

Individual Briefing Statement Assignment 2

Human Resource Management

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Regarding the Hanoi Hat company being a South Korean company, according to Hofstede's cultural comparison the two factors that differ the most from the UK are Long-term Orientation and Uncertainty Avoidance. These are key traits that the General Manager must acknowledge to avoid and unnecessary conflict within the work force or resentment towards managers and employees. According to these traits employees will seek out businesses that they have the opportunity to move up and progress in, to learn new skills, and are able to ensure long-term employment. A relationship is typically formed between workers and line managers as they spend a lot of time together. The workers and the managers developed a respect for one another, and there typically a deep respect for people in positions of authority.

The General Managers proposition of appointing an HR manager is one that would indeed benefit the company, however the line managers are understandably resistant to this proposal. Having a stranger hired from outside the company suddenly brought in to imposes new changes to the company could very easily be met with resistance by staff due to the lack of a working relationship being allowed to form naturally. The danger of the General Manager is that what works for one group of people will work for everyone else.

I would suggest to the General Manager to offer the HR manager position to be hired from within the company instead of being an outside hire. The benefits of this approach is that it brings a senior staff member into a new promoted position who will carry the respect of the staff with him. They could then go through training with the General Manager or an HR Specialist to adopt a Soft HRM approach to the company. This would also further prove to other staff members that opportunities to rise up within the company and learn new skills exists. By promoting from within the tension between staff and the HR position could be lessened as the HR manager would be an already well known staff member as opposed to someone who has not earned anyone's respect. By displaying that the company is willing to hire and train from within this could potentially have a positive effect decreasing the turn-over rate.

By hiring and training from within you have a manager that already comes with the respect of the staff, you display to staff that there are ways to move up within the company, learn new skills, and honor the cultural focus on Long-term Orientation and Uncertainty Avoidance