



200
1822 - 2022

Learning and Development

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MODULE: HUMAN RESOURCE MANAGEMENT (LCMB7000)

ASSESSMENT: GROUP PRESENTATION

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Learning and development



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INTRODUCTION

Learning and development (L&D) is the process of equipping people with the information, skills, and abilities they need to execute their job duties successfully.

In this presentation we are addressing some HRM issues and IHRM issues faced by ADIDAS and critical evaluation of those problems.

AIM AND OBJECTIVES

Aim

- Provide importance of learning and development and how it can be improve. Moreover, find HRM and IHRM issue of adidas.

Objectives

- To gain expertise relevant to a certain job(Noe.2018)
- To increase employee engagement(Kramar,2014)
- To increase profitability of the organisation
- To increase productivity of employee(Kohn,1993)
- To Improve client satisfaction(Parasuraman, Zeithaml, & Berry, 1985)

POLICIES AND PROCEDURE

- Assessment of requirements (Noe et al.,2022)
- Plans for training and development
- Performance appraisal(Aguinis,2019)
- Employee Feedback
- Training for Many Functions

LEARNING AND DEVELOPMENT

- Noe (2018) asserts that learning and development may help organizations in a number of ways, including by boosting performance, retaining more employees, and fostering higher levels of creativity.

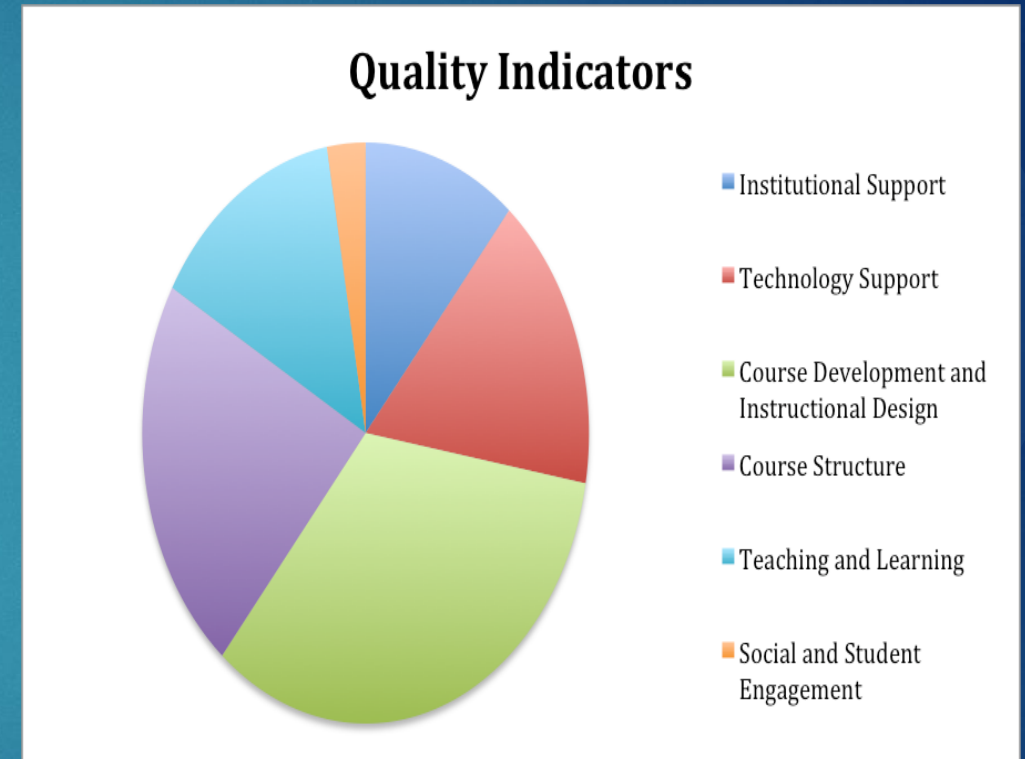
Organizations may foster a culture of ongoing learning and growth by investing in staff development, which can result in long-term success.

IMPORTANCE OF LEARNING AND DEVELOPMENT

- ANY ORGANIZATION SHOULD INVEST IN "LEARNING AND DEVELOPMENT" BECAUSE IT CREATES CAPABLE LEADERS WHO CAN LEAD THE TEAMS FOR SUCCESS (AKELLA, 2021).
- DEVELOPING A POSITIVE WORKPLACE CULTURE, INSPIRING PEOPLE, AND ENHANCING ORGANIZATIONAL PERFORMANCE ALL DEPEND ON EFFECTIVE LEADERSHIP.
- INVESTMENT IN "LEARNING DEVELOPMENT PROGRAMS" CAN AID IN IDENTIFYING AND FOSTERING AN INDIVIDUAL'S LEARNING POTENTIAL, IMPROVING EMPLOYEE ENGAGEMENT AND RETENTION.
- PROGRAMS OF "LEARNING DEVELOPMENT" ALSO ASSIST WORKERS IN HONING VITAL ABILITIES LIKE VERBAL AND WRITTEN COMMUNICATION, DELEGATION, DECISION-MAKING, AND PROBLEM-SOLVING.

THE INDICATORS OF LEARNING AND DEVELOPMENT

- Both Quantitative and Qualitative
- Employee feedback
- Skills improvement
- Return on investment
- *Organizational impact*
- *Future readiness*



CHARACTERISTICS OF LERNING AND DEVELOPMENT

- Continuous Improvement is the primary key factor to getting commitment through learning development.
- With the continuous change in the workplace environment and business strategies keeping phase is essential.
- Sharing knowledge and participating in collaborative tasks helps to meet the objectives of the business in time.
- Being flexible, such as being able to adapt to online and offline work modes, and accommodate diverse working styles helps in better decision-making.
- Learning development programs must foster a systematic work culture to support and measure the accountability of learners or candidates.

BACKGROUND OF ORGANIZATION

ADOLF DASSLER STARTED ADIDAS, A WELL-KNOWN SPORTS COMPANY TODAY. WITH ALMOST 60,000 EMPLOYEES GLOBALLY, ITS HEADQUARTERS ARE IN HERZOGENAURACH, GERMANY.

ADIDAS IS WELL-KNOWN FOR ITS CUTTING-EDGE PRODUCTS, WHICH INCLUDE FOOTWEAR, CLOTHING, AND ACCESSORIES, AND IT IS PRESENT IN MORE THAN 160 NATIONS. 2021 BROUGHT IN €19.8 BILLION FOR THE BUSINESS.



ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE UK

Issues due to the cultural diversity of the workforce engaged in the UK

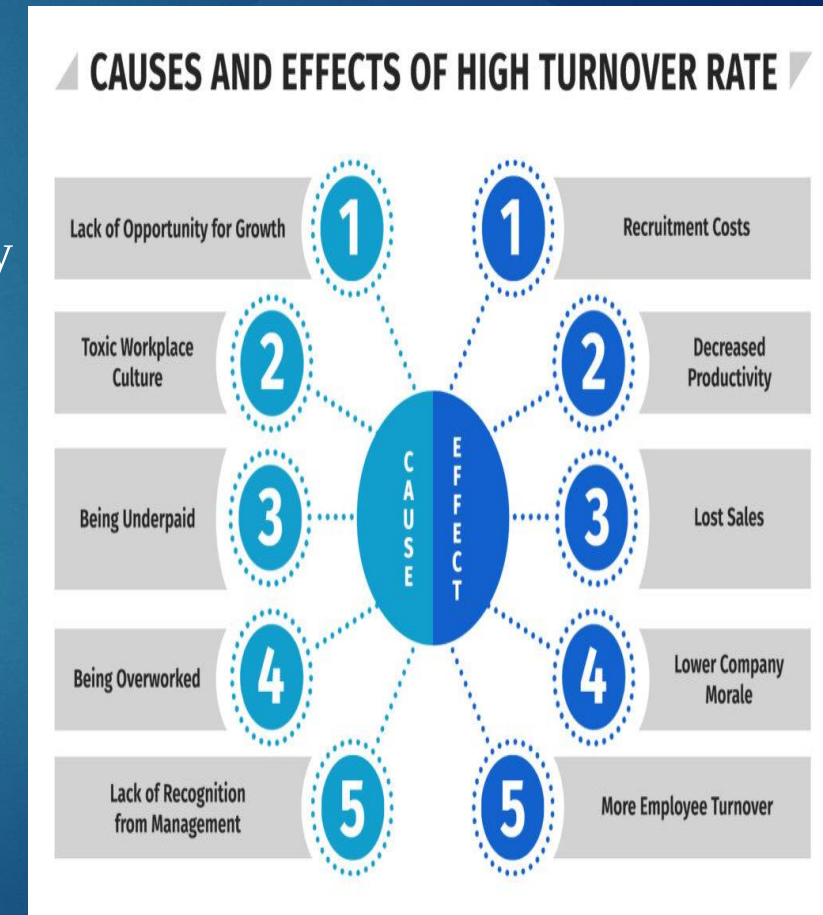
- From the operations of Adidas in the UK, it has been found that diversity in the culture of the workforce in the UK
- The cultural values of the workforce must be given high respect by the management authority (Brandl *et al.* 2022)
- An increase in internal conflicts among the engaged employees

Sources of conflict in the workplace

- 1 Values conflict**
Incompatibility in core beliefs such as religion, ethics, or politics.
- 2 Power conflict**
Competition in the level of influence each party wishes to attain or maintain in the relationship or decision making process.
- 3 Economic conflict**
Competition in attaining monetary or human resources.
- 4 Interpersonal conflict**
Incompatibility in needs, goals, or approaches to communication or work styles.
- 5 Organizational conflict**
Inequalities in the organizational structure and how employees report to each other.
- 6 Environmental conflict**
External pressures such as recession that impact the daily work structure.

TO BE CONTINUE OF ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE UK

- **Issues in retention of the best and most skilled talents**
- The company has faced issues in its HRM operations due to a high turnover rate
- Effective designing of organisational policies can lead to the efficiency of the companies in the retention of employees (Patras ,021)
- It has been found that Adidas has ignored the opinions shared by the most valuable talents
- Lack of efficiency in adopting the changes in the UK market



TO BE CONTINUE OF ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE UK

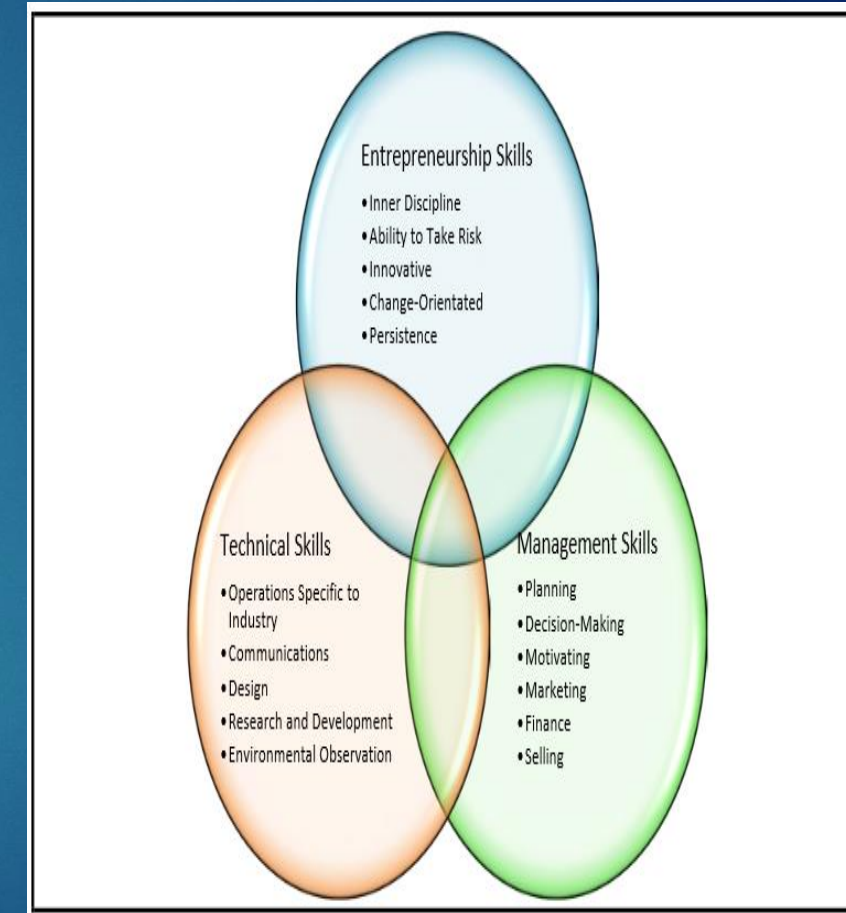
- **Issues in HRM due to the implementation of changes in management**
- The company has faced challenges in the operations of the UK due to the inefficiency of the workforce in adopting technological changes
- Issues in the development of long-term plans can lead to challenges in the management process of human resources of firms (Reichel *et al.* 2020)
- A huge segment of the organisational workforce of Adidas was resistant to the reformative measures adopted by it in the execution



ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE GLOBAL

Issues in upskilling of the workforce

- content, topic, or depth are the main obstacles to skill development within organisations
- Adidas has faced challenges in the global market due to issues in upskilling the workforce
- Upskilling employees for digital transformation has been identified as a difficulty for global firms in the management of human resources (Soga *et al.* 2022)
- Integration of advanced technologies was not proper in the company



TO BE CONTINUE OF ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE GLOBAL

Issues in HRM due to the creation of digital dexterity

- Technology boom against the backdrop of the post-pandemic push, despite the digital gap
- Upgradation of the legacy processes was not effective in the company
- Automation of the manual processes can be marked as one of the main challenges faced by the company (Kusá and Urmínová, 2020)
- The HR managers of the company were unable to increase the overall efficiency
- The company faced challenges due to issues in the adoption of the new software tool



TO BE CONTINUE OF ISSUES IN HUMAN RESOURCES FACED BY ADIDAS IN THE OPERATIONS OF THE GLOBAL

The inefficiency of the company in increasing engagement of the engaged workforce

- Micromanagement, poor communication, excessive turnover, stress, and burnout
- The inefficiency of the HR professionals engaged in Adidas has led to obstacles
- Dissatisfaction in the workforce is one of the main barriers for HRM of companies in increasing engagement (Ahmad *et al.* 2020)
- Rewarding can be considered one of the main remedies which must have been taken into account by the company in HRM

Consequences of Ineffective HRM (The 5 Rs)

- **Recruitment** - higher recruitment, induction & training costs
- **Resources** - increasing amount of management resources & time spend dealing with problems
- **Reservations** - low morale and high uncertainty
- **Returns** - low levels of productivity, competitiveness
- **Reputation** - poor corporate image



Unable to
Achieve
Objectives

CRITICAL ANALYSIS OF HRM AND IHRM ISSUES

HRM ISSUES

- Change management: Inappropriate change management practices lead towards unsuccessful implementation. (Nankervis et al, 2019).
- Lower employee retention rate: Lower employee retention result in loss of experience and knowledgeable employees (Brandl, Keegan and Kozica, 2022).
- Employee Engagement: organization success and profitability is directly connected with employee engagement.

TO BE CONTINUE OF CRITICAL ANALYSIS OF HRM AND IHRM ISSUES

IHRM ISSUES

- **Diversity and inclusion:** Lack of diversity and inclusion will lead to many serious issues. (Parida and Brown, 2021)
- **Labour practices:** (Dominguez, 2020)
- **Talent management:** Recruit top talent from diverse cultures. It sometimes affects their long-term success significantly.

THEORATICAL PROSPECTIVE OF LEARNING

BY APPLYING CONTEGENCY THEORY

- *Key performance Indicators* (Vandenbroucke, 2023).
- *Employee engagement surveys*
- *Performance appraisal*(Tachia, Lingyan and Renhuai, 2018).
- *Training effectiveness*
- *Employee turnover rate*

CONCLUSION

In conclusion we can say that there are many issues were faced by Adidas while operating at a national and global stage. Learning and Development is like a hands of the Hrm because without this we cannot assume efficiency at various levels of the organization. They should take necessary steps to overcome with above mentioned problems.

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**ANY
QUESTIONS?**



Thank You

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Module: Human Resource Management [LCMB7000]

Assessment: GROUP PRESENTATION

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Introduction:

Human resource management (HRM), which focuses on improving employees' knowledge and abilities, includes learning and development (L&D) as a key component. Organizations may boost employee performance, job satisfaction, and retention rates by providing necessary training and information. A highly trained workforce that can adapt to changing conditions and maintain market competitiveness may be developed by investing in L&D programs, which can assist organizations in achieving their business objectives.

The difficulties ADIDAS faces with HRM and International HRM (IHRM) are crucial to its development as a worldwide brand. In this presentation, we will look at these problems in further detail and offer a critical assessment of how they affect the operation of the organization. We will also make suggestions for dealing with these concerns and emphasize the significance of L&D programs in preventing HRM and IHRM problems in a globalized company environment.

Aims and Objectives:

Aim:

One cannot overestimate the significance of growth and learning. Adidas does, however, have difficulties in putting into practice successful programs on a global and national scale. For learning and development projects to be improved, a critical understanding of these obstacles, such as cultural and linguistic disparities and resource limitations, is required and the aim of this study.

Objectives:

- According to Noe (2018), the main purpose of learning and development programs is to provide employees with the skills and information they need to do their present jobs well as well as to get them ready for their future career objectives. These programs provide workers the chance to develop their abilities, learn new things, and keep up with the most recent developments in their field.
- By putting money into employee learning and development, businesses can show how committed they are to their staff members. Also, it can create opportunities for the employees to learn various skills and knowledge. This will increase the engagement of employees and increase work satisfaction. (Kramar,2014)
- The organization may experience improved earnings by investing in the appropriate learning and development for all levels of personnel. When workers have the requisite knowledge and abilities, they can carry out their tasks more successfully and effectively. This leads to increased output, quality, and client happiness, which eventually boosts an organization's profitability.
- Through different training programs, human resource management is essential in raising staff productivity. Giving workers the chance to learn project management, time management, and good communication techniques may greatly increase their engagement and productivity at work. Such initiatives improve outcomes for the business as well as the participants, who are the employees. The success of the organization may be achieved through HRM by making investments in employee development that result in a more knowledgeable and effective staff. (Kohn,1993)
- By ensuring that employees have the skills and training necessary to deliver first-rate customer service, HRM can boost customer satisfaction and loyalty. This may result in enhanced client relationships, higher rates of client retention, and fruitful word-of-mouth advertising. (Parasuraman, Zeithaml, & Berry, 1985)

Policies and procedure:

- Noe et al. (2002) state that "HRM should carry out a thorough needs assessment to identify skill and knowledge shortages within the business." To ascertain their needs for learning and development, this might entail conducting focus groups, surveys, or interviews with management and staff.
- The organization's goals and objectives as well as the unique requirements of each employee should be taken into consideration when HR departments create specialized plans. The training courses, seminars, or programs that workers will take, as well as the anticipated outcomes, should be covered in these plans. HRM may make sure that workers receive the training they require to do their jobs well and advance their careers by creating specialized training programs.
- The learning and development of HRM include performance assessment. Making choices on promotions, transfers, and chances for training and development entails systematically evaluating an employee's work performance, including their strengths and shortcomings. (Aguinis,2019)
- Feedback is used by HR departments to pinpoint areas that require development, check that training is in line with employee requirements, and determine whether programs are meeting organizational objectives. When employees' perspectives are taken into consideration, they feel respected and empowered, which increases employee engagement and happiness. HR departments may enhance training and development initiatives, which boosts performance and increases employee retention, by routinely receiving employee input and acting on it.
- According to Noe et al. (2002), HR departments can encourage cross-functional training and development by giving employees the chance to work in different departments or business units, and by offering training programs that help employees develop the necessary skills and knowledge for these roles.

What are Learning and Development:

To increase employee performance on the job and position them for future career prospects, Noe (2018) defines learning and development as the process of strengthening an employee's skills, knowledge, and capacities. This covers both official and informal educational possibilities, such as coaching, mentoring, and on-the-job training. The main objectives of learning and development are to promote employee growth and development, raise work satisfaction and engagement levels, and enhance overall organizational performance. Learning and development initiatives may be tailored to the precise requirements and objectives of the company and its personnel, and they should be frequently assessed to guarantee their efficacy.

Employee motivation and feelings of worth are boosted when there are possibilities for professional growth, which can improve output and work satisfaction. Higher client satisfaction and loyalty may result from this, which will eventually help the business succeed. Implementing successful learning and development programs is therefore essential for HRM if it is to boost staff productivity and expand organizational success.

Importance of Learning and Development

Any organization should invest in "learning development" because it creates capable leaders who can lead the teams to success (Akella, 2021). For organizations and individuals, learning and development programs are equally important. As it helps in developing new skills, attitudes, and knowledge for the employees which contributes to their personal and professional development. The initiatives of this program have several benefits such as this program enhances team performance by supporting the improvement of employee productivity and efficiency. Reducing employee retention rates creates a sense of development in their professional career. Most organizations take advantage of this scheme. Professional growth is visible among most employees, and turnover cost automatically reduces. This supports the company's overall growth and helps them to achieve its goals in time. Finally, learning and development programs foster creativity and innovation by encouraging employees to adopt continuous development in work culture and think out of the box.

A pipeline of future team members can be built using learning development programmers, ensuring that organizations have a pool of qualified candidates on hand to fill important positions as needed. The cost of hiring outside employees can be decreased, and organizational sustainability and resilience can also be improved. This, that organizations must make a significant investment in learning development if they are to generate capable, resilient, and strong team heads who can boost productivity, create a great workplace environment, and position the company for the future.

The Indicators of Learning and Development

Both qualitative and quantitative measurements that show the effectiveness of training programs and other learning efforts are used as indicators of learning and development (Zhang and Zhu, 2019). Among the signs of learning and development are:

- ***Employee feedback:*** Employee opinions or feedback on the training program's applicability, relevance, and efficacy.

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- **Skills improvement:** Employee skills and pieces of knowledge growth as shown by the work output, project completion rates, and goal accomplishment rates.
- **Employee engagement:** increased employee motivation and engagement as determined by retention rates, performance indicators, and employee surveys.
- **ROI:** "Return on investment (ROI)" is the ratio of the cost of a learning and development program to the advantages received, such as improved revenue, increased productivity, and decreased turnover.
- **Organizational impact:** enhanced organizational performance, including better quality, fewer errors, and higher customer satisfaction.
- **Future readiness:** better future-readiness as seen by the capacity to innovate, adopt new technology, and evolve with the times.

These metrics can assist organizations in evaluating the success of their learning and development initiatives and in making data-driven decisions to enhance their training programs.

Characteristics of Learning and Development

Continuous Improvement is the primary key factor to getting commitment through learning development. With the continuous change in the workplace environment and business strategies keeping pace is essential. Sharing knowledge and participating in collaborative tasks helps to meet the objectives of the business in time. Being flexible, able to adapt to online and offline work modes, and accommodate diverse working styles helps in better decision-making. Learning development programs must foster a systematic work culture to support and measure the accountability of learners or candidates. Another characteristic is sustainability in this learning and development program that helps to get long-term business for any business and organization. Furthermore, characteristics such as engagement of the employee, developing leadership qualities, and providing customized facilities to develop new skills and knowledge are also important.

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Background of ADIDAS:

In the world of sports, Adidas is a reputable company with a reputation for producing high-tech apparel, accessories, and footwear. The business, which has its headquarters in Germany, is well-represented in more than 160 nations. Adidas is dedicated to advancing environmental responsibility and moral workplace conduct and has over 60,000 workers. According to the company's 2021 Annual Report, sales increased by 20% to €19.8 billion, with a large growth in digital sales as a result of the growing popularity of online shopping. By working with athletes and artists and using cutting-edge technology like 4D printing, Adidas continues to push the envelope and creates goods that are distinctive and cutting-edge. Adidas continues to be a major force in the sports sector overall, and it is dedicated to innovation, sustainability, and social responsibility.

Issues in human resources faced by Adidas in the operations of the UK

➤ Issues due to the cultural diversity of the workforce engaged in the UK

From the operations of Adidas in the UK, it has been found that diversity in the culture of the workforce in the UK. As depicted by Brandl *et al.* (2022), the cultural values of the workforce must be given high respect by the management authority of the human resources of companies. It has been identified that when prejudice or harmful cultural preconceptions are present within an organization, ethnic teams face the challenge to manage integration. Across languages, ethnicity, and cultures, it has been identified that professional communication might be misunderstood or challenging to understand. This study discusses issues of Adidas while managing cultural diversity in the UK. An increase in internal conflicts among the engaged employees can be marked as one of the negative impacts of this issue on the operations of Adidas. This in turn negatively affected the reputation of Adidas in the UK market.

Issues in retention of the best and most skilled talents

- Each employee has high expectations for their pay scale, and this is considered one of the main factors behind an employee's resignation from an organization (adidas.co.uk, 2023). It has been found that when the employee requests a pay increase that is far higher than the budget of the organization, retention turns into a challenge. Adidas is not different and has faced issues in its HRM operations due to a high turnover rate workforce and this in turn has increased the cost burden on it. As demonstrated by Patras (2021), effective designing of organizational policies can lead to the efficiency of the companies in the retention of employees. It has been found that Adidas has ignored the opinions shared by the most valuable talents of it in decision making and this can be marked as a response element of high workforce turnover. Along with these, the lack of efficiency in adopting the changes in the UK market was the other reason for increasing worker turnover in the organization.

➤ **Issues in HRM due to the implementation of changes in management**

It has been identified if not adequately noticed, change within the organization might affect the processes of the employees and result in lower morale. It also results in degraded product quality and results in customer loss. Thus, it is recommended to consider the psychological effects of organizational change to come up with strategies to support the proper transition to new job responsibilities. It is also an important duty for HR professionals to reduce HRM issues. It has been found that the company has faced challenges in the operations of the UK due to the inefficiency of the workforce in adopting technological changes. As opined by Reichel *et al.* (2020), issues in the development of long-term plans can lead to challenges in the management process of human resources of firms. A huge segment of the organizational workforce of Adidas was resistant to the reformative measures adopted by it in execution.

Issues in human resources faced by Adidas in the operations of the global market

➤ **Issues in upskilling of the workforce**

Lack of time, money, and a lack of offers in terms of content, topic, or depth are the main obstacles to skill development within organizations, and leadership does not place a high priority on upskilling. From the analysis of the HRM operations of Adidas, it has been identified that it has faced challenges in the global market due to issues in upskilling the workforce. As demonstrated by Soga *et al.* (2022), upskilling employees for digital transformation has been identified as a difficulty for global firms in the management of human resources. In addition, integration of the advanced technologies was not proper in the company which in turn resulted in issues in HRM. The inefficiency of the HR managers prevented the company from overcoming the skill gaps of employees.

➤ **Issues in HRM due to the creation of digital dexterity**

It has been predicted a technology boom against the backdrop of the post-pandemic push, despite the digital gap. With a hopeful idea to shield the existing imbalance, the new disruption assisted us in rethinking the crucial role of technology and reimagining how employees work, study, and live. Adidas has faced the same during the pandemic which has negatively affected the business

. Upgradation of the legacy processes was not effective in the company in HRM operations of the global market which in turn increased complexities in the business execution of Adidas. As depicted by Kusá and Urmínová (2020), automation of the manual processes can be marked as one of the main challenges faced by the company engaged in the global market in HRM. Moreover, the HR managers of the company were unable to increase the overall efficiency and productivity of the workforce. Along with these, the company faced challenges due to issues in the adoption of the new software tool by the engaged employees.

➤ **The inefficiency of the company in increasing engagement of the engaged workforce**

Micromanagement, poor communication, excessive turnover, stress, and burnout. The identified problems need to be resolved, to motivate even highly engaged individuals. Not doing the same will begin to lose their enthusiasm for job roles, and as a result, the employee will leave the company if no changes are done (Hoinaru *et al.* 2021). Communication impediments in the workplace include unfamiliar vocabulary, overly complex technical words, a lack of interest or attention, perception gaps, physical constraints, emotional challenges, and cultural differences. In a lot of cases, the inefficiency of the HR professionals engaged in Adidas has led to obstacles in increasing the engagement level of employees. As demonstrated by Ahmad *et al.* (2020), dissatisfaction in the workforce is one of the main barriers for HRM of companies in increasing engagement in the workforce. Rewarding can be considered one of the main remedies which must have been considered by the company in HRM as a part of increasing the engagement of employees.

Critical analysis of the issues (HRM and IHRM)

HRM issues of Adidas:

- **Change management:** In the last few years, change management has been a major issue for Adidas. The study suggests that inappropriate change management practices lead to the unsuccessful implementation of the project that becomes costly for the organization (Nankervis et al, 2019). Similarly, a combination of coalition members was another key issue within the change management process for Adidas as well.
- **Lower employee retention rate:** HRM of Adidas is also concerned about lower employee retention rates. It resulted in the loss of experienced and knowledgeable employees from the organization which affects the business performance greatly. Evidence suggests that Adidas failed to retain employees during the pandemic which lowered the chances of acquiring a competitive advantage (Brandl, Keegan, and Kozica, 2022).
- **Employee Engagement:** Ensuring that employees are engaged and committed to their work is critical for any organization's success. Adidas may face challenges in this area, particularly with employees working remotely due to the COVID-19 pandemic.

Considering the publicly available information and historical data on Adidas, it has been observed that change management has been the key issue in HRM for Adidas. In 2015, Adidas tried to bring IoT platforms to control employee performance but failed. The report suggested that Adidas failed to communicate with the vision due to a weak leadership style which contributes to negatives towards the business. Apart from that, employee engagement has also been a significant part of Adidas that has weakened a bit. To address this issue, Adidas may need to implement more effective communication strategies and provide employees with opportunities for professional development and growth.

IHRM issues of Adidas:

- **Diversity and inclusion:** Adidas have faced criticism in the past for lack of diversity and inclusion in their workforce. “In 2020, a group of black employees filed a lawsuit alleging that they had faced discrimination at the company” (Parida and Brown, 2021). This incident affects their brand image globally.
- **Labour practices:** In the context of international business, Adidas has faced scrutiny over labour practices. For example- Changing supply chain practices forces Adidas to ensure labour regulations. “The company has been accused of exploiting workers and not providing adequate working conditions” (Dominguez, 2020). This has led to negative publicity and calls for Adidas

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Talent management: As an MNC, Adidas also failed to recruit top talent from diverse cultures. It sometimes affects their long-term success significantly.

Considering the IHRM or international HRM issues, diversity and inclusion have been a long-term concern for Adidas. Despite having a large global appearance, Adidas failed to make the workplace as inclusive as their key competitors like Puma, and Rebook. To address this issue, Adidas has implemented various initiatives, such as hiring a global head of diversity and creating employee resource groups, but the effectiveness of these measures remains to be seen. However, Adidas also faced difficulties in labour practices especially in the international market where they failed to combat existing practices. This has led to negative publicity and calls for Adidas to improve its labour practices and ensure that its suppliers adhere to ethical standards. Moreover, talent management also has been a key concern where appropriate HRM standards and practices of Adidas failed to retain top talent significantly.

The theoretical perspective of HRM effective measurement

HR effectiveness refers to the key action taken by HR and HR-related activities.

HRM effective measurement can be fine though-

- Great use of resources
- Workforce management
- Impact of HR

By applying contingency theory to Adidas, it can be said that-

- Adidas follows a "no one-size-fits-all" approach regarding people management.
- Evidence suggests that Adidas always considered HRM practices along with its strategic goals and objectives to ensure great use of resources (Brandl, Keegan, and Kozica, 2022).
- The huge human capital index of Adidas gives Adidas a competitive advantage that strengthens the company's resources and capabilities.
- To measure HR effectiveness, Adidas also focused on employee engagement.
- For example- Adidas used to conduct get together, and brainstorming sessions to facilitate employee engagement (Khan, 2017).

In this analysis, one theoretical perspective that can be applied to the effective measurement of HRM in Adidas is the contingency theory. This theory suggests that there is no one-size-fits-all approach to managing people and that the most effective HRM practices will depend on the specific context and

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circumstances of an organization. Apart from that, the resource-based view of Adidas also suggests human capital that allows the business to ensure strategic goals and objectives. Along with that, the HRM of Adidas also assessed the values and rarity of the substitutability regarding HRM practices that gives a competitive advantage to the organization greatly. That is why Adidas has evaluated the perceived fairness related to HRM practices where Adidas has valuable employee retention, compensation policies, and many others. Overall, Adidas has measured the HRM effectiveness and results as significant in terms of service representations.

Considering the organizational performance of Adidas, effective measurement in HRM followed different techniques.

- **Key performance Indicators:** Adidas used to measure HRM effectiveness through recruitment, training, and employee retention (Vandenbroucke, 2023). It supports Adidas to ensure business proceedings.
- **Employee engagement surveys:** HRM of Adidas used to play a key role in employee engagement. That is why the HRM of Adidas conducted surveys that give Adidas valuable insights that lead to customer satisfaction.
- **Performance appraisal:** Adidas has implemented a double incremental policy that boosts employee performance (Tachia, Lingyan, and Renhuai, 2018). In addition, this initiative helps Adidas to identify high-performing employees.
- **Training effectiveness:** Adidas has fair induction policies that include training and development programs. It ultimately provides employees with great benefits and ensures business growth as well.
- **Employee turnover rate:** It is another effective matrix that helps to measure HRM effectiveness. For example- Adidas usually determines employee net promoter score and Employee retention rate to increase employee retention rate (Dominguez, 2020).

Considering the HRM effectiveness of measurement, Adidas has implemented a few policies that determine success for them. Firstly, effective performance management of employees has contributed significantly towards the company's growth. Evidence suggests that Adidas has achieved a 3.5% employee retention rate in 2020 rather than in 2019. In addition, Adidas also focused on employee retention rate which triggered Adidas through compensation policies, rewards, and insurance policies. However, the survey is also another matrix used by Adidas where the company has managed to identify major areas of concern and take corrective measures as well. Overall, HRM effective measurement significantly contributes towards great business performance and growth as well.

Conclusion:

Adidas has encountered many difficulties while operating on a national and international scale. A key component of HRM is learning and development since it increases productivity across the board. The business must take the required actions to address the problems.

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