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INTRODUCTION

The HR professionals of the company are responsible for managing the human capital of an organization and executing the processes and policies (Greenberg, 2021). This report is performed to understand the roles and responsibilities of HR professionals by focusing on the British based company named Next plc. Initially, the responsibilities of HR will be discussed with the help of the CIPD HR profession map. The organizational objectives within resourcing activities such as planning, recruitment, and selection will also be explained. Lastly, the objectives of the Next plc will be examined.

ABOUT NEXT PLC

Next plc is a UK-based multinational company that is headquartered in Enderby, England, UK. It is a public limited company that is famous for delivering its products and services in different countries including Europe, Asia, Middle East, and the United Kingdom. The company was taken into existence by Joseph Hepworth in the year 1864. Next plc has employed over 44,000 people and the total number of locations owned by the company is 500. The products manufactured by the company include footwear, clothing, and home products. Next plc has built total revenue of £3,284.1 million in the year 2021 (Moagar-Poladian et al., 2017).



Figure 1: Logo of Next plc

(Source: Moagar-Poladian et al., 2017)

CIPD PROFESSION MAP

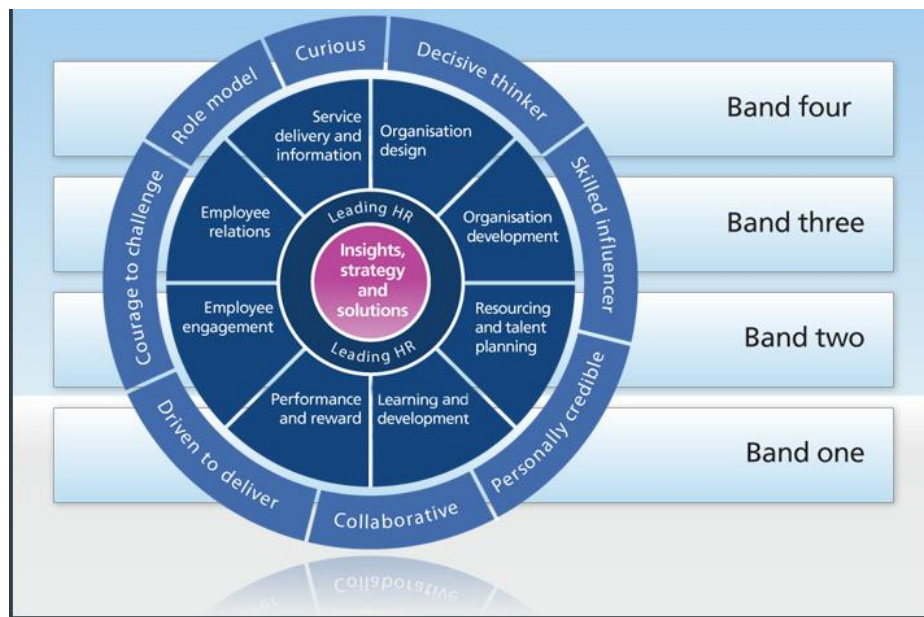


Figure 2: CIPD profession map

(Source: Mamas Study, 2019)

The CIPD (The Chartered Institute of Personnel and Development) profession map is referred to as the interactive set of standards that can be used by HR professionals to properly understand human resource management. The CIPD profession map describes different areas that are needed to be understood by HR (Mamas Study, 2019). These are described below:

Organization design- Organization design helps identify the effectiveness of the organization design to deliver the long term and short-term organizational goals. HR professionals have to examine the management of structural change as it is a crucial part of the CIPD map (Mamas Study, 2019).

Organization and development- This part of the map explains that the workforce should work according to the strategies generated by the HR team. It also explains that HR should be capable of maintaining the organization's value, culture and environment to enhance the overall performance of the company (Mamas Study, 2019).

Resourcing and talent- Resourcing and talent planning assures that HR can identify and attract the right talent that can create a competitive advantage to reach the objectives of the company. HR professionals can use a 'people plan strategy' to identify talented candidates (Mamas Study, 2019).

Learning and development- This part ensures that the people at all levels of the are possessing and improving their knowledge, skills, and experiences to achieve the long-term and short-term goals of an organization (GROPPEL-WEGENER et al., 2020).

Performance and reward- The HR team should provide rewards to the employees for their capabilities, critical skills, performance, and experience. Additionally, the reward systems should be cost-effective and equitable (GROPPEL-WEGENER et al., 2020).

Employee engagement- HR professionals should assure that the emotional connection that the employee of the company has with their colleagues, work, and organization should be positive and understanding including the diversity of people's needs, workplace behaviour, and internal communications engagement interventions (GROPPEL-WEGENER et al., 2020).

Employee relations- HR is responsible for managing the relationship between the organization and its employees. Moreover, HR ensures that the policies, procedures, employment laws are being followed (GROPPEL-WEGENER et al., 2020).

Service delivery and information- This part of the profession map explains that the information and service delivered by the HR of the company are efficient, timely, accurate, and cost-effective (GROPPEL-WEGENER et al., 2020).

Moreover, the CIPD profession map is consists of a four-band in which the first band ensures that the staff is customer-oriented and effectively managing the information. Band two ensures that the staff manage or advise the issues related to HR and have a clear understanding of solutions available and the process of evaluation. The third band explains that the staff is addressing key HR challenges at an organizational level in the long term and medium term. At the fourth band, the staff is responsible for establishing and delivering HR strategy (Mamas Study, 2019).

ORGANIZATIONAL OBJECTIVES OF HRM IN NEXT PLC

There are various organizational objectives of human resource management in Next plc that are described below:

Achieve organizational goals- For effective human resource management, the HR team of Next plc ensures that the resources are efficiently utilized, and business requirements are fulfilled through the available resources. Moreover, the organizational goals of Next plc include identifying staff requirements, workforce handling, retirement, and payroll management (Sampras, 2019).

Employee motivation- The HR team of Next plc tries to keep things on the right path by assuring that proper rewards and appreciation is provided to the employees who are working hard to accomplish the assigned tasks. Also, the HR team involve employees in group discussions and organizational decisions to keep their morale high (Sampras, 2019).

Work culture- The human resource management of Next plc focuses on managing the employees and working environment as these are the most important factors of improving the work culture. Business performance and human resource management are dependent on the work culture of the company. The HR managers of Next plc are also involved in automated activities such as reimbursement request acknowledgement and leave approvals (Sampras, 2019).

Workforce empowerment- The HR managers of Next plc use the ESS (Employee Self Service) portal to empower the employees of the company. This portal decreases the efforts of HR managers and allows the employees of the company to track the updates regarding upcoming

holidays, remaining leaves, generating payslips, leave requests, and checking PF accounts (Sampras, 2019).

Training and development- In Next plc, the HR managers focus on providing training sessions to the employees as the effective performance is directly linked with the training practices. Also, the HR team of Next plc provides many opportunities to the employees to ensure the proper workforce management. However, it faces challenges in planning, organizing, and scheduling the training sessions but that is controlled with the help of training management software (Sampras, 2019).

FUNCTIONS OF HRM AND THEIR RELATIONSHIP WITH ORGANIZATIONAL OBJECTIVES OF NEXT PLC

Human resource management is responsible for the growth of both company and the employee. It is considered a tool that assists the organization in achieving the set objectives and maintaining the performance of the employees. The functions of human resource management in Next Plc are described below:

MANAGERIAL FUNCTIONS

Planning- HR managers of Next plc determine the type and number of employees required to accomplish the organizational goals. Research is considered a significant part of planning, so HR managers collect information and examine it to identify the current and future human resource requirements and forecast changing attitudes, values, and behaviours of the employees (Baykal, 2020).

Organizing- The function of an organization involves the allocation of tasks, identification of relationships and integration of activities towards the common goals. Also, HR managers of Next plc establish relationships among the employees so that they can collectively contribute to the attainment of organizational objectives (Baykal, 2020).

Directing- The HR managers of Next plc provides direction to the employees if they face difficulties and motivate them to make the highest possible contribution to achieve the organizational objectives (Baykal, 2020).

Controlling- Controlling function of HR in Next plc involves checking, verifying, and comparing the performance of the employees to the plan and if the outcomes are not good then the training sessions are conducted by the HR team (Baykal, 2020).

OPERATIVE FUNCTIONS

Recruitment and selection- The HR team of Next plc focus on hiring people who are capable of fulfilling the organizational requirements through their skills, knowledge, and experience (Sampras, 2019).

Job analysis and design- Job analysis refers to the process of describing the nature of the job and clarifying the eligibility criteria. The HR team of Next plc outlines the duties and responsibilities of the vacant posts (Sampras, 2019).

Wages and salary administration- HRM of Next plc works on determining the salary for diverse types of jobs. It also decides the employee compensation that includes salary administration, wage administration, bonuses, fringe benefits, and incentives. They make decisions that are beneficial for both employees and the organization (Sampras, 2019).

Maintenance- Human resource is the main asset of Next plc as it focuses on maintaining the performance of the employees and increasing the overall productivity of the company. This results in the improvement of the working culture of the company (Sampras, 2019).

Personal research- The HRM of Next plc do personnel research to collect the reviews of employees on promotions, wages and salaries, welfare activities, working conditions, and leadership. This research assists the HR team to understand employee turnover, employee satisfaction, and employee termination (Sampras, 2019).

ADVISORY FUNCTIONS

Advised to top management- The HR managers of Next plc are involved in the discussions regarding the policies, programs, and procedures of the company and allowed to provide suggestions to the higher-level management team (Masum et al., 2018).

Advised to departmental heads- The HR managers also advise the heads of different departments on matters such as jobs analysis, planning, recruitment, job design, placement, selection, performance appraisal, and training (Masum et al., 2018).

EVALUATION OF HR FUNCTIONS IN NEXT PLC AND THEIR IMPACTS

The HR function in Next plc is at three different stages in its evolution cycle that are business function, business partner and strategic partner. The basic level of HR in Next plc is a business function that involves managing employee data, time and attendance, payroll, and setting the policies of the company (Sarangam, 2021). The tools used by the HR managers of the company to manage the employee data are payroll processing software, time and attendance systems, and HRIS software. Moreover, the company also uses shared directories and spreadsheets to manage policy documents, contracts, and leave applications (Sarangam, 2021).

The second stage of the HR function in Next plc is a business partner in which the HR managers are responsible for meeting the requirements of the business to assure that the organization is growing at a measurable rate (Sarangam, 2021). At this stage, the main focus of HR is on total compensation, employee development, competency-based recruitment, organization design and communication. It includes identifying the skills in candidates that are required for the specific post during the time of recruitment. The HR managers of Next plc becomes the leader in compensation management to attract and retain skilled employees (Sarangam, 2021).

The employers of Next plc are capable of evolving compensation practices, improving the training function and making the recruitment function more effective due to proper organizational structure. The tools used by the HR managers of the Next plc to facilitate these activities are employee portals, applicant tracking software, learning management systems, employee database, and self-service for empowerment (Sarangam, 2021).

The third stage of the HR function is a strategic partner that is considered as the final stage of the HR function. At this stage, the HR team of Next plc focus on attaining the leadership position instead of year-on-year growth. At this stage, the HR managers of Next plc mitigate the risk factors by establishing appropriate succession strategies (Kyriy ET AL., 2017). They also identify the top performers and weak performers of the company and conduct training sessions for the weak performers. Furthermore, they continuously measure the effectiveness of employee satisfaction and leadership. All these functions of HRM help Next plc to reach the competitive edge and increase its revenue (Kyriy ET AL., 2017).

The HR managers increase employee engagement through the appropriate measures to increase the overall profitability of the company. The employers of the Next plc use automation tools for performing various activities such as performance management, learning management, recruitment and onboarding, compensation management, alignment, 360 feedback and succession planning (Kyriy ET AL., 2017).

CONCLUSION

The report has demonstrated a critical understanding of the business environment within which personnel professionals work and analysed how HR professionals of Next plc manage the resources of the company. Lastly, the HR functions in next plc and their impacts are evaluated.

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