

HRM ASSIGNMENT

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UNIVERSITY OF WALES TRINITY SAINT DAVID

HUMAN RESOURCE MANAGEMENT

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Executive Summary

The significant difference between the public and private sector HRM practices have been identified in this report. Apart from this, the key industry factors that impact the effectiveness of the HRM practices have been shredded light in this report. Strategic HRM practices is beneficial for business firms for improving organisational efficiency, increasing employees morale along with gaining better competitive advantage. The different organizational climates such as people-oriented, innovation-oriented and many more affect the HRM strategies.

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Introduction

The roles and responsibilities of the HR managers revolve around talent management of the employees, compensating them, and providing them benefits so that they can be retained. *East Coast Country (ECC)* found that there is a vacancy at the head of the HR level which it wants to address. It is highly important for organizations to have skilled HR managers so that the organizational structure can be maintained. *Jill Paterson*, the Chief of ECC admitted that employers are struggling to fill the roles of senior HR managers in their organizations due to a shortage of candidates. 85 % of UK employers are concerned that they will face difficulty in filling the position of HR and Admin in their organizations (Staffingindustry, 2022). Hence it can be said that a talent pipeline is needed to be created by the employers so that suitable candidates can be selected to fill the gaps. This essay analyses the differences in HR strategies between the public and private sectors. The organizational climatic factors that affect the effectiveness of HR strategies are discussed as well.

Question 1: Difference of HRM practices between private sector and public sector

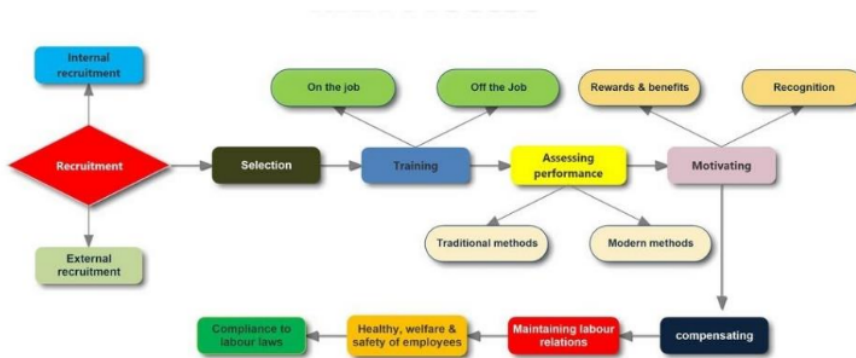


Figure 1: Roles of HRM department in every sector

(Source: Whatishumanresource.com, 2023)

The above figure describes the roles and responsibilities of the HRM department in every sector. Every HR department shares the same aims and goals for the organisation, though the size, responsibilities and resources determine the effectiveness of the HRM department in different sectors (Al-Khrabsheh *et al.* 2022). However, the main goal of the HR department is to provide employee benefits and to set achievement goals for the management. For instance, the human resource management of any sector is responsible to provide healthcare, benefits and compensation to the employees and manage promotions, record keeping and organisational advancement (Whatishumanresource.com, 2023).

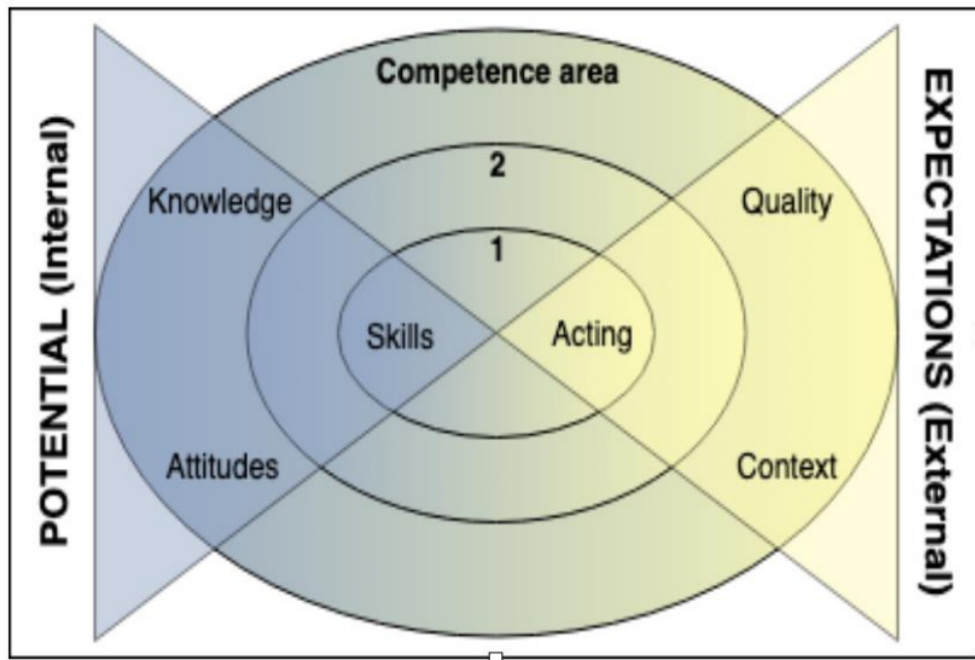


Figure 2: competence theory

(Source: Parashakti *et al.* 2020)

The competence theory states that the HR department is responsible for setting goals for the specific knowledge, behaviour and skills (Valamis.com, 2023). Hence, the HR department is liable to incorporate effective employment goals for the business. Compared with the public sector, the public sector HRM practice is way more different. The public sector firms are made of more traditional HRM practices focused on equal welfare management and opportunities. For instance, the private sector organisation's success is immensely relies over the effectiveness of the HR department.

The human resource department of the private sector severely determines the budget of the business. Along with this, it develops the methods for trimming costs associated with the workforce management (Humanresourcesmba.net, 2023). Most importantly, the HR department analyses and studies the employee trends depending on the work functions to ensure realistic and competitive wages for the company. On the other hand, employee satisfaction is the key role of the private sector HR department concerning the growth of the organisation. The private sector HR department is responsible for promoting effective employment strategy in order to incorporate flexible relations between the employer and employees (Humanresourcesmba.net, 2023). Hence, improving employee motivation through maintaining job satisfaction is the major responsibility of the private sector HR management.

On the other hand, HR practices are the most complex and challenging role in the public sector organisations.

A few major differences between the private and public sector HR practices are the public sector is funded by the tax dollars by the respective government (Shrm.org, 2023). The public sector organisations are composed with more steps, rupees and regulations provided by the government. Sometimes, the civil service acts to regulate the aspects of the relationship of employment (hrm.org, 2023). Apart from this, some government agencies might have their own programmes of personnel regulations.

Moreover, different regulatory bodies and rules govern the labour and employment relations in the public sector. Hence, the HRM practices in the public sector are much tougher than the private sector concerning the rules and regulations provided by the government. For instance, the public sector HR management in the UK is tough following the recruitment laws of the *“British civil service”* (Hummedia.manchester.ac.uk, 2023). Along with this, the local government organisation’s recruitment sector is decentralised. Hence, the *“East Coast County”* or ECC should follow the government regulations of the UK in order to improve their HRM policy services in the public sector of the UK.

Question 2: Impact of Industries over the effectiveness of the HRM practices

The Human resources management gets highly affected by the external impacts in the public sectors. For instance, the HRM department in the public sector is constantly shifting and adapting to different political climates in order to operate business (Iienstitu.com, 2023). It is important for the HRM professionals to stay up to date with the latest political conditions as well as strategic structure of the organisation. The political downfall might impact the business downfall. Hence, staying one step ahead from the political environment will help HR professionals to mitigate the risks of major political disruptions. Becoming aware about the legislative policy, social movements, executive orders and social sentiments are crucial for the HR professionals in order to work effectively within the industry (Iienstitu.com, 2023). Thus, the ECC should take in mind the political environment of the UK while providing HRM services to the public and private sector organisations.

The economic factors have an important impact over the HRM practices. For instance, the high level economic growth might experience recruiting extra employees in order to meet the business demands which might introduce challenges for the effective HRM practices (Iienstitu.com, 2023). On the other hand, the tough economic times might force the HR department to lay off employees in order to manage the cost cutting. Hence, the economic ups and downs can be the major factor driving the effective HRM practices in the respective

industry. As per the reports, the UK is facing high inflation of 10.4 % in 2023 which has also increased the living cost crisis of the country (Timesofindia.indiatimes.com, 2023). In this scenario, both the public and private sector HR department might face employment issues concerning providing sufficient wages to the employees.



Figure 3: Incentive theory of Motivation

(Source: Influenced from Indeed.com, 2023)

The incentive theory states that employees perform well in order to gain greater reward and avoid the punishment provided by the HR department (Indeed.com, 2023). Providing benefits to the employees increases the employee's motivation. For instance, the UK's best workplace Microsoft provides \$1,500 reimbursement benefit for the employees every year (Careers.microsoft.com, 2023). However, the recent inflation crisis can influence challenges for the HRM professionals of the UK sectors including Microsoft in order to provide sufficient wages to the employees. Therefore, ECC should determine the economic conditions of the country concerning providing effective HRM services to the business of both the public and private sector. Concerning the effectiveness of the HRM service in the public sector the government regulations are the main reason for conflict. Human resource management is an ever developing field concerning government regulations (lienstitu.com, 2023). The HR department often faces challenges regarding new or older laws regarding retention and hiring, employment and salary administration. Therefore, the political, economic and legislative condition of the country can influence the effectiveness of the HRM practice in the respective industry. Hence, ECC should consider these factors while providing effective HRM services.

Question 3: Importance of HRM practices towards developing strategic goals for employees' success

Human Resource Management (HRM) has become essential for ensuring organisational success through motivating employees along with improving workers' performance to achieve business targets. In an organisational context, the HR department is responsible for empowering the entire workforce of a firm through maintaining strategic collaboration with all departments and supporting employees to work simultaneously towards attaining strategic goals. As per the views of Srimulyani and Hermanto (2022), strategic HRM practices can be beneficial for *enhancing employee engagement* within the workplace, *increasing workers' productivity*, *addressing workplace challenges* along with *improving organisational culture*. This can support business firms in constructing strategic goals associated with the organisational vision and mission and achieving those strategic goals. ECC has been identified that insufficient "*strategic HR partnering capability*" within the public has become a significant issue which needs to be addressed for increasing organisational success. In this context, it can be essential for the Human Resource (HR) managers to improve their management skills for developing strategic employee policies to obtain organisational goals in an effective manner.

It can be beneficial for the ECC to support their clients in implementing the SHR practices within the workplace for understanding employees' needs and identifying their weaknesses. This can be beneficial for the HR managers in providing necessary guidance to the employees for achieving ultimate organisational goals and attaining a higher competitive advantage within the business market. However, poor HR practices can be disadvantageous for an organisation as this can reduce employees' productivity along with organisational performance of an organisation. For instance, "*National Health Service*" (NHS) England faced severe challenges including *reduction in organisational efficiency*, *staff dissatisfaction*, *increasing inequalities* within the workplace along with *rising employee turnover rate* (TheLancet.com, 2021). Moreover, inappropriate HR practices can also reduce employee morale, increase legal challenges for an organisation and can lead to ineffective hiring procedures which can lead to reputational loss.

HR managers of an organisation need to concentrate on improving leadership qualities along with management approaches for maintaining diversified workforce and fulfilling needs of different employees for better ²⁴motivation.

HERZBERG'S THEORY OF MOTIVATION

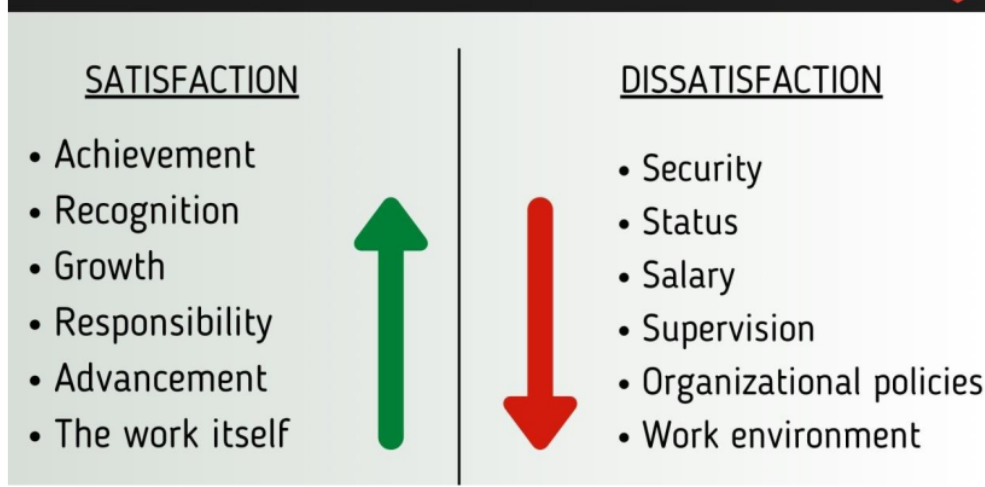


Figure 4: Herzberg's Motivation Theory

(Source: Alrawahi *et al.* 2020)

According to the “*Herzberg's Motivation Theory*”, employees can be motivated through mainly two factors which are motivation along with hygiene (Alrawahi *et al.* 2020). **Motivation factors** of this theory include recognition, job satisfaction, achievement, responsibilities, and career growth opportunities along with future growth. On the other hand, **hygiene elements** include organisational policies, general management, working conditions along with employee-manager relationships. In this context, it can be advantageous for the ECC to suggest their clients to follow this theory for motivating their employees along with improving HRM practices within the workplace. Nowadays, major business firms across the world significantly concentrate on incorporating “*strategic human resource*” (SHR) management within the workplace for improving organisational efficiency and achieving corporate success. For instance, *Google*, *Cisco* and *Hilton Worldwide Holdings* are some major global firms which implemented strategic HRM practices for managing diversified workforce along with improving management practices (Peoplemanagingpeople.com, 2023). Regarding this, it can be stated these firms majorly focused on providing better job satisfaction to their employees through utilising the motivation elements.

Apart from this, it is the responsibility of the HR managers to develop their employees in a way through which employees become able to work towards organisational success strategically. In this context, providing recognition to employees as per their performance along with modifying organisational policies can support ECC clients in achieving strategic organisational goals for

obtaining high competitive advantage. This can provide strategic opportunities in addressing the shortage of skilled candidates to fulfil the vacant HR positions for ensuring higher organisational success and the achievement of strategic goals.

Question 4: Reviewing the organisational climate factors impacting the effectiveness of the HRM strategies

The organizational climatic factors affect the effectiveness of HR strategies and influence the sustainability of the organizations. As mentioned by Hussainy (2022), there are four organizational climates, such as *“People-oriented climate”*, *“Rule-oriented climate”*, *“Innovation-oriented climate”* and *“Goal-oriented climate”*. These climatic factors affect the decision-making of HR managers. For instance, in the *People-oriented climate*, the organizational values revolve around the satisfaction of the employees. In this people-oriented climate, HR managers are primarily focused on assisting employees in their work process and providing them with adequate incentives so that they can be retained. For instance, the organizational climate of *Starbucks* can be stated as a people-oriented climate due to its employee-centric policies (Starbucks.com, 2023). Hence it can be said that in a people-oriented climate, HR managers are focused on providing the employees utmost care so that they can be retained.

In a *rule-oriented climate*, the organization is more focused on making rules and following them strictly. As mentioned by Pulphon (2021), in a rule-oriented organizational climate, HR managers are forced to make specific rules for the organizational operation as their HRM strategy. Hence it can be said that the responsibilities of the HR managers increase as they are required to make proper rules and look into the fact that all the rules are being followed by the employees. However, as noted by Chen *et al.* (2019), in a rule-oriented climate the motivation of the employees decreases due to the over-exaggeration of the rules and procedures. Hence it can be said that HRM strategies are needed to maintain a balance between rules and employee motivation.

The *innovation-oriented climate* is focused on continuously improving the working process of the organizations so that organizational resilience can be ensured. As noted by Jebali and Meschitti, (2021), in an Innovation-oriented climate HRM strategies revolve around encouraging employees to participate in innovation process for future growth. Hence it can be said that in this type of organizational climate, HR managers are needed to be innovative so that they can initiate the process of innovation in the organization. In a similar manner, HRM strategies are also needed to be innovative so that they can increase organizational resilience in this competitive business sector. For instance, *McDonald's* has created its own kitchens and

noodle teams as a part of organizational innovation (Innolytics.net, 2019). Hence it can be said that the HRM strategies in this organization assisted in the initiation of innovation.

In the *Goal-oriented climate*, the HRM strategies are focused on assisting and motivating the employees in accomplishing their goals (Davis *et al.* 2020). In this type of organizational climate, the HR managers give importance to the organizational values and give employees perks and other monetary benefits so that they can be inspired to accomplish their goals. Along with this, there are also provisions of penalty in the HRM strategies of this type of climate so that the employees accomplish their goals at any cost.

Conclusion

It can be concluded that overall success of private sector firms significantly relies on the effectiveness of the HRM department. However the HRM approaches of the public sectors are complex as well as challenging in comparison with private sectors as this includes government rules and regulations for implementing business ethics. Changes within the political climate significantly influence the HRM policies of an organisation and HR managers business firms need to be aware about the latest political conditions of its operating countries. Moreover, economic conditions also impacted the HRM practices of a firm as high inflation can force managers in employee layoff for reducing operational expenses. The organisational climate can be divided into main four categories which are “People-oriented climate”, “Rule-oriented climate”, “Innovation-oriented climate” and “Goal-oriented climate” which significantly influence the decision-making procedure of HR managers.

Effective HRM policies become significantly important for an organisation to achieve the strategic goals through motivating employees along with improving working conditions. However, poor HRM management policies can lead to reduced organisational performance, decrease employees morale, decline job satisfaction along with increasing employee turnover. In this context, ECC needs to suggest to its client firms to understand the significance of employee motivation and apply “Herzberg's Motivation Theory” for increasing employee morale and support this in achieving strategic organisational goals. Moreover, this can also support business firms in addressing the skilled candidate shortage issue through improving the recruitment process for fulfilling the vacant positions of the HR managers to ensure better business growth.

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