

Analyze contemporary HR initiatives and software solutions to manage them

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Table of Contents

- 1. Introduction.....Slide 4
- 2. Contemporary HRM/HRD initiatives being introduced into organisations today.....Slide 5
- 3. How HRM/HRD initiatives are being supported by Technology.....Slide 32
- 4. Prototype Application Design.....Slide 35
- 5. Impact on job satisfaction, employee engagement and job performance.....Slide 41
- 6. Conclusion.....Slide 44
- 7. References.....Slide 45

Table of Figures

- Figure 1 – Maslow’s Hierarchy.....Slide 6
- Figure 2 – Organisational Iceberg.....Slide 7
- Figure 3 – Five Disciplines by Peter Senge.....Slide 18
- Figure 4 – Generation Theory.....Slide 20

1. Introduction

- This presentation will include analysis of several contemporary HRM/HRD initiatives being used in organisations today
- The use of technology to support these initiatives
- Design of a prototype application that could be used for HRM/HRD today
- Also it's likely impact on job satisfaction, employee engagement and job performance

2. Contemporary HRM / HRD initiatives being introduced into organisations today

- ❖ To really understand HR we first need to look at organisation behaviour.
- ❖ Organisation behaviour is the overall attitude of individuals and groups in an organisation between each other and towards their organisation and how it affects the running and performance of the organisation [1].
- ❖ The culture of an organisation is closely looked at when considering organisation behaviour [2].
- ❖ For example, gender, class and race and how productivity and groups are affected, in particular with decision-making and how their background and identity informs it [2].

- ❖ An individual's needs when at work can inform their behaviour and thus affect organisational behaviour.
- ❖ When an individual begins work they most likely put priority on their physiological needs i.e. wages and stable income [3]
- ❖ As they progress their ultimate goal would be self-actualisation as is the highest level of Maslow's Hierarchy wherein they receive recognition for their work and feel as though they are living up to their potential [4].



Figure 1 – Maslow's Hierarchy

Organisational Iceberg

- An organisational iceberg describes the external and hidden parts of organisational culture. The external aspect is comprised of an organisation's formal goals and the hidden part is the unspoken rules of an organisation that can be hard to change [5]

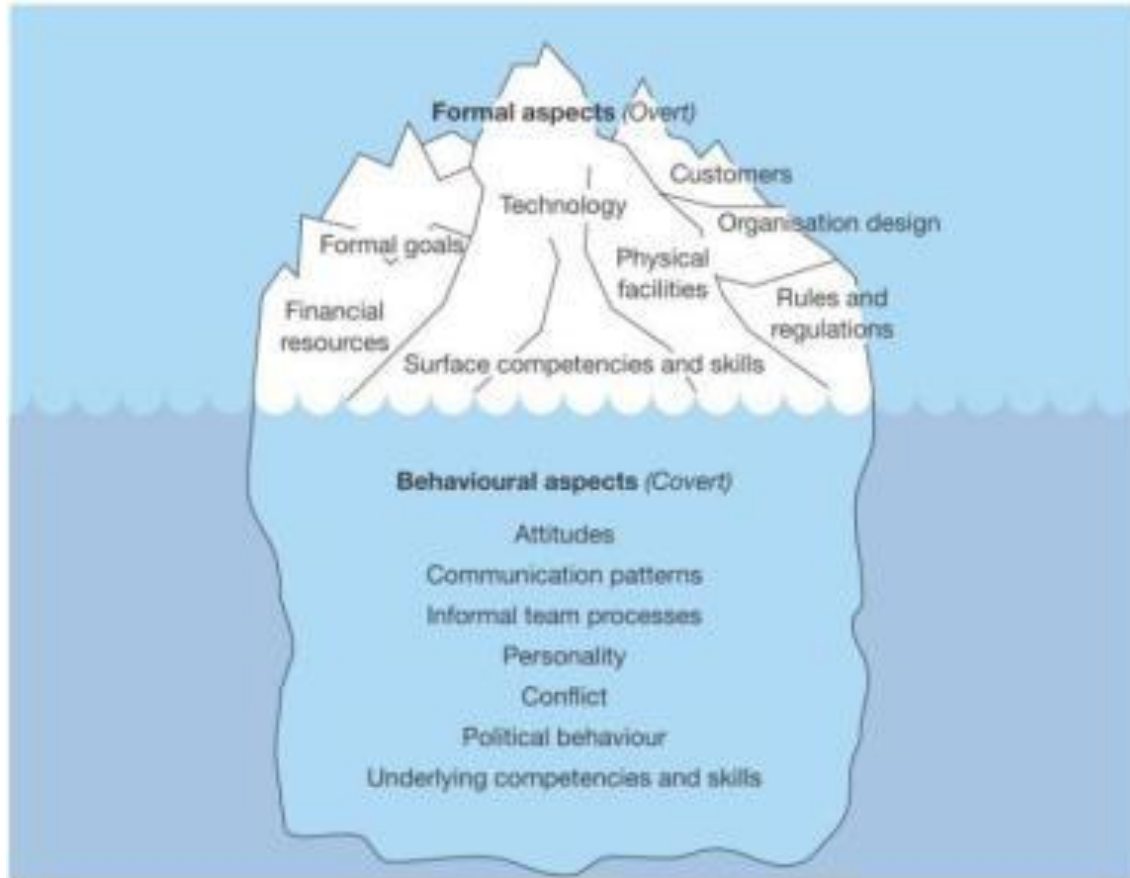


Figure 2 – Organisational Iceberg

Human Resource Management

- ❖ Human Resource Management (HRM) involves managing, recruiting and guiding people within an organisation [6].
- ❖ Some tasks undertaken by HRM are job training, performance evaluation, payroll, recruitment, resolving workplace disputes as well as keeping active communication with all employees [7].
- ❖ HRM is important as it helps employees to develop their performance which keeps them engaged in the organisation and contributing to its success [8].

HR Management Initiatives

- ❖ An act established now means that organisations with 50 or more full time employees have to do monthly data tracking and reporting rather than annually [9].
- ❖ So businesses are now considering an integrated management solution that can provide all areas of HR technology [9].
- ❖ Globalisation means that the HRM department must train a suitable mix of employees to handle global assignments [10].

- ❖ With the workforce becoming more diverse, HRM departments now offer more benefits to enable a family-friendly organisation [10].
- ❖ People analytics are also becoming more popular with HRM wherein models are developed to improve the communication between senior management and team leaders [11].
- ❖ Online training has become increasingly popular in HRM in organisations today, especially with our workforce including younger people [12].

- ❖ Employee experience is another initiative being introduced to organisations today which reframes traditional HRM methods of focusing on the organisation's needs first and trying to influence the employee to meet them [13].
- ❖ Organisations work on removing bias when hiring and setting “diversity goals” which HRM have to meet i.e. designing targets to achieve generational, ethnic, gender and cultural diversity [14].

Human Resource Development

- ❖ Human Resource Development focuses on the development, education and training of employees once they are hired [15].
- ❖ They work to develop employees organisational and personal skills, abilities and knowledge [16].
- ❖ The goal of HRD is to create better employees and make them more improved at what they do [17].

Importance of HRD

- ❖ Allows for career development opportunities [18]
- ❖ Employees will feel more committed to the organisation if they have adequate training in their job [18]
- ❖ Creates more competent employees [19]
- ❖ Roles are made clearer thanks to HRD encouraging communication between team members and they also understand what is expected from other team members [19]

HR Development Initiatives

- ❖ Electronic learning (e-learning) is used widely in organisations today for job training [20]
- ❖ Training programs are being made to include a reward system that is progressive much like video games [21]
- ❖ Communication skills are also being encouraged to be developed especially with Gen Z who are said to be tech-savvy but not as good with their social skills [21]

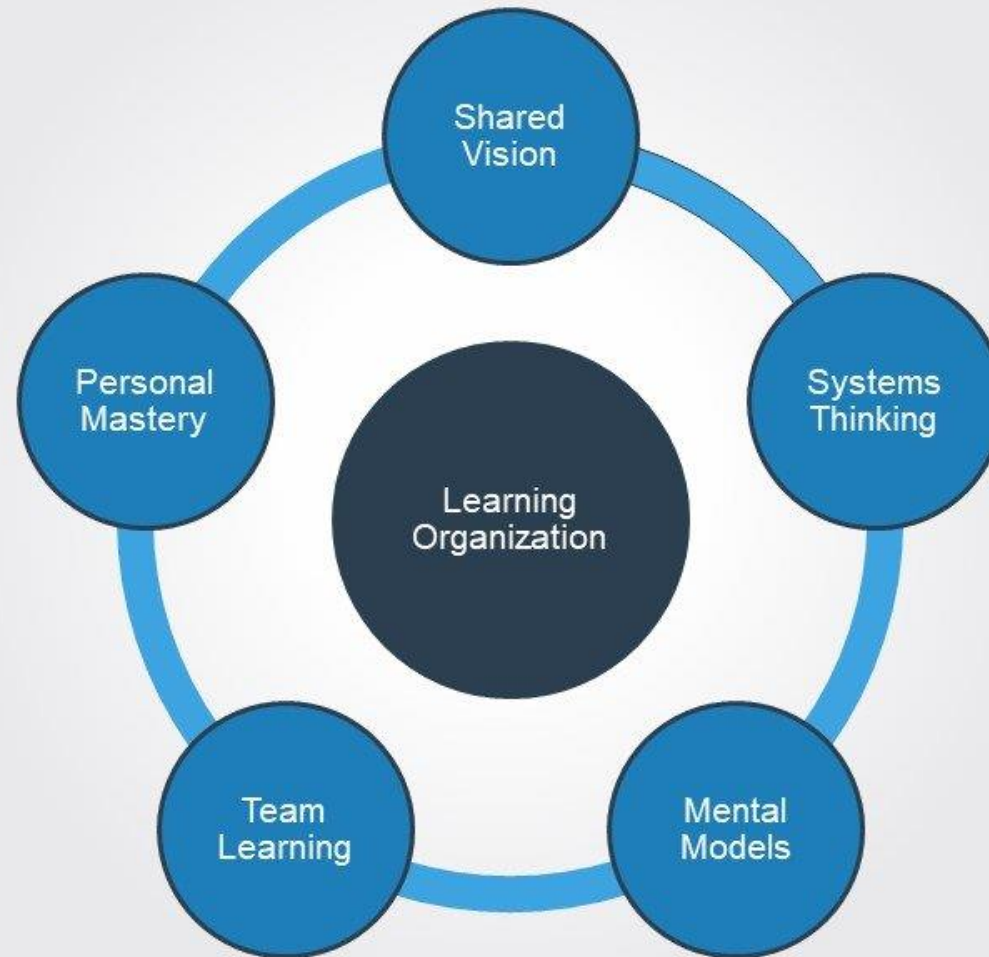
- ❖ Sexual harassment continues to be prevalent in the workplace with 35% of women experiencing it and so HRD are now deploying VR sexual harassment training as a way for the employee to feel and understand how the victim's experience may be [21].
- ❖ Wellbeing at work is also a huge focus in organisations today and so many companies are incorporating wellness initiatives [22].
- ❖ Mindfulness programs are being used to “relieve stressed workers” [23]

Self Actualisation

- ❖ As used by Maslow in his hierarchy of needs, self-actualisation is when someone wants to become the best version of themselves [24].
- ❖ HRD should focus on intrinsic motivation which is said to correlate the most with employee engagement [25].
- ❖ Extrinsic factors such as competition with team members will only allow employees to feel achievement to a certain degree [25].

Learning Organisation

- ❖ A learning organisation is said to be one with “an ideal learning environment” which matches an organisation’s goals [26].
- ❖ Peter Senge describes the five disciplines of a learning organisation which are:
 - i. Building a Shared Vision
 - ii. Systems Thinking
 - iii. Mental Models
 - iv. Team Learning
 - v. Personal Mastery [27]



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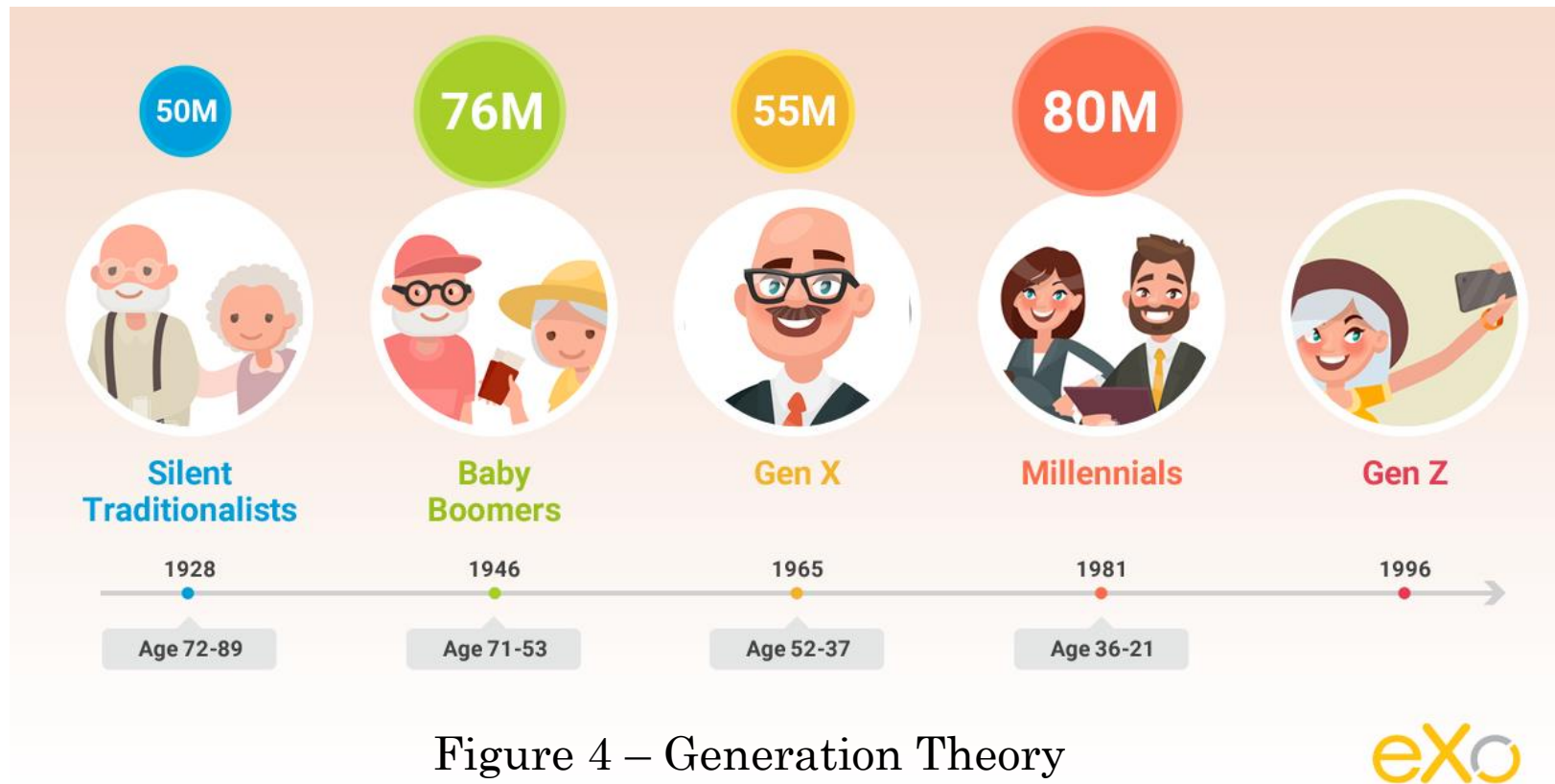
Figure 3 – Five Disciplines by Peter Senge

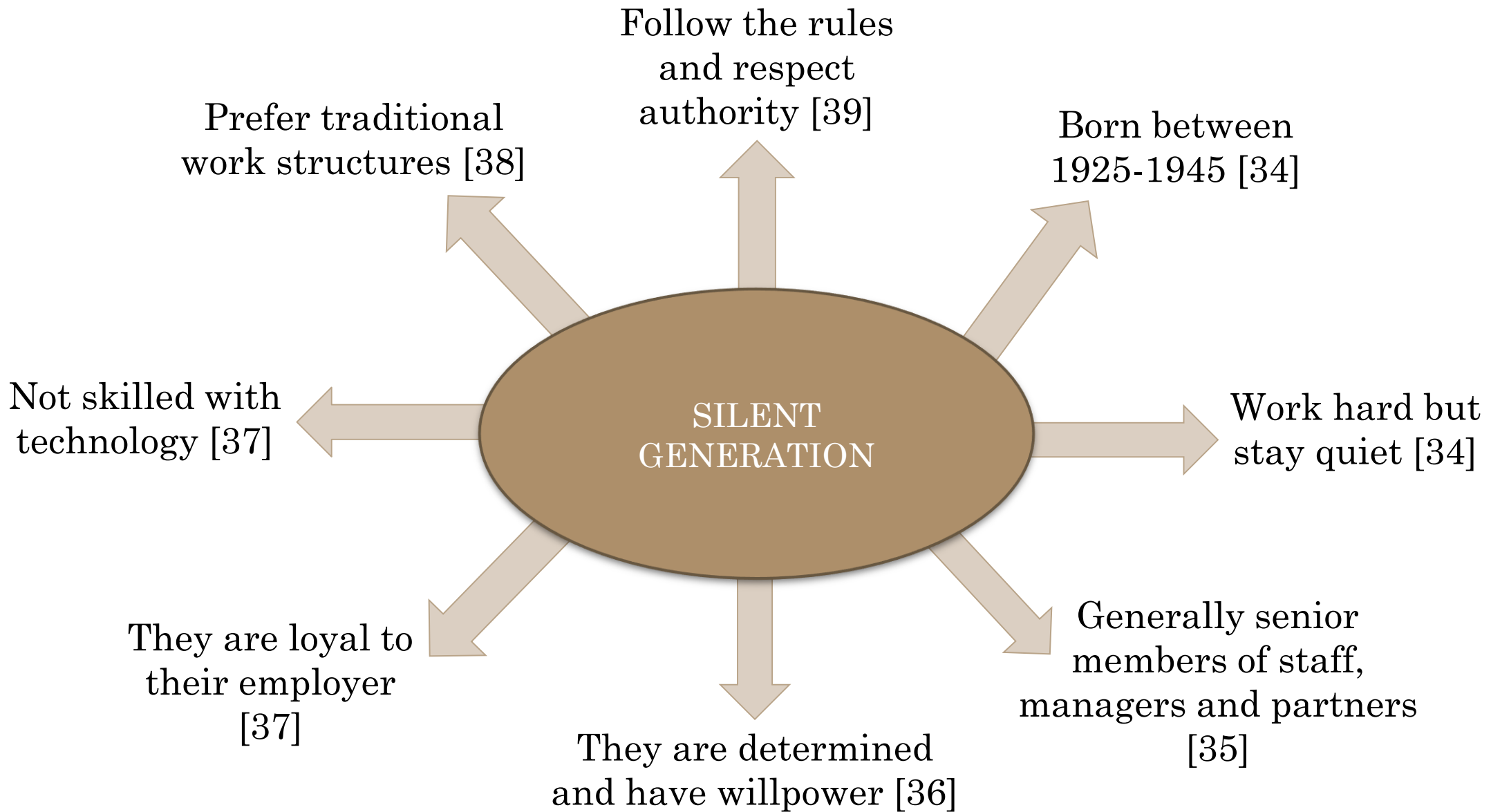
Five Disciplines of a Learning Organisation

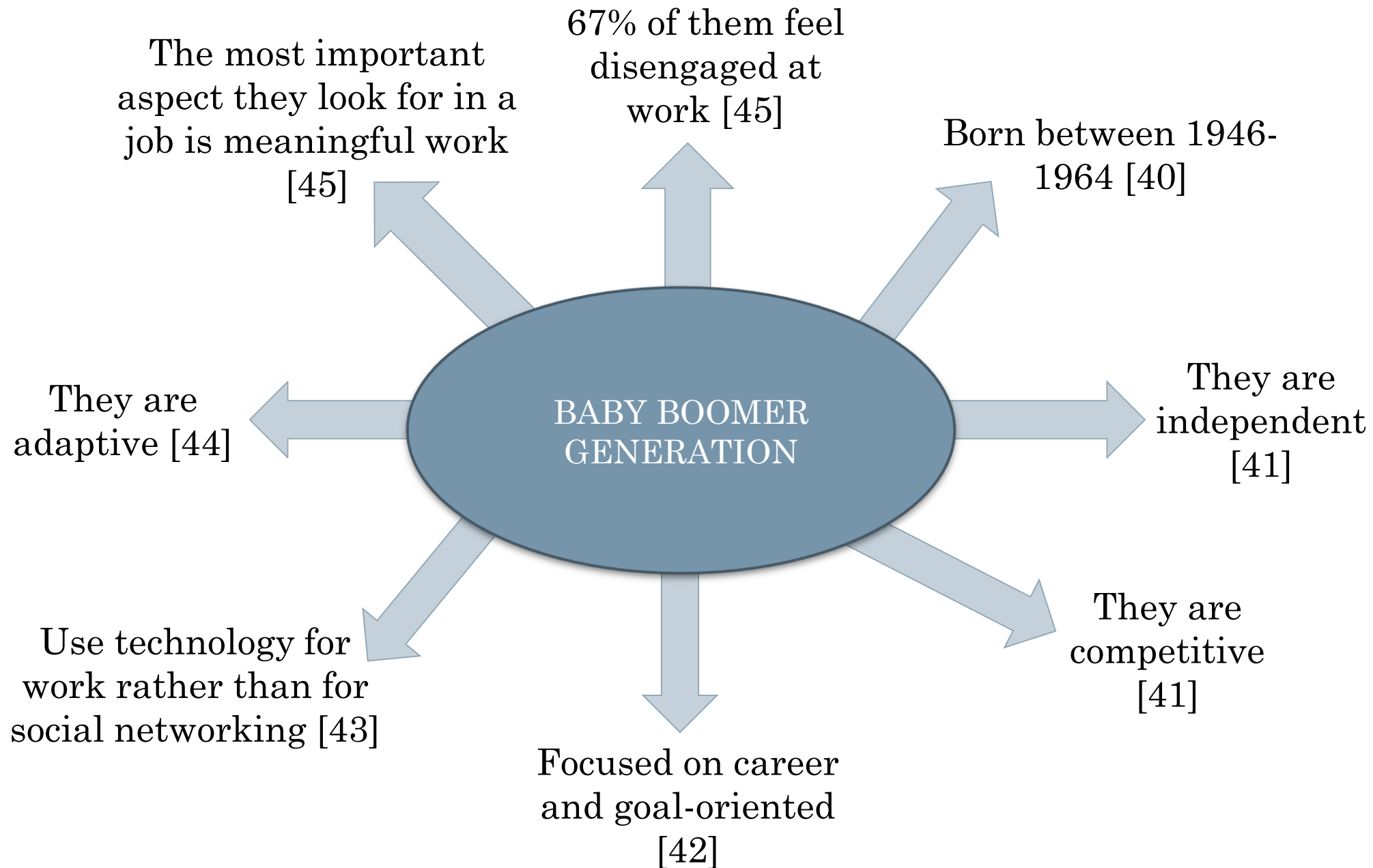
- ❖ Shared Vision – Taking time to have the conversations needed in order to create a shared vision between everyone so they all have a mutual understanding and commitment [28].
- ❖ Systems Thinking – A framework that assists people in seeing patterns in an organisation and how to change them [29].
- ❖ Mental Models – The beliefs and generalisations employees have which influences their decisions and actions. In order to change this they need to reflect on their own presumptions and behaviour [30].
- ❖ Team Learning – Team members discuss in “true dialogue” and remove their assumptions [31].
- ❖ Personal Mastery – Employees should want to change and feel they can so managers should create an environment that “promotes personal mastery” [32].

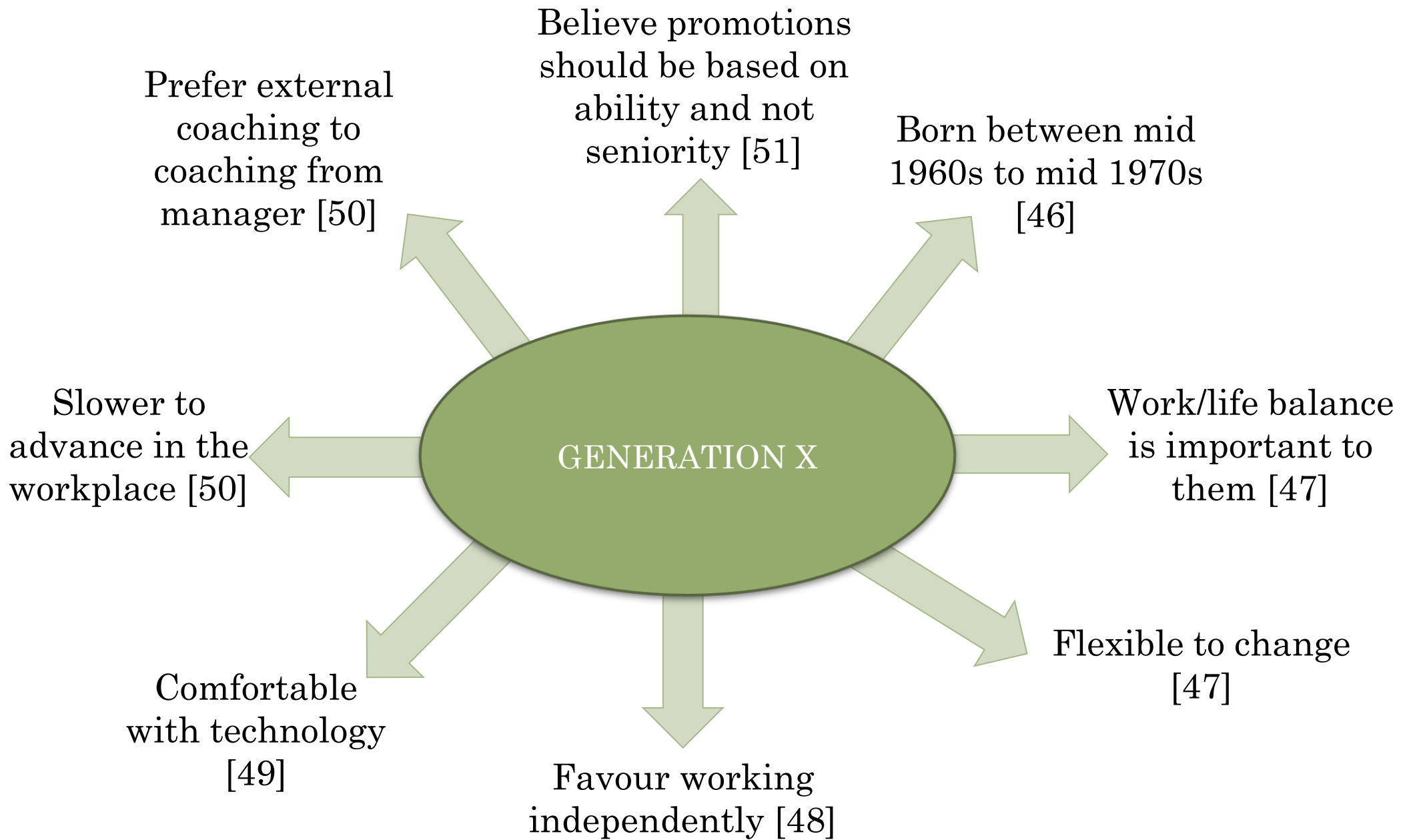
Generation Theory

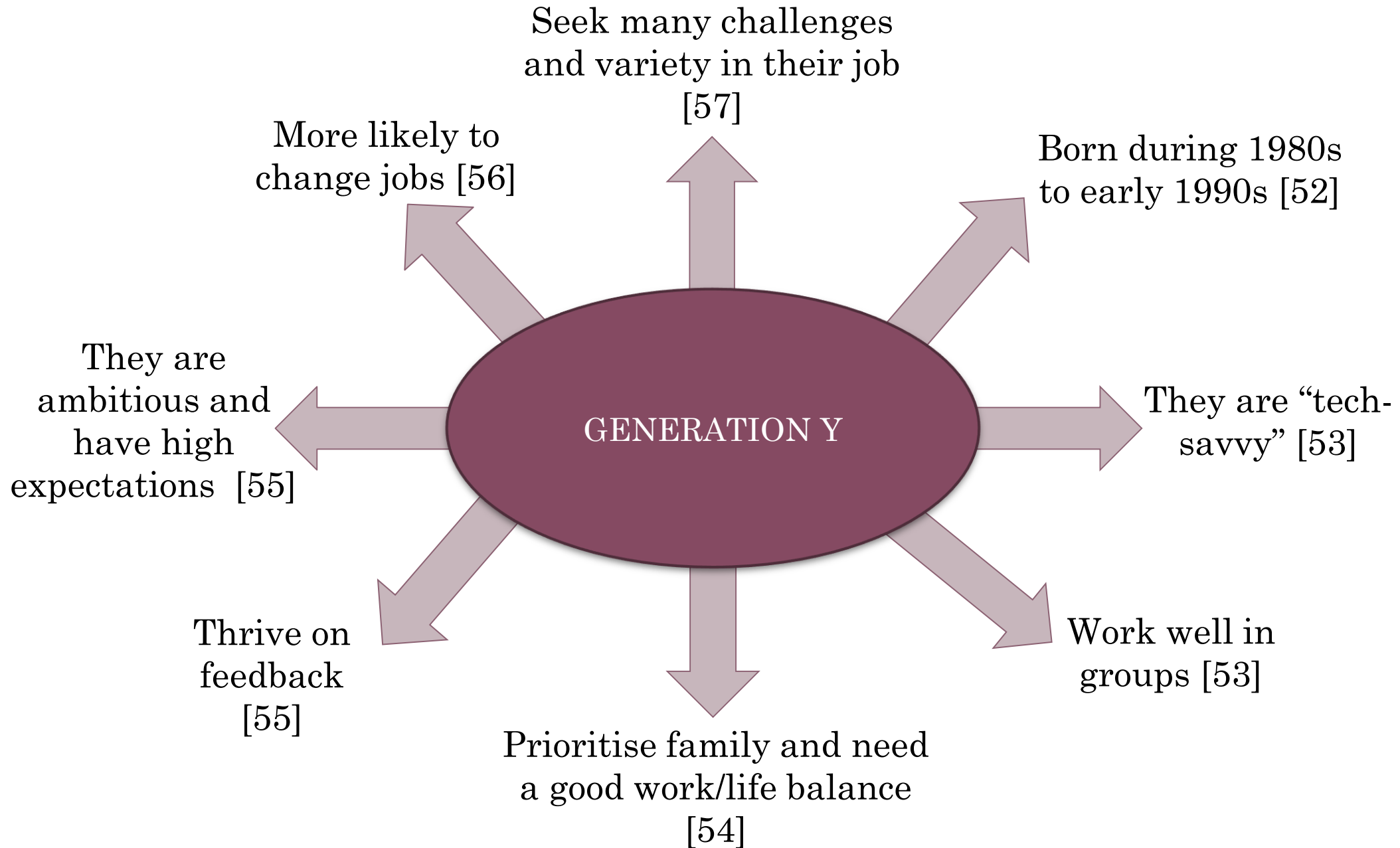
- ❖ This is the idea that the era a person is born in affects how their outlook on the world [33].

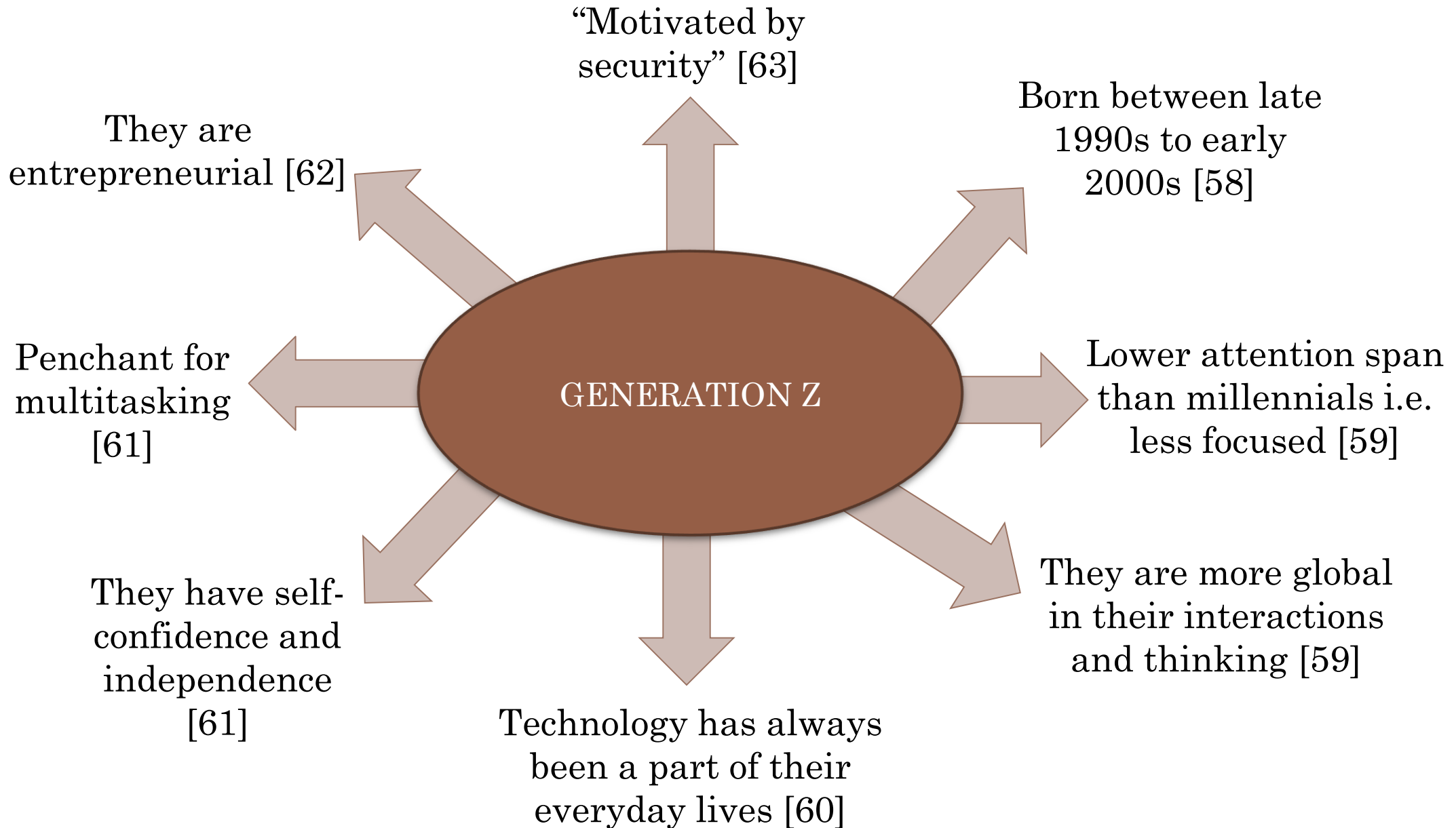












How to manage different generations

- ❖ Embrace all generation differences and learn to understand how age factors into their personality [64]
- ❖ Make sure everyone has the knowledge and skills with the latest technology [64]
- ❖ Allow all generations a chance to lead projects so they can share their expertise [65]
- ❖ Use suitable communication methods for each generation [66]
- ❖ Always check your own preconceptions towards different generations and fight against them [67]

Impact of globalisation on business

- ❖ Globalisation is when jobs, products, information and technology are spread worldwide across national borders [68]
- ❖ More competition due to businesses entering markets they have not been in before [69]
- ❖ Increased cultural diversity in the workplace [70]
- ❖ Need for employee diversity training to avoid discrimination in the workplace [70]

How to manage diversity in the workplace

- ❖ Workplace diversity is creating an environment that is inclusive and that embraces each individual's strengths and accepts their differences [71]
- ❖ Diversity management is the practice of supporting individual characteristics and numerous lifestyles in a distinct group [72]
- ❖ Some activities that HRM/HRD can do to manage diversity is to efficiently communicate with employees regardless of cultural or language barriers, not make assumptions based on backgrounds, “encourage employees to work in diverse groups” and set rules for all employees, including disciplinary action for discrimination [73]

What is an inclusive workplace culture?

- ❖ An inclusive culture is one where differences are seen as positive and disability is not a barrier to a positive experience [74]
- ❖ It does not simply involve the presence of workers with disabilities but rather an environment which is built on practices and policies which involve representation, receptivity and fairness [74]

How to create an inclusive workplace culture?

- ❖ Begin at the top of the organisation and ensure that the leaders want to build a diverse culture so then it is simple to spread that outlook throughout the organisation [75]
- ❖ Allow all members of different groups equal access to leadership opportunities and decision making so employees feel included in the organisations critical processes [76]
- ❖ Create safe spaces for employees e.g. unisex bathrooms [77] and rooms where employees can share their thoughts in confidence [78]
- ❖ Openly talk about your strategies on equality and inclusion so job candidates from diverse groups are interested in applying [79]

Benefits of a diverse workplace

- ❖ “Increase in productivity” [80]
- ❖ Rise in creativity [80]
- ❖ Language skills can help organisations to globalise their business overseas [81]
- ❖ Improve customer service [82]
- ❖ Allows employees to grow personally and professionally as they learn about other cultures and their perspectives [83]

3. How HRM/HRD Initiatives are being Supported by Technology



[84]

Case Studies for HRM/HRD Initiatives



[84]

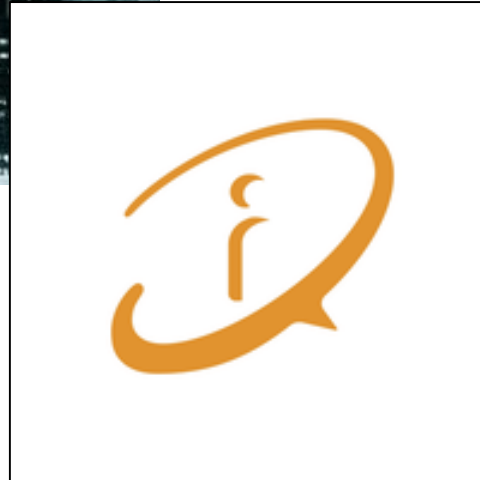
Case Studies for HRM/HRD Initiatives



Case Studies for HRM/HRD Initiatives



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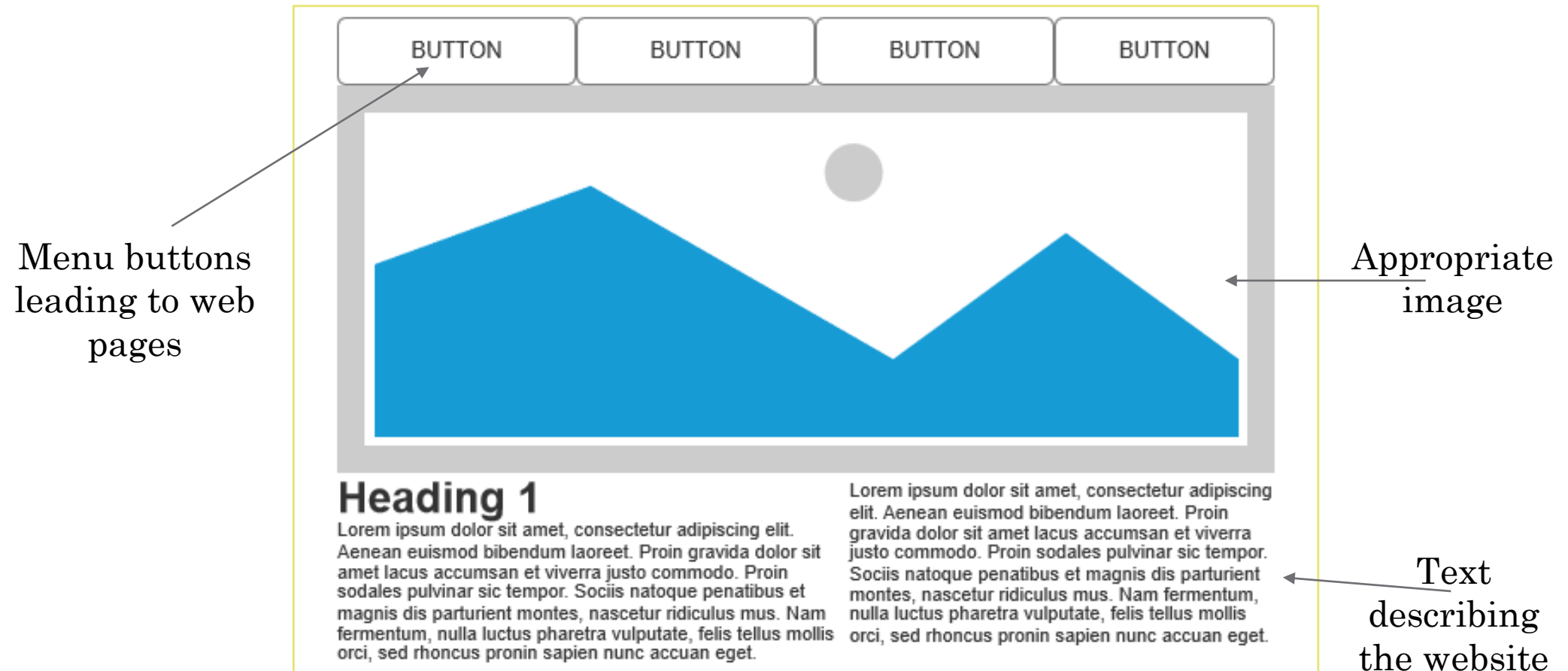


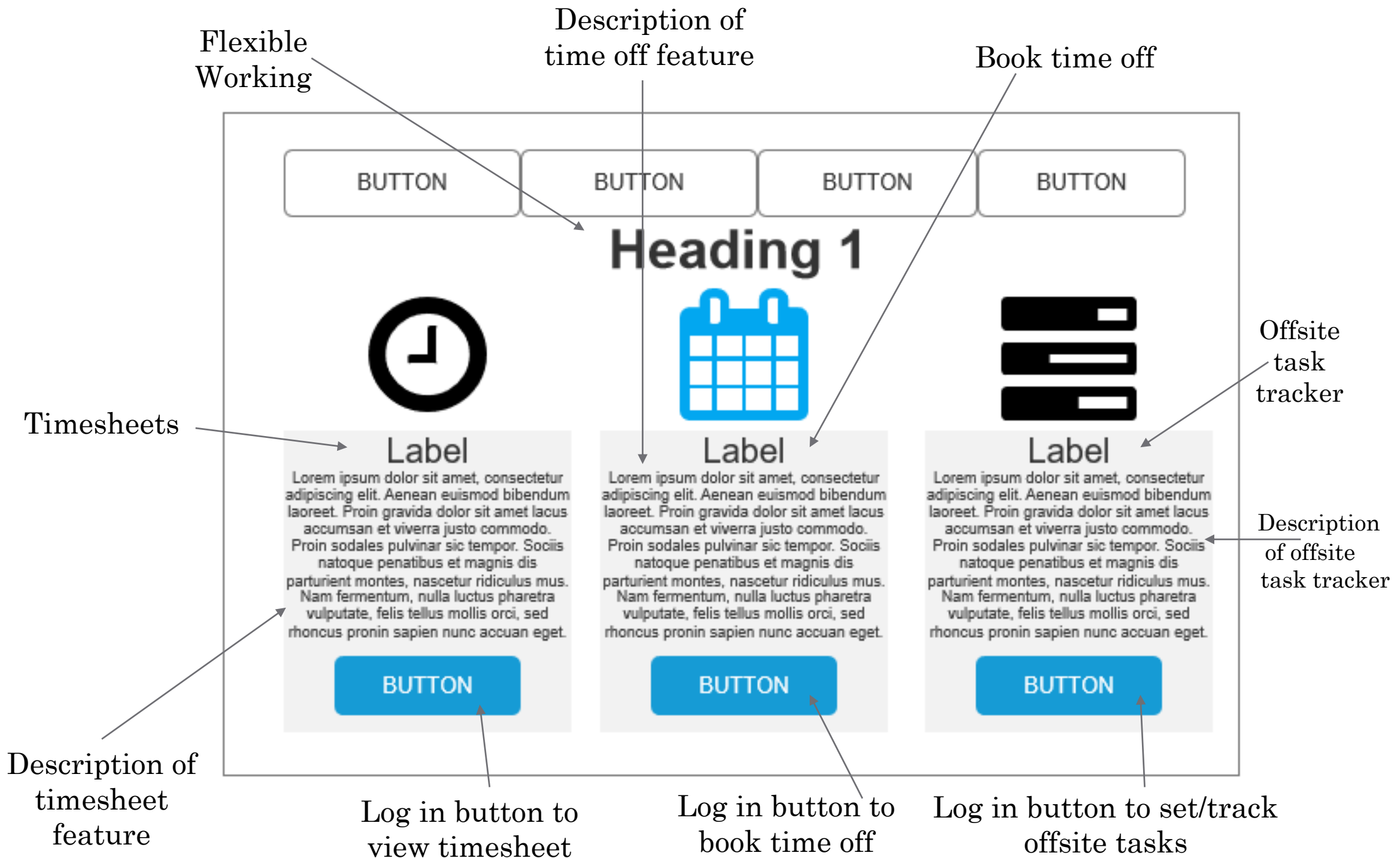
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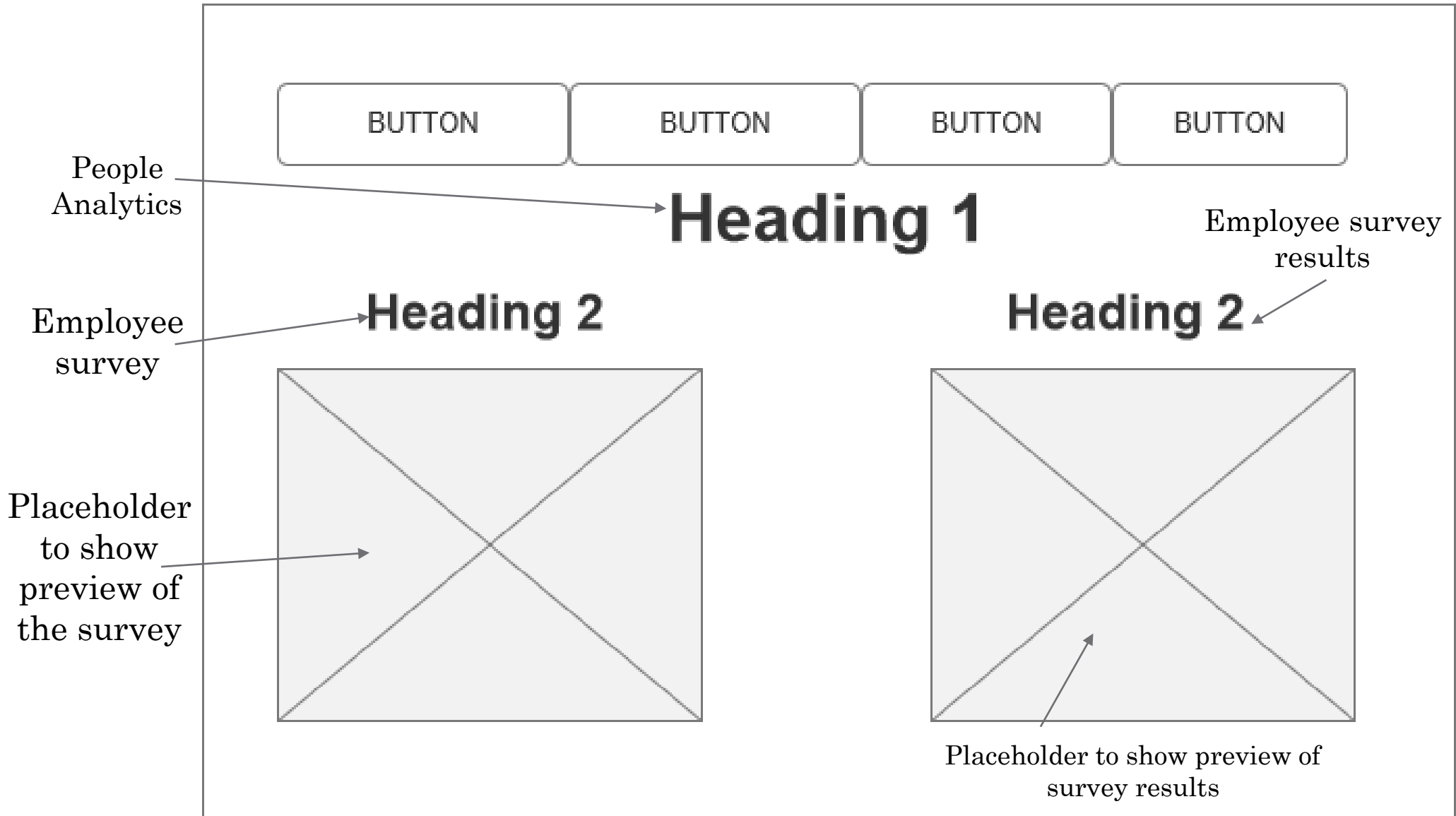


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4. Prototype Application Design







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Disability training

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Cultural diversity training

Description of cultural diversity training

Wellbeing at Work

Mindfulness
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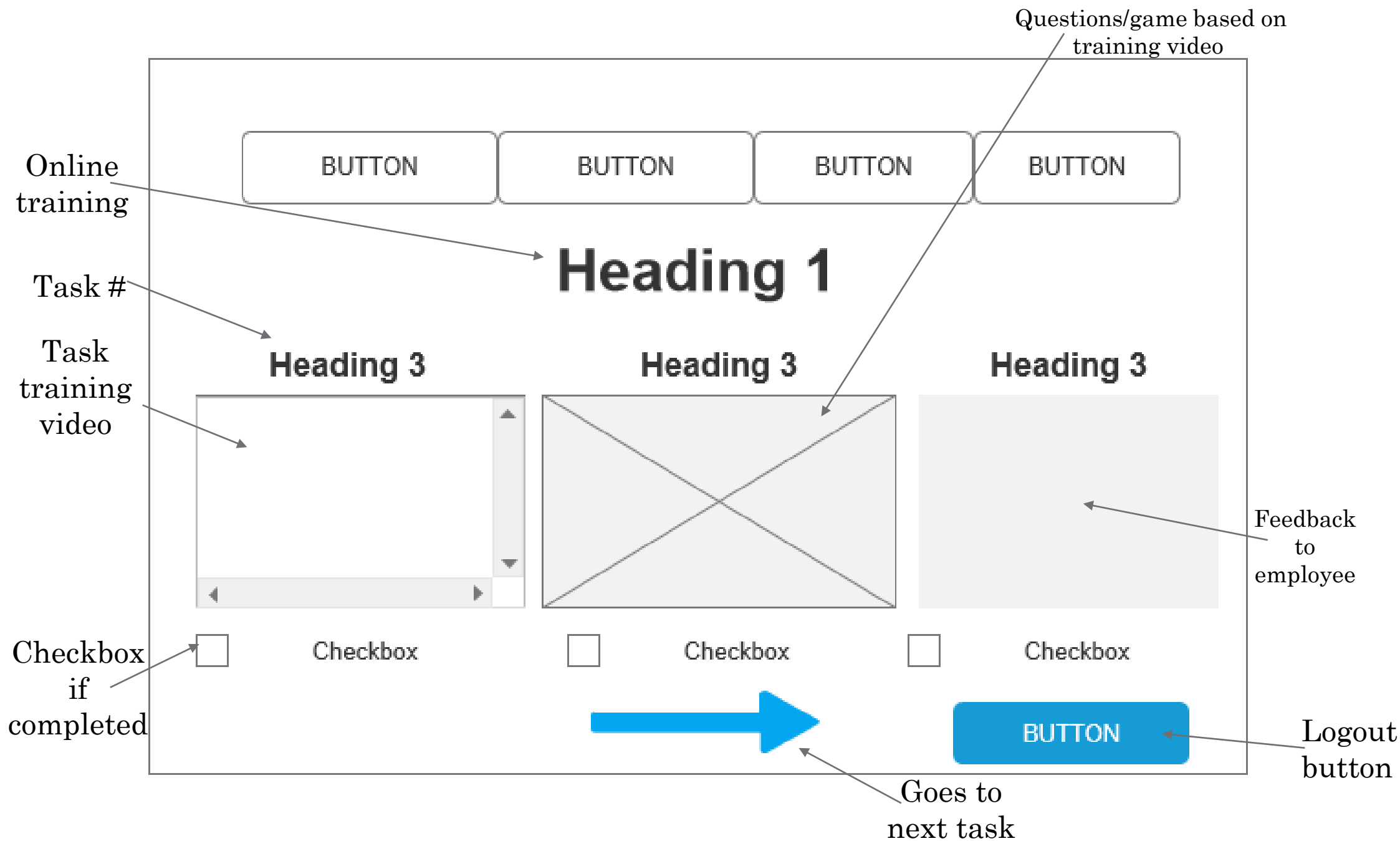
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Safe
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Sexual
harassment
training

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5. Impact on job satisfaction, employee engagement and job performance

- ❖ Job satisfaction is feeling satisfied in your work [90] and knowing it is worth doing [91]
- ❖ My web application offers recognition for when a person has completed a part of their training and the wide array of training including diversity training, gives the employee a chance to develop their skills which the PRIDE system says will increase job satisfaction [92]
- ❖ Frequent communication will also increase job satisfaction [93] which my application offers through employee surveys and a safe space

Employee Engagement

- ❖ Employee engagement is the emotional connection an employee feels to their work [94]
- ❖ Surveys in my application allow for easy access to employee feedback which will allow managers to act on the feedback promptly
- ❖ Wellbeing in the workplace can seriously affect employee engagement [95]
- ❖ The mindfulness programs, sexual harassment and safe space to discuss issues in my web application can help employees feel safe and feel better connected to their workplace

Job Performance

- ❖ Job performance is how well an employee does their job [96]
- ❖ It is important for an employee to continue to develop their skills which is available with online training on my application
- ❖ Flexible working enabled with an offsite task tracker on my application will also ensure the employee is getting the best outcome from their job

6. Conclusion

- ❖ In conclusion I believe the best HRM/HRD solutions are integrated and provide a seamless platform for all aspects needed by the employee and employer
- ❖ Training of all aspects should be communicative and provide feedback
- ❖ Employee engagement and job satisfaction need to be considered so the organisation can maintain a happy, engaged workforce
- ❖ By focusing on these aspects, job performance will improve

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