the organization.

C- Objectives at the employee level:

- 1- Obtaining the best possible job opportunities while providing opportunities for advancement and promotion.
- 2- The presence of good working conditions that enable them to work effectively, which increases their production and thus increases their material gains.
- 3- The presence of security and safety programs to maintain and retain the human element and provide good human relations, which increase the employees' sense of belonging to the organization.
- 4- Fairness in treatment and in granting rewards and imposing punishments.
- 5- The presence of good social and health security provides security for the organization's workers

Human Resources Management Functions:

- 1- Job Analysis
- 2- Job Description
- 3- Human Resource Planning
- 4-Recruitment
- 5-Selection Human Resources
- 6-Training and Development Employees
- 7- Performance Evaluation
- 8- Wages and Incentives
- 9- Movements and Promotions

Week 3

Job Analysis

The type of people we look for, are those who are enthusiastic Adventurers are people who try to accomplish more than what is expected of them, and always They achieve what they want

The concept and definition of Job Analysis:

The basic task of human resources management is to deal with individuals who hold multiple jobs through which they perform specific tasks and play specific roles. From here comes the importance of human resources management to ensure the proper investment of those resources in the organization, and no organization can invest its human resources in the best way. If there is no clarity in the nature of the jobs occupied by all employees, that is, developing a description of them and determining their specifications through analysis. Job analysis is one of the essential matters for the work of human resources management in any organization, whatever its goal or activity, and whatever its size or field of work. It is considered the first step in the light of which policies and various activities related to the affairs of individuals in the organization are established, in terms of selecting them, providing their training needs, and setting the structure of wages and various compensations that the organization pays in exchange for their work. To achieve success and creativity in any organization, a great deal of attention and care must be directed to the way in which jobs are designed. The compatibility between the job and the person is one of the basics. The job analysis process is based on the principle of placing the right man in the right place by determining the requirements required by the job in question on the one hand, and determining the specifications possessed by the individuals applying for the job on the other hand. In this context, a consensus must be made. Between the requirements of the job and the specifications of those individuals so that the organization can obtain the appropriate individuals for the jobs in question with their specific specifications.

The development of job analysis

The term job analysis appeared in the period from 1909 to 1910, and was linked at that time to studies of movement and time carried out by Frederick Taylor, which he supported with the principles of scientific management. The goal was to find a way to perform work, and in the same period, job analysis was also carried out. By Griffin Haven as part of a job evaluation program for Commonwealth Edison organization. Taylor is considered the founder of the idea of job analysis in order to improve work performance and find compatibility between job requirements and occupant specifications in order to achieve the organization's goals. After that, job analysis was used in the United States by the Civil Services Commission when it classified government employees, and then job analysis was used within the framework of the final classification in banks and insurance companies.

Definition of job analysis: It is the process of identifying the activities that make up the tasks that make up the job or work and placing that in an integrated description and defining the specifications of the job occupant. The matter begins in analyzing the job by identifying all the possible activities that are performed within the job, and the matter also moves on to collecting information about the relationship of the job to other higher, lower, and equal jobs, the working conditions in the job, the responsibilities assigned to it, and the requirements of its occupant.

Job analysis means collecting information, making judgments about that information, and preparing written lists that specify the work and duties it includes and the importance of their connection to those jobs.

Job Analysis is the procedure through which you determine the duties of the positions to be staffed and the characteristics of people who should be hired for them. The analysis produces information on job requirements; this information is then used for developing job descriptions and job specifications (i.e. job's human requirements, or what kind of people to hire for the job).

The aspects that experts, supervisor, or human resources (HR) focus on when gathering information about jobs

- 1-Job duties
- 2-Used equipment, Machines, tools
- 3-working conditions
- 4-Work behaviors
- 5-Performance Standards
- 6-Required qualifications

The importance of job analysis:

- 1- Determine the work required of each individual, thus preventing duplication and possible overlaps.
- 2- The employee is held accountable on his basis, as the employee cannot be held accountable for any work outside his obligations determined by the job.
- 3- It helps in selection by specifying the conditions and qualifications required for the person who occupies the position.
- 4- On the basis of which the wage or salary is determined.

Uses of Job Analysis Information

Job analysis information is the basis for several interrelated Human Resource Management activities, as follows:

- 1- **Human resources planning:** The first step in planning the organization's workforce is to determine the types of jobs required for the organization's activity, and this is what the job analysis and description process provides. Job analysis also contributes to determining the types required of the human resource by specifying the burdens and responsibilities of the jobs and the necessary qualifications, experiences, skills and abilities. Availability of those who operate it.

2- **Recruitment and Selection:** Job analysis provides information about what the job entails and what human characteristics are required to carry out these activities. This description and job specification information is then used to decide what sort of people to recruit and hire

3- **Compensation:** Job analysis information is also essential for estimating the value of and appropriate compensation for each job. Compensation usually depends on such things as the job's required skill and education level, safety hazards, and degree of responsibility. Job analysis provides the information for determining the relative worth of each job so that each job can be accurately classified.

4- **Performance Appraisal:** Compares each employee's actual performance with his or her performance standards. It is often through job analysis that experts determine the standards to be achieved and the specific activities to be performed.

5- **Training:** Job analysis information is also used for designing training and development programs, because the analysis and resulting job description show the skills and therefore the training that are required.

6- **Ensure Complete Assignment of Duties:** Job analysis can also help discover unassigned duties.

Steps in Job Analysis:

Step 1: Using the results of the analysis will determine the type and quantity of information required to be collected about each job. It will also affect the contents of the analysis, its quality, and the details required in it. Therefore, it is necessary to determine the direction to be used in the analysis before starting the analysis itself, to determine the desired goal of this process.

Step 2: Select representative positions to be analyzed. This is done when many similar jobs are to be analyzed, and it is too time consuming, for instance, to analyze the jobs of all assembly workers.

Step 3: Determine who performs the job analysis process:

These sources depend on many things, including the size of the organization, the provision of financial capabilities, the nature of the organization's system, and the goal of the analysis. However, most organizations rely in selecting analysts on the following sources:

A- Analysts from within the organization:

This method is characterized by the fact that whoever performs this task will be familiar with work methods, which reduces the cost, but the organization needs to train these analysts to do this task.

B- Analysts from a consulting organization:

These organizations have experience in this field, and this can be resorted to when local analysts are not available. They accomplish their tasks quickly, but the cost is high, and the information available about this organization is limited.

Step 4: Analyze the job, by collecting data on job activities, required employee behaviors, working conditions, and human traits and abilities needed to perform the job.

Step 5: Review the information with job incumbents. The job analysis information should be verified with the worker performing the job and with his or her immediate supervisor. This review step can also help gain the employee's acceptance of the job analysis data and conclusions, by giving that person a chance to review and modify your description of his or her job activities.

Step 6: Develop a job description and job specification. The job description is a written statement that describes the activities and responsibilities of the job, as well as important features of the job, such as working conditions and safety and hazards.

Methods of Collecting Job Analysis Information:

- 1- The Interview
- 2- Questionnaires
- 3- Observation