

# UKS31924 plag

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## **Human Resource Development**

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## **Introduction**

Employee engagement helps in describing an employee's enthusiasm and involvement toward his task or objectives in the attainment of organizational goals and objectives. On the other hand, Human Resource Management is the activity associated with recruiting, deploying, and managing professionals as per their expertise and efficiency, <sup>4</sup> to achieve the goals and objectives of the organization.

This assessment aims at describing the concepts of employee engagement that help the organization in achieving its objectives. This assessment also focuses on critically evaluating the purpose and principles of Human Resource Development(HRD) as a driving force of employee engagement in HSBC plc Holdings.

### **Illustration of the purpose of human resources development as a driver of employee engagement**

This key objective of HRD is to ensure the overall growth and development of employees in the organization along with the attainment of organizational goals and objectives. This helps them in developing new attitudes, dimensions, knowledge, and skills to attain new administrative roles in the organization. Adoption of HRD helps in assessing the strength and weaknesses of its employees, which helps the management in formulating effective successful plans. This, generally emphasizes the attainment of the long-term goals and objectives of the company.

Employee engagement generally fosters designing work policies that will help to develop a sense of belongingness and attachment among the employees towards the organization. This employee engagement in the organization can be attained by formulation of various strategies and policies which will help in motivating its employees towards the achievement of organizational goals and objectives. HSBC Plc Holdings is one the leading financial service provider in the UK. This banking and financial sector giant Human resource team can formulate policies and principles to integrate with its ground-level staff operating in the organization. The Hr department in HSBC can use various engagement tactics to enhance the well-being of its employees and boost productivity levels at all levels in the company. The HRD team by formulating various measures, principles, and policies can improve its employee engagement which is the key identified factor for the achievement of its organizational goals and objectives.

## **Illustration of the principles of human resources development as a driver of employee engagement**

Corporate policy on HRD is a key principle that aims at ensuring employee engagement. This Function of HRD generally fosters bringing the best out of the employees. This principle generally focuses on ensuring smooth operations in the company.

The commitment of top management is a key principle of HRD that can be incorporated to ensure employee engagement. This principle of HRD generally focuses on fulfilling the commitments of management towards its employees.

Sound planning principles of HRD generally emphasize meeting the requirements of employee engagement. This principle involves the preparation of plans and implementing them with the consultation of team members. This helps in bringing a sense of familiarity with its team members. HSBC plc holdings can adopt this principle to bring employee engagement in the concern.

Conducive planning is an important principle that focuses on ensuring employee engagement, through the preparation of plans and strategies to execute the plan in the organization. This helps in attaining the goals and objectives of the company.

Competent functionaries are an important principle associated with HRD which aims at bringing employees. This principle aims to appoint competent authorities to whom the subordinate staffs have to report about their tasks and functions. HSBC plc can review its employee's performance by appointing various competent functionaries.

The gradual approach aims at undertaking a holistic approach toward building and retaining the best talent in the industry. HSBC plc holdings can adopt this principle to adopt and retain the best talents which will help in retaining its market share and position.

Sharing the experiences of its employees is an important means to ensure employee engagement. This principle focuses on enquiring about employees' job experience with their HRD teams. HSBC plc can adopt this principle to enquire about the problems and issues being faced by its employees and formulate policies to mitigate problems in the organization.

Regular monitoring is an important principle of HRD that enhances employees engagements. HSBC can adopt this principle to ensure smooth operation in its processes prevailing in the organization.

## **Identification of the relevant issues concerning employee engagement**

a. Issues in HSBC employees with reward and recognition and high working hours

The management of HSBC is not addressing the mental health of its employees, by not complying with reward and recognition policies as per industries standard. From a study by Pfeffer and Williams (2020), it has been observed that spending more hours in the workplace is a key relevant issue that is prevalent in HSBC regarding employee engagement. This results in stress and depression among the employees, the employer by not rewarding and recognizing its employees for more hours spent in the organization is depleting the productivity and effectiveness of the employees in their workplace. Non-adhering to the mental health of the employees may hamper the future growth prospects of the company. The mental well-being of the employees is the key important factor for the growth and development of any organization.

b. Technology approaches increase issues in employee engagement.

Technology is one of the important factors which attributes to the smooth operations of an organization. To survive in this competitive business environment the companies have to introduce new and enhanced technology to ensure smooth and hassle-free operation. HSBC Pls Holdings had decided to introduce information management to advance the functioning of its business units. This adoption of information management tools would enable the company to gain information and knowledge to attract more affluent customers, which would increase the business of this major banking and financial providers. This offered the company to get a good chance of preparing its knowledge due to its large staff strength and size. This adoption of technology required information auditing to be carried out, and various plans were developed to effectively manage the resource. HSBC could not introduce information management tools due to the inefficiency of its senior officials in managing these advanced tools. The senior management found that the employees could not source information on time for the information management team (Sundaram *et al*, 2020).

### **Discussion over theories for mitigation of the identified issues on evaluation of employee engagement by human resources with relevant examples**

HSBC's process with focusing on talented recruitment which it is easier to analyze employee engagement in the organization context by human resources management. The organization's implement digitalization has increased various challenges, the adaptation of new business model and practices create complexity towards employee engagement which provide a massive desperate workforce and it creates challenges towards employee engagement in various operation. However, it is also highlighted that employees face issues with rewards and recognition and long working hours, which is necessary (www.salesforce.com, 2023).

For mitigating the issue, it is necessary to highlight with proper theories, which are as follows:

### **Reinforcement Theory**

Reinforcement theory is part of the psychological theory which provides principles that indicates regarding proper shaping of behavior and the consequences where individual employees show the behavior which can be changed to reinforcement, extinction, and punishment. The theory can be applied in the workplace which indicates that changes are necessary concerning employee engagement and behavior which provide positive as well as negative reinforcement that can be claimed with punishments as well as rewards and recognition. This theory is approachable as it provides proper reinforcements towards the behavior of the employee and it also includes various employee engagement policies which are meaningful and worthy to desire proper effort. The theory helps to provide necessary approaches and learning to the individual members for propagating proper behavior and various training through which the individual employee can act appropriately in the workplace (Susanto *et al.*, 2021). In the case of the issue in HSBC organization regarding the reward and recognition and also over timing create huge difficulties in propagating focus over the work. approaches of reinforcement theory provide factors that are considered as timelines and relevance. The timeline provides effective action and the right decision. Sometimes, the reward and recognition are not enough for the employees, and the individual employees expect higher, the role of the theory is to measure the expectation and take necessary action and approaches accordingly.

### **Connectivism Learning Theory**

<sup>6</sup> The connectivism learning theory is a new kind of learning theory that suggests the individual where a combination of thoughts, theories, and various information is useful (Liu and Li, 2021). The theory approaches technology which is one of the major parts of the learning process to engage more opportunities and decision-making approaches. Highlighting the issues of employee engagement over technology in HSBC involves disturbance where employees show low interest in the acceptance of technology in the function and operation part. It is identified that lack of proper training in the technology and various approaches has created distance between the employees working with the technology in various operations. However, the use of the connective learning theory, helps in including the approaches where proper training is necessary to provide to the employees which helps to increase employee engagement and it is easier for the HRM to access control over the employees while working in the organization. This learning theory helps in providing various necessary strategies



which can be implemented by human resource management in terms of providing various employee engagement while working with technology and it also helps in including operational changes respectively.

### **Discussion over strategies to mitigate the identified issues with relevant examples**

The main intention of the HSBC organization is to provide diversity and technology transformation which includes significant measures and create an impact on societies as well as cultural phenomena. It is been highlighted that the increase in diversity among towns and cities is respected under the reflection where employee engagement or completely dependable (Biswas *et al.*, 2020). Moreover, it is investigated that fundamental success towards employee engagement can be managed through ethical approaches and technological use where 33% of the increased profit margin is gained by the HSBC organization (www.salesforce.com, 2023). Mitigating the issues which are indicated in the HSBC organization can be resolved by proposing respective strategies,

- The rewards and recognition management in HSBC connects with the Global reward platform where every employee is appreciated for their hard work and proposes good behavior in the reward and recognition platform where every employee throughout the globe can know the performances of the particular employee. These activities are motivation however there are still various issues with the recognition system in the organization which can be motivated by providing financial and non-financial incentives. The non-financial incentives include recreation facilities, health benefits, flexibility towards working time, and many more (Alnsour and Kanaan, 2021). Correspond to the financial incentive process it includes money and credit option which can be used in various perspectives. These activities are helpful to manage the issues of high working hours and recognition and provide better employee engagement with a high-performance level.
- The role of technology in the organization helps in improving employee engagement and various report has provided information that 16% of employers use technology for monitoring the employees and can track their work. However, in HSBC the issue is been highlighted that due to the use of technology, it provides disturbance in employee engagement. Technology provides improvement what's the flow of work however it increases the burden of daily tasks on the employees which affects the decision-making perspectives of the employees. The issue increases due to the lack of



engagement with the technology by the employee and the lack of reinforcement of the technology for the employee engagement process. Technology helps in promoting practices and policies which is necessary for the employee work engagement behavior approaches (Gemedu and Lee, 2020). Proceeding with the education and training increases employee engagement in the organization which provides priorities and opportunities for learning and development of new skills in connection with the technology. The role of technology provides extension towards social interaction in the workplace which help the employee to get connected with other employees throughout the globe which place a crucial role and provide a positive work environment by building a proper relationship.

- The main strategy used by HSBC plc Holding is approaching global leadership the globe and leading while serving mid-market corporate and influence with wealth management. For approaching these facilities it is necessary to involve proper employee engagement and through the prospectus of various strategies on providing proper approaches where incentive and technological approaches are helpful to mitigate the issues.

### **Illustrate the synchronization of the theory and strategies**

Synchronization of theory and strategies is a part of the universal phenomenon which helps in encountering science, nature, and various aspects. It provides theoretical and experimental approaches which are necessary to synchronize to mitigate the complex issues and produce applications to implement proper justice to employee engagement. Synchronization provides control towards strategy through which proper and good theoretical approaches can be highlighted (Lei *et al.*, 2019). The main role of human resources management is to provide proper aspects and approaches for employee engagement in the organization which helps to provide proper positivity for achieving business objectives in HSBC. However, there are highlighted various issues which can be mitigated through the application of theory and strategy. Under the combination of theory and strategy approaches, providing proper recognition is necessary for the employees to improvise better performances, and the reinforcement theory and strategies also educated them to approach<sup>5</sup> with incentive process which enhances employee engagement. Another highlighted issue is the use of technology in the workplace creates a disturbance in employee engagement, however, the connective theory and strategy produce the same phenomenon where it is necessary to educate the

individual employee about the various activities of the technology that help improve employee engagement.

## **Conclusion**

This assessment aims at illustrating the purpose of human resource development <sup>2</sup> as a driver of employee engagement. This also focuses on discussing various human resources development principles which will help in attaining the employee engagement objective of the human resource team. This assessment helps in highlighting relevant issues about employees. Theories and strategies to mitigate issues in the context of employee engagement have been highlighted in this assessment with the help of some live examples. The last part of the assessment has helped in synchronizing various theories and strategies to mitigate the issues arising on the path of employee engagement.

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