



Human Resource Management

SUBMISSION DATE: April 18, 2020

UNIT TITLE: HR MANAGEMENT

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Executive Summary

This paper discusses the human resource management processes in an organization to manage the workforce for optimal effectiveness that will ensure maximum productivity and smooth running of operations. It discusses the various human resources theories, policies, and strategies the human resource managers use in the management of the employees to ensure the creation of business value and employee satisfaction in the working place. More so, it discusses the ethical approaches to human resource management and the pro and cons of performance management in an organization. It also outlines the improvements that need to be done to ensure good health and safety of the employees in the working environment.



Table of Contents

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Table of Contents

Introduction	1
HRM Assignment Instructions.....	2
Learning Outcome	2
The Task	2
Hospitality industry	3
HR policies, practices and/or strategies in an organization	3
HR Competencies Required For Effective Workforce Planning.....	4
Strategic direction.....	4
Supply analysis.....	5
Demand analysis	5
Gaps analysis.....	5
Solution implementation	5
Monitoring progress	5
HR theories for effective recruitment and selection	5
Organization chart	6
Job descriptions	6
Strategic goals and the effectiveness of the HR processes	6
Pros and Cons of Compensation, Performance Management, and Career Development Practices.....	7
Recommendations for Improving Health and Safety Practices in an Organization	7
Recommendations on Ethical Approaches to HR Management.....	8
Conclusion	8
References.....	9



Introduction

The human resource is a critical factor in the business environment, and organizations make huge investments in this resource to ensure they have the right persons with the required knowledge and skills to ensure efficiency in operations. More so, the quality of the human resource helps in enterprise development and maintaining the competitiveness of the organizations, especially in today's volatile and dynamic business environment (DeCenzo, Robbins, and Verhulst, 2016, 12). As a result, the human resource management system has been widely adopted by the majority of the organization to reap the benefits of an able workforce. However, human resource managers require to have the necessary skills and knowledge to manage and oversee the diverse workforce in an organization effectively. This paper discusses the HR policies, practices, and strategies that human resource managers should implement in an organization to ensure the effectiveness of the employees to maximize productivity.



HRM Assignment Instructions

Learning Outcome

1. To demonstrate theoretical understanding of the concepts and models of HRM that explain the nature and significance of key HRM practices and outcomes in organizations.
2. To understand the role of HR professionals and develop the necessary competencies in managing human resources efficiently and effectively in a competitive environment.
3. To identify and evaluate effective systems and processes in applying the different HRM activities as appropriate to the changing business environment and workplaces.
4. To evaluate and develop appropriate management interventions and strategies to improve HR outcomes for employees and the organisation.
5. To critically identify issues between employee-employer by recommending ethical and effective approaches in solving problems.

The Task

Student will investigate the HR practices and processes of a chosen organisation. The following content areas should guide the research process although you are not required to follow this in the same sequential order:

1. Identify and justify a relevant industry and chosen organization (5 Marks)
2. Demonstrate an in-depth understanding of the HR policies, practices and/or strategies in organization, team working and leadership. (10 Marks)
3. Identify the HR competencies required for effective workforce planning. (10 Marks)
4. Evaluate relevant HR theories enabling effective recruitment and selection, including interviewing techniques. (10 Marks)
5. Discuss the existing HR processes and systems, strategic goals and the effectiveness of the HR processes. (10 Marks)
6. Analyse the pros and cons of compensation, performance management, and career development practices in the organization AND make recommendations for improvement if any. (15 Marks)
7. Critically evaluate and suggest recommendations for improvements in health and safety practices in the organization. (20 Marks)

Recommend ethical approaches to HR management. (20 Marks)



Hospitality industry

The hospitality industry is very crucial across countries due to the nature of the services they offer, and it requires a well-established and crossly monitored human resource management systems. The organization that deals with hospitality services such as restaurants need to employ the most qualified personnel as they offer the services to a diverse base of clients. For instance, in a restaurant that receives customers from all around the world, the human resource should have the right skills and knowledge to attend to the customers and make them satisfied by the services such that they can visit the restaurant next time or recommend it to their friends and colleagues. However, the attendants can only offer the best services if they are provided with a conducive working environment, and they have motivational factors such as performance appraisals to reward those who work hard for their extra effort.

HR policies, practices and/or strategies in an organization

In every organization, the workers have a great contribution towards the smooth running of the organization's operations, and as a result, they are highly valued and appreciated. Based on the philosophy of an organization that employees work with them and not for them, the human resource department has the responsibility to ensure there is a holistic and people-focused culture in an organization (Ahmad, 2015, 67). Therefore the human resource should formulate policies and have strategies in place that ensure the need of the employees are met, and their welfare is well catered for to ensure they give the best in their assigned roles.

Proper management of the employees' health and wellbeing is a common strategy that human resource managers across organizations irrespective of size require to implement for them to attain the best performance from employees as they carry out their assigned tasks in an organization. It is the mandate of the HR manager to ensure the employees maintain a balance between life and work and live a healthy lifestyle, which is reciprocated by their performance in the workplace (Cooke, Saini, and Wang, 2014, 228). However, the organization should not only take care of their employees but also their family members for them to cultivate a good relationship with the organization stakeholders and even the customers such that the customers will continue using the brand and recommending the organization's products or services to their friends and relatives.

In addition, the human resource practices such as work-life programs that take care of the wellbeing of the employees and their immediate family members by offering them leaves or by reducing the number of working hours to give them time to attend to their family matters. Secondly, having an employee assistance programs that offer help or assistance such as a guidance and counseling to employees who have personal problems ranging from marital issues family problems, financial challenges, physical problems or work-related issues. Thirdly workplace health promotion program is a common practice in organizations whereby they organize and sponsor sporting activities that help the employees live a healthy life and are in fitness to maximize their productivity in the workplace (Noe, Hollenbeck, Gerhart, and Wright, 2015, 78). More so, recreational programs are a common HR practice on organizations whereby the HR managers organize and sponsor company outings, trips within the country or in other countries, family day outs, and sometimes free health screenings for the employees.

HR Competencies Required For Effective Workforce Planning

The HR department is mandated to address gaps in the workforce by carrying out proper workforce planning to ensure the supply of the labor force meets the number of employees demanded by an organization (Addicott, Maguire, Honeyman, and Jabbal, 2015,76). However, it is the HR responsibility to ensure the workforce has the required skills knowledge and expertise that will enable the organization to carry out the operations efficiently and achieve both its long term and short term goals and objectives. The following elements are essential to ensure effective workforce planning that manages talents in an organization as well as the problem-solving functions.

Strategic direction

The strategic plans of an organization play a significant role in workforce planning as they provide guidelines in seeking the right workforce that will help the organization attain its goals and objectives (De Bruecker, Van den Bergh, Beliën, and Demeulemeester, 2015, 11). Besides, the organization takes the initiative to train their workforce over time to equip them with the necessary skills that will aid in adapting to the changes that may take place in the future.

Supply analysis

It entails projecting the future needs of the organization and preparing a workforce that will address the future needs to ensure there are no shortages in the workforce in terms of skills and expertise that may cause a breakdown in the production process or service delivery.

Demand analysis

The workforce planner must have adequate information on the organization's workforce needs both in the short run and in the long run to ensure the demand is met.

Gaps analysis

This entails identifying the difference between the needed workforce and the available workforce to ensure there are no shortages that can affect the organization's smooth running of operations.

Solution implementation

It involves executing measures that will address the workforce needs, which may be the recruitment of new workers or training the existing employees.

Monitoring progress

The measures implemented to address the gaps in the workforce must be closely monitored to ensure they meet the plan and achieve the expected outcomes.

HR theories for effective recruitment and selection

Recruitment entails identifying gaps in the workforce and searching for candidates to fill the identified gaps. Selection involves identifying and absorbing the right candidate who has the skill, knowledge, and expertise to fill the vacant position in the organization's workforce (Abraham, Kaliannan, Mohan, and Thomas, 2015, 338). However, the two tasks are challenging and require the HR manager to have adequate skills and to employ various theories in identifying the right candidate to minimize employee turnover. The theories for effective recruitment and selection include;

Organization chart

This acts as a guide in the hiring process as the majority of organizations do not hire candidates for all positions but rather hire over time as the company grows to fill the perceived gaps in the organization's labor needs.

Job descriptions

The vacant job positions should be adequately described by clearly outlining the roles and responsibilities of the candidates such that they evaluate themselves and know whether they have the skills and expertise needed to fill the position.

The advertisements for the vacant positions should be published in the media channels where there is a high flow of people with the required skill and knowledge to fill the job position described to increase the chances of getting the best and qualified candidate (Ekwoaba, Ikeije, and Ufoma, 2015, 56). More so, in the selection, it is essential to have a list of attributes you are looking for in a candidate as well as a list of questions that will be used by the interviewing panel. The candidates should be evaluated on the basis of what they can offer to the company and not on their prior performance in other companies or previous jobs.

Strategic goals and the effectiveness of the HR processes

Scholars in their studies have identified a direct relationship between an organization's performance and the employees' behavior and satisfaction. A company that has a qualified and experienced workforce has a high tendency to offer quality services that are reflected by high-profit margins.

However, most organizations view the HR department as an administrative function with the primary roles of ensuring the employees get remuneration on time, good working conditions, and relationship with the labor unions. To increase the effectiveness of the HR department, it requires the shifting of the HR processes from an operational function to a strategic HR function that will incorporate the key components that include HR strategy performance and measurement as well as evaluation that will help HR attain more business and strategic value to the company.

Pros and Cons of Compensation, Performance Management, and Career Development Practices

The remuneration of employees is a key determinant in the performance in their assigned roles within an organization. Well paid employees offer the best services they can and are willing to be associated with the company even when outside their workplaces (Cardy, and Leonard, 2014 89). Performance management is a process that prepares a conducive working environment that will motivate the employees to offer the maximum their skills and increase their productivity. However, compensation and performance management have both advantages and disadvantages when carried in an organization. Effective performance management motivates the employees, encourages personal development, rewards hard work, and allows employees to grow in their careers. Those underperforming are identified and either warned or eliminated to pave the way for new workers who want to work in the organization. In contrast, performance management is a time consuming, and in some cases, it discourages the employees affecting their productivity.

For the compensation and performance management process to be more effective, I would recommend some strategies to be formulated to evaluate the performance of the employees and deciding the remuneration the employees will get for the roles the play (Mone, London, and Mone, 2018, 69).

This will reduce biases as some performance appraisal may be done not on merit but on the closer relationship that an employee has with eth employer or those in the top leadership positions besides, it will be important if the performance management team is externally sourced to avoid conflict of interests within the organization.

Recommendations for Improving Health and Safety Practices in an Organization

- A well-managed database that keeps information regarding employees on their history and the demands for their jobs to be used in addressing the health and safety risks that face employees while executing the roles they are assigned.
- More research to determine the effectiveness of the public policies in ensuring the health and safety of employees in the workplace and whether they have achieved the expected outcomes.

- Research to be done to determine the extent to which the workers are exposed to unfavorable working conditions such as potential harmful worksites.
- All organizations should have strategic plans that will address the health and safety issues of their workers, and favorable working conditions are provided in the workplace.
- Research on the underestimated and unreported workplace injuries should be evaluated to help the organization and the labor unions address the cases exhaustively by implementing the relevant measures.

Recommendations on Ethical Approaches to HR Management

- The human resource department should have established guidelines that help in the determination of what is ethical and what is not ethical in the workplace.
- Measures should be put in place to regulate organizations as they carry out their operations to avoid a scenario where they use the employees only to maximize their profit margins.
- The rule of law should be adequately applied in the workplace to ensure the rights of the workers are observed and respected by the employers.

Conclusion

The human resource management system is a key tool that managers use to manage their workforce for a smooth running of organization operations. However, for effective human resource management, the HR manager should understand the various theories, policies, and strategies used in an organization to ensure the effectiveness of the employees as well as providing favorable working conditions in the workplace.

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