



Assignment Title: Individual report – CW1

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Introduction

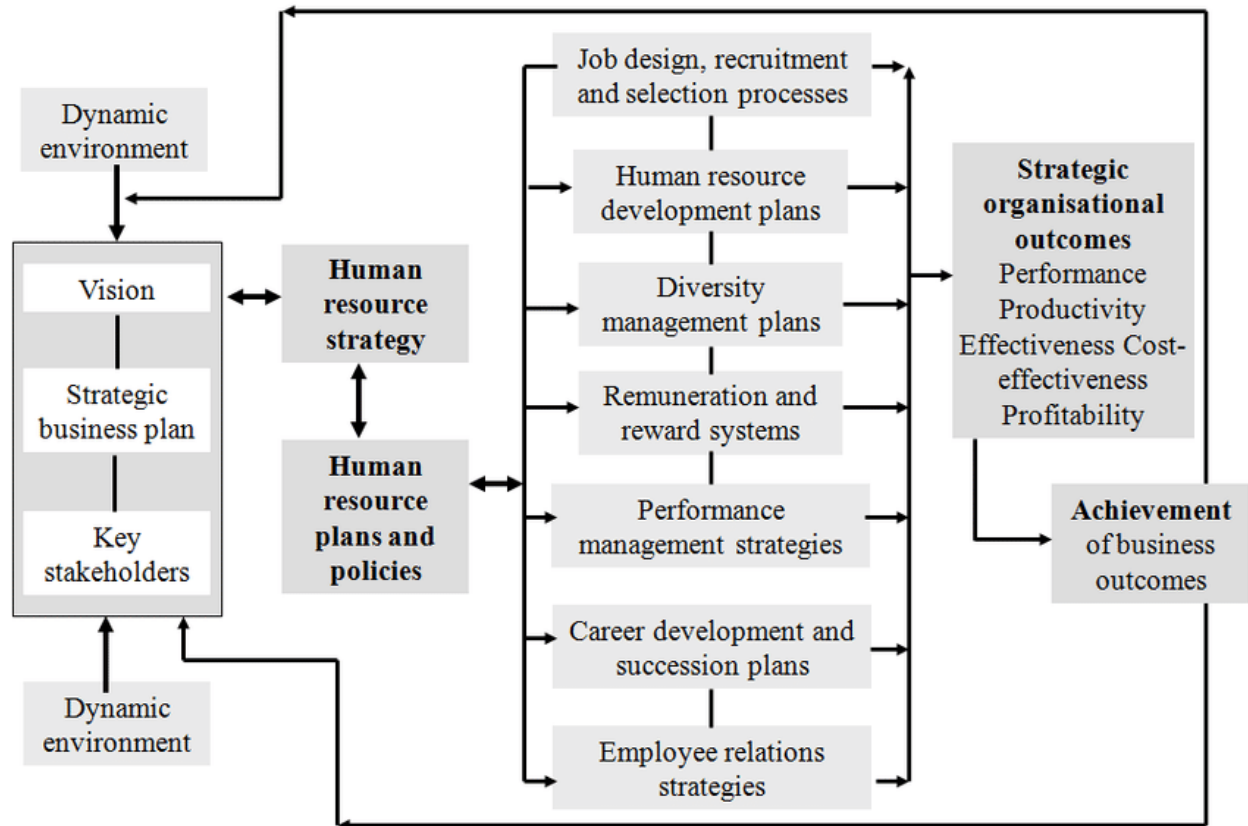
The assignment aims to portray a systematic understanding of present issues in HR management and IHRM within several organisations to assess the managerial efficacy within the business environment. Demonstration of designing and executing effective yet efficient business processes in both the public and private sectors of the ECC region is going to be the major focus of crafting this assignment. This further intends to deliver the strategic goals of the organisations by addressing the current issues to serve the desired aim. This has envisioned focusing on how the HR strategies vary effectively between the public and private sectors of this region. Not only the differences between the strategies of the Public and private sectors but also the determinant factors behind measuring the effectiveness of the HR strategy are mentioned to drive attention to the significance of the implementation of HR strategy in several organisations in ECC. to attain this proposed aims of attaining success in establishing the authentic and important roles of the HRs in various organisations, the development of the employees are nevertheless important aspects to accomplish the task of achieving strategic goals successfully. Apart from that, there are nevertheless several factors responsible for affecting the HR strategy in implementing the policies in the business organisation. This has also been illustrated to evaluate the factors that can hinder the implementation of HRM strategy in organisations within the business environment. Critical demonstration of HRM and IHRM issues has been illustrated to highlight the effective implementation of efficient HR strategies to accomplish the desired aims of the organisations. A critical appraisal of Human Resources Management in establishing the effectiveness of the strategic goals has been mentioned within the context of the business environment.

Main Body

The difference in HR Strategy between the public sector and private sector

It is no denying the fact that in recent years, several organisations, both in the public and in the private sector, have witnessed various changes in the business environment. The detailed evaluation of Adiguzel, Ozcinar and Karadal (2020) mentions that both the public and private sectors have their distinctive organisational roles and regulations in terms of HR strategies, and therefore, The HR strategy should focus on emphasising the organisational resources in developing

and sustaining a competitive advantage between these mentioned sectors. Compared to the organisations in the private sector, the public sector organisations have been able to conventionally utilise HRM practices while emphasising providing equal opportunities, including welfare management within the context of the business framework. This has the potential to develop the career management of the employees and the employers to meet the needs of professional success. However, the less usage of HRM practices in Public sector organisations has focused on offering appraisal based on the performance reports of the employees. It has further aimed at compensating by providing the employees with perks and benefits (Ciobanu, Androniceanu and Lazaroiu, 2019). HRM strategies aim at pursuing organisational goals while developing corporate HR strategies for inappropriate management of personnel in private sector organisations. Whereas the IHRM is defined to be the management function in dealing with the management of personnel who are mostly out stationed. Unlike the HRM strategies, it however intends to involve its function in cross-cultural training to orient the employees within the organisations with multiple cultures, ethics and regional values. The IHRM, unlike the HRM strategies within the framework of the business environment, envisions achieving global skills management. On the other hand, HRM strategies are more likely to be affected by the internal factors of the organisation, both in the public and private sectors. In general, public HRM strategies are expected to pay attention to maintaining social values, accountability and equity to the employees in organisations, whereas the HRM strategy in private sector organisations is likely to emphasise the economic benefits gained from the productivity of the employees within the organisation. Fair and equal treatment of the employees is known to contribute to the development of employees' trust within the organisation. And this has been specifically relevant in the Public sector, where the HRM strategy has focused on attaching equal treatment to the employees. Therefore, it can be stated here that the HRM policies in the public sector and the organisations in the private sector should have also stressed understanding and supporting the frontline employees to fulfil HR responsibilities in a much more decentralised manner (Ahmad, Salamuddin and Surat, 2022).



From Nankervis, Compton & McCarthy (1999). Strategic HRM Nelson ITP

Figure: Strategie for HRM
(Source: Ashiedu, 2009)

The private sector organisations are referred to as commercially driven, thereby ensuring that the HRM practices in these sectors are much more focused on being profit driven. Moving from private to public sectors can finally affect the HRM policies of the organisations in nurturing the talents to enhance employee efficacy in the organisation. A progressive HRM strategy should include selectivity, training programs and incentives and compensation to relate to the perceived measures of organisational goals positively in the private sectors.

Determination of the efficacy of the HR Strategy by the sectors

Employees and nurturing the talents of the employees are key concerns of accomplishing the success of any business. HR functions at the heart of the organisational sectors, both public and private, in finding and retaining the suitable talents fit for achieving the organisational goals. There

are however several meaningful and strategic indicators to measure the effectiveness of the HRM practices and policies within the organisations.

Identification of Business Goals in Measuring the Effectiveness of HR Strategies: To determine the effectiveness of the HR strategy, it is necessary to recognise the specific organisational goals and priorities related to the HRM strategy. Because only after the identification of the goals will it be possible for the organisations' HRs to implement strategies effectively in raising burning issues and questions that can measure the efficacy of the strategy perfectly. Furthermore, addressing such questions arising out of fixing the organisational goals is of immense significance in retaining the talents of the employees while making them satisfied to meet the professional goals.

Evaluation of HR Outcomes in Measuring the Effectiveness of HR Strategies: The next important step in assessing the business efficacy of the implementation of HR strategy includes the determination of whether the HRM strategies can deliver the potential business outcomes within the context of the business environment. This envisions evaluating to maintain a track report of whether the employees are satisfied with their professional career accomplishments within the organisation. This is connected broadly to address whether the employees within these concerned business sectors are engaged actively with their professional duties and enhancing their productivity rapidly to meet the desired goals of the organisations. The training programs arranged by the organisations, which are part and parcel of HRM practices, also act as an effective tool to boost the motivation of the employees further in encouraging them to stay productive while engaged within the organisation (Tanova and Bayighomog, 2022). This training program can also assess the potential strength of the HR strategies in the sectors to evaluate the overall business outcomes efficiently. This is related to measuring the effectiveness of HRM strategies from a larger perspective.

Basic Strategies to Address the HR Outcomes in Evaluating the Effectiveness of HR Strategies: There are, apart from the mentioned steps, certain common metrics in examining the probable business outcomes related to the effective implementation of HRM strategies. Recordings of the Net Promoter Score of Employees by the HRM strategies are effective enough to assess the efficacy of the outcome of HRM practices within the organisations. This can be followed by drafting an index based on employee satisfaction to highlight the employee satisfaction rate of the

organisations when it comes to implementing the HRM strategies effectively. The absenteeism rate helps to report the effective exercises of the HRM policies in a fair manner thoroughly. And finally, the rate of employee productivity, when chalked out through crafting an index, can help to measure the effectiveness of the HR strategies within the organisations in Businesses (Sousa *et al.* 2019).

Measurement of the Internal Efficiency and Effectiveness of the HRM Strategies: This includes assessing whether the HR services are delivered effectively within the organisations. The effective recruitment of competencies in businesses is another important indicator to measure the success of the implementation of HR strategies. Keeping a track record of costs per hire and the average period to fill in the vacancy are important aspects of showcasing the potential of HR strategies. It is important to state that the employees, when recruited through a proper recruitment channel, can be of immense significance to highlight the effectiveness of the HRM practices in the organisations (Azizi *et al.* 2021).

Resource Based View: A managerial strategy which determines the resources based on the strategy to explore achieving sustainable competitive advantages. This view points out that sector specific capacities differentiate the successful private and public sectors from the failing ones. Following this view helps the HRs in both Public and Private sectors to increase the efficacy of HRM strategies. This Resource based View can further help the HRs in both public and private sectors to attain sustainable business practices while focusing upon the well-being of the employees within the sectors. The effective implementation of Resource Based Strategy will help the private and the public sector organisations to boost the motivation of the employees by enhancing their competencies within the structural framework of HRM strategies (Nair and Bhattacharyya, 2019).

Development of Employees To attain Strategic Goals

Employee development plans help the HRs to improve the employees' knowledge and skills in performing their present and future roles within the organisations. An effective employee

development plan requires considering both the demands and goals of the employees as well as the organisations. The Steps to develop employees are illustrated further.

Analysis of Skills Gap: Employees in UK organisational sectors are more likely to switch to a new job if they are offered skill training opportunities. Therefore, this indicates that employee development is an essential component of the HR strategy to provide employees with compensation and benefits to entice them to stay engaged with their current company. In today's tech-saviour world, the workplace culture is changing at such an accelerated pace that conventional skills often become outdated faster, and employees are required to update their competencies to increase their productivity within the organisational industries further (Nankervis *et al.* 2021). ***Improvement of Employee Engagement:*** Engaged workforce often results in excessive business growth. An engaged workforce can effectively increase the productivity of employees by enhancing profitability rates rapidly. Employees who participate in the training programs to stay engaged with the workforce are likely to develop the profits of the businesses in a much more precise manner.

Maintaining Competition in the Market: Organisations are prone to facing challenges and competition in the market when it comes to activating employee development programs in the organisation. To advance the skills and professional careers of the employees, assistance to employees is nevertheless effective enough to help them gain insight into proper skills and technical knowledge in enhancing their capabilities to remain competitive in the market.

Encouraging Diversity and Inclusion in Employee Development: Inclusion of diversity is one of the important aspects of employee development strategies to promote the skills and knowledge of the employees representing the underserved group of the population. As a result, the effectiveness of employee development ensured accurately in guaranteeing the progress and development of each employee irrespective of their cultural background (Siambi, 2022).

Formulation of Structure for Learning Outcomes: Effective employee development also involves the creation of an agile learning culture to offer the organisations and their employees to assess the changes within the company. With a robust employee development strategy, the organisation can have the upper hand over their competitors in the market to help the employees learn and adapt to the emerging situations of the current business goals.

Alignment of Strategic Goals with the Employees' Development: Employee development programs act effectively in aligning the employees' professional growth with business goals within the context of overarching HR business strategies. An effective employee development plan ensures that employees within the organisations have clear visions of their professional performances related to strategic goals. This further helps in understanding a better decision-making process for the businesses along with the employees' development in the concerned professions (Gigauri, 2020).

The Organizational Climate Factors that Affect the Efficacy of HR Strategy

- The application of HR technology has been one of the major organisational factors affecting the effectiveness of HR strategies. This is due to the advanced development of HR software platforms to automate the strategic functions of HRM policies.
- The working environment which supports the hybrid culture has been able to bring forth potential challenges for the employees as well as the HRs to affect their strategies' efficacy (Yong *et al.* 2020).
- The effectiveness of the HR strategies can be affected severely if the budgetary planning is not implemented accurately. Because effective HR strategies include money, time, along with several other resources to function better. The employee increments get hugely affected due to budgetary constraints.
- One of the potential organisational factors affecting the Human Resources Strategies is to state whether the employees are provided with necessary up-skilling or re-skilling to advance their academic career. Because the HR strategy also envisions ensuring that employees receive adequate training in fulfilling their duties. Failure to maintain so the effectiveness of the strategy gets affected severely.
- Nurturing a proper official working environment is what can measure the efficacy of the implementation of the HRM strategy. Pleasant working culture is an essential factor in affecting the policy because if the employees are found dissatisfied with their working culture, they might be reluctant to either increase their efficiency or switch to another job. As a result, this can hinder the effectiveness of the HR strategy further (Pascariati and Ali, 2022).
- Another important organisational factor contributing to affect the effectiveness of HR practices and strategies is the retrenchment of the employees within the organisation. HR strategies often

include hiring professionals for a specific project. Therefore, with the withdrawal or shutting down of that project, employees get terminated for a specific period. The responsibility falls under HR to look after those employees in dire need. Failing to fulfil this, the effectiveness of HRM practices is likely to be questioned further.

- Apart from the above-mentioned organisational climate factors that affect the efficacy of HRM strategies, there are several factors which need to be illustrated further. The strategies get affected when the HR managers fail to maintain low costs per hire. The common factors affecting the HRM policies are when several recruiters vie for the same specific talents, which can drive up the costs per hire (Huang *et al.* 2023).
- Minimising the risks of accidents in the regulatory shifts of working culture can affect HRM practices rapidly. Effective HR strategies are likely to improve the cultural condition in the workplace while ensuring employee safety and security further.

Conclusion

A comprehensive understanding of the present issues in HRM and IHRM between the public and private organisations has been illustrated critically to define the successful significance of HR managerial strategies in these concerned sectors. The effectiveness of HRM policies and practices has been critically analysed to evaluate the business environment. In pointing out the effectiveness of relevant HRM practices, how the HR strategies of Public sector organisations differ from that of private sectors have been maintained thoroughly. The effectiveness of HR strategies has been determined concerning the assessment of effective HR outcomes in the business environment. The factors that are responsible to affect the efficacy of HR strategies are mentioned for further perusal. A critical appreciation of the effective implementation of HR strategies has been constructed to expand on the significant changes occurring in today's business environment.

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