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HUMAN RESOURCE MANAGEMENT

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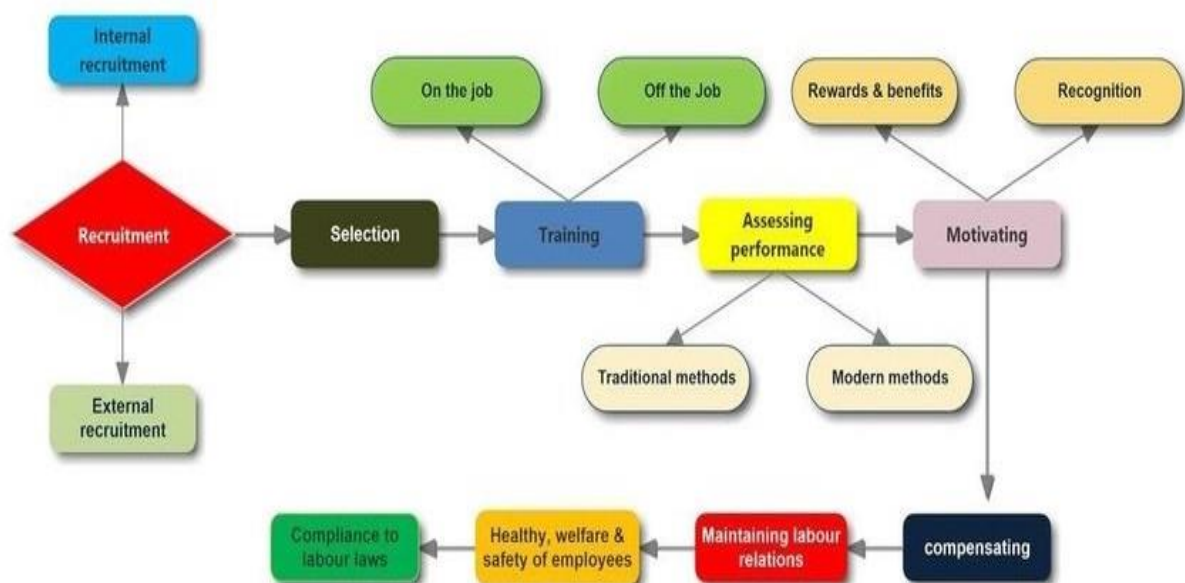
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INTRODUCTION

Human resources (HR) refers to the strategic administration and advancement of the workforce inside an organisation. It is a division or role inside an organisation that concentrates on many facets of workers, their welfare or well-being, and their contributions to the success of the organisation as a whole. The key goal of HR is to allure, maintain, and grow a competent workforce that is in line with the goals and values of the company. So these human resources should be managed properly for achieving both the fundamental and strategic objectives of any enterprises, and thus human resource management had emerged.

Human resource management (HRM), defined by Edwin Flippo (2007), as planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.



In general, human resource management (HRM) is a multidisciplinary topic that combines management, psychology, sociology, and legal concepts to efficiently manage and develop the human capital inside an organisation, with a primary goal of maximising employee productivity, job satisfaction, and organisational success.

Overall, HR is essential for achieving business objectives in several ways such as talent acquisition, employee development and training, performance management, employee engagement and retention, organizational culture and values etc. Along with these the phrase "HR strategy" refers to the long-term plan and strategy used by the human resources department of an organisation to efficiently manage and develop its personnel in line with the organization's overarching goals and objectives. It entails making strategic choices and putting plans into action that promote the organization's vision, purpose, and values while attending to the changing workforce demands.

This paper sussed out and addressed four prominent discussion i.e., HR differences in private sector and public sector, how does sector determine the effectiveness of HR strategy, HR with regards to development of employees to achieve strategy goals and organisational climate factors which affect the effectiveness of HR strategy.

Area to be addressed

- 1) How does HR in the private sector differ from HR in the public sector
- 2) How does sector determine the effectiveness of HR strategy
- 3) How can HR develop employees to achieve strategy goals
- 4) What organizational climate factors affect the effectiveness of HR strategy

1. Human Resource differences in private sector and public sector

The private sector is made up of privately-owned businesses and organizations that pursue profit-making objectives and compete in the market, as opposed to the public sector, which consists of government-owned or controlled organizations and entities that provide public goods and services to nation's citizens.

Due to the differing nature, goals, and operational conditions of both sectors, HR practices in the public and private sectors might vary in a number of ways. All organisations should implement the "high performance work practices," according to HR practices, which are always superior to others. Organisations in both the public and private sectors have seen several changes in their surroundings recently. Organisations in both sectors have been compelled by these forces to keep raising the bar on their performance. Harel, G.H. and Tzafrir, S.S (2001) discovered that due to the high level of unionisation in the industry, public sector management places a premium on HRM domains that deal with employee selection and grievance processes. In contrast, private sector management places a strong emphasis on compensation for performance and employee development. However, they also discovered proof that the public sector is "moving" in the direction of the private sector model by using "high performance work practices" to deal with the challenging climate and rising public expectations or demand.

The main areas of dissimilarities include the structure of the human resources (HR) department, the function of HR in corporate change, employee relations, compensation and benefits, training and development, recruiting, and selection. In the case of human resource

management (HRM) practices in Indian public- and private-sector organizations, Indian private-sector companies have taken a more reasoned approach than their public-sector counterparts in relation to few HR functional areas (such as remuneration and training and development).

Moreover, the key differences between public and private sector organisations in the area of human resource management may or may not have been eliminated by public sector reforms prompted by radical structural changes, the privatisation of some governmental functions, or the adoption of New Public Management technologies.

In the matter of HRM in European Union (EU), the significance of consultation, the growth of flexible work schedules, the role of work and the employer in workers' lives, and the adoption of the Euro are all common aspects in the evolution of European HRM. European HRM varies due to national, corporate, and regional considerations. Societal hierarchy, various cultures and mental models, societal structure, and language are examples of national variables. Factors affecting a company include its size, whether it is public or private, and if it is global or regional. Regional differences can be found along the north-south and east-west axes. Although the EU had a significant influence on the opening of markets to foreign competition and the privatisation of public sector enterprises, it had comparatively less of an impact on HRM in terms of harmonising tax and labour legislation. Despite the continued strength of cultural variety, the impact of major multinational corporations may result in more regional integration in the application of HRM. The polycentric method of operation is far more pleasant for European HRM than it is for American HRM, which strives for universality and standardisation © 2003 Wiley Periodicals, Inc.

The managers in the public and private sectors might approach HR practises from different angles. Since the distinction between the terms "public" and "private" was formed in the 1980s, this hypothesis has been put out (Becker and Connor, 2005). The reason for this viewpoint is because, as compared to private employees, public employees appear to have distinct interests and expectations at work and have different characteristics. Performance of the human resources department directly affects an organization's efficiency.

The key distinctions of HR practices in both public sector and private sector are, in brief,

- **Objectives and Stakeholders:** In the private sector, HR is largely concerned with assisting the company's goals for profitability and expansion. Owners, stockholders, and consumers are the primary stakeholders. In contrast, HR in the public sector works to provide efficient and effective services to the general public. The community, the people, and the government are the stakeholders.
- **Funding and Budgeting:** In the private sector, HR departments are frequently supported by the company's income sources and run under set budgets determined by its corporate goals. On the other hand, government budgets and public funds are used to support HR departments in the public sector, which are frequently subject to more stringent financial restrictions and accountability requirements.
- **Recruitment and Selection:** In the private sector, HR frequently places a high priority on identifying people who have the specialised skills and credentials necessary for the organisation to succeed in a cutthroat market. In addition to skills, HR in the public sector

emphasises diversity, merit-based hiring, and ensuring that all people have equal access to opportunities.

- **Pay and Benefits:** To recruit and keep top people, private sector HR practices frequently place a strong emphasis on providing competitive salary packages. In the private sector, variable compensation, performance-based incentives, and stock options could be typical. While aiming for fair and competitive remuneration, public sector HR may encounter obstacles because of budgetary restrictions and public perceptions of fairness.
- **Employment Security and Stability:** In the private sector, human resources departments may place a larger focus on performance-based hiring and may be more vulnerable to downsizing, restructuring, or layoffs in reaction to market forces. As public sector organisations strive to offer long-term career prospects and minimise layoffs, HR frequently offers more employment stability and job security.
- **Unionization:** HR in the private sector may need to handle possible conflicts, negotiate collective bargaining agreements, and navigate labour relations with employee unions. Unions frequently have a larger role in the public sector, and HR must engage in labour relations while abiding by legal frameworks and rules.
- **Flexibility and innovation:** HR in the private sector may have more freedom to embrace cutting-edge technology and novel HR practises that will increase productivity and efficiency. Due to legislative and administrative restrictions, public sector HR may

encounter difficulties making quick changes or deploying cutting-edge HR solutions.

- **Accountability and Transparency:** HR departments in the public sector are subject to stricter accountability rules. Transparency, adherence to laws and public policies, and a dedication to justice, diversity, and equal opportunity must all be present in HR practises and choices.

It's crucial to remember that despite these distinctions, there may still be commonalities and HR concepts that apply to all industries. HR departments in both the public and commercial sectors work to recruit, train, and keep a skilled staff, guarantee that labour rules are followed, and support organisational success.

2. Factors which determines the effectiveness of HR strategy by the sectors

The assessment of an organization's HR strategy may be influenced by the industry in which it operates. The well-established link between human resource management and performance may be explained by the efficacy of human resource (HR) practices.

In stakeholder perspective, that senior line managers' ratings of HR effectiveness will be more strongly associated with the outcomes than HR managers'. Besides, building on Bowen and Ostroff's notion of consensus as a component of a "strong" HR system, it is hypothesised that shared perceptions of (high) effectiveness will be associated with higher performance. The analysis of Guest, D. and Conway, N.(2011) establishes the relationship between increased HR effectiveness and a variety of performance outcomes as well as increased HR practices. In general, the connections are stronger for effective HR. There is little consensus about HR effectiveness between line managers and HR, and where it does exist, it is not related to better results.

However, an organization's industry of operation can have the following effects on how its HR strategy is evaluated when determining whether it is effective or not:

- **Alignment with Sector-Specific Needs:** The degree to which an HR strategy is in tune with the particular requirements and features of the sector will determine how effective it is. Every industry has unique dynamics, difficulties, and legal frameworks that have an effect on HR procedures. Sector-specific considerations are taken into account, and activities are tailored as a result, in a successful HR strategy.

- **Sector Performance Indicators:** Sector-specific performance indicators can be used to assess the efficacy of an HR strategy. For instance, indicators like market share, profit margins, revenue growth, and customer satisfaction may be utilised in the private sector to gauge how HR efforts have affected company results. Indicators including service quality, efficiency, citizen satisfaction, and adherence to legal criteria may be more important in the public sector.
- **Talent Attraction and Retention:** A crucial factor in determining the effectiveness of an HR strategy is its capacity to draw in and keep top talent from inside the industry. An efficient HR strategy should concentrate on employer branding, competitive remuneration packages, career development possibilities, and a good work environment in industries with significant competition for competent professionals in order to recruit and retain brilliant workers.
- **Regulatory Compliance:** For assessing the efficacy of an HR strategy, compliance with sector-specific laws, regulations, and industry standards is essential. An efficient HR strategy should guarantee compliance with labour laws, health and safety standards, diversity and inclusion requirements, and other sector-specific mandates in industries with rigorous regulatory frameworks, such as finance, healthcare, or manufacturing.
- **Stakeholder Satisfaction:** A key metric of the success of an HR strategy is the satisfaction of stakeholders from a particular industry. Customers, clients, patients, citizens, and other important stakeholders who deal with the organisation are included in this. By

assuring a knowledgeable and client-focused workforce, prompt service delivery, and effective communication, a good HR strategy should contribute to stakeholder satisfaction.

- **Sector- Specific Challenges:** HR strategies must take into account the specific issues that each sector encounters. For instance, a successful HR strategy should concentrate on upskilling staff and helping them adjust to the digital revolution in industries like IT or manufacturing that are seeing significant technological improvements. Transparency, integrity, and public trust should be prioritised in industries that face intense public scrutiny, such as government and healthcare.
- **Sector Benchmarks and Best Practises:** Comparative comparison using benchmarks and best practises in the sector may be used to assess the efficacy of an HR strategy. HR executives may evaluate how their company's HR procedures and results stack up against those of other companies in the same industry and pinpoint areas that could use innovation or improvement.

Hence, for an HR strategy to remain effective over time, regular monitoring, review, and revisions based on sector-specific considerations and feedback are necessary.

3. Aligning employees with the strategy goals through HR strategies

By employing a number of tactics, HR may assist workers in achieving strategic objectives. A study conducted by Richard, O.C. and Johnson, N.B.(2001) assesses if the efficacy of strategic human resource management (SHRM) has a substantial impact on results at the organisational level. This study investigates the impact of efficient utilisation of human capital on organisational performance using the resource-based view of the company. Additionally, the function of capital intensity as a contextual component is investigated. Results indicate that successful SHRM lowers employee turnover considerably and improves assessments of market performance as a whole. SHRM effectiveness, however, only had an impact on company productivity and return on equity when capital intensity was lowered.

Based on the analysis held by Okoye, P.V.C. and Ezejiofor, R.A. (2013) the study concluded that human resource development is crucial for any organisations, small and large, because it is well known that no business can exist without people. It was also discovered that one of the main purposes of human resource development is to motivate people to work in order to increase sales and profitability. The researcher further advises that businesses should encourage employees to attend conferences and seminars, ensure that employers' efforts are periodically evaluated to determine how they contribute to the achievement of organisational goals, and require educational qualifications as a condition for hiring, selecting, promoting, and placing employees.

So, to successfully manage their human resources and eventually achieve strategic success, organisations must ensure that personnel are in line

with the company's bigger strategic aims. Employees' "line of sight" (LOS) with their organization's strategic goals is a crucial element in achieving and maintaining this alignment.

In the view of Kareem, M.A. and Hussein, I.J.(2019), Employability is increasingly one of the major aims for every organisation in light of the increase of globalisation and the quick changes in the economic environment. The performance of an organisation depends on the calibre of its human resources, and efficient HR practises may raise employee competency levels. By taking the sample of public universities in Iraq, they analyse how human resource development strategies affect both employee performance and the efficiency of the organisation. The result shows that, HRD practises have a considerable impact on employee performance when it comes to increasing organisational effectiveness. The findings also indicate a statistically significant link between organisational success and employee performance. Additionally, this study suggests that university decision-makers work to create HRD strategies that will help them increase employee competency and make it easier for workers to accomplish the intended organisational goals and objectives.

Katou, A.A.(2017) analyse the effects of the human resource management (HRM) system, which integrates both the content and the process of HR practises, on both the proximal (such as job satisfaction, motivation, and organisational commitment)and distal outcomes of the organisation, including employee engagement, organisational citizen behaviour (OCB), employee cooperation, intention to quit, and operational performance. And the findings indicate that HRM systems strongly affect employee job satisfaction and motivation, as well as OCB and employee cooperation, operational performance, and organisational results (both directly and indirectly).

In case of Nigerian manufacturing sector, a study guided by Danlami, A.S.(2011) examined strategic HRM practices and its impact on the organizational performance. The findings show that the key strategic HR practises that affect organisational performance in the Nigerian manufacturing sector include line management devolvment, creative recruitment and selection systems, regular training and development of personnel, equity based compensation systems, performance appraisal systems, effective career planning systems, and a robust employee participation in the organisations' decisions and actions. Therefore, it means that businesses engaged in Nigeria's manufacturing sector should pay closer attention to these practises in order to improve it's execution across the industry.

For decades, the primary priority of many organisations has been enhancing employee and organisational performance. Another analysis was made in Nigerian public sector by Tabiu, A., Pangil, F. and Othman, S.Z.(2016) investigated how HRM practises affect employee performance. They demonstrated that HRM practises such career planning, job autonomy, and rotation of jobs have a substantial and favourable impact on organisational strategy goals.

According to Waiganjo, E.W.(2014) a research in Kenya stated that designing strategic human resource management (SHRM) to identify a firm's strategic needs, which are necessary to implement a competitive strategy and meet operational goals, might help a company gain a sustained competitive advantage from its human resources.

Therefore, the management of human resources may be very important to a company's success. The effectiveness of human resource management practises is influenced by recruiting and selection, staff performance evaluation, remuneration, and practises for training and development.

Summarily, through some strategies such as clear goal alignment, training and development, performance management, continuous feedback and coaching, employee engagement and recognition, talent management and succession planning, collaboration and teamwork, change management support, measurement and evaluation etc the HR can develop and support the employees' skills, engagement, and alignment with strategic goals. Thus, in turn able to achieve the organizational strategic objectives.

4. Organizational climate factors which affect the effectiveness of HR strategy

The qualities, attitudes, and experiences that characterise an organization's general climate, culture, and working environment are referred to as organisational climate factors. The success of HR strategy can be impacted by a variety of organisational environment elements. These elements provide a setting that either helps or makes it difficult for HR initiatives to be implemented successfully.

A study held by Kaya, N., Koc, E. and Topcu, D.(2010) in Turkish bank examine how organisational climate and human resource management (HRM) practices affect job satisfaction. The first part of the study looks at the relative effects of eight HRM practises on job satisfaction, including: (i) behaviour and attitudes (in recruitment and selection); (ii) teamwork; (iii) extensive training; (iv) written policies; (v) training in multiple functions; (vi) incentives; (vii) performance appraisal; and (viii) feedback on performance. Second, six organisational climate-related elements are investigated from the perspective of their impact on work satisfaction. The second category of elements includes cohesiveness, organisational boundaries, workload pressure, management competence and consistency, support for innovation, cohesion, organisational boundaries, and organisational ethics. The findings indicate that organisational atmosphere, in particular, has a considerable impact on work satisfaction in addition to the beneficial effects of HRM activities.

There aren't many research that look at how organisational and environmental factors affect human resource (HR) practices. A research of Tannenbaum, S.I. and Dupuree-Bruno, L.M.(1994) identify concepts from the literature on innovation were used to identify potential correlates

of progressive HR practises. Particularly, the relationship between size, climate, organisational structure, external factors, and workforce characteristics in a sample of 40 New York State governmental agencies was investigated. The linear impacts of formalisation, centralization, and HR department atmosphere were slightly less strong. Compared to HR innovation, external favorability showed a nonlinear connection.

The organisational atmosphere of a company, including its level of trust, morale, conflict, rewards equality, leader credibility, reluctance to change, and scapegoating, influences its performance. The business's dedication to innovation, quality, capital investment, and other factors has been proven to be a key indicator of corporate performance. Another study of Burton, R.M., Lauridsen, J. and Obel, B.(2004) develop an organisational climate metric that includes conflict, reluctance to change, and tension before demonstrating that, in some cases, the relationship between a firm's climate and its strategy has a negative impact on return on assets (ROA).© 2004 Wiley Periodicals, Inc.

Some key organizational climate factors which affect the effectiveness of HR strategy are ,in brief:

- **Leadership Support:** The dedication and support of organisational leaders for HR initiatives have a significant impact on their efficacy. HR strategy execution benefits when executives give high priority to HR initiatives, provide resources, and actively engage in HR-related activities.
- **Communication and Transparency:** Open and honest lines of communication inside the company foster understanding and trust. Employee engagement and buy-in improve when they have access to pertinent information about HR strategy, their goals, and progress, which increases effectiveness.

- **Employee Engagement and Trust:** These two aspects of the workplace atmosphere have a significant impact on how well HR policies work. Employees are more likely to accept and actively participate in HR programmes when they feel encouraged, believe HR efforts are fair, and trust HR systems, which improves outcomes.
- **Capabilities for Managing Change:** The efficacy of HR strategy is influenced by the organization's capacity for managing change. HR strategies are more likely to be executed successfully in an environment where workers are prepared for change and have the resources they need to adjust to new initiatives.
- **Employee Involvement and Participation:** HR practises can be more successful if the workplace fosters employee involvement and participation in decision-making. When workers have the chance to contribute ideas, discuss opinions, and help shape HR projects, they feel valued and a feeling of ownership, which increases commitment and improves execution.
- **Performance Management and Recognition:** The effectiveness of HR initiatives depends on having a performance management system that sets clear goals, offers frequent feedback, and uses fair evaluation procedures. Employee motivation to accomplish strategic goals is increased when their performance is in line with organisational goals and they are commended and rewarded for their efforts.
- **Resource Availability:** Sufficient financial, technological, and human resources are essential for successfully executing HR initiatives.

The possibility of effective implementation and impact is increased when the organisation provides the appropriate resources to support HR initiatives.

- **Organisational Culture:** The success of HR strategies is significantly influenced by organisational culture. HR activities aimed at fostering employee engagement and growth are supported by a culture that emphasises learning, cooperation, and continual improvement. The success of HR policies might, however, be hampered by a culture that opposes change, stifles innovation, or lacks employee support.
- **Flexibility and adaptation:** The effectiveness of HR strategy depends on an environment that encourages flexibility and adaptation. Initiatives in HR must be flexible enough to adapt to shifting company requirements and market circumstances. HR strategies may develop and continue to be effective over time when the organisational climate supports flexibility, creativity, and a readiness to accept new ideas.
- **Consistency and Stability:** HR policies may be effectively implemented when the organisational atmosphere is consistent and stable. A supportive environment for HR efforts is created when rules, processes, and practises are transparent, consistent, and in line with strategic objectives.

HR can build an atmosphere that supports the successful execution and impact of their policies and activities by taking these organisational climate variables into account and resolving them

CONCLUSION

As HRM is defined as planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved, it is more essential to achieve the profitability and efficiency of an organization. It aids to bring off employee satisfaction and strategic HR practices thus in turn assist to attain the organizational competence.



This paper addressed various areas such as differences in HR in private and public sector, Factors which determines the effectiveness of HR strategy by the sectors, HR strategies to develop employees in order to achieve strategy goals and organizational climate factors which affect the effectiveness of HR strategy.

Due to the differing nature, goals, and operational conditions of both sectors, HR practices in the public and private sectors might vary in a number of ways. Key distinctions of HR practices in both public sector and private sector are objectives and stakeholders, funding and budgeting, recruitment and selection, pay and benefits, unionization, employment security and stability, accountability and transparency, and flexibility and innovation.

The assessment of an organization's HR strategy may be influenced by the industry in which it operates. Through alignment with sector specified needs, sector performance, talent attraction and retention, regulatory compliances, sector specific challenges, and sector benchmarks and best practices, an organization's industry of operation can have the effect on how its HR strategy's effectiveness is evaluated. And to remain effective over time, regular monitoring, review, and revisions based on sector-specific considerations and feedback are necessary. HR strategies do develop the employees to reach strategy goals. The researches by Richard, O.C. and Johnson, N.B.(2001), Okoye, P.V.C. and Ezejiofor, R.A. (2013), Kareem, M.A. and Hussein, I.J.(2019), Tabiu, A., Pangil, F. and Othman, S.Z.(2016), Waiganjo, E.W.(2014) are some of the study conducted under this area. The firm implement some of the strategies such as clear goal alignment, training and development, performance management, continuous feedback and coaching, employee engagement and recognition, talent management and succession planning, collaboration and teamwork, change management support, measurement and evaluation etc to advance employees to achieve tactical goals of enterprise.



The last area which is addressed in this paper is that the organizational climate factors which affect the effectiveness of HR strategy. A study held by Kaya, N., Koc, E. and Topcu, D.(2010) in Turkish bank examine how organisational climate and human resource management (HRM) practices affect job satisfaction. The organizational climate factors means to the characteristics, perceptions, and experiences that define the overall atmosphere, culture, and working environment within an organization definitely determines the effectiveness of HR strategy. HR can build an atmosphere that supports the successful execution and impact of their policies and activities by taking the organisational climate variables such as leadership support, communication and transparency, employee engagement and trust, employee involvement and participation, resource availability, organizational culture, etc are into account and resolving them.

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