

Research Article

# Role of HRM to Support Line Managers for Successful Service Management

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## I N F O

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## A B S T R A C T

According to the research, effective human resource management practices are a crucial component of the success of every contemporary organization. A large number of academics have discussed the significance of having efficient HRM practices in order to sustain and survive. However, the HRM department need to operate and control each and every person in the organization. Where do managers fit in the overall role of the organization? How can the HRM department support those managers in the day-to-day operations of operating and managing their employees?

The purpose of this study is to investigate and define the role that an HRM department plays in providing support to line managers in an organization to achieve successful service management for their organization. The historical approach will be used as the technique for this work, and the literature review will serve as the instrument. The primary results were as follows: there are many things that the HRM department of the company can do to improve and support the roles of line managers; there are specific capabilities that the HRM department ought to have in order to qualify HRM staff to play the supporting role to line managers. Because of this, HRM staff should be picked effectively in order to help an organization in meeting its objectives and continuing to sustain and survive.

**Keywords:** Human Resource Management, Service Management, Line managers, HRM Capacities

## Introduction

According to the research, effective human resource management strategies are a crucial component of the success of every contemporary organization. Simply said, human resources are the most crucial resource for any organization for a variety of reasons, the first of which is that they govern and manage all of the other resources. Second, human resources are responsible for the production of intellectual property for the organization. In point of fact, this is what divides organizations that are successful from those that are unable to endure. Thirdly, it is

imperative for all organizations in all industries to maintain positive relations with their clients, customers, service receivers, partners, stakeholders, and/or competitors. These constituents play a significant role in determining whether or not an organization will continue to exist, and it is human resources that manages these relations. In point of fact, there is no way to limit the number of reasons why human resources are the most crucial resource that organizations possess.

However, the issue that has to be answered is whether or not HRM employees can manage all of an organization's

human resources. Is it expected of them to carry it out? Of course not. In order to manage all of an organization's human resources, they need to construct an agent pool, which consists of the line managers.

### Research Questions

Achieving organizational excellence should be the responsibility of HR, as stated in the well-known paper written by Ulrich (1998). On the other hand, according to Roy (2017), a competent administrator ensures that procedures are carried out in a manner that is superior, quicker, and more cost-effective. It's a good sign for the organization overall. As a direct result of this, the HRM department and the managers of the other departments all share the same goal, which is the accomplishment of the organizational goal. According to Torres-coronas and Arias-Oliva (2005), every organization that wants to achieve cost reductions and increase speed of service should embrace better, quicker, and smarter solutions for human resource management.

Both the HRM department and the other managers have a role to play in the overall success of the company; the issue is, how should they collaborate with one another to achieve excellence? What role does the HRM department play in this scenario? In order for the other managers to be successful in achieving their goals, what kinds of HRM practices should they implement? The organization of this article is to develop a road map for the relationship between the HRM department and managers of other organizational departments, as well as to clear out any role overlap that may exist between the two.

### HRM Department Importance

According to Herzallah (2017), the department of human resources management is the department that manages the workforce in an efficient and effective manner to associate the goals of the organization and the objectives of employees through particular functions such as the analysis and planning of the workforce, the sourcing function, or the selection function. According to Al-Sharbati (2017), it is one of the departments that is considered to be the most significant in corporate organizations and institutions. It has tasks and activities specifically designed to take care of its human resources in light of the many scientific and technical advancements that have taken place in recent history. The research conducted by Vardarera (2016) shown that it becomes even more significant during times of crisis since it is an essential component of crisis management.

According to Ion Chitescu and Lixandru (2015), human resources departments play a significant role by developing flexible adaptation techniques. These strategies are centered on gaining access to opportdepartments and warding off risks. However, HR structures need to take

into consideration not just the good or bad influence these changes will have on the outside world, but also how employees will react to the implications of these changes. According to Al-Ali (2017), a company should see the management of its human resources as a task that has to be overcome. This is due to the fact that human resources serve as both a resource and a necessity for an organization. Taking Al-(2018) Sawsaa's findings into management, it can be said that the success of any organization is dependent on the manner in which the quality of human resources is managed.

He mentioned that a large company has teams of experts whose role is only to enhance results, like the 650 experts of the Nestle Company. He mentioned the loss of 41 million dollars that the Motorola company experienced in 1968 when eight experts moved to another company at the exact same time that they resigned. Shakeeb (2010) provided examples to demonstrate the significance of human resources for the economy and productivity.

In conclusion, it has been shown that human resources are the most precious resource. As a result, the HRM department develops into an essential department of every organization. Because human resource management strategies are essential for any and all organizations for a variety of reasons. It is the strategic approach that has to be altered to satisfy the requirements of having a competitive edge, achieving the strategic objectives, and surviving through challenging circumstances in the environment. As a result, the manner in which the organization handles its workers is deserving of a significant amount of attention.

### Line Manager's

Line managers are described by Dessler (2017) as managers who have line authority on the organization chart. These managers are responsible for running departments (like sales or production) that are essential to the continued existence of the company. They are distinct from staff managers, who oversee departments that provide advice or assistance, such as purchasing and human resource management. The primary responsibility of staff managers is to provide assistance and advice to line managers so that they can successfully complete their responsibilities. Yaza (2016) outlined their responsibilities as include the planning, organizing, monitoring, guiding, and role-making necessary to carry out the purpose. Decenzo et al. (2010) categorized them according to their role, which is to communicate expectations, instructions, and priorities; to eliminate impediments; to encourage performance; and to follow-up on, review, and reinforce improvements.

In a nutshell, line managers are those who are in charge of supervising employees whose primary responsibility is to produce things or offer services to clients (production

departments, sales' departments, customer services' departments... etc.). Their role is intricately intertwined with the product or the procedures. They are distinct from managers in that it is their role to encourage and facilitate the achievement of outcomes by line managers (HRM department, financial department etc.).

### HRM Department's Role

The influential essay written by Ulrich (1998) suggests that the role of HRM professionals should be altered and enhanced. According to Decenzo et al. (2010), more than half of all HR departments supply administrative services to the organization they work for. This is something that is now noticeable in all organizations. According to Zehir et al. (2016), the purpose of HRM is to make it possible for an organization to accomplish its objectives. According to Mikhaylov (2014), human resource management is recognized as a critical strategy in the development of the majority of organizations in recent years. According to Herzallah (2017), HRM should be seen as an investment for any organization since it is one of the most important contributors to the development and prosperity of a company's business.

In light of this, the HRM department is not your typical department in terms of the mandate that should be carried out. Their mandate extends beyond the confines of the organizational structure that other departments are a part of in its entirety. For the purpose of the goal of organizational goals, it should maintain tight collaboration with all of the other departments.

### HRM Department's Support to Line Managers

The topic of what kind of support the HRM department should offer to line managers who are in role of other departments remains open. How can they help them reach their goal and support them in doing so? Dessler (2017) responded that they should train line managers to improve their appraisal skills, and monitor the effectiveness of the appraisal system. Additionally, they should put into place policies and practices that produce the employee competencies and skills the company needs in order to achieve its strategic goals.

What should the HRM department do in order to improve and support the duties of the line managers? The research indicates that they are capable of doing the following: (Dessler, 2017; Armstrong and Taylor, 2014; Stiles et al., 2006; Ulrich, 1998).

- It is the responsibility of HR to help line managers in finding candidates who can successfully match outcomes with plan execution
- To introduce new policies and practices while also providing support to line managers who are responsible for executing them

- Helping them help the proper employees, evaluating their work, ensuring their continued growth as professionals, and replacing those who don't measure up with appropriate staff and assistance
- To provide assistance to line managers and to support increased ownership on their part of the responsibilities that have been delegated to them as well as of any necessary adjustments
- A) To explain each HRM practice or any new practice and to demonstrate how it will benefit them
- To include them in the development and testing of any new practices
- To profit from their participation
- To instruct them on such innovative practices
- In order to help them in coping with challenging circumstances and challenging individuals
- In order to help them in avoiding "silo thinking," which is the inclination to concentrate on the interests of their individual departments rather than the organization as a whole
- To help them in developing a culture of strong employee morale and to encourage their participation in it

Because of this, Uenov (2014) said that empowering front-line managers may increase the cost of training, but it will also promote a culture of continuous learning, increase staff satisfaction due to their line manager's improved awareness of HRM practices, improve organizational culture with regard to widening missions, and broaden the line manager's view on all organizational shared objectives.

### Capabilities of the HRM Staff

According to what has been established in the past, the HRM department ought to go beyond the human affairs mandate since their role as a support system for other managers and staff members in the organization demands greater competencies. Dessler (2017) suggests that an HR manager should be able to demonstrate the following:

- A capability to drive and contribute to activities and processes inside the organization. a capability to integrate fundamental principles, integrity, and responsibility across all organizational and business practices
- The capacity to comprehend and contribute use of information in order to make significant contributions to the organization's long-term strategic strategy
- The capacity to guide organizational stakeholders and to manage interactions in order to offer service and support for the organization. The ability to manage interactions in order to give service and support for the organization
- The skill of making business judgments and suggestions based on one's interpretation of the facts available to them

- The capacity to value and take into consideration the viewpoints and experiences of all involved parties
- Capability of conducting an efficient information exchange with many stakeholders

## Conclusion

Human resource management practices are essential to the growth and continued existence of any organization. As a result, the Human Resources and Management (HRM) department is not only as essential since any other department; rather, it is the most important department, as its role extends beyond the confines of the hierarchy, which restrict the roles of other departments.

To support the efforts of other departments in achieving their goals is one of the HRM department's most important and strategic roles, since it is one of the primary reasons why the HRM department exists. This role entails providing constant support to line managers from this department, which is something that should be done. This role begins with assisting line managers in managing their staff and then moves on to assisting them in being a member of the organization's healthy culture, which is organizational for good performance.

The HRM department is one that should get significant focus from all organizations. To establish a strong and efficient HRM department that can give the essential role to other departments, the HRM staff should be picked with care and in an effective manner. An organization will be able to help its goals and achieve success more easily if it places a strong emphasis on recruiting and training its HRM staff.

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