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COURSE: MASTER's in business administration

TITLE: Human Resource Management Assessment 2

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1. Introduction

The strategic human resource management is associated with the short-term concerns of matching to the needs of the future, commitment, values, culture and structure and with the issues of the long-term people (Mwatete, 2012). Strategic human resource management is the relationship between strategic objectives and goals of a business and human resources. The focus of implementing HR strategies is to create an organization culture, which fosters innovation, competitive advantage and flexibility. The IHRM has provided the complexities provided by distance perceived on safety, health, support, training and selection of employees and in virtual collaboration and leadership (Caliguiri et.al, 2020). Applying the appropriate human resource strategies in organizations would enhance the health, safety, motivation, productivity, satisfaction and mental well-being of the employees (Azizi et.al, 2021). As the HR director, I would initially research the overall challenges involved in the implementation of international HR strategies. The success of international human resource management is contemplated on the HR managers' ability for creating innovative techniques to manage the employees and the precision of implementing the HRM strategies. The IHRM challenges are cultural differences, selecting and recruiting right people, career growth and development, legal risks and ethical issues and values (Glazyrina, 2020). IHRM is complex to manage as it is contemplated on employees and the host nations' governments. This report frames the HR strategies, which I would develop and implement in the HR areas of change management, staffing: retention and in learning and development.

2. HR strategies Implementation in Change Management

Change management refers to the systematic application of resources, tools and knowledge for dealing with change (SHRM, 2019). Change is a multiphase and structured process, which is initiated from creating a vision and strategy for executing the actual change. With the guidance of Kotter's change model, the change management strategies in our company were designed and developed. The gamification strategy was introduced for managing change, which assists in implementing a smooth structural change. In gamification, game mechanics are utilized for creating accountability and influencing performance. The basic psychological needs of humans are satisfied by the game mechanics (Centrical, 2020). Here, gamification is implemented in our company based on Kotter's 8 Step Change Model. Any challenges

associated with implementing change is rectified using this model. The HRM strategies implemented in change management are highlighted by utilizing Kotter's model.

2.1 Kotter's Model and Challenges in Strategies Implementation

The initial step involved in this model is increasing urgency. The management must motivate and convince its employees by motivating them to accept change. The next step involves creation of a coalition of employees having skills, credibility, which are needed for empowering the change. A broad knowledge of change management results in an optimistic output of the HR development plan (Hee and Shanmugam, 2019). The next step involves the creation of strategies and vision for change. The communication of the change plan to the employees is the next step. Continuous exchange of information enables new strategies for developing and this has its source from the original meaning of each individual that results in convergence and which refers to the start of a communication (Marques Simoes, 2012). The next step involves implementation of the change strategy. An assessment or survey is prepared by the employees for discovering the current challenges, which the employees face. Next step involves the creation of a short-time plan for motivating the employees to retain their change momentum. The goals of the organization are redefined and streamlined for consolidating together all the efforts. The final step involves the attachment of the change strategy with the transformation plan, communicating and implementing the change inside the organization. The major challenge involved in the acceptance of change plan is the acceptance to change.

2.2 Gamification Strategy

The gamification strategy, which I would like to implement in our company is named as Change Tech Game. There are three phases involved in playing this game. The first step involves preparing to play, then play the game and the final step is debriefing. In the preparation phase, the employees discover the major impulses to initiate a change plan and this develops the self-image of the organization in the future. Here, I would set some goals and ask the employees to prepare themselves for the change game. The game is designed in the form of a survey, where the employees must choose their ratings for the organization on a Likert rating scale from disagree (5) to agree (1). In the debriefing phase or the final phase, employees must evaluate the current situation of our organization during a chance provided to them. Likewise, the change process will be initiated throughout the organization. The following figure shows the

gamification strategy representation or the change game I would like to implement in our organization.



Figure 1: Change Game

Source: (Kammer and Janocha, 2018)

2.3 Benefits of the Strategy

The implementation of gamification in change management guides the employees in becoming aware about the occurring changes within the organization and adapting to the change (Team, 2015). It helps in increasing higher motivation for the employees in the initial phase and increases the team spirit and identification of the employees within the organization (Kammer and Janocha, 2018). This in turn results in less fluctuation and more loyalty of the employees to the organization.

3. HR Strategy Implementation in Staffing: Retention

The employee retention challenges are faced by many organizational HR professionals, which results in loss of skilled employees and a reduction in quality of service of the organization that pessimistically impacts the profit of the organization (Fitz-Lewis, 2018). Frequent efforts are put by organizations for retaining their talented employees by executing

effective employee retention strategies. High turnover of the employees affects the sustainability and productivity of an organization (Sigroha and Mor, 2020). Hence there is a need for implementing effective HR strategies in retaining skilled employees. In a technology company, skills are at high demand. Skills improves both the working opportunities and working capacities of people providing more satisfaction and creativity at work (International Labour Office, 2011). Technological change and innovation are powerful drivers for the growth of an economy and hence retaining skilled employees is a necessity in today's world. Here, an employee retention strategy is developed based on Herzberg's two Factor Motivation-Hygiene Theory. Here, both motivational and hygiene factors encourage the hardworking of an employee and the absence of incentives leads to dissatisfaction of the employees (Merin, 2021).

3.1 Herzberg's Two Factor Motivation- Hygiene Theory

The new employee retention strategies for our company are designed based on Herzberg's Two Factor Motivation Hygiene Theory. Motivation and satisfaction are the two factors analyzed among the employees based on this theory (Andersson, 2017). The opportunities for promotion, personal growth, achievements and recognition are analyzed as the motivational factors. The factors such as physical working conditions, company policies, pay and quality are analyzed as the hygiene factors. The demotivating and dissatisfaction factors can be analyzed with this theory and retention strategies are developed for our company.

3.2 HRM Retention Strategies and Benefits

Here are a set of retention strategies I would develop and implement in our organization based on Herzberg's Two Factor Motivation Hygiene Theory.

3.2.1 Orientation and Onboarding

New hires expect an on-boarding experience, which helps them in gaining personalization, customization and flexibility (Jeske and Olson, 2021). Onboarding and motivation help in mutual learning about the employees as well as the organization. This retention strategy creates more learning opportunities and helps in professional development. Hence this strategy is implemented in our organization. Mentorship programs are included during remote work of the employees. These strategies, make the employees feel valued in their organization.

3.2.2 Employee Compensation

One among the hygiene factors defining employee satisfaction is the employee compensation. Compensation policies influence an organization in terms of its productivity and market and the performance of its human resources based on discretionary effects, work climate and turnover. Studies indicate that the intensity of technology has a significant impact on the relationship between organization performance, human resources and compensation policies (Tremblay and Chenevert, 2008). In order to retain our skilled employees, the strategies such as overtime pay, employee healthcare, bonuses and paid off during vacation time or sick days are provided. This strategy is eminently focused as it assists in increasing the productivity of the employees and also make them top priorities for their organization (Sowjanya and Raju, 2021). Companies that provide employee perks assist their employees for creating a work-life balance, control their working schedules and learn their career skills. Perks are added as a portion of the employee compensation.

3.2.3 Recognition and Rewards

Employee recognition programs must be balanced between value-based and performance-based initiatives (Serwaa Amoatema and Darkoah Kyeremeh, 2016). I am planning to develop and implement formal recognition for our employees, where the criteria for recognition, processes and objectives are defined clearly along with the business targets and work objectives.

3.3 Benefits of the Strategies

There is an optimistic and direct relationship between motivation and job satisfaction and recognition and rewards (Aruna, 2018). When changes are made in the recognition and rewards of employees, there are changes observed in job satisfaction and motivation. Organizations that have implemented recognition programs are highly appreciated by their employees as it fulfills the needs of the employees and supports the current organizational culture (Philips et.al, 2017).

4. Learning and Development

In this technology prone world, organizations must be updated about the frequent competition. Automation and Artificial Intelligence are increasingly adopted by learning and

development functions of HRM for enhancing and personalizing the service delivery, while minimizing routine administrative tasks (Marone, 2021). In a technology company, it is essential to update the various departmental functions based on new technology. Hence implementing new technology in learning and development helps in creating multiple talents and we would like to implement Artificial Intelligence (AI) as a strategy in learning and development. Figure 1 shows the utilization of Artificial Intelligence (AI) by various companies around the world.

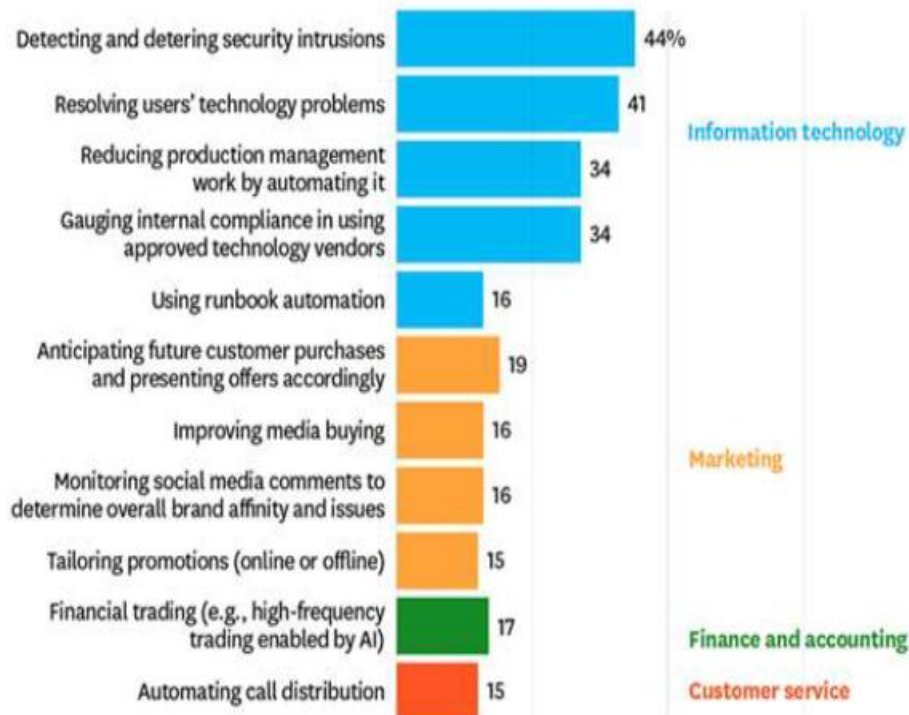


Figure 2: Usage of Artificial Intelligence by various companies around the world

Source: (Ramaswamy, 2017)

Based on research done by Oracle, over 27% of the HR professionals perceive AI powered solutions for training the employees, which in turn would have an optimistic effect on the learning and development of the employees (Saxena, 2020). Artificial Intelligence based employee training program offers better professional and career development, personalized and greater automation. The Artificial Intelligence (AI) based automated database systems helps the employees in clarifying their doubts, which is beneficial for the senior professionals. Also, Artificial Intelligence (AI) helps the employees in their upskilling and reskilling processes. Further, the skills shortages in employees can be tracked utilizing the electronic inventory-based

AI system (Budhwar et.al, 2022). Thus, the competency and intellectual capability of employees are assessed effectively utilizing Artificial Intelligence (AI).

4.1 Artificial Intelligence (AI) Based Learning

With Artificial Intelligence (AI), the resources like documents and images are loaded into learning management systems encompassed meta data with AI technologies that assist the learners to locate the learning content and utilize it efficiently and repeatedly. The learning through Artificial Intelligence (AI) comprises of the open-learning platform, content channels and employee specific experience. By implementing this strategy, strategic skills can be gained by the employees and the learning dashboard of an organization can be pictured. Impressive results are created by using artificial intelligence in development and learning, which could be observed in IBM. Similar to IBM, we are planning to spend 60 learning hours per year (Guenole and Feinzig, 2018). To maximize the results of the learning process, the practitioners should be constantly updated about the learning methods and design of new learning methodologies linked with Artificial Intelligence. With artificial intelligence, virtual learning, advance analytics, training and development and feedbacks from the employees can be gained (Porwal and Mehta, 2021).

4.1.1 Virtual Learning

Along with AI, virtual reality and augmented reality transfers the area of learning and development. Virtual Reality, which is powered by artificial intelligence is a quick tool applied in the learning and development (L and D) industry. The Virtual Learning (VL) Environments can be employed as learning platforms to the employees. The effectiveness of a virtual learning environment lies is based on the evaluation tool and its implementation (Mc Nelis, 2014). Thus, with the technological advancement of the world, e-learning or virtual learning is becoming increasingly eminent.

4.1.2 Advance Analytics

The effectiveness of learning and development programs of a company can be measured using learning analytics. The Return on Investment (ROI) as well as the value of the training programs can be determined with the learning analytics. The profit margins of companies have been increased by 24%, where they have made more investments in quality training (Sombi,

2020). Also, data analytics enhances the experience of learning by personalization, improvements and data-driven course updates. Data analysis is employed in the creation of a learning and development program. There are two stages involved in this such as post-roll out and pre-roll out. The information about the learners and their requirements are gathered in a pre-roll out data analysis. Development and learning programs are implemented by various organizations for addressing gaps in skills and foster the knowledge of employees. The current proficiency of employees is analyzed in the pre-roll out data analysis. Post roll-out data analysis helps the organization in preventing ineffective programs of learning (Winga, 2022).

4.2 Challenges of Implementing Artificial Intelligence (AI) in L & D

The organization should be updated about the various management challenges to make the learning and development of employees a success with AI based learning.

4.2.1 Database and Operational Costs

A proper investment has to be made in the learning and development of employees of the organization. Good algorithms are required by AI tool and the complex algorithms, which are rapidly growing are expensive. Uncertain ROI and high investments are notable reasons for the restricted use of AI in learning and development. In our company AI is employed in learning and development for its advantages (Chen, 2022).

4.2.2 Legal Risks and Data Security

The legal risks associated with the use of AI in learning are lack of accountability, liability for issues, data protection and privacy issues, adverse impacts on employees, intellectual property rights, cybersecurity risks and algorithmic transparency (Rodrigues, 2020).

4.2.3 Job Replacement

The jobs are polarized or skill differences are amplified with Artificial Intelligence (AI). Many repetitive tasks are allotted to the employees resulting in the redundancy of many jobs. This unemployment results in resistance and opposition. This can be rectified by enhancing the communication skills and emotional transformation.

5. Conclusion

In spite of the challenges associated with the implementation of the HRM strategies, we have chosen the top strategies in our company, which is expected to create utmost benefits for the organization as well as our employees. In the field of change management, with the use of Kotter's 8 Step Model, the gamification strategy is implemented throughout the organization. In the area of staff retention, with the guidance of Herzberg's Two Factor Motivation Hygiene Theory, the motivational and hygiene factors of employees are identified and HRM strategies were chosen to be implemented in the area. Similarly, in the field of learning and development of employees, the latest technology such as Artificial Intelligence is employed.

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7. Appendix

Key competencies gained by implementing AI in Learning and Development

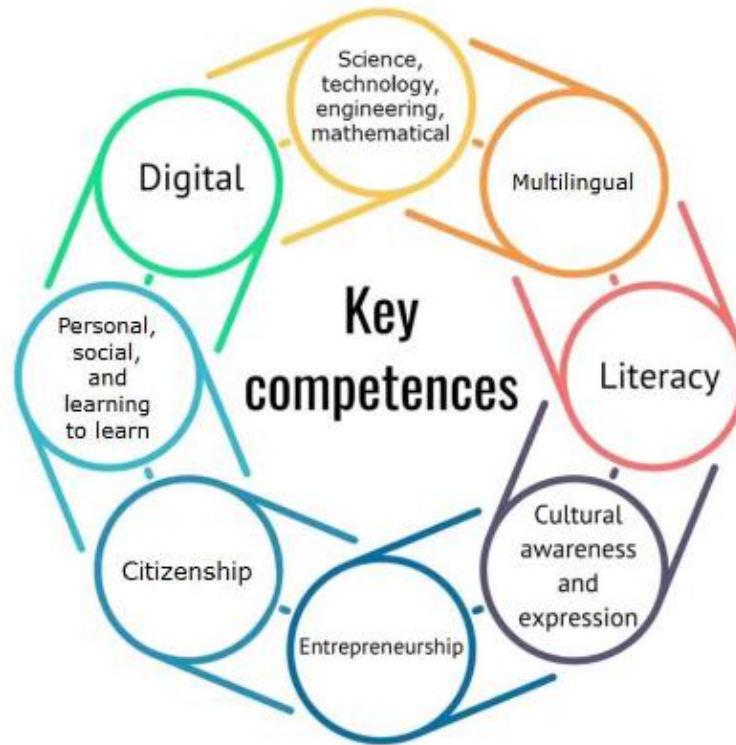


Figure: Key competencies of AI Learning

Source: (Tuomi et.al, 2018)

Benefits of Gamification in Change Management

The benefits of gamification strategy employed in the area of change management can be illustrated in the below figure.

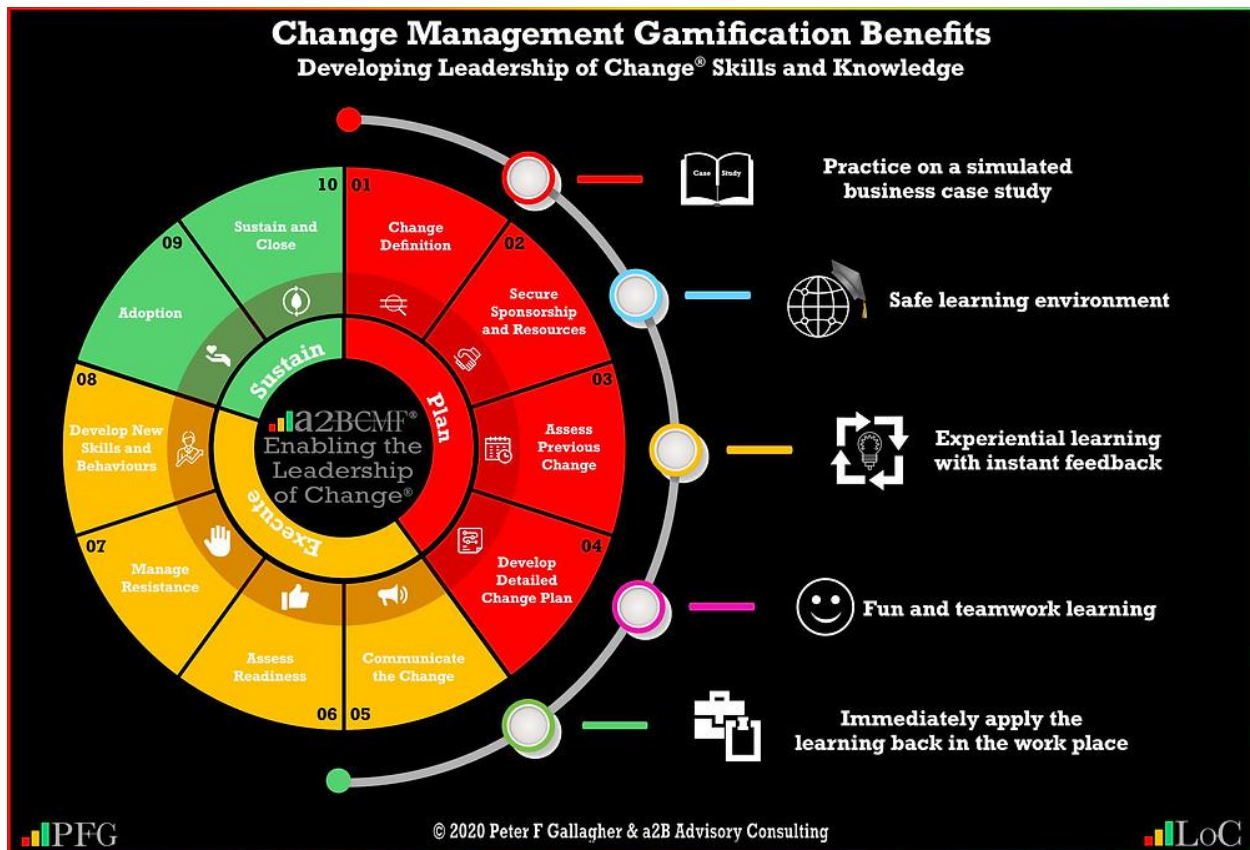


Figure 2: Benefits of Gamification in Change Management

Source: (Gallagher, 2020)