

Faculty of Business and Management

HUMAN RESOURCE MANAGEMENT

Assessment 2

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1.Introduction

Within the highly modernised and expansive organisational world of today, it is indeed significant to acknowledge that organisational competition exists at a very fast pace. This means that the organisations need to recruit and manage their employees critically and strategically so that the performance level remains up to the required marks (Al Saifi, 2015).

However, not all organisations follow the right rules for managing its activities which is as a result of the difference in national cultures in every country. Hofstede conducted a good analytic studies on how the different values from one workplace to another is as a result of different national cultures and thus he defines national culture as “the collective programming of the mind distinguishing the members of one group or category of people from others” (Hofstede insights, 2020).

Similarly, the following discussion is based on one such scenario which had tremendous differences in the light of national culture affecting an organisation, focusing on two different locations which are Europe and South East Asia (Bangladesh). By the end of the following discussion, the users will be able to identify and highlight the importance of Human Resource practices within an organisation to manage the roles, responsibilities and the overall working culture of the organisation and further list and evaluate the different factors that tend to contribute towards the difference in the practices of Human Resources strategies in two different locations, precisely Europe and South East Asia(Bangladesh). The discussion will also include a detailed business case which will be a responsive strategy to adapt to improve the current practice distortions effectively.

2. Evaluation of HR Practice Differences as an Element of National and Organisational Cultural Factors

Moving along with the following discussion, as included and evaluated earlier, Workplace norms, principles and behaviour are also important – and are called organisational culture. Culture matters as it provides workers a way to understand their company, to speak out and to build ties and common purposes (CIPD,2019)

However, it is important to understand that organisational culture is highly effective in terms of being stimulated through the national cultural factors which can further lead the organisation in

its way. Similarly, it is believed that organisational culture is highly associated with the national cultures and can affect the practices and activities of an organisation accordingly. Within the aspect of different activities that can be affected significantly, one major element which will be the main essence of the following discussion is the Human Resource practices (Mohr, Young and Burgess, 2012).

Human Resource practices, in general, refers to the strategies or guidance for staff and supervisors on a variety of work issues such as recruitment, introduction, training and development, wages and salaries, redundancy, leaves, etc (CIPD,2019)

Similarly, this can be identified through the given situation at Patties Co that the Human Resource practices are highly distorted in terms of being highly profitable when compared against another company Sukies Co. using Hofstede's six dimension model on national culture, The major differences which have alerted that the Human Resource practices are not being followed effectively will be examined in this light.

2.1 Irrationally Designed Pay Rates.

The pay rates in the new organisation, which is Patties Co., were not being provided through a set rational system in comparison with Sukies Co. which can be explained by the fact that, Patties Co being located in South East Asia and Bangladesh a society where high inequalities is generally accepted. The inequality level are high as compared to that of Sukies Co located in Europe where inequalities levels are very lower (Hofstede insights, 2020). Meaning workers in Patties Co can easily accept low pay rates which will is not the case in Sukies Co

The fact that Patties Co has irrational payment approaches for its employees is also due to the culture of representing an organisation situated within the high-street fashion industry. The culture is rather focussed on attracting the individual employees on behalf of its industrial image which takes precedent rather than the activities and the approaches being implemented within the organisation (Noe, et al., 2015).

This can be justified with the view that excitement to get charge of Patties Co-management was significantly high even though the current employment at Sukies Co was at a significant position as well. Moreover, linking this aspect with the national culture could be the beliefs of South East Asia, where employment is low, and individuals seek employment opportunities regardless of the

pay rates they are being offered. This indeed needs to be formalised as Patties Co represents a well-known organisation (Gerhart and Fang, 2014).

However, as a comparative analysis, Europe is a well-developed location where an increased number of multinationals aims to extend their activities; hence it allows the management to focus on formalising every aspect accordingly and strategically.

2.2 Overtime work.

It has been analysed that the workers at Patties Co had been working more than their assigned 60 hours which was not backed with any formal benefits such as overtime pay, bonuses, etc. The national culture of the degree of uncertainty (Hofstede insights, 2020) can be used to explained why worker of Patties Co are willing to put in extra work above their regular working time of 60 hours without any extra pay of incentive.

According to Hofstede's six-dimension model on national culture the degree of uncertainty is very high in South East Asia countries Bangladesh inclusive. Knowing that your job is not secured, and employees are at the mercy of their employer. The employer can sack the employee at his discretion. So, in this current situation employees in the Patties Co are willing to put extra working without pay in order to secure and keep their jobs.

Whereas the degree of uncertainty in Sukies Co is as it is in Europe. Worker here are under work contract and employers respect that a lot. Any extra work that is put in above the normal working hours is subjected to extra pay or extra incentives

2.3 Low Training and Development.

In the context of training and development, which has been analysed as being lacked within Patties Co. This can also be linked with the national cultural aspect of long-term orientation. Patties Co. being located in South East Asia including Bangladesh is located in a normative society which mean they have a very low score with the dimension of dealing with the challenges of the present and the future. Thus, low Patties Co providing low training can be explained by this (Hofstede insights, 2020).

In a normative society they prefer to stick to their existing methods of doing things and would view social transition with sceptism. Sukies Co on the other hand operating in Europe will operate on a more pragmatic approach have having a very high score within this dimension thus

undertaking more training and development of new skills in order to meet up with future and present changes, to be up to date with these changes (Hofstede insights, 2020).

Also, Patties Co. having good sales from its fashion outlets in South East Asia, is evident that, the management might have an attitude which is rather considerate towards the final sales figures rather than taking out sufficient investments from it to develop the existing skills of its employees. However, this attitude is indeed not being followed within the European countries who are susceptible to change will always try to adapt to new trends thus Sukies Co have been stimulated towards the element of a forward-looking approach, focussing on developing the skills of employees, keeping them well-motivated and allowing them to compete with other entities effectively within the existing markets (Garavan, Carbery and Rock, 2012).

2.4 High staff turnover.

Conducting an in-depth analysis of the current staff turnover rate at Patties Co which is believed to be much higher in comparison with Sukies Co, the element of High uncertainty avoidance as a factor of National culture and low job satisfaction is said to be main reason for high staff turnover (Hofstede, 2001).

Also, the fact that South East Asia being more of a collective society will greatly contribute or can account for the high staff turnover. In this society, close long-term relationships to the member groups be it a family, extended family, or extended relationships. Loyalty is a culture which is very important above most other societal rules and regulations. The society promotes strong ties where everyone takes responsibility for fellow members of their group (Hofstede, 2001).

Coordination and communication with higher authorities play a very significant role in terms of staff turnover as well, which is an organisational culture that needs focus on further improvements. However, keeping in view that the behaviour and the attitude of the management of Patties Co are less concerning towards the well-being and protection of the interest of its employees, it can be pertained as being another major contributor towards the declining interest and motivation of employees, thus resulting in increased employee turnover percentage (Urbancová and Linhartová, 2011).

2.5 Gender Inequality in Employment.

In a society where people have accepted the order of things that is accepting the power distance accepting a hierarchical order in which everybody has a place, and which needs no further justification. Patties Co being in South East Asia Bangladesh inclusive is a society in which the woman's place has been defined to be in the home as a housewife and they are high rates of illiteracy amongst women. The degree of power distance in society is very high. The order of things has been accepted this way (Hofstede insights, 2020).

This dimension is however low in Europe where Sukies Co is located who focus on employing every individual strategically on the basis of merit also promoting gender equality through planned approaches, attracting new and highly experienced skills with a proper job description, encouraging development for other individuals to flourish and the overall organisational efficiency to enhance effectiveness.

2.6 Staff bullying.

Moving along in an attempt of analysing and evaluating the different factors as a part of the organisational comparison between Patties Co and Sukies Co, another very significant element which has been highlighted as being distorted under Human Resource practices is the height of bullying by the management. Looking at Hofstede model, in a society where Indulgence is low thus a restrained society there is a possibility for bullying in that society. Which is exactly what we see in the Patties Co. South East Asian countries Bangladesh inclusive are very restrained societies. In these societies there are high levels of cynicism and pessimism making it easy for Patties Co managers to bully their employees or staffs (Hofstede insights, 2020).

The degree of bullying can furthermore be explained by the fact that, there is a high degree of uncertainty in Patties Co which is due as a result of the society in which they operate in which is of course high in this society. Workers are scared to openly talk about the fact that they are being bullied by their superiors because of their fears of being sacked (Hofstede insights, 2020).

This can be considered as an equally linked factor with the element of staff turnover rising to 35% annually, as the employee's dignity is not being protected and they are being bullied which is upsetting their mental health and would ultimately decline their inclination to work with

dedication, commitment and a maximum input of required efforts (Hoel, Cooper and Einarsen, 2020).

3. Presenting a Business Case in Support of the Introduction ethically sound Human Resource Strategies, Policies and Procedures at Patties.

Keeping in view the discussions provided as above, Hiring an expatriates as being one of the business strategies the Sukies Co has Implemented, it is important to identify and define a proper Human Resource strategy for Patties Co to follow in a bid to improve workers motivation and productivity as well as improving the organizations public relation image whilst maintain goal attainment and efficiency. Plan out its activities effectively and implement these strategies while encouraging the employees to develop their motivation to work. The business case can be further outlined in detail on these policies and their implementation.

3.1 Reward and Benefits Policy and Procedure.

The company must consider developing a formal reward strategy. Using reward and recognition schemes can be introduced to stimulate individual performance that will thus further the achievement of business goals in Patties Co (Armstrong M. and Taylor S.,2014). Even though workers are already working beyond the regular 60 hours hours per week rewards schemes like additional pay for extra working hours could be instituted to further increase employee productivity. This reward strategy should be based on output or performance of patties Co's workers

With these commissions and bonuses would be effective once the target is achieved and is exceeded. This would keep the potential employees acknowledged regarding what they would be receiving as compensation, and no further negotiations would be required.

Also they could also be the introduction of best employee of the month or year and an extra pay package should be given to such employee. The fact it goes to increasing productivity, It's cost effective thus achieving Business goals and will also implement a corporate plan that would help secure and retain staff. (Armstrong M. and Taylor S.,2014).

3.2 Training and skill development of employees.

Furthermore, it is also suggested that Patties Co should organised “just in time” training and skill development workshops or programs for their existing employees in order to keep them up to date with the recent and constants changes thus providing and environment for employees to always learn and develop, adapting to change. These training goes a long way to create qualified replacements for experienced managers who retire (Armstrong M. and Taylor S.,2014). Also on job training programs that are tailored for woman would be very important for Patties Co to implement as they will go a long way to encourage the hiring of women

3.3 Flexibility of work.

Patties Co should be able to implement demographic and social changes increasing female participation in labour market of Patties Co by providing flexible working hours. Flexible working hours (Stephen Pilbeam And Marjorie Corbridge,2014). This can be very useful and appealing for women job seekers, as it is upholding international labour standards on equality of opportunity and treatment (Bureau for Gender Equality & International Labour Standards Department,2006) where both women and men are open to same opportunity to gain employment at Patties Co at any level.

The flexibility to institute compensation and benefits schemes tailored to suit their business climate and strategic needs of employees or work force requirements. Offer a wide variety of benefits and quality flexibilities that can be customised to meet workers' specific and changing needs.

3.4 Employee – Employer Relations

Patties Co needs to set down rules and regulation on which the organisation should operate on to protect employees from bullying from the managers or those in higher positions of the organisation.

Employees wellbeing need to also be a top priory for the employers as a need for conducive work environment to promote health and safety measures (Armstrong M. and Taylor S.,2014).

Moreover, as the employee secures their position, they must be introduced formally and are provided with an initial introduction of every department which they can familiarise with

effectively. Induction training is also necessary, which will allow the individual to know their responsibilities effectively.

The Human Resource department will be continuously taken for improvement, knowledge and education which will enable them to follow the ethical guidelines as well, which will ensure that unethical practices such as employee bullying is mitigated effectively and maintains the dignity and well-being of employees successfully. These practices would hence improve the overall image of the organisation in the long term, enhancing its profitability as well (Bailey, et al., 2018).

The main role is true to be played by the higher authorities who will be responsible for maintaining the fact that the required practices are being regulated as per the appropriate requirements. To enable achievement of this element, it is favourable that a transparent approach is followed when the organisational leaders and partners are being selected so that it can be clear that the relatives are not being given the position, which can further incur problems associated with long term management.

4. Conclusion

Concluding the discussion provided as above, it can be evaluated that an individual being employed within an entity is certainly motivated or is turned-off in terms of their inclination and interest towards the entity, based on its organisational culture. Similarly, considering the following situation at Patties Co, the desire to work indeed gets low due to the present distortion which exists in terms of different aspects, in comparison with Sukies Co. The Human Resource practices tend to play a very important role in stimulating all these factors identified above; these need to be enhanced and improved accordingly. The higher authorities need to consider this factor seriously so that it can be improved in the future accordingly.

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