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PORTFOLIO

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Part A

Introduction

Human resource management (HRM) refers to a strategic approach to supporting and nurturing employees in the workplace. The HRM department helps global organisations in managing the workplace of companies effectively. In this context, the study focuses on HRM management in global organisations. The literature reviewed has been included in this study to review the topic that focuses on the management of HRM in global organisations. Similarly, HRM management has been discussed in this study in the context of Sainsbury's. In addition, suitable recommendations have been provided for this study.

Literature review

Importance of developing HRM in global organisations

HRM is an important factor for global organisations that improve the talent management programme in the workplace. As per the view of Hongal and Kinange (2020), HR managers of companies hire efficient employees in the workplace. In this context, global organisations are able to hire efficient employees in business operations by developing HR departments. Accordingly, HR managers provide training and development programmes in order to improve the talent and skills of employees regarding their job roles and responsibilities in the workplace. Similarly, the training and development programme helps employees to meet the business objectives of companies positively. On the other hand, HR managers are able to mitigate the conflict among employees (Hamouche, 2021). In this context, HR managers make effective policies based on the requirements of employees in terms of mitigating the issues of employees in the workplace. Moreover, the leadership approach of HR managers helps to understand the issues and challenges of employees in the workplace. In addition, the development of HRM policies helps in improving communication among employees through making collaboration with their leaders. Therefore, it can be said that HR plays an important role for global organisations in managing employees effectively.

The improvement of HRM policies is prominent in providing a healthy work environment to the employees. As per the study by Hong *et al.* (2019), HR managers help in providing a healthy working environment by mitigating organisational conflict. In this context, a healthy working environment helps employees to complete business operations on the given deadline. On the

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other hand, HR managers are able to analyse organisational data for decision-making (Shamim *et al*. 2019). Accordingly, HR managers analyse the organisational data for identifying the risk and opportunity areas for further improvement. Thus, it can be said that the development of HRM is necessary in order to improve organisational performance.

Challenges of Including HRM in global organisations

Technological advancement refers to a concerning factor for HRM managers in handling employees appropriately. As per the study by Gigauri (2020), the lack of knowledge regarding technologies creates difficulties for HR managers in managing business operations. In this context, the lack of technological knowledge creates difficulties for HR managers in hiring employees through technologies. On a contradictory note, a lack of technological knowledge is a difficult factor for HR managers in extracting information about efficient candidates digitally (Shet *et al*. 2021). Therefore, HR managers face difficulties in handling business operations properly due to a lack of technological knowledge.

The poor working environment in the workplace is a difficult factor for HR managers in acquiring talent in global companies. As per the evaluation by Singh (2019), HR managers face challenges in retaining employees due to poor workplace culture. In this context, HR managers face difficulties in hiring the right talent for the respective job roles due to the toxic culture in the workplace. Moreover, the poor employee retaining programme creates challenges for HR managers in meeting the business objectives of global companies properly. Moreover, the high employee turnover rate in the workplace is a challenging factor for HR managers in order to include efficient employees in the workplace. On the other hand, remote working facilities are a concerning factor for HR managers after a pandemic period in managing the employees properly (Tien *et al*. 2021). Accordingly, poor communication with the employees in a remote working culture creates difficulties for HR managers in managing their issues properly. In addition, HR managers face difficulties in providing proper training and development programmes to the employees due to improper management in the remote working facility. Hence, it can be highlighted that the poor working culture and remote working facilities are difficult factors for global organisations in developing the HR department positively.

Strategies for mitigating the challenges of HRM in global organisations

HR managers need to improve their technical knowledge for hiring efficient employees in the workplace. As per the view of Elsafty,and Elzeftawy (2021), hiring technological experts can

develop the technical knowledge of HR managers that can help in hiring employees digitally through gaining training from the technical experts. In this context, global organisations can include technical experts in the workplace to provide training to HR experts. On the other hand, HR managers can provide appropriate training programmes to the employees to mitigate their conflict in the workplace (Hamouche, 2021). The appropriate training programmes can help HR managers in understanding the issues and challenges of employees regarding their job roles. Moreover, the training programmes can help HR managers in identifying the gaps among employees regarding their job responsibilities. Besides, HR managers need to adopt an effective leadership approach in order to provide appropriate training to employees (Hamouche, 2021). In addition, an effective leadership approach can help HR managers in understanding the competencies and skills of employers positively. Therefore, it can be highlighted that the adoption of a leadership approach can help in enhancing the competencies of HR managers for managing the employees in the workplace positively.

HR managers need to make policies based on the objectives and goals of companies in order to achieve high business progress in the international market. As per the suggestion by Casalino *et al*. (2019), the making of policies aligned with company objectives helps in managing the business operations effectively. In this context, HR managers can hire employees by making policies aligned with the business objectives of the companies. It can help in dealing with the employees in the crucial situation of the business. Hence, the establishment of effective policies is a necessity for global organisations in developing HRM in order to achieve business value in the competitive market.

Applying and analysing the chosen topic in the selected organisation

Herzberg's two-factor theory is an important theory for describing the effectiveness of HRM policies in global organisations. As commented by Thant and Chang (2021), there are two factors in Herzberg's theory such as hygiene factors and motivating factors. In this context, the hygiene factor refers to the job dissatisfaction of employees regarding the unavailability of hygiene factors in job roles. Employees face difficulties in gaining benefits and amenities in the workplace due to the unavailability of hygiene factors. Similarly, the employees of Sainsbury's are unable to get their remunerations in the proper time period. Therefore, it can be said that the company needs to follow the hygiene factor of the theory in its HRM management process. On the other hand, the motivation factor of Herzberg's theory refers to providing reward and

recognition in terms of motivation in the workplace (Siruri and Cheche, 2021). Similarly, the reward and recognition strategy helps companies in satisfying the employees properly in the workplace. However, the employees of Sainsbury's face challenges in the company to access their promotions and remuneration (Theguardian.com, 2023). It can create difficulties for the company in meeting the satisfaction level of employees positively. Therefore, the company needs to apply Herzberg's two-factor theory in the workplace to satisfy the employees properly by developing an HRM system.

The *contingency theory of leadership* can be taken into consideration for developing the HRM system of global organisations like Sainsbury's effectively. As opined by Lartey (2020), The contingency theory of leadership refers to the qualities of leaders in specific situations. The application of the theory provides insight into the situational-based leadership of organisational leaders in the workplace. In this context, Mike Coupe, the chief executive of Sainsbury's allows staying down to earth as a leader (Theguardian.com, 2023). It reflects that the leader of the company does not follow the situational leadership style. Thus, the company needs to apply the theory to its organisational management system in order to manage the employees effectively. On a contradictory note, the contingent character of a leader helps in mitigating the challenging situation of organisations (Uslu, 2019). In this context, contingency leaders make effective decisions in managing the operations of the business positively. Similarly, the HR leaders of Sainsbury's face difficulties in recruiting efficient employees in the workplace (Theguardian.com, 2023). Besides, the poor management of the company creates difficulties for the HR leaders of the company in handling employee turnover properly. Hence, it can be observed that the leaders of the company do not acquire contingency theory for hiring efficient employees in the workplace.

Harvard's model of HRM refers to an important model for elaborating HRM factors for global organisations. As evaluated by Tiwari *et al*. (2019), the Harvard model of HRM includes a soft HRM strategy for managing employees. In this context, HR managers adopt soft HRM policies to meet the requirements of employees in the workplace. In soft HRM policy, the HR managers prefer the presence of employees as a valuable resource of a company. Similarly, employees feel valued and respected in the workplace due to the adoption of a soft HRM policy. Accordingly, Sainsbury's is unable to communicate with the drivers appropriately due to improper HRM (Theguardian.com, 2023). Besides, it results in poor delivery services of products towards the

customers that impact the customer service of the company negatively. Thus, it can be observed that the company needs to follow the soft HRM policy in the workplace in order to manage the employees, suppliers and drivers. On the other hand, the employees of Sainsbury's are not happy with the reduction in wages and other facilities (Theguardian.com, 2023). It signifies that the company does not utilise their employees as a valuable resource. As noted by Kuuyelleh *et al.* (2021), soft HRM incorporates the importance of employee empowerment for pursuing professional benefits. Therefore, the company needs to apply the Harvard model of HRM in order to empower employees in the workplace.

The Fombrun model can be taken into consideration as an important model for developing HRM systems in global organisations. As per the study by Roscoe *et al.* (2019), there are four factors in the Fombrun model such as selection, appraisal, development and reward. In this context, the selection of efficient employees is a prominent job for HR managers for completing business operations effectively. Moreover, the candidate selection and training periods are important factors of this theory to develop HRM in a workplace. Similarly, Sainsbury's faces challenges in recruiting efficient employees for delivering products to customers (Roscoe *et al. 2019*). Besides, the leaders of the company are not able to communicate with the suppliers properly due to employee turnover issues. In addition, the company can face challenges in satisfying the customers due to not applying the theory for organisational purposes. Hence, it can be said that the application of the theory is necessary for the company in terms of achieving positive development in HRM policy.

Implications and Recommendations

Including soft HRM policies

The company needs to adopt soft HRM policies in order to manage the employees properly. As per the identification by Brewster *et al.* (2010), soft HRM policies help in motivating employees in the workplace. In this context, the company can handle the employees effectively by providing benefits and rewards under soft HRM policies. The reward and recognition strategy can help the company reduce employee turnover issues. Similarly, the company needs to apply the Harvard model of HRM in order to include soft HRM policies in the workplace. The application of this theory can help the company to utilise the employees as a resource in the workplace. The utilisation of employees as a resource can help the company in motivating employees with better HRM policies. Moreover, the company can reduce employee conflict in the workplace by

acquiring soft HRM policies. Hence, it can be suggested that the company needs to apply the Harvard model of HRM in the workplace to manage the employees effectively.

Acquiring situational leadership approach

The HR managers of the company need to adopt a situational leadership approach to mitigating employee-related challenges in the workplace. As per the opinion of Lartey (2020), situational leadership helps in managing the crucial situation in the workplace for organisational leaders. In this context, the leaders of the company can acquire the characteristics of a contingent leader in order to adopt the situational leadership concept in the workplace. The application of situational leadership can help the leaders of the company in handling the employees properly in challenging situations. Accordingly, the application of the contingency theory can be appropriate for the leaders of the company in terms of managing the employees by understanding their situations. Thus, the company needs to apply the contingency theory for retaining employees in the workplace.

Conclusion

On a concluding note, it can be said that the management of HRM is effective for global organisations in adjusting the organisational business operations. Sainsbury's needs to adopt a better leadership approach in enhancing HRM management. The Harvard model of HRM and the Fombrun model are effective for the company in developing the management of HRM positively. The application of the theories can provide opportunities in adopting situational-based leadership for the company in the workplace. Therefore, the company can develop the HRM by motivating the employees positively.

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Part B

Reflective practice is important to achieve self-development as reflection helps to identify one's strengths and weaknesses. In this context, the Driscoll model is helpful in easily reflecting on my experiences. The Driscoll model comprises 3 stages named "What?", "So What?", and "Now What?" (Adeani et al., 2020). The following section provides a reflection using the Driscoll model for analysing my development through this module.

What?

The "People and Global Organisations" module has been helpful for me as it has been central in developing my understanding of the importance of cultural aspects within contemporary multinational organisations. The modern workplace features heavy diversity within the workforce, which requires businesses to adopt a multicultural approach in their management and leadership processes (French, 2010). Therefore, the module has had a critical contribution to my development as I developed an understanding of the importance of adopting a cross-cultural approach to business management. I have learnt that contemporary organisations are complex in terms of culture and every social interaction is guided by a process-based cultural system that is part of the organisational culture of modern firms. In this context, I have built a knowledge base in terms of the necessity of developing an inclusive and encouraging culture at global organisations as it helps to maintain high levels of productivity.

Further, I have learnt that the modern business landscape is characterised by reduced restrictions in international trade, which have influenced businesses to expand globally. Accordingly, the level of competition faced by local businesses has increased and has also resulted in challenges for multinational companies as they need to achieve a unique positioning to capture foreign markets. In this context, I believe that it is important to have a talented and motivated workforce as it can help global organisations to develop competitiveness through high productivity and good quality of work. The module also introduced concepts like the national and organisational culture that demarcate the cultural characteristics of nations and organisations respectively. In this context, I have studied theoretical concepts such as the Hofstede model of national culture and the Schein model of organisational culture. Therefore, the module has helped in increasing my knowledge of the cultural dynamics of contemporary global organisations.

So What?

I have learnt that national culture plays an important role in influencing the organisational culture of global businesses. For instance, workers at multinational corporations that are residents of foreign markets are likely to feel comfortable with organisational cultures that are similar to their national culture. Theories like the Hofstede National Culture model are important in ascertaining the cultural characteristics of different countries. The model comprises 6 elements named "power distance, uncertainty avoidance, individualism, masculinity, indulgence, and long-term orientation" (Espig et al., 2021). The Hofstede model has helped me to understand that different nations possess different cultural traits, and organisations that consider these cultural elements can draft suitable organisational cultures to increase their workforce performance. Similarly, Schein's model of organisational culture can help analyse the different cultural elements of global businesses by analysing the three components named artefacts, values, and underlying assumptions. Therefore, the module has been helpful to me in gathering wide-ranging information on the cultural dynamics at contemporary organisations.

The knowledge that I gained during the model is impactful as it has helped me to develop an understanding of the ways that I can manage cultural differences in the workplace. My knowledge regarding the importance of managing organisational culture at global organisations is valuable because I can utilise this information to encourage the development of fair and inclusive policies. The Hofstede model of national culture helps in comparing the cultural differences among different countries (Pirlog, 2021). In this context, the module has been helpful in the development of my skills in identifying the cultural differences in different nations. Furthermore, my understanding of Schein's model of reflection is important as I can utilise the model to assess the cultural characteristics of global organisations to identify their strengths and weaknesses. Therefore, I have built a repository of useful tools like the Hofstede model that I can utilise to manage people in global organisations.

Now What?

I can utilise the knowledge that I gained during the module to achieve positive performance as a people manager at a global organisation in the future. I will utilise my knowledge of national cultures to determine the cultural differences that I have with people from different countries. It can help me in improving my cultural competence by understanding the communication limitations arising due to cultural differences. I can utilise the Hofstede model to understand the power distance of a country and manage employees within that nation according to their

tolerance for gaps in power within the organisation. For instance, I can manage employees in a country with low power distance by helping to adopt an equitable organisational culture as it can suit the cultural characteristics of the nation. Similarly, I will utilise the Schein model to bring the above-mentioned changes in organisational culture by influencing company values towards equity. Therefore, the knowledge from the module will be helpful for me to improve the quality of the organisational culture of my future workplace.

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