



Hewlett-Packard Company

Human Resource Management Policy

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Background of the Hewlett-Packard Company

Hewlett-Packard Company (HP) is one of the largest multinational companies known for its printers, personal computers, and servers. It is the fourth largest provider of hardware and services in the field of information technology. The company was founded in 1939 by Bill Hewlett and Dave Packard in Palo Alto, California, USA. (HP® Official Site, 2017)

The first product created by HP is an audio oscillator, which is used to generate signals for fast speaker systems, listening to sounds and resonances and rooms. In 1938, the company signed its first major contract with one of its first clients, Walt Disney. Walt Disney Pictures used the audio oscillator to create the 1940 animated film Fantasy. (Hall 2018)

In 2015, HP split into two new companies - HP Inc. and Hewlett Packard Enterprise. HP Inc. inherits the personal computer and printer business, and Hewlett Packard Enterprise offers enterprise IT systems. (Mukherjee and Chan, 2014)

Strategic Human Resource Management (HRM)

Organizations such as HP operate and develop in an environment that has an extremely high degree of competition, rapid technological progress, dynamic legal, political and social reality; changing values and educational standards, and, of course, requirements for high-quality products and services at low prices.

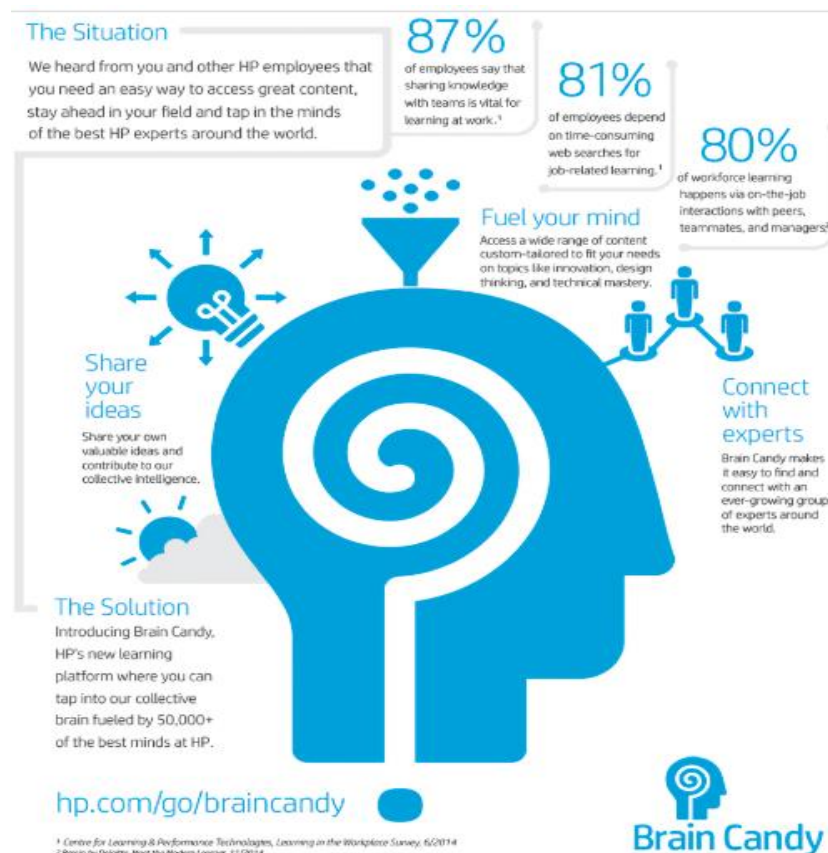
For the company, people are important for long-term and short-term competitiveness and the survival of the organization, and Human Resource Management (HRM) is a strategic process for competitive advantage. Engages each employee, focus specific skills and knowledge enable ongoing activities improvement, and changes in the organization. (Jewell M., 2020)

Human resource management (HRM) is the management and development of employees in the organization. Also, it includes all activities related to human capital management in the organization. (Jackson, Schuler & Rivero, 1989)

HRM is a process in which new employees are hired and appointed. Hiring the best staff is obtained by creating, marketing, and selling a value proposition for employees. For the newly hired employees in the company, orientation programs are provided through which he informs them why the company exists and how their efforts support the realization of the company's goals. The company strives to understand employees in the best possible way, focusing on the strengths of employees to put them in the right jobs, Thus, they will be able to give their best. (Wright et al. 1995)

Promoting the career development of employees, their training, development, and supervision of bonus and wellness programs are a strategic way for the future development of the company. Achieving the set company goals, informing employees about the current state of the company, effective management of labor, and official relationships is a sure way to future development and growth of the organization. (Barney 1991)

HP company develops its way of sound and progressive HRM policy, which to a large extent engages its employees in various forms, motivating them enough to carry out an efficient work process.



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<https://store.hp.com/us/en/cv/accessories>

Workforce planning

The recruitment process involves finding and accepting suitable candidates for vacant positions in the organization. The selection stops when it is decided which specific candidate should be hired for the respective vacant position.

Retention is a process through which the employer seeks to encourage qualified and talented employees to continue working in the company. The goal is to reduce unwanted staff turnover and keep people part of the workforce of the company. The more precise the selection and the employees correspond to the profile of the vacant position, the greater the possibility that they will stay in the company for a long time. Selection and retention are interrelated and correlated. These activities seek to meet the needs of both managers and employees. (Michael Armstrong, 2001)

The diversity of the workforce can be defined as the differences between individuals in the company, including gender, race, age, education, origin, etc. HP is a multinational company with over 56,000 employees worldwide. (HP Annual Report 2019) Skills, knowledge, and education are among the main criteria by which the company's workforce is distributed.

A great competitive advantage for the company is the realization of a high diversity of the workforce. To be a leading force in the market, in the workplace, and attractive to communities around the world. By providing a flexible work environment, the company motivates its employees, which contributes to the efficiency of the work process and the achievement of higher results. The organization strives to effectively distribute its employees according to the skills and knowledge they have to help the future development of the company. and employees who can achieve career advancement. (HP company, 2020)

HP considers its employees vital to the company's success. According to the organization, the experience, skills, and knowledge of employees are the factors that contribute to product innovation, supply chain management, and relationship with customers and partners in the company. the competitive advantage consists in retaining and hiring the best people and in the diversity of the workforce. The policy describing the principles of personal behavior of employees is the best work environment that motivates them to be more productive. This also contributes to the large number of employees who work for the company, in different parts of the world. Through labor policy and respect for human rights, the company is a favorable environment for personal and professional growth for each employee. (HP company, 2020)

HP has built a unique system through a strong policy, which makes it an attractive working environment for people with skills and knowledge in the field of IT technologies. There are policies for:

- ✓ HP Sustainable Impact and Human Rights Policy.
- ✓ Accessibility policy
- ✓ Ethics and anti-corruption policy
- ✓ Nondiscrimination policy
- ✓ Free work environment policy
- ✓ Environment policy
- ✓ Privacy policy
- ✓ Supply-chain policy, etc.

Selection and retention are not only part of the human resources policy of a company - in fact, but they are also part of the management of the business as a whole. Companies use different techniques and policies to attract and select candidates - some accept only "stars" for which they are willing to pay a lot. Others on the other hand, hire candidates with less experience to train and develop according to their company model. Others rely entirely on competencies. Most often the model is a combination of approaches.

Training and Development

The company invests in the career of each of its employees by providing the necessary training. For the company, the human factor is leading and therefore seeks to improve it so that the company is among the best on the market and unshakable compared to the competitive environment. The training consists mainly of established programs for interns or training of managers or on-the-job training.

For example, HP conducts training according to a specific system called "training model 70/20/10". Employees have the opportunity to take full advantage of the training related to their job position, which represents 70% of the model. 20% is for relationship orientation and guidance, and 10% is essential training related to IT resources. (HP, 2020)

This is a way for every employee, aiming for future professional development, through the appropriate training, to rise in his career, helping the growth of the company itself. The better an employee is in their job, the better the company itself. Training and development are closely linked and HP continues to improve its employees through innovative and progressive programs like the "Grow @ HP system".

Michael Armstrong (2001) believes that training fills the gap between what a person can do and what he or she should be able to do. His (training's) first goal is to do what is necessary so that people can achieve an acceptable level of work as soon as possible. Then on this basis the training builds the skills and knowledge needed to improve the current job or to develop the potential for the future.

For HP company that has the culture and the desire to invest in people, to manages its knowledge, and based on these data to seek a competitive advantage, it is essential to be able to actively participate in the learning, growth, and development of its employees. Moreover, it must guide this process, plan it early, provide resources, i.e. to support it in every way, while controlling its results. In other words - to manage it.

HP is an example of successful management of personnel development processes, as one of the largest computer companies in the world with over 56,000 employees. It is a profitable employer in the field of information technology and many patents such as a technology company. A multinational company with talented employees - scientists, engineers, consultants, specialists, and traders. For such companies, intellectual capital is the driving force of productivity and growth. This determines the need for a new model of leadership and personnel management.

Knowledge management, professional training of the organization and value creation, transfer of knowledge, and skills - these are some of the popular models, offered by researchers in this field. (McDowall, Saunders, 2010)

Reward system and Performance

To assess the efficiency of the work done, managers invest a lot of time and effort, because this process is mainly related to measurement and control. This is very important for HP, as the remuneration of employees is based on their productivity. The task of managers in the company is to make sure that salaries correspond to the efficiency of the employee. This is the only honest way for employees to be rewarded for what they have provided and achieved.

Supervisor ratings are still at the heart of most systems evaluation. Obtaining a rating from the supervisor is relatively easy and to a large extent degree reasonable. The supervisor must

be - and usually is - at his best position to monitor and evaluate the performance of its subordinates and be responsible for the performance of each individually. (Narang, 2009)

In a context of dynamic change, managers must constantly gather information, build a clear picture of what is happening, and have several well-considered options at their disposal to make informed decisions. Managers need to build and develop flexible networks and teams that go beyond organizational boundaries and improve their staff so that they take on greater responsibilities for simplifying management structures. Among other things, managers must make, justify, and confidently implement decisions -especially when there is no single right solution; they must present these decisions clearly and receive political support for their implementation. Also, managers must implement the change that will lead to the expected performance of the organization.

Employees' remuneration is determined mainly based on the cost of work, personal contribution, and performance. Other rewards, known as indirect (indirect) benefits, are offered to attract members of the organization. The role of The Human Resources Department in the compensation activities includes the distribution of monetary compensation, performance-based remuneration, and indirect benefits.

Conclusion

Successful HRM depends on an understanding of the organizational external and internal environment. The important aspects of the external environment include national and international competition, the workforce and demographic change, general economic and organizational trends. The important aspects of the internal environment include the business strategy of the company, its technology, goals, and the values of top management, the size of the company, its culture, and its structure.

For any organization, human capital is the basis of its development and is an indicator of its success. Employers hire talent and look for opportunities for their development. It invests in people and their career opportunities within one company. As we have already noted, for business to be successful, managers of leading companies rely on staff motivation. They are encouraged employees who seek continuing training like it, along with retraining of employees is imperative for the effective use of human capital. Career development policies are extremely common widely in large companies, where for years there are established practices and programs for its achievement. Successful managers are aware that intellectual capital is a non-financial measure of the price of each company.

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