

Managing People

Objectives of Resourcing Duties in HR

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Introduction

Human resources are arguably the most critical resource in all organisations. Human resources are vital because they link the organisation's employees to the organisation's plans and strategies. Besides, human resources also act as a bridge that connects an organisations' management with the employees. This report uses British airways as a case study to examine the true meaning of being an HR professional. The report will also assess the organisational objectives in resourcing activities that include planning, recruitment, and selection. Chathoth (2016) argues that the current environment that organisations operate in is dynamic. Thus, the needs and goals of organisations keep on changing to match the changing dynamics of the environment in which they operate on. As such, organisations need to adapt quickly to the changing needs of the environment in order to remain competitive. British Airways recognises this need and thus places great emphasis on having a robust human resource department capable of keeping up with the pace of the first changing environment.

British Airways is an international airline company with a major base in the UK. British Airways was founded in the early 1970s in the UK. The company has since expanded to be an international company with many branches worldwide. One of the major strengths that British Airways enjoys over its competitors is its ability to fly to many countries conveniently. Besides, the low pricing technique that the British company uses is also its other major strength as this enables it to meet its objectives (Britishairways.com, 2019).

What it Means to be an HR Professional

Ahmed et al. (2021) understand that the current business environment has been marked with tremendous changes in various organs of organisations. As a result, HR professionals must play a pivotal role in achieving the company's goals. The HR professional provides connections between employers and employees to ensure that their organisation achieves its goals in the dynamic world. The CIPD framework builds new professional standards, which help the HR professionals carry out their work effectively despite the changing nature of the changing dynamics (CIPD, 2020) Therefore, the role of CIPD is specifically to empower HR professionals with knowledge, behaviours, and principles that usually guide them in the execution of their duties (Ahmed et al., 2021).

According to the CIPD framework, the HR professional is an individual who can improve employee relations within the organisation (CIPD, 2020). Human resources improve employee relations by first understanding what the needs of their employees are. After that, they formulate policies that favour the needs of both the employees and the employers.

Through the efforts of HR, British Airways has established an individual and collective relationship that aims at promoting teamwork and the respect that individuals deserve for the betterment of the organisation. The relations have been promoted by setting up and underpinning the organisation's culture, practices, and policies in various departments (Balachandran, 2019). The result of British Airways incorporating the interests of their employees in their programs has been creating a conducive working environment, which is necessary for the organisation's success.

An HR professional is an individual who possesses good analytical and problem-solving skills. Wight (2018) observes that conflicts are always prone to happen in organisations like British Airways because the employees are sourced from different backgrounds. The employees come with varied ideas and beliefs that contradict each other. Therefore, the ability of an HR professional to effectively solve conflicts in between an organisation and create a conducive working environment is crucial in ensuring the organisation's success. The British Airline has a standard rule that guides the conflict resolution process in the organisation. The application of standard rules aims to give employees equal ground to defend their case whenever there is a challenge to be dealt with in the organisation (Topham, 2020).

Lastly, the CIPD framework provides a foundation for HR professionals to understand their responsibility of ensuring the performance of employees is rewarded accordingly. In other terms, an HR professional, according to the CIPD framework, is an individual who understands the responsibility of rewarding employee's hard work (CIPD, 2020). According to Barr (2019), when employees' capabilities and efforts are recognised and rewarded accordingly, the employees get motivated, work hard, and help the organisation achieve great success. Barr (2019) asserts that the HR professional must be responsible for ensuring that the reward system is market-relevant, fair, and cost-effective to prevent employee misuse for an organisation's benefit. According to Barr (2019), the performance of the employees can also be improved by engaging the employees. The engagement helps establish connections within the employment fraternity as the employees will be satisfied by their work and make more efforts towards achieving targeted goals. For this reason, HR should always consider providing good leadership and management or, in other ways, act as a role model. The connection can also act as a ladder for workers' learning and development, which can be achieved when HR professionals understand how the market system is changing highly. So,

the building of individuals helps them with knowledge of meeting the current and strategic skills for easier and better execution of duties (Wight, 2018).

Organisational Objectives within Resourcing Activities

According to Barr (2019), the human resources management function is a function of the human resource department and a function of all managers in the organisation. The managers take part in human resource management through daily interactions with subordinate staff. This section discusses the aims behind human resource resourcing activities, including planning, selection, and recruitment within British Airways.

Planning

According to Barr (2019), ensuring business continuity is a core human resource planning activity at British Airways. The changing nature of businesses, as already mentioned, makes employees move from one business to the other based on their needs at the time. If an organisation fails to fill the vacancies properly, it risks becoming uncompetitive and failing to meet its objectives accordingly. Besides, failing to plan on filling the left vacancies can also make the whole recruitment process expensive as it will be recurrent. At British Airways, the Human Resource personnel is tasked with ensuring business continuity by effectively planning how to fill available vacancies in the organisation. Sometimes, during challenging economic times like the one caused by the Covid-19 pandemic, although in infrequent instances, the British Airways human resource personnel undertake down streaming exercises to reduce their organisational costs.

Besides ensuring business continuity, the British Airways human resources maintain adequate staffing as another major of planning. The British Airways HRs evaluate their organisation to understand labour demands within the organisation. After that, the British Airways human resources recommend the departments that need more employees and those that need to be downscaled. Also, British Airways plans to ensure that its employees can most effectively meet its strategic goals. Lastly, British Airways studies market trends and plans to recruit employees who meet market demands (Topham, 2020). For instance, if the market trend favours skilled employees who have the right attitude to perform their tasks, British Airways finetunes their employee job description requirements to capture the two.

Another objective of human resource planning in an organisation is to increase employee motivation. According to Dachner et al. (2019), having highly qualified employees who are not motivated would not help an organisation to achieve its goals and objectives. Internal

recruitment, where employees are sourced from within the organisation, is a crucial source of either motivation or demotivation in an organisation. According to Dachner et al. (2019), when the internal recruitment of employees is correctly done, the employees get motivated. The motivation makes them work hard to achieve their objectives and those of the organisation. Correct recruitment, in this sense, means that when deserving employees get to be promoted or assigned extra duties accordingly. On the contrary, when undeserving employees get promoted to fill a vacant position, the rest of the employees who feel they were more qualified get demotivated, which negatively affects their output. British Airways understands the crucial role that internal recruitment play in motivating their employees. They use employee performance statistics and data to ensure that they only appoint highly qualified employees to fill the available positions (Topham, 2020).

Lastly, human resource planning at British Airways is aimed at ensuring low employee turnover in the organisation. According to Herzberg's theory, organisations witness high employee turnover when the dissatisfaction factors such as salary structure, job security, and work conditions are consistent. However, organisations have low employee turnover when employee motivating factors like career advancement and recognition are implemented. British Airways has an employee reward program that ensures the best-performing employees benefit from the organisation's profits annually. Besides, British Airways recognises the best performing employees by effectively promoting them to fill higher positions or giving them more responsibilities and power in the organisation (Holston-Okae and Mushi, 2018).

Recruitment

According to Rees and Smith (2017), recruitment refers to the process whereby organisations bring in new employees to fill vacant positions in the organisation. Recruiting new employees needs to be handled with seriousness because it is essential to determine how the organisation will achieve its goals. Besides, recruitment plays a vital role in either increasing or reducing an organisations recruitment cost. This section discusses various objectives that British Airways seek to achieve with their recruitment procedure.

First, British Airways seeks to bring in new people with new skills and knowledge. According to Isari and Imperatori (2019), operating with the same employees over a long time sometimes hinders an organisation's innovativeness as the employees become accustomed to operating in a certain manner. Therefore, bringing in new employees breaks

the jinx as the new employees come with new skills and ideas, which challenge the existing employees to work harder. New employees also introduce the new culture at British Airways. Interaction of the multiple cultures within British Airways plays a vital role in ensuring that diversity is actualised. According to Kester et al. (2020), the diverse culture of British Airways is one of the major factors that enable it to compete effectively in the airline industry. The diverse culture encourages innovativeness, teamwork, and competition in British Airlines, making them have the upper hand over their competitors in the airline industry.

Additionally, the recruitment process at British Airways helps the company to exploit new opportunities and ensure business continuity. As already mentioned, the market environment of the airline industry is dynamic. As such, new opportunities in terms of new business ideas and new employee skillset keep on emerging. British Airways uses their recruitment policy to ensure that they recruit employees whose skills and knowledge are of value to the organisation now. Besides, British Airways' recruitment process aims to ensure that there is business continuity in the organisation. When a British Airways employee retires or vacates the company, the British Airways HRs quickly replace the employee to ensure that there is no gap limiting them from attaining their goals and objectives (Britishairways.com, 2019).

The recruitment process at British Airways is aimed to increase the knowledge base and skills of the company. According to Topham (2020), the British Airways recruitment process is structured to focus on the skills and knowledge that an employee possesses and the employee's attitude and personality. British Airways aims to bring in all-round employees in terms of skill set and character because the two requirements are vital in achieving their objectives. The employees are expected to have the right personality and attitude to complete their tasks effectively. Besides, the employees can sometimes use their personality traits to take an active role in the organisation's leadership.

Lastly, British Airways recruitment aims to enhance client satisfaction (Mahmood et al., 2019). According to Mahmood et al. (2019), the airline industry is increasingly becoming highly competitive with globalisation and advancement in technology. New technologies reduce the operational costs of airline industries, making them also reduce their prices. As such, companies that are unable to adopt new technology and change fast with it fail to provide their customers with high-quality airplane services at customer-friendly prices. This makes such companies lose their customers to their competitors. British Airways understand

that they are in business to serve their customers in the best possible manner. Thus, they recruit employees capable of using advanced technology to provide high-quality services and satisfy their clients.

Selection

Selection is the process that comes before recruitment in employee hiring. It involves going through the curriculum vitae of all applicants and selecting the best to proceed to the interview. Today, many people qualify for the same positions within an organisation. Thus, any job opening invites many applicants to apply for the post. To save on time, many organisations, British Airways included, use specialised software to sieve through the bulk applications and remain with few top candidates. The selection process of British Airways aims to achieve particular objectives, some of which are discussed below.

First, the selection process of British Airways aims to pick the most suitable candidate who meets the requirements of the job. Koronis and Ponis (2018) observed that not all job openings require the same qualifications and qualities, even though they are of the same department. The British Airways HR clearly outlines the job requirements and describes them in their job adverts. Applicants who meet the requirements are shortlisted for interviews. The British Airways HR carries out a thorough interview to ensure that the candidates possess the skills they have in their curriculum vitae. Ensuring that they select the best candidate is vital to British Airways because it helps them raise the quality of their output and helps them cut down on recurrent hiring costs that come about when a wrong candidate is hired for the job.

Second, the selection process at British Airways is aimed at creating a large pool of qualified candidates to hire from as Nerstad et al. (2018) observe that the hiring process is time-consuming and costly. The process of advertising, going through the curriculum vitae of candidates, and shortlisting them takes much time. As such, British Airways opt to invite the second-best person in the interview if there is a vacancy. Besides, British HR also selects qualified employees within their organisation to fill up the vacant position. Lastly, the selection process brings in individuals with varied skill sets that the British HR can pick the best to fill the vacant position.

Lastly, the selection process at British Airways provides facilities for growth and development to the successful applicants. Employees who get selected to join the British Airways team get access to a wide range of facilities to grow and develop their careers. The facilities are not only in the form of equipment but also include human facilities. Newly

selected employees interact and change ideas with the old employees. This helps them learn new skills and gain new knowledge necessary to enhance their career development and growth (Guardian, 2015).

Conclusion

In summary, this paper used the CIPD framework to analyse what it means to be a human resource professional. One of the significant findings in this sector was that a human resource is an individual who works both for the company's interests and the interests of the employees. Whereas the human resource ensures that the company's objectives are effectively met, he/she also ensures that the employees are not overworked in the quest to achieve the company's goals. The paper also looked at the objectives of human resources in terms of planning, selection, and employee recruitment. A major objective that cuts across human resource planning, selection, and recruitment is hiring highly qualified individuals capable of effectively undertaking the job.

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