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MANAGING PEOPLE– ASSIGNMENT

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1. Introduction

In any organization, it is made up of people from a variety of ages, lifestyles, viewpoints and customs. Managing people is an activity of the organization to attract, build, develop, evaluate and maintain the workforce which is suitable with the work requirements of the enterprise in both quantity and quality. Therefore, human resource management plays an important role in the production and business activities of an enterprise. Also, there are some challenges for a manager to control and develop these differences and to make them become the whole team.

This assignment includes 4 parts. The first part will indicate the importance of people management and also introduce briefly about Project Development Centre (PDC). Next, it shows how HRM strategies influence on organization managing people. Thirdly, the ways that HR function of PDC using to improve people management are illustrated. Lastly, it is going to sum up all information and give some recommendations.

1.1 Importance of People Management

Managing people is used in a variety of organizations which are different in sizes and bring so many advantages for themselves in daily corporate life (Marchington, Wilkinson 2002a). More efficient selection process is considered as the main benefit of people management. According to (Lewis, Goodman et al. 2006), during selection process, finding the most qualified professional is one of the main goals. However, some manager finds it difficult to assess whether candidate is fit with the performance of the company or not. As a consequence, employees will be unmotivated and more likely to quit the job, then the organization needs to hire new ones with more cost. If the manager wants to be successful in managing people, they need to define the correct position of individuals in the organization, and clearly define their functions, powers and their roles.

When people management in organizations becomes more effective, it is easier to select the most suitable candidates, reducing staff turnover costs and wasting time. Increasing productivity and motivation is another advantage of managing people in a company. Another factor which influences people management is about the manager's performance. Thus, managers also need to improve skills in management to have more experiences in inspiring and boosting the team's spirit. Next, it can be seen that the working environment in the company is more likely to improve with strong people management style. When all the practices of management are applied, employees feel their importance themselves and see how much their work assists in the achievement of business goals.

As a result of decreasing the conflicts among employees and employers, the organization climate will become more open, as well as motivation and quality of working are encouraged. Another advantage of this strategy is in attracting and retaining talent. (Moorhead, Griffin 2008) explores that if the company can manage people effectively, it can bring to them a good organizational environment, benefits, and staff training. Thanks to all of these factors, the brand of the company is reinforced and become the big competitor with others in the job market.

The principles of managing people is to give employees a sense of pride in their work. In other words, a manager needs to show trust, appreciate their efforts of independent work, as well as the ability to manage and handle situations of employees. When employees are praised or encouraged, they are more productive. Besides, employee's morale will be happier and work more efficiently when managing less regulations. Also, create favorable conditions for employees to work can help them balance and maintain effective work and daily life. The more respect the feel, the more they drive their ability and achieve more success.

1.2 Project Development Centre (PDC) overview

Project Development Centre (PDC) is a small company belonging to FPT Group which is the largest information technology service company in Viet Nam. PDC provides telecommunications and Internet service and has been established for over 10 years with more than 300 employees. The big problem of PDC is that it had never had a Human Resource Manager before. Therefore, some related issues are found such as staff low morale, motivation limited, repetitive performance, low skilled workers and poorly rewarded. A new Human Resource manager can bring some effective strategies to deal with this situation of PDC.

2. HRM strategies influences on organization managing people

People management is considered as a activity including recruitment, management, and provide the support methods for the employees of an organization (Marchington, Wilkinson 2002b). These tasks can include the following: compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. The fact is that a good manager will know how to concentrate on both hiring and using the suitable candidate. As a result, employees can join in the business like a "partner". There are some important factors can become the main influences of managing people such as workforce diversity, Communication and Consultation, Reward structure and Training and development.

Why some factors are essential in any organization and how they can be improved by Human Resource function.

2.1 Workforce diversity

(Kumar 2010) believes that diversity in the workplace refers to the diverse individuals who have different characteristics. When the Human Resource function want to manage the diversity in the workplace, it means they need to manage people of varying gender, age, religion, race, cultural background, education, abilities, etc (Triana 2017)

Workforce diversity becomes something most companies achieve to improve if they strive to be more reputation. There are top 10 advantages of diversity in the workplace.



Source: <https://www.talentlyft.com/en>

Firstly, diversity in the workplace ensures a variety of different perspectives. People working in the organization with high diversity will be more likely to have different skills and experiences, as well as different characteristics and backgrounds. As a result, the higher workplace diversity employees work, the more perspectives they can assess. Regarding to planning and executing a business strategy, the variety in individual perspective is exactly the strengthen of the organization.

Also, creativity can be increased thanks to the variety of perspectives. Having opportunities to assess with different views lead to higher creativity.

Higher innovation rate is another benefit of workplace diversity. According to (Lindgardt, Reeves et al. 2009), inclusive companies are 1.7 times more likely to be innovation leaders in their market. If employees have a chance to work in an organization with high workforce diversity, they can explore more perspectives and viewpoints. When those perspectives are combined, the new door of innovation will be opened.

The higher of workforce diversity, the faster problem-solving. Employees who are from different backgrounds will show the variety of experiences and views. As a result, they can devote diverse solutions for some difficult issue. The best solution can be chosen sooner, which leads to faster problem-solving. Also, the diversity in solutions will lead to better decision making when they can support and corporate to find the best solution.

Then, organization can achieve more benefits if it contains workplace diversity. For example, a global management consulting firm named McKinsey and Company conducted research that included 180 companies in France, Germany, the United States. Their research indicated that the top financial companies. The result of the research showed that companies with workforce diversity are more likely to have quicker decisions. Then, they could easily to gain more profit than other competitors.

Another important benefit of the diversity in the workplace is higher employee engagement. (Alarifi, Sedera 2013) conducted research that captured the views and experiences of 1,550 employees in three large Australian business operating in manufacturing, retail and healthcare. The result of this research again confirms the relationship between diversity and employee engagement. If employees feel the link with the organization, they are more engaged.

Furthermore, employee retention can take advantage from workplace diversity. Companies with a diverse workforce are generally more inclusive of different individual characteristics and perspectives. Due to the diversity and inclusion in the workplace, all employees feel their values are accepted. As a result, they are more likely to commit with the organization where appreciate them. Also, companies with higher diversity will have lower turnover rates.

Reputation and brand of company also are boosted by the workplace diversity. When people finding a job, they tend to choose a company which promotes the diversity in the workplace. The reason is that these companies are considered as good organizations which have high responsibility and more interesting. Furthermore, it will be easier for other people to access with the company brand including customers and business partners.

Last but not least, hiring result can be better when a company improve its workplace diversity. Company's brand is also boosted thanks to the diversity, as a result, it become the desirable place to work. According to a survey conducted by (Glassdoor, 2014), 67% of job seekers said a diverse workforce is important when considering job offers. More talent people will be attracted by the organization with the variety in the environment working.

2.2 Communication and Consultation

(Banfield, Kay et al. 2018) exposed that employee communications and consultation are related to developing people in an organization. Communications and consultation play a vital role in the management process and directly influence on changes in working practices. It can be denied that if managers want to build an effective management plan, they need to communicate and consult with their employees, as well as collect information from other managers.

Communication is considered as a good way to provide all information which employees need to know. In working process, employees will be supported information about contractual terms, progress and prospects. Employees need to keep this information as secret when they are just starting in a new organization. When any changes are happened, they need to be told about arrangements relating to working conditions, supervision and management, administrative procedures, training and development, equal opportunities, social and welfare facilities. Consultation should be used regularly with employees or their representatives in order to collect their views and decisions which can be affected directly their benefits. Consultation requires a free exchange of ideas and views affecting the interests of employees and the organization.

If employee communication and consultation in a company is working effectively, it can bring some benefits. Firstly, the organizational performance will be improved. By avoiding some misunderstanding and communicating for a new project, organization can save time for other activities. Secondly, it improves management performance and decision making. The fact is that managers tends to have more effective decisions when they can receive the support from their

employees. Therefore, expressing their views and opinion is so important to support their managers. Moreover, good communication and consultation can improve employee's performance and commitment (Armstrong, Stephens 2005). Employees will perform better if they are given regular, accurate information about their jobs such as updated technical instructions, targets, deadlines, and feedback. Their commitment is also likely to be enhanced if they know what the organization is trying to achieve and how they, as individuals, can influence decisions.

Also, it cannot be denied that the job satisfaction is also increased when employees have a good understanding of their job and how it fits into the organizations as a whole and are actively encouraged to express their views and ideas. Last but not least, "work-life balance" is considered as an important criterion to assess the successful level of the company. If a manager can reinforce the "work-life balance" in a company by collecting employee's opinions and develop flexible working policies, it can encourage people to engage with the organization. Good communications and consultation involve everyone in an organization; however, they need to be well-organized and take place in a systematic way to be effective. Senior management should take the initiative in drawing up such a policy, but it is important that employees are fully involved in the process. A communications and consultation policy are the particularly effective way of setting out the attitude of the organization, defining the responsibilities of those involved in the process and setting out the means of communications and consultation that will be used.

2.3 Reward structure

Reward management is a process including strategies and policies that have the purpose to reward people equally and deserve with their devote to the organization (Armstrong, Brown 2006). There are three most important aims of reward management. The first purpose of that is to reward employees depending on what an organization appreciate and want to pay for that. The second aim is to reward people depending on their value. Also, it rewards the good things which are believed to spread the message about effective behaviors and outcomes. The fact is that timely reward increases the motivation in both employees and employers. According to (Mujtaba 2007), effective and timely feedbacks are useful to reinforce motivation for employees, and also enhance their spirit and productivity.

One of the initial tasks of managers is to provide the motivation for their employee. In other words, the manager should ensure the regularly working and their position in the organization. While

motivation indicates the demand in general, punishment and encouragement are still regarded as very strong motivations in all motivation studies. In this regard, money is considered as a tool to grant reward, but it is not the only motivational factor (Karami, Dolatabadi et al. 2013)

The question is raised in any organization is that how the HR function can build up a good reward structure. According to (Armstrong, Stephens 2005), reward policies and practices should be improved to meet the require of organization's goals. In particularly, in order to attract, retain and motivate staff, as well as build high-performance culture, rewards system need to be provided. Moreover, employees will be more satisfy with their job when contributions are recognized by maintaining competitive rates of pay. As the develop of socialization, changing is unavoidable. Reward strategists need to follow the new trends in reward management to have modify or have changes of management views depending on the innovation. The total rewards strategies will be showed with the definition of some factors:

Total Rewards Strategy	Definition
Compensation Base pay Merit pay Incentives Promotions Pay increases	Wages and salaries Base-pay increases based on employee performance Cash bonuses based on employee performance Base-pay increases based on potential to perform new job Base-pay increases based on length of service with the organization
Benefits Health and welfare Paid time off Retirement	Payment for injuries and illness both on and off the job Payment for vacation time or excused days from work Payment for work no longer performed based on length of employment
Personal Growth Training Career development Performance management	Skill development through on- or off-the-job instruction On-the-job coaching to develop skills Ongoing goal setting and feedback to develop skills

Source: <https://shrm.org/>

In reward system of an organization, fairly is consider as a main factor. Based on employee's contributing, value, kills, knowledge or expertise, rewards should be applied suitably. Reward strategy aim to attract and retain staffs by not only through remuneration, but also by rewarding employees. In terms of implementing rewards, it should ensure that staff will feel they belong to the organization instead of just only an employee. It should also promote positive employee relations between employers and employees therefore, increasing loyalty and diminish any potential disputes.

A total reward system to evaluate employee's contribution should contain financial reward, employee benefits and non-financial reward. Using a total reward system will be beneficial to recruit potential staff with high quality and reduce the number of staff turnover. Also, the performance of the organization is motivated when it chooses staff.

The fact is that a reward can be flexible, and it is sometimes not showed directly. For example, organization can change a reward as money to something that enhance an employee well-being. A manager can apply non-financial or financial reward to employees by finding out employee's concern such as childcare vouchers, private health schemes, medical insurance, or gym membership.

2.4 Training and development

Training is the process of providing specific skills for specific goals. In other words, training is the organization's efforts given to change the employee's behaviors and attitude to meet the performance requirements of the job. Development is the process of preparing and providing the necessary competencies for an organization in the future. It includes activities that prepare employees to keep up with the organizational structure as it changes and grows. A good manager needs to make sure about employees having suitable training and education to follow the right track on their performance (Saks, Haccoun et al. 2010). As a result, manager will be easier to make the right process on hiring and selecting the suitable candidate who fit with their requirements. If an employee is already working in his position, a manager should help them motivate their ability to achieve their goals by providing feedbacks and evaluation regularly.

An organization with effective training and development program can improve employee performance. (Wilson 2005) believes that the employee who receives the necessary training is more able to perform in their job. The employees can achieve more information about their responsibility and their role in order to become more confidence about their performance through training program. As a result, effective performance will beneficial the company in good ways.

Secondly, training and development can improve employee satisfaction and morale. A company building the training will create better supportive working environment. Employee may gain access to training they would not have otherwise known about or sought out themselves.

Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs. This view is supported by (Marchington, Wilkinson 2002c). Also, productivity and quality standards will be increased. As can be seen that training course is the good way for an organization to boost its productivity.

Employee turnover can be reduced when staff are more likely to feel valued if they are invested in and therefore, less likely to change employers. Training and development are seen as an additional company benefit. Recruitment costs therefore go down due to staff retention. Last but not least, if a company wants to attract more potential new recruits, it can consider building a successful training strategy to boost its brand among other obstacles.

3. How HR function of PDC alleviate in people management

3.1 Reward structure changes

Project Development Centre now are facing with employee's dissatisfaction due to poorly rewarded. In recent years, the phrase "compensation and benefits" has given way to "total reward", which encompasses not only compensation and benefit but also personal and professional growth opportunities and a motivating work environment such as recognition, valued, job design and work/life balance (Armstrong, Stephens 2005). To implement total rewards strategies successfully, PDC can consider some solutions. The fact is that sometimes the offers from the company do not work with every member. For example, if a staff require a reward and which they receive is the childcare scheme while they have not had children. It is considered useless. As a result, reward systems need to be designed flexible.

There are four steps an organization need to follow to built up an effective reward structure: assessment, design, compliance, and communications.

The first step is assessment. An organization will assess the reward structure between other competitors, then make a survey about their employee to collect information.

The second step is design. Humna resource function will develop incentive structures and adapt salary and reward structures to the competency model and career hierarchy.

Next, in compliance step, all data and technology will be processed to track cross-border tax liabilities for long-term reward vehicles, monitors changes in taxation and withholding

requirement across global territories and help you adapt reward structures, governance and process to comply with regulatory requirements.

Lastly, the reward dashboards are created to monitor and evaluate programmers and enhance employee and stakeholder communications delivering an improved understanding and increasing the effectiveness of complex programmers.

(Armstrong, Taylor 2020) states that when staff know exactly what rewards they will get, they can produce high performance. Also, promotion can be considered as an important milestone in the career of individuals and organizations. Promotion is the real reward which can prove the employee's ability and what exactly they deserve to receive. After working hard and effectively, promotion can become an answer and show the assessment of the company. As a result, they will try harder to build trust and respect from others.

3.2 Training and development changes

Training and Development program should be unique to the organization they serve. A company need to ensure that their training program align with the organization's objectives. If PDC really want their employees get the most of every training and learning opportunity, it can consider some ideas for better training and development structure. Initially, PDC should give employees stretch roles. In other words, employee's decision making should be empowered and listened. Thanks to this change, they feel their power in the organization and want to devote more in the place where they belong.

Also, PDC can consider the idea to support their employees by concerning about their own terms. Another interesting idea is to bring the career coach guide employees so that they can access directly to their goals. A coach provides a strategy which is suitable with individual to improve their situation. Coaching is regarded as an effective way to boost employees to find out their potential and ability to deal with their problems. According to (Owen 2006), a coach should extend some actions including advice, guidance, instructions, and feedbacks to their staff so that they can improve their performance and meet the require of work. Coaching is considered as a daily working to support employees realize their chances in order to improve their performances (McBain, Parkinson 2017)

Another effective way to change the training and development in PDC is that they can ask their employees to share responsibility to create individual development plans for their direct reports. Moreover, the company can change the traditional way of training to using technology with internet, which can bring better influence and avoid wasting time of both employees and employers. Training online from Youtube, making free meeting through Microsoft or Zoom now are becoming more and more popular among organizations.

4. Conclusion and Recommendation

In conclusion, this report aims on the influences of Human Resource Management strategies in managing people by showing the definition, how and why some important factors work in building the organizations. Also, some factors that can be implied when PDC needs change to rebuild the company plan using some attributes mention on this work.

Regarding to the reward structure, PDC can provide some gift vouchers and extra time off for their employees. For example, employees can use internet free or discount 50% when they choose PDC products. Moreover, equality should be the main solution which can help PDC improve the reward structure. Employees expect they can get paid equal with their level; therefore, the fair system is really important. Individual might have chance to negotiate about their salary and motivation.

Also, it would be great if PDC open more promotion for good employee have more opportunities to show their ability and they can get a new position as a reward from the company. Employees in PDC can feel they deserve to receive back the recognition from the organization and then want to devote more to the company. Furthermore, other benefit can be considered to apply in PDC such as flexible working time or work from home. Another interesting idea in reward solution to improve PDC situation is using some privileges for some employees. As normal, only managers can have some options like prioritizing reaching potential customers or increasing days off. However, it become more open when outstanding employees with best performance in month can have the right to choose some priority option. Thanks to those now things, other employee will make an effort to have better performance and show their manager to see their ability to get privileges.

In terms of training and development, it is suggested that PDC should provide some project management trainings to improve the poorly performance itself. It can be built in the classroom or

spoken with the instructor. A person with high experiences and share effective ideas and simulation for the employees can become role play. It is supposed for the project management training about 3 to 4 weeks. After that, the feedbacks from employees are so important to collect data of their opinions.

Secondly, due to the low staff morale, team building activities should be organized to boost employees' spirits. In other words, team building is a good way to enhance the relationship in the workplace and reinforce the development of organization performance. As a result, the successful of team building activities can coordinate the efforts of individuals as they tackle complex tasks and encourage members to work together to generate fresh ideas solve problems and find new ways forward.

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