Relationship between Human Resource Management and Occupational Social Work: A Conceptual Framework about the Role of Social Work Intervention in Human Resource Management

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Abstract

Human resource management is the management of people towards desire ends, is a fundamental activity in any organization in which human beings are employed and helps from starting to the growing of the organization. Human resources focus on fostering inclusive and supportive work cultures in the organizations. This is where human resources (HR) social work can play a pivotal role. HR social workers utilize their skills in counseling, conflict resolution, diversity training, and organizational psychology to promote positive organizational behaviors and strengthen teams. The human resource management focuses on talent acquisition, compensation, and training and performance management while social work underscores human experiences, empathy, ethics and organizational culture. Therefore HR social work marries the two domains striking an optimal balance between business goals and human needs. The integrated approach promotes diversity, psychological safety, team cohesion and drives sustainable growth in contemporary business environments. As exploratory research which by nature is a qualitative research design, hence, the position of this paper is to explore the relationship between human resource management and occupational social work as well as to examine the role of social work intervention in human resource management.

Keywords: Human Resource Management, occupational social work, Social Work, Social Work Intervention.

Introduction

Initially, Human Resource Management was developed as a US management concept which lays emphasis on the individual worker and the need to treat people as assets rather than cost (Wilkinson 1990; Beaumont 1992). Therefore, Human Resource Management was widely accepted as the new management practice, the concept remains undefined as it is applied in different ways. Guest (1987: 504) identifies three main approaches to HRM: Firstly, HRM as a new title for personnel management, pointing that organizations rename their personnel department without necessarily changing practices, secondly, HRM as a way of re conceptualizing and reorganizing personnel roles and describing the work of personnel department, and thirdly HRM as a totally new approach for management with a distinctiveness which lies in the integration of human resource into strategic management and the emphasis on full and positive utilization of these resources. Social work on the other hand, is professional services were professional social workers help individuals and their families improve their quality of life through counseling, advocacy, and education. They help people address challenges such as poverty, unemployment, and substance abuse. Social workers can be found in a variety of settings, including schools, child welfare and human service agencies, hospitals and other healthcare settings.

Human Resource Management

Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behaviour of people and organizations. It is concerned with the contribution it can make to improving organizational effectiveness through people but it is concerned with the ethical dimension on how people should be treated in accordance with a set of moral values. (Armstrong & Taylor, 2014).

Human resource management is define as a "management function within organizations that is concerned with people and their relationships at work also (Vincent & Joseph 2013). Similarly,

Human resource management (HRM) is the management of an organization's workforce, or human resources. It is accountable for the attraction, selection, training, assessment, and rewarding of employees, while also supervising organizational leadership and culture and ensuring compliance with employment and labour laws. " (O'Brien, 2011)

HRM also been defined as the managerial utilization of the efforts, knowledge, capabilities and committed behaviours which people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue into the future. (Watson, 2010). According to (Dessler, 2013). HRM refers to the policies and practices involved in carrying out the human resource aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations.

According to (Batti, 2014) human resource management is deemed a major management functions in any organization regardless of its activity. It creates the most crucial condition for organizational performance. Human resource management is "a process that assists organizations recruit, select and develop staff within the organization".

Human Resource Management Practices

Human resource management practices HRM are defined as "organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals" (Tiwari & Saxena, 2012, p. 671).

In the work of (While & Ling, 2012) Human resources management practices can be grouped into many categories such as: recruitment, selection, training and development, motivation, and maintenance. And in a way mangers are, in a sense, Human resource managers, since they all get involved in activities like, recruiting, interviewing, selecting, and training .yet most firms also have human resource departments with their own top managers (Dessler,2013). There are numerous HR Practices for the organization to adopt. HR practices contribute to the organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused thus

Firms build long-term commitment to retain their work force. (Choudhary & Lamba, 2013). HRM practices can impact an employee's motivation and commitment through the development of unique characteristics that can help to improve organizational capability (Ahmad & Schroeder, 2003; Huselid, 2015).

Scope of Human Resource Management

Human resource Management is a link between goals, objectives, strategies of the organization and its human resource. It aims at improving business performance by developing a good organizational culture. It also furthers competitive advantage, innovation and flexibility, in the organization. It aims at focusing at the ways how human resource of the organization can directly impact the growth of the company. HR managers adopt strategies to develop and retain his workforce, in order to meet the objectives of the organization. The Indian Institute of Personnel Management has specified the scope of HRM these are below:

Personnel aspect: This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, lay off and retrenchment, remuneration, incentives, productivity, etc. Welfare aspect: It deals with working conditions and amenities such as canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc. Industrial relations aspect: This covers union management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

Aims of Human Resource Management

According to Barutçugil (2004), the aims of HRM are:

- To help all employees reach optimal performance and to use fully their capacity and potential,
- To convince employees to exert more effort for reaching organizational goals,
- To use human resources in an optimum way to reach organizational goals,
- To meet employees 'career expectations and development,
- To unify organizational plans and HR strategies and create and maintain a corporate culture,

- To offer a working environment stimulating hidden creativity and energy,
- To create work conditions stimulating innovation, teamwork, and total quality concept,
- To encourage flexibility for achieving learning organization.

As it is mentioned above, being interrelated with all departments and external environment takes HRM a much more complex system, and HRM practices increasingly assume new responsibilities that are related with organizations. For that reason, researchers might have emphasized different aims or purposes of the HRM system.

Function of Human Resource Management

Robinson (1997) defined HRM role as the provision of assistance in HRM issues to line employees, or those directly involved in producing the organization's goods and services. Acquiring people's services, developing their skills, motivating them to high levels of performance, and ensuring their continuing maintenance and commitment to the organization are essential to achieving organizational goals. The authors proposed an HRM specific approach as consisting of four functions- staffing, training and development, motivation, and maintenance

In addition, Bratton and Gold (2003) define HRM as the strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage. This is achieved through a distinctive set of integrated employment policies, programs and practices. The authors presented HRM functions as planning, recruitment and selection, appraisal and performance management, reward management, development, employee relations, health and safety, and union-management relations.

According to Dressler and others state that the function of HRM include assisting the organization in attracting the quality and quantity of candidates required with respect to the organization's strategy and operational goals, staffing needs, and desired culture. Helping to maintain performance standards and increase productivity through orientation, training, development, job design, effective communication, and performance appraisal. Helping to

create a climate in which employees are encouraged to develop and utilize their skills to the fullest. Helping to establish and maintain cordial working relationship with employees. Helping to create and maintain safe and healthy work environment.

Models of Human Resource Management

Harvard analytical model of HRM

HRM is firstly appeared in 1950's in USA but it was proclaimed and applied in a study programme, introduced by Harvard business school in 1980. It paved the way to develop this concept very rapidly. Most of the theories and models of HRM were propounded using certain features of Harvard analytical model of HRM. According to this model a vision and philosophy should be implanted in the organization and the human component should be considered as a strategic resource. The two important point of Harvard model of HRM are below:

Firstly, Line managers have to accept more responsibility for ensuring the alignment of competitive strategy and adhere to HRM practices.

Secondly, Human resource in the organization should have a mission for fulfilling the objectives of the organization in a more coherent way. This idea conveys a team approach. The framework of Harvard analytical model of HRM is based on the following:

- Stakeholder's perspectives.
- Mutual cooperation and commitment.
- Supervisory style, seeing HRM as an employee influence.

This model is composed of elements like mutual respects, mutual commitment, murtual responsibility, and its relies on team work approach.

In the field of Human Resource Management, there are other two important models on the basic philosophies of HRM. These models are Unitarist vs pluralist approaches and Hard vs Soft models to HRM.

The Unitarist approach is related to industrial organization and considers one source of authority and interest in organizations. The pluralist approach, on the other hand, considers that

there are multiple interests and goals of different stakeholders in organizations (Fox, 2014). The HRM pluralist view was defined by Guest (2015) to describe the mixture of a high HRM priority and a high industrial relations priority in organizations. Later, (Kochan 2016) argued that the industrial relations theory is built on an assumption that conflicts of interest and common goals exist between managers and workers. For example, an organization's survival, profit and growth are common objectives. However, other objectives may be in conflict (for instance, salaries, job security and working conditions). (Sandy 2015) explained through a case study that these two models of HRM are based on a view of human behaviour and management control strategies. (Marcius 2016) suggests that the difficult HRM model considers strict management control to manage the workforce in organizations.

The most widely adopted models of human resource management are Hard and Soft models. These are based on opposing views of human nature and managerial control strategies. The Hard model is based on notions of tight strategic control, and an economic model of man according to Theory X, while the Soft model is based on control through commitment and Theory Y. We argue that because these assumptions are so divergent, they cannot both properly be incorporated within a single model of human resource management.

The Hard model considers human resources only in terms of headcount and focus in this version is on the economic growth of organization. On the other hand, the soft HRM model is associated with the human relations and the utilization of individual talents to improve human commitment without external (management) pressure (Truss, Gratton, Hope-Hailey, McGovern, & Stiles, 2015).Fruitier (2013) surveyed workers' reactions to HRM in the framework and found that employees are positive with the HRM practices and perceive that HRM can influence their motivation and productivity. One could criticize Guest's survey because it reports employees' reactions to HRM practices and considers employees as little more than physical resources that can be replaced when required.

The Pluralistic approach has been challenged by several scholars. For instance, Kaufman (2017) provides a comparison between the HRM and the industrial relations approaches. Kaufman suggests that HRM is a strategy that deals with employee governance through

employee-employer relations led by management. An industrial relations approach emphasizes employment relationships, pay and working conditions through collective bargaining and joint governance. Kaufman (2017) argues that the basic theme of HRM is to deal with employees and managers and to consider that there is some alignment between the parties, and if there is any conflict then management may lead and resolve the differences in the organization.

Kochan (2016) suggests that perhaps there is an alignment between managers' and employees' perspectives regarding organization's growth and productivity. However, other employees' objectives may be in conflict with managers. For instance, employees prefer their own personal development and learning whilst managers prefer to achieve desired results in organizations.

Occupational social work

Occupational social work emerged from the development of social welfare policies and programs for employees, labour union and employers on the hands and practice of social welfare administration, delivery of social work services in a workplace and counselling in the other hand. In social work practice, the emergence of occupational social work from the core social work profession could be traced to the history of the social welfare policies and programs, counselling services, and in-house employee assistant programs which are offered to employees in a workplace in the united states around 1917 at the inception of social work profession through the welfare secretaries (Masi, 2014: Kaufman, 2014 and Kurzman, 2019 in Sanchez, Aburto, Orellana & Torres 2020).

In the United States, occupational (industrial) social work is generally defined as programs and services under the auspices of labour or management that utilize professional social workers to serve members or employees and the legitimate social welfare needs of the labour or industrial organization. It also includes the use by a voluntary or proprietary social agency of trained social workers to provide social welfare services or consultation to a trade union or employing organization under a specific contractual agreement. The employing organizations are not only labour unions and corporations, but often government agencies and not-for-profit organizations

In ecological terms, occupational social work is a field of practice "where the focus is on the individual in the status of worker, the environment as defined by employing organizations and trade unions, work as the goal of functional performance among client populations, and social policy as a recognition of the interconnection between social welfare and the world of work" (Akabas & Kurzman 1982, p. 197).

At international level, the Department of Economic and Social Affairs of the United Nations (1971, p. 3) defines occupational social welfare as "the range of programs, operations and activities carried out at any level or by any group which promotes or preserves the welfare of the worker and protects him and his family from the social costs of the work process and work setting." The three major differences between the international definition provided by the United Nations and the definition commonly accepted in the United States are instructive. First, the United Nations offers a somewhat broader conception of what actually constitutes occupational social welfare activities; second, that organization does not emphasize professional social workers as the principal providers of services; and third, the international definition places little emphasis on the auspices of programs and services, which have been a central focus of the American definition (Masi, 2006). Although a discussion on international occupational social welfare programs is beyond the scope of this paper it should be noted that occupational social work practice has existed on a large scale abroad for many years as a permanent and frequently government supported field of practice.

Professional practice of occupational social work in world-of-work settings at the United States includes addressing, for example, the need for youth employment training, outplacement services, personnel and guidance programs, worker retraining and upgrading, and programs of vocational rehabilitation. The broader world-of-work rubric is helpful in identifying a conceptually important larger perspective, which includes a general emphasis on the social welfare needs of workers and work organizations.

Occupational social work - "is a specialised field of social work practice addressing the human and social needs of the work community through a variety of interventions which aim to foster optimal adaptation between individual and environment" (Straussner, 1989:21). The

occupational social worker is a social worker who acquired post graduate qualification on occupational social work or EAP and/or is working in the industrial setting.

Occupational social work as micro practice - "refers to casework with an individual, couple or family and the focus is on personal problems as opposed to work related problems" (Du Plessis, 1994: 4).

Occupational social work as Meso practice - "refers to intervention with a specific group of people in the organisation and the focus is on addressing specific identified needs" (Du Plessis, 1994: 4).

Occupational social work as Macro practice - "refers to intervention aimed at responding to organisational problems and the focus is on the organisation as an employer and not an employee alone" (Du Plessis, 1994: 5).

Furthermore, occupational social work provides easy access to a population in its natural life space and offers the profession an opportunity to develop a universal service delivery system unencumbered by the usual eligibility and categorical requirements of the public sector. Service here is an earned entitlement, universally available to all participants in the work force without cost and in a familiar environment the world of work. In Kahn's sense (1973), these are not stigmatized "case services." Rather, these programs and services represent social utilities of the workplace on tap, as needed, for all work force participants and their families. Like the social worker in the school system or the settlement house worker in the neighborhood, an occupational social worker generally serves clients from within the functional community of work.

Principle of Occupational Social Work as per Du Plessis, (1994: 222). The principles are:

- Accessibility of social work services.
- Management support.
- Professional flexibility.
- Vision on the part of occupational social work.

- Dual accountability of occupational social work to employees and from employees to management.
- Evaluation of social work practice.
- Profession curiosity.
- Growth and support.
- Ecologically based service effort and acceptance of social work as a profession.

Function of Occupational Social Work

Employee assistance or employee counselling programs are perhaps the best known and most rapidly developing social work services in the organisation. Usually located in a medical or human resource office, these programs employ the largest number of individual social workers today and represent the most prevalent social work services under the auspices of the major institutional arrangements in the world of work employers and trade unions.

Occupational Social workers, however, also serve in company training units, affirmative action offices, corporate social responsibility departments, and human resources divisions. Typical titles may include employee counsellor, affirmative action officer, community relations consultant, substance abuse services coordinator, employee resources manager, corporate relocation officer, human resources policy adviser, career planning and development counsellor, training consultant, charitable allocations analyst, urban affairs adviser, or coordinator of corporate health and wellness programs (Kurzman, 1992).

The majority of social workers employed by organized labour provide services through union counselling and advocacy programs, frequently called personal or

membership service units. Such union programs are a source of employment for a modest number of social workers, primarily in the Northeast (Kurzman & Maiden 2008; Molloy & Kurzman 1993; Kurzman, 2010).

Professional occupational social workers also, have assumed responsibility for overseeing a variety of individual programs sponsored by union locals and district councils and at the headquarters of international unions and the American Federation of Labour and Congress of Industrial Organizations (AFL-CIO), which coordinates the work of a major portion of the labour union movement. Typical titles for social workers employed in these organizations include personal services worker, education program director, occupational safety and health officer, health and security plan manager, membership services coordinator, career training and upgrading adviser, preretirement services worker, day care consultant, legislative analyst, benefit plan administrator, community services liaison, substance abuse program supervisor, and director of retiree services (Akabas & Kurzman 2005).

Duties of Occupational Workers in Organisation

Occupational social workers has various duties in the organisation, the duties are discuss below:

- Counselling and other activities with troubled employees or members (in jeopardy of losing their job) to assist them with their personal problems and to help them achieve and maintain a high level of performance. Advising on the use of community services to meet the needs of clients and establishing linkages with such programs.

- Training front-line personnel (union representatives, foremen, and line supervisors) to enable them to determine when changes in an employee's job performance warrant referral to a social service unit and carrying out an appropriate approach to the employee/ member that will result in a referral.

- Helping to initiate new welfare, community health, recreational, and educational programs for active and retired employees or members.

- Assisting in the administration of the benefit and health-care structure and helping plan for new initiatives.

- Consulting on the development and administration of an appropriate affirmative action plan for women, immigrants, minorities, and the disabled.

- Advising on labour coalition building and on organizational positions in relation to pending social welfare legislation

Occupational Social Workers Roles and Positions in the Organization at Glance

Sn.	Author	Department	Roles	Posit
1	Kurzman, 1992	•Company Training units. •affirmative action offices •social Responsibility departments. human resources divisions	Employee assistance and Employee counselling	• Employee counsellor. • Affirmative action officer. • Community relations consultant. • Urban affairs adviser. • coordinator of corporate health and wellness • programs
2	Kurzman & Maiden 2008; Molloy & Kurzman 1993; Kurzman, 2010.	personal or membership service units	Union counselling. Advocacy services.	• organized labour social workers
3	Akabas & Kurzman 2005.	Labour union organisation and or department	Overseeing the activities of individuals programs in labour union.	• personal services worker • Education program director. • Occupational safety and health officer. • Health and • security plan manager. • Membership services coordinator. • Career training and upgrading adviser. • Preretirement

				services worker. Day care consultant. Legislative analyst. Benefit plan administrator. Community services liaison. Substance abuse program supervisor. Director of retiree services.

What is Social work?

Social work is a professional discipline and at present is being practiced in numerous settings and in many countries. Social worker today are employed in governmental and non-governmental, private and industrial settings as well as work as private practitioners. Since evolving as a profession in UK and USA, it has now spread to other countries of Europe, Latin America, Austria, Asian and African Countries.

Social Work Emerged as a profession early in the 20th century and today is the profession charged with fulfilling the social welfare mandate of promoting wellbeing and quality of life of people across continents. It's a disciplines, particularly the biological and social sciences, with its own values knowledge and skills.

Social work is a broad profession that intersects with several disciplines. Different organization offer various definition of Social work these include the followings:

Social work is a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people. Principles of social justice, human right, collective responsibility and respect for diversities are central to social work. Underpinned by theories of social work, social sciences, humanities, and indigenous knowledge, social work engages people and structures to address life challenges and enhance well-being (IFSW).

Social work is a profession concerned with helping individuals, families, groups and communities to enhance their individual and collective well-being. It aims to help people

develop their skills and their ability to use their resources and those of the community to resolve problems. Social work is concerned with individual and personal problems but also with broader social issues such as poverty, unemployment, and domestic violence (CASW).

Social work practice consists of the professional application of social principles, and techniques to one or more of the following ends: helping people obtain tangible services; counseling and psychotherapy with individuals, families, and groups; helping communities or groups provide or improve social and health services, and participating in legislative processes. The practice of social work requires knowledge of human development and behavior; of social and economic, and cultural institutions; and the interaction of all these factors (NASW)

Social workers work with individuals and families to help improve outcomes in their lives. This may be helping to protect vulnerable people from harm or abuse or supporting people to live independently. Social workers support people, act as advocates and direct people to the services they may require. Social workers often work in multi-disciplinary teams alongside health and education professionals. (BASW)

Historical Background of Social Work Intervention in Human Resource Management

The later phase of the industrial revolution in European countries within 1918-1944 was the period between the two world wars. The threatening experience of the 1st and 2nd World Wars led to depression and the need for sustainable measures for the safety and security of the workers. The concept of 'Protection' of working people initially came into vision when a large number of Industries were set up, and large number of people were migrated to industrial places to become labours and formed colonies there. During this period, the social environment of the industries started becoming more complex in terms of the needs and problems of the workers. In this period, Trade Unions were organized to prevent workers' exploitations by the management, and thus a movement was initiated 'Industrial Betterment' (Tyson and York, 2000).

This movement forced the employers to arrange for Welfare services for their workers. Health and safety services for workers in the workplace were the integral parts of such welfare activities. For effective management of such welfare activities during the late 1940s full-time Personnel Managers used to be engaged by the employers. They used to be

deployed for management of the matters related to pension, remuneration, rehabilitation, and other welfare services for employees. Simultaneously the influence of Government and International Organizations in the matter of workers' welfare prepared ground for amendment of various Acts and Policies for the protection and security of workers. These acts and policies included provisions for equal wages, workplace security, and rehabilitation, an opportunity for employee's training and skill-building, etc. For the implementation of such social security measures and welfare policies, the requirement of trained professionals was felt. This is an era, when the concept of Industrial Social Work was, emerged for implementation of such policies. The trend of the arrangement of only welfare activities and social security measures for employees was continued up to the 1970s.

In 1961, the findings of two special study groups under the United Nations were presented in the European seminar on Personnel Social Work under the European Social Welfare programme. The report defined Social Work in Industries as a systematic way of helping individuals and groups of workers towards a better adaptation to their working situation. The report proposed to prefer the term 'Personnel Social Work' in place of 'Industrial Social Work'. From the very beginning of the 1980s, significant advancements in the knowledge domain of social sciences such as industrial psychology, industrial sociology etc., brought notable changes in the perception of the employers towards their workers. The employers started thinking that the workers were psycho-social entities rather than only material resources. This was the period when the concept of blooming and utilization of the employees as Human Resources came into existence. This is the period when the welfare measures for the workers were felt insufficient for the betterment of their productivity, potentials, motivation, and environmental belongings. This was the era when the deployment of the Industrial social worker became more significant in terms of management of Human Resources. From that very phase, the domain of activities for Personnel Social Workers in Industries was extended into the four basic areas.

- To assist the workers in blooming their inner resources and potentials and in calling up their potentials and strengths to make them more efficient in their job responsibilities.
- To help employees in their personal and family problems and to liaison between

the working environment and the personal setups towards solving personal and family issues and to ensure a productive work life.

- To help the workers for coping up with their working conditions and colleagues and to suggest management in developing frameworks for acceptable working conditions

- Developing the employees and to oblige the 'work community" as a whole to function in a better way.

(Cheeranetal. 2015).

The extended service domain of social workers in industries created the conceptual framework of 'Occupational Social Work', and this concept became more relevant and accepted in place of 'Industrial Social Work' and 'Personnel Social Work.' Occupational Social Work was broadly defined by NASW as a specialized field of social work practice, which addresses the human and social needs of the work community through a variety of interventions, which aims in to foster optimal adaptation between individuals and their environments. It was also asserted that practicing occupational social work, the social worker might address a wide range of individual and family needs, relationships within organizations and the broader issues of the relationship of the world of work to the community at large. This is how the practice of social work in the field of HRM was started becoming popular and convenient.

Social Work Intervent on in Human Resource Management (The Practice Models) Social work intervention takes place at the level of individual, family, group, government and non-governmental organizations, community and society at large. The intervention at each level are more or less independent and sometimes inter dependent depending on the nature and demands of the case in point. Social work practice has developed methodological ways to intervene, and these have crystallized into different method deals with individual and family level, community organization method at the community level and social method action at the societal level.

Straussner in 1998 (cited by Cheeran, Joseph and Renjith 2015, p315) introduced a typology of 5 models of social work practice with employees in industries, below are the models:

Employee Service model

It aims at worker's individual level system in which employees and their families operate. Here the social workers need to function as counsellors for employees and their families in time of need, referring employees to other helping agencies, make advocacy with management regarding individual employee's problems. The wide range of psycho-social, skill-oriented, and financial needs of workers and their families are tried to be met through this model of practice.

Consumer Service Model

This model has an intention to intervene at a broader level within the industrial setup. This model presumes employees as consumers and assists them in finding out their needs and makes advocacy in favour of the workers to meet the needs. Social workers here need to work with workers as consumers towards analysing their needs, chalking out strategies to meet their needs, exploring and providing supports to meet such needs, serving as a liaison between individual workers or group and social services agencies, and developing outreach programs to meet employee needs.

Corporate Social responsibility Model

This model emphasizes the linkage of organizational resources with the community within and surrounding. Under this model, the social workers could ensure the development and welfare of the employees within and their families surrounding the industries by using resources from the industry.

Employee/work Organizat on Service Model

This model of practice is aimed at influencing organizational policy in the areas of health and safety practices dispute resolution, capacity building of employees, and commitments.

Work-related Publ c Pol cy Model

This model aims to influence public policies in favour of the workers' needs in terms of health, safety, recreation, welfare, and development. Under this model, the social workers need to influence or develop social policies related to the world of work which includes the needs of a particular workers' community within an organization or the working population as a whole.

Conclusion

Human Resource social work entails both individual capability building and nurturing group dynamics. Key focus areas from a development standpoint include, Coaching leadership teams on psychological safety, trust building and conflict resolution designing mentoring programs for underrepresented groups conducting trainings on ethics, accountability and respectful workplaces framing policies on work-life balance, sabbaticals, stress management and mental wellness. The main role of HR personnel is to perform human resource management functions, which include hiring, training and supporting employees, and maintaining engagement. HR personnel often work in corporate settings, but also work in hospitals and clinics, schools, and government offices. Focusing on work, workers, and work organizations, occupational social work provides unique opportunities for the profession to affect the decisions and provisions of management and labour. Generally both social workers and Human Resource personnel requires communication skills, empathy, organisational skills, strategic thinking, and problem solving skills.

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