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Part one

Abstract

The Human Resource management (HRM) is the main asset of any organization. The success of modern organizations in this globalized world is due to its high degree of competitiveness reached. This result was possible thanks to the effective and efficient integration staff, which has enabled us to carry out strategies and achieve their goals (Alas et al. 2008). There is no doubt that the cornerstone and essence of organizational development is the human factor. However, for many managers this idea, although the pronounced very often especially in seminars, courses, conferences, etc. Not translates in practice into action to demonstrate what they preach (Delery, and Doty, 2008). The mission, vision, policies and rules of the organization, are often a dead letter; that is, not recognizing the importance of human resources processes exchange for achieving competitiveness in the organization. Today more than ever, Managers must develop a new style of leadership that allows integrating, motivating and developing the human potential that the organization is increasingly efficient, effective and profitable. Staff should know that they are motivated, trained, oriented, understand and that they are taken into account in the future of the organization.

Introduction

The human resources management in the traditional aspect is the field which address the issues of human resources and try to solve the issue and lead the HR aspects towards higher achievement of results through the involvement of manpower at work. However the HR today has travelled far away from the concept of personnel management where the HR treated as the bigger aspect of administration (Kane and Palmer, 2005). The aspect of strategic human resources management is more vital aspect of understands human resource issue and solving them efficiently. The strategic human resource is the modern form of human resource management. Therefore in this aspect the field suggests that human resource is not liable to deal with HR issue only on the external level but rather this issue is so important the HR manager has to be the part of process and implement it practically. The organizational factor though they may come from external side or the internal side of the organisational theory have the equal force that hit the organization and can provide good or the negative impacts. Certainly this depends on the type of opportunities or the forces that have hit the organization. However the impact of those factors is so forceful and strong that likely to change the organizational policies (Ondrack and Nininger, 2009). The organizations change or alter their strategies for the long term sustainable existence of the organization. Some organization dies or goes out of the competition if not considered the environment effectively.

HRM is a Universally Agreed Concept

Every organization has internal side and the external side of environment. The organization is the entity that cannot survive in the isolation. The organization has to face the external environment

as well as the internal environment. However the thesis is mainly focused on the human resources factor but this is also important to understand the organizational other factor that change to organizational strategies (Wang and Shyu, 2008). This is of course the certain reason that the organization human resources have obvious impacts over their working conditions and the environment what they are working. This is because the human resource are the factor that come from the environment where the organization is operating, therefore directly or indirectly this has strong influence over the HR attitudes and perception , thus this provide the difference of the output which can be called environmental driven variances.

This is in some reasons that very important in today's dynamic system of human resources. Therefore this has emphasised strongly to understand human element in the organization. This factor eventually provides a competitive advantage to the organization (Yeganeh, 2008). The idea develops that the HR is the guiding principle for the organization. This notion however has the depth up to some extent. The HR has it role to play in the organizational life. And this role is most significant and critical throughout the process. Bu the originations today have become more customers oriented.

This can be accounted for in the discussion. This reflects that organization has generally two kinds of environments. First is the external environment which suggests, the environment that exists outside the organization. The external environment includes further two environments. First one is the micro environment which consist all the elements such as suppliers, customers, marketing Intermediaries, financiers, and public (Wong, 2007). The impact of this environment over the organizational policies is obvious. For instance the supply system from supplier side tend to change any time therefore this has the constant level of threat to the organization to rely on the supplier. Therefore the organization is always in the critical position as to what extent the

organization shall rely over the suppliers. The other factor is the customers (Power, 2004). The organizations today try to adapt the marketing strategies other than just coping on selling strategies. The strategies today are entirely different that the strategies and the tactics that bee followed a decade ago. Therefore this has become imperative for the organization to understand the issue and solve them accordingly.

Reflect the International Students Understanding

New directions in human resource management we help to reassess the role that corresponds to those responsible for directing to the become agents of organizational change in his employment. The Human Resources Management Module consists of four thematic units. The first unit emphasizes the important role that human resources play in the success of modern organizations, within the framework of policies and management processes personnel (Poole and Jenkins, 2006). The second unit covers a theme, no doubt important in this field, is referred to teamwork and its relation to the organizational climate and the solution conflict. The third unit is the subject of job evaluation considering modern approach to this process.

Finally, the fourth unit examines the development of human resources, with training and motivation, important components of this process. Each unit includes specific objectives, exercises and thematic content practices to be done to strengthen the self, and the corresponding self-assessment (Peck, 2002). On the map content of the module, you can see the distribution and interrelationship of the four units, all of which must be studied in sequence, for maintain consistency and intensity of the process.

Human resource management plays a very vital role in the growth and development of the organization. It is considered as the back bone of an organization. The primary functions of

the Human resource management in an organization are planning, organizing, directing and it also controls the Classification and Compensation Curriculum, Recruitment and Selection, Performance Evaluation, Personnel Actions, Training and Development, Payroll, Welfare and Labor relations based over the laws and regulations in an organization (Pfeffer and Cohen, 2000). It also advises the managers of the highest level of an organization in relation to the development and formulation of policies on Human Resource Management. The other primary functions of an organization are to interpret and apply policies, rules and regulations regarding the various programs of Human Resource Management.

Human resource management also deals with the queries and complaints by officials of the institution, related to the interpretation and enforcement of regulations, standards and procedures relating to human resources in order to propose appropriate solutions. It also promotes the studies and programs that lead in order to establish the right environment, with the necessary, for staff of the institution to perform its tasks efficiently and successfully (Ondrack and Nininger, 2009). HRM also provides an organizational environment of development and fulfillment of human resources in a manner that allows staff to progress on merit, skills and abilities. HRM also ensures coordination of the actions required in a timely manner to comply with the remuneration of employees. HRM also receive and process applications that make use of disciplinary suspensions and dismissals.

HRM also participate for the creation or removal of Career and freely appointed and issue technical opinions on proposed administrative reorganization in relation to the career opportunity at the same time. It also revises and consolidates the Annual Plan of activities and the preliminary draft budget for the Directorate participates in the preparation of the draft budget in

relation to the staffing structure of the institution (Okpara and Wynn, 2008). Perform such other functions in human resources identified in the existing university laws and regulations.

Human Resource Management involves several factors contributing to the organization to focus on achieving its objectives and that is why search for efficiency, effectiveness and productivity and get inside. This requires taking administrative subsystems as entities that help the implementation of these objectives is the most convenient, for it arises in the first instance planning, as main and initial resource for the execution of strategy (Kane and Palmer, 2005). In this work is to show how it has evolved to the present, the impact they have on several factors and also her relationship with other areas, it is necessary to start by saying that for many planning has ever done so implicitly, all from that man has had some rational. Many thinkers have given their opinion, about planning, but first you have referred mainly to show where they come from the company. Gradually expanding its use and today is considered an activity related to achieving goals. Thus, for example, plan or plans the development of a country or a company or an organization.

Human Resource Management: International Prospective

Strategic planning of human resources is necessary for companies to anticipate and be able to prevent the movement of people into the company and out. The purpose of strategic planning of human resources is to use resources as effectively as possible, where and when needed, to achieve the goals and objectives of the company under its strategy. The long-term success of a company depends, finally, the ability to achieve the right people in the right jobs and at the right time (Delery, and Doty, 2008). The objectives and strategies established by the management of the company only makes sense when you have people with the skills, abilities

and ambitions appropriate carry out these strategies. Improper planning of human resources, the company can bring problems serious short-term delays in delivery to customers, problems in customer loyalty, damage to company image, poor work environment, poor quality of service or product offered, lower customer satisfaction, etc. The design and implementation of strategic planning in business is easier to develop when applying a model (Crow et al. 2003).

The starting point is to identify the mission, objectives and strategies of the company, because the situation and the present condition of a company may exclude certain strategies and even may dictate a specific course of action plan (Delery, and Doty, 2008). All companies have a mission, objectives and strategies, even when the preparation, editing and transmission have not been consciously designed.

The hiring of human resources is to choose among several candidates for charge. There are four stages. It starts with the needs analysis of employment. After that the process of recruitment takes place on the basis of internally or externally. Soon after that selection process starts that does the incorporation of the chosen person within the organization (Okpara and Wynn, 2008). At last it follows up with the analysis of errors in order to rectify or correct them.

For recruitment the Human Resources management must receive the information on various aspects such as: number of people to join (for sex, age, etc.), date of incorporation (specifying whether a training period before), duration of need, time to do (schedule, full or part time, etc.), job (place), specialty and work to be done (with training to behave) and skills (experience, skills, etc..). In addition, you must know the profile the candidate seeks.

A good practice is that the start recruiting of the Human Resources Management and the end of it, together with the responsible manager and / or supervisor of the department with the

vacancy (Dyer, 2006). The selection should allow the person fit the position you have to occupy and develop its tasks efficiently. By Thus, the ability to learn tasks and the level of performance once learned this, it is of great importance.

The Stages of selection starts with the study of curriculum vitae it must also balance the qualities of the candidate with the needs of the job. It usually includes: personal details, education and training, specific knowledge (languages, computer, etc.), previous work experience, references and other information related to the candidate (Okpara and Wynn, 2008). He or she should be tested background and references of candidates interested in (in the final stage of selection).

Final interview sets the functions, position within the organization, what is expected of candidate, contract type, date of incorporation, probation, pay and promises to pay, etc. The final decision deals the better with the possible head of the candidate. The assessment must be impartial according to their characteristics and the position you have to fill. It must relied upon the evidence and facts, not in personal and subjective and not value whatever is not going to be related to the post (help reduce discrimination). It should take into account changes of the candidate (you will be in the company). In short, should be contrasted the characteristics of candidates requirements of the job.

The Second contribution is considered as Motivation that is directly related to human needs: when an employee have a need to satisfy is motivated and when he has managed to motivate generally stops; primary needs for security, affection, esteem, all necessary and highly sought by humans and all motiveless to achieve them (Grundy, 2005). Motivation is an engine that we have in our emotional world and compels us to achieve our desires, in certain now we get

on our own and others need the help of the other. Living motivated or unmotivated is also synonymous with illusion or live without it, future projects, the challenges can only reach people capable of motivation and personal initiative: if the world we offer other does not satisfy us, we make our own world and stimulating motivator. Unfortunately it cannot always be waiting for the rest of us climb the bar for our self-esteem and we will be us who take the ship our staff motivation. It is so important motivational factor in our human behaviour, and moves so contradictory parameters, we can motivated simply by a slight movement of a leaf of a tree, and we have no care get a great prize (Okpara and Wynn, 2008). The degree of motivation is not directly proportional to the value of the object that causes it, but by the degree of importance that gives the person who receives it.

Human resources Management is a key driver of processes within the company or organization and in that sense appears as ally, as it passed with the mission, vision and organizational values, understanding the overall context, the situation in the market, its culture as "shared set of assumptions, beliefs, values, knowledge and meanings that guide perceptions, judgments and behaviours of a group") and the current problems of the company (Kane and Palmer, 2005). Thus the management came to the understanding of search profiles knowing the present and future competencies required of those talents that are incorporated into the company.

Conclusion

At this point it is interesting to note that the management model of human resource development would be incomplete if they are not consistent with the various human resource practices such as compensation management which will aim to ensure internal equity and market

competitiveness, valued differently in generations, the post training practices for the continued growth of the competencies identified, and management of organizational climate. This was an important work that ultimately proved successful, the management agree that its success is due to a high degree of responsibility and compromise on both sides: on one hand human resources and line, which was also a participant in the process, and other hand we went to as an external consultant aware of the importance of providing a fast and efficient service, with the aim of finding the right people who can carry out the strategy of the company. With the establishment of new techniques and the broad field of action, human resource management tend towards a liberal environment and must recognize a specific custom used in the external environment and need to be supported in carrying of their activities by specialists in areas such as selection, job evaluation, development of career plans and training processes, analysis of climate and culture organizational, etc. In summary, it can be said that the head of human resources must be ability to build frameworks, proposing strategies and develop plans. Also must possess the characteristics of vision, competence and personal values that credited as a whole person.

Part B

Executive Summary

Human resource management (HRM) aims to maximize the performance of the organization through adoption of best performing in the management of people. It is based on the concept that is meaningful to transmit it to the workers, to participate in what is going on and to grow its strong commitment and identification with the organization. In addition, a strategic set point of the acquisition, management and motivation is very powerful tool. Human resource management (HRM) becomes much more well liked than ever before in detail, is vital to restore "personal management" sessions or "personal" in management. Many people (author) term human resource management as a transformation of personal practice. The key objectives of human resource management are recruitment and selection, terms of workers, keeping records of all the facts and individual numbers, the development of vocation and management presentation. Human resource management has always been one of the most important and valuable asset in the retail industry. The practices of human resource management are mostly linked with acquiring value through autonomy, productivity, cost, contribution and skills awareness.

Introduction

The fundamental objectives of performance evaluation can be presented in three phases. Allow measurement conditions of human potential in the sense of establishing its full implementation. Allow the treatment of Human Resources as a basic resource of the organization and whose productivity can be developed indefinitely, depending, of course, the method of administration. Provide opportunities for growth and effective conditions for participation to all members of the organization, taking into account the one hand and organizational goals on the other, individual goals. Grundy, (2005), states that "When a performance evaluation program is well planned, coordinated and developed, usually brings benefits in the short, medium and long term. The main beneficiaries are usually the evaluation, the chief, the company and the community.

According to many scholars there is no best way to design a research. There are several designs methods and some are more suitable than others to meet research objectives. The main purpose of research design is to secure efficient research procedure yielding to maximal facts and data collection to address successfully the key questions of the research. The design used primarily contingent on purpose the research. According to Delery, and Doty, (2008), research designs can be grouped due to differences of their research purpose into the following categories: description, exploration and experimentation. Considering the nature of the author research as well as the current stage of the research, the author will consider a flexible approach that will provide the opportunity to consider various aspects of the research problem. Initially an exploratory research will be conducted to gather and identify the research principle data and information (Crow et al. 2003). Once relevant variables have been identified, the researcher will

move on to descriptive and experimental studies to determine the correlation relationship among those variables.

Performance Appraisals and Performance Management

Performance evaluation is an extremely difficult activity of human resource management. Organizations often use performance assessments for several reasons: to provide feedback to the employee, which can then recognize and enhance their strengths and work on their weaknesses, to determine wage increases, people for promotion and to meet legal aspects of human resources. As such, they provide a written record in order to defend against lawsuits for unfair dismissal and act as a formal warning system for marginal employees (Chang and Huang, 2005).

Measuring and Monitoring Performance

The management of people implies many strategies, which were 100 % commission based earlier. The system managed recruitment selection, also performance of their work. Their non-performance was also monitored by the system generated software that could assess acceptable performance levels and can tackle non-performers. In this case, the technicians lost their entrepreneurial enthusiasm as they felt that there is no recognition for their work through the system because it was all automated (Grundy, 2005).

People have different expectations from their workplace. While they feel their bad performances should go unnoticed, they require reinforcement and recognition for exemplary work. Their productivity should certainly not be denied. In this case, the management finds hard

to devise strategies and systems that offer such mechanisms of recognition and management of impressive performance (Delery, and Doty, 2008).

In today's world, the role of a human resource manager has been diversified and dynamic. His role extends beyond traditional boundaries and establishes a link with the internal and external customers of the organization. Controller went from being a simple controller for plant personnel to fulfil the role of adviser to the different areas, encouraging the emergence of leaders and talents within each one of them, as well as every employee working together to improve their skills (knowledge, skills and attitudes) in order to generate greater added value to the organization (Kane and Palmer, 2005).

The company has to come up with new and modified systems of appraisal, compensation management and performance management. Performance management has been put in the most important place in HRM, as well as in the strategic management. However, performance appraisal, the core of HRM, has become a deep gap between performance appraisers and employees.

Recognition of the Higher Rate Performances

A proper employee appraisal system should be implemented in any organization so that it represents true and fair picture of employee performance. There should be a uniform system of performance appraisal all over the world. In order to implement the performance appraisal system in any organization, the organization must lay down a set of value called mission statement and goal system. With keeping in mind the mission and goal, the organization must

implement an appraisal system ((Dyer, 2006; Grundy, 2005). The organization should manage resources that make use of both internal and external environments.

The nine areas are related to issues of quality excellence in the recruitment and retention, internal performance, customer service and continuous improvement, five of them, however, involve issues of human resource management. Therefore, to achieve the goal of superior service company, it needs to ensure that human resource strategies are supportive of this goal (Kane and Palmer, 2005).

The connection between Performance Management systems and Strategic Management Planning

Performance evaluation methods tend to impact on the development of employees in a significant manner. While employers are interested in knowing the employees' performance with relation to the company's productivity, it is also especially important for employees to know how they are doing on the job, in order to maintain an acceptable level of self-esteem and job satisfaction. Employee Development focuses on how organizations enable business success by unleashing the potential and productivity of their workforce (Delery, and Doty, 2008). It is a continuous process for learning new skills enabling employees to grow with the company while helping it achieve its goals and objectives. Employee development has a direct link with performance as it enhances an employee's ability which produces job satisfaction, motivation, job security and growth. All these factors in return influence positive behaviour promoting greater performance at an individual and organizational level as evidenced in the AMO Model which is discussed in this section later on. The AMO Model supports the theory that business success is based on the capacity of organizations to recruit people with the right ability, to

motivate them, and to provide them with the opportunities to use their skills in well-designed jobs while achieving satisfaction (Chang and Huang, 2005). The AMO model (ability, motivation and opportunity) supports the theory that business success is based on the capacity of organizations to hire the right personnel, motivate them in their jobs and to provide them with opportunities that could utilize their skills and help them in working for a well-designed company structure.

There are a few main areas where organizations can focus their efforts in implementing strategic HRM policies within their organizations. Generally speaking, these areas are realizing the context of HRM within the organization and looking at personnel policies related to performance management, promotional policies, training provisions, and resource policies and creating leadership and succession plans (Delery, and Doty, 2008). Retail companies have undergone significant organizational change in recent decades, the responsibility for human resource development and management has often been fragmented and unresponsive with employees becoming disillusioned by their employers' failure to meet their expectations.

One central feature of this disconnect is a result of the current context of HRM within many organizations. In large retail companies, the trend has been to place a greater operational dependence on each division as an individual unit. Inevitably, this has reduced the involvement and influence of HR departments. Symptoms of this lack of direct involvement from a central office have been the decentralization of personnel and training and considerable variability in job titles and career paths. An effect is often confusion as to opportunities available for promotion (Baird and Meshoulam, 2003). Formalized performance management systems are used by many companies to reward achievement and manage staff development. In these companies, line

managers assess subordinates' performance and suggest appropriate training and development provisions to meet their needs. However, the subjective nature of these performance measurement systems can be troublesome to employees. Likewise, many organizations lack a formal mechanism to look at people performance as a whole. They are unable to identify strengths or shortcomings within their staff as a whole, which would allow for more informed decision making (Delery, and Doty, 2008).

Working conditions in the Retail industry is not the best, especially Primark. This is because, there are period of long standing and continued bending and picking up items from the floor. The environment is fast paced and although the employers' wants to maximize profit as much as they can, it should not be all about making money and the employees' welfare should also be taken into account. The management of Primark should look on how to adjust this aspect by providing chairs at those working at the checkout and for the other employees to swap positions after some hours, this way employees don't stand all day. Also, they should be given more breaks in between their working hours.

Conclusion and Recommendation

Human resource management has always been one of the most important and valuable asset in the retail industry. The practices of human resource management are mostly linked with acquiring value through autonomy, productivity, cost, contribution and skills awareness. Even though, the retail industry is among the most labour-intensive industries, yet there is inadequate attention given to the people management issues in this industry. Moreover, the main focus of attention in regards to Human Resource has been one the most considered aspect of the functions

of human resource management, yet numerous problems and serious issues rise on the project. Management of labour is very important in the retail industry; firms can sustain a competitive advantage only by creating value in a way that is rare and difficult for competitors to imitate. the UK retail industry to address the issue of poor performance, high turnover rates and retention difficulties cause by job dissatisfaction in the sector and also for management in the retail industry to realise that, employees are the most significant resources in any organisation and thus have to be motivated so they can be satisfied and contribute more to the company.

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