



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

DRAGOS NECULAI

Student number: 1907709

MODULE: LCBB5004 – MANAGING PEOPLE

Lecturer: Mary March

Managing People – An overview of resourcing activities of the HR function

December 2020

Contents

Introduction.....	3
Company overview	4
HR professional with reference to CIPD profession map	Error! Bookmark not defined.
The role of the human resources functions within varying sectors of eBay	4
The changing nature of internal and external environments and the influence of the changes on human resource strategy	5
The approaches of HR to secure appropriate skills which will drive sustained organisation performance.....	6
The role of learning and development within eBay	7
The strategies to develop key talent to create a sustainable competitive advantage through people	9
The processes of engaging employees in order to bring about high performers in the workplace, approaches to managing underperformance	10
Ethics and professionalism; commitment to equality of opportunity; managing diversity.....	10
Conclusion	12
References.....	13

Introduction

CIPD professional map is an important association to enhance the skills and abilities of human resource professionals in the entire world. This map is such a platform that set standards and policies for the HR our professionals to make them effective and qualified to lead the employees towards the organisational goals and objectives (Shah, 2016). This report will highlight the influence of business environment on the roles of HR professionals and different approaches to identify, select, deploy and retain employees win the organisation to achieve sustainable competitive advantage.

CIPD stands for chartered institute of personnel and development. CIPD map is basically concerned about the development of HR professionals. The main objective of the CIPD professional map is to help HR professionals to ensure sustainable success in the organisation. CIPD profession map has set various standards, policies and strategies to increase capabilities of the human resource professionals to manage the affairs of the employees and getting the work done through the employees effectively and efficiently.

Company overview



Figure 1: The Logo of eBay; (Gordon, 2018)

eBay is an American based multinational e-commerce corporation which is located at San Jose California. eBay was founded by Pierre Omidyar in 1995 for the purpose of selling goods or services buyer to buyer or organisation to buyer through the website. According to the 2019 eBay business report, it is a company of making multi-billion dollar profit. Its annual net profit in 2019 was 1.79 2 billion dollars; the total asset was 18.1 74 billion dollars. (Trost, 2020).

The role of the human resources functions within varying sectors of eBay

Staffing

Staffing is the most important human resources function that aims to identifying, selecting and hiring new employees as part-time or full time to serve the organisational goals and objectives in the short and long run. eBay has appointed about 1500 new employees in 2019 to increase its corporate operation (Gordon, 2018).

- **Development**

Another critical role and function are to develop the skills and competencies of the employees through intensive professional training programs. The objective of the development of the employees is to prepare new employees capable of performing their duties and responsibilities. eBay arranges conferences, seminars, workshops, and so on to increase the skill and competencies of the employees (Shah, 2016).

- **Compensation**

Salaries and compensations are most influential motivating factors for the employees to be dedicated and sincere to the organisation of duties and responsibilities. The HR professionals of eBay maintain industry standard to provide salaries and compensations to the employees (Subaciute, 2019).

- **Safety and health**

Health and safety of the employees in the organisational framework is a significant factor to increase the growth and performances of the employees. The HR professionals of eBay should complain about the legal requirements to ensure employee health and safety in the workplace. The HR managers reported that they ensure proper counselling to the employees to comply with the workplace safety and security act is strict. For example, the HR managers deduct 5% of fine from salaries and compensations of the employees if the employees who work with dangerous chemicals do not use and apply the necessary safety equipment (Baum, 2016).

- **Employee and labour relations**

To ensure employee relationship with the labour unions is also another important HR function. The human resource managers of eBay resolved the conflicts between employers and employees, resolve conflicts between employees and other parties, take consideration of complaints, dissatisfaction carefully, give opportunities to the employees to consultant with the different trade and labour unions regarding their workplace rights and obligations and so on (Mondo, 2019).

The changing nature of internal and external environments and the influence of the changes on human resource strategy

The internal environment implies to internal forces and conditions of the organisation like the growth, laws and culture of the organisation which influence the performance strategy of the human resource managers to deal the employees within the organisation (Gordon, 2018). The external environment implies to the external forces and conditions of the environment like the government regulation, economic, social, political and legal factors and so on which influence the human resource managers to formulate strategies for the organisation (Gordon, 2018). How the internal and external aspects of the environment can influence the HR strategy is discussed below:

- **Economic factors**

Economic factors like tax rate, interest rate, cost of labour, unemployment rate, monetary and fiscal policies and so on influence the HR professionals to formulate strategies and policies for the organisation. The HR professionals of eBay consider these economic factors carefully to develop strategies and procedures for the organisation. For example, the implementation of

Brexit has pushed the cost of labour to be increased. In that case, the human resource managers of eBay have risen to the working period for the employees (Shah, 2016).

- **Socio-cultural factors**

The socio-cultural factors include labour expectations, lifestyles, needs and desires, social status and so on which can also greatly influence the human resource professionals during formulating the strategies and policies to manage the affairs of the employees (Mondo, 2019). In a highly expected society, human resource managers of eBay offer something more compensations and salaries than that of the lower expected community.

- **Technological factors**

The technological factors like innovation and development of the machinery, advance infrastructure, personal protected instruments, and so on which must be considered by the human resource managers to increase the efficiency of the employees. The human resource managers of eBay have adopted high-speed networking system, delivery instruments, computers and so on to increase the efficiency of the employees (Trost, 2020).

- **Political and legal factors**

Political and legal factors like good governing system, government policies, government law and act, government stability, and so on, which also influence the strategies of human resource professionals. The human resource managers of eBay have closely monitor the proper exit implementation and employee safety and security law in the workplace. The implementation of Brexit has created labour shortage for eBay. That's why the human resource managers of eBay have a proposed to recruit the new labour force from the outside sources (Mondo, 2019).

The approaches of HR to secure appropriate skills which will drive sustained organisation performance

Human resource management is a crucial part of the organisation to increase the skills and competencies of the employees to attain sustainable organisational performances (Mondo, 2019). Human resource managers have to take different approaches to improve the skills and competencies of the employees for organisational success, which is as follows:



Figure 2: HR process to increase the skills; (Mondo, 2019)

As part of the HR planning, the human resource managers of eBay prepare full job description to be published in the company website or any other print or electronic mediums. Then the managers of eBay identify effective sources of the employees like candidates from reputed University, candidates from any other organisation who want to shift their job and so on. Then the managers arrange an initial interview, background investigation, written test and interview exam to select the appropriate to be appointed in the organisation. The candidates who can fulfil all of the statuses successfully are nominated to be final appointment. Then, human resource managers undertake different training and development programs to make the newly recruited employees capable of performing the organisational roles and responsibilities effectively and efficiently. As part of the training and development programs, the human resource managers of eBay arrange conferences, seminar, and workshops to train the newly recruited employees. In the last stage, the human resource managers of eBay ensure effective and rewarding system, promotion system, recognition of the work and so on to retain the employees in the organisation.

The role of learning and development within eBay

Learning and development (L&D) programs imply to ensure ongoing teaching and training for the employees to increase their gross and capabilities to serve the organisational goals and objectives (Gordon, 2018). At the executive level, the human resource managers of eBay maintain ongoing learning and development program to make the employee understand in the organisational strategies, policies and techniques to be applied in the inside and outside of the organisation (Subaciute, 2019). At the individual level, the human resource managers of eBay continuously assess the performance of the employees. If any of the employees do the poor

performance, then he is brought under a special training program for organisational courses to overcome his workplace weaknesses. On the other hand, to ensure overall skills and competencies of the employees, the human resource managers of eBay undertake coaching culture, continuous professional development program (CPD), theoretical and behaviour learning program, technology learning program to increase and develop of skills, competencies and capabilities of the employees so that they can ensure sustainable profitability and growth what organisation (Gordon, 2018). According to the 2019 organisational report, the employees of eBay had been able to gain the third position in the marketplace in terms of profitability and growth (Trost, 2020). This has been possible for the employees of the eBay due to the intensive learning and development programs performed by the human resource managers of the eBay.

The strategies to develop key talent to create a sustainable competitive advantage through people

Only skilled and developed employees can contribute to the organisation to attain sustainable success and competitive advantage in the marketplace. The following strategies can be used and applied by the human resource managers of eBay:

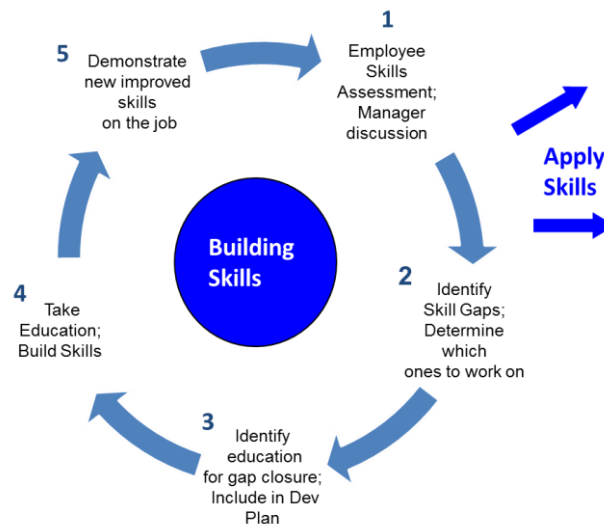


Figure Talent development process; (Trost, 2020)

First of all, human resource managers should conduct a continuous assessment of the skills and competencies of the employees by comparing their performances (Joy, 2018). Then the managers should arrange a discussion panel to evaluate the performance of each of the employees. If the managers can find out any deficiency in any of the employees, then they should identify the gap of the skills and competencies in the respective fields like dealing the customers, operating the machinery, quality management and so on (Trost, 2020). After identifying the skill and competency gap, the human resource managers of the eBay should identify effective and efficient development program to fulfil the gaps. After developing the plan to fulfil the gap of the skills and competencies, the employees are brought under the training and development programs to minimise the gaps. Then the employees are introduced for new skills and competencies to perform the higher duties and responsibilities of the employees.

The processes of engaging employees in order to bring about high performers in the workplace approaches to managing underperformance

Every organisation has to depend on employee engagement for its organisational success and growth. The more the employees will engage in the production process sincerely and dedicatedly to the more the organisation will gain a competitive advantage in the marketplace (Shah, 2016). There are five steps to ensure employee engagement in the production process future as follows:

- **Putting the employees in the right role**

To ensure the employee engagement to the duties and responsibilities of the organisation the human resource managers should assign the roles and responsibilities that a particular employee can perform according to his capacities.

- **Giving them the training**

After assigning the roles and responsibilities according to the capacity of the employees, continuous training and development program should be conducted to increase the skills and capabilities of the employees.

- **Tasking meaningful work**

Human resource managers should give meaningful work to ensure employee engagement. For example, the human resource managers of eBay should not give technical works to the employees who perform non-technical jobs like dealing the customers.

- **Checking regularly**

To assign and task the work is not the last action part of the human resource managers. They should have to check the performance of the employees continues to keep them right in the right track.

- **Discussing the engagement frequently**

Finally, the human resource managers of eBay should discuss the roles and responsibilities of the organisation regularly and should give the necessary motivation and inspiration so that they can engage with the work sincerely.

Ethics and professionalism; commitment to equality of opportunity; managing diversity

Ethics, professionalism, commitment to the equal opportunity, managing diversity are the most crucial organisational values which must be maintained by the human resource

managers of the eBay to project the image of the organisation internal and external. The human resource managers should maintain ethical practices like abiding by the employment acts, maintaining honesty and integrity, ensuring accountability and so on (Trost, 2020). On the other hand, the professionalism of human resource managers can lead the organisation towards success. So, human resource managers of eBay should maintain organisational code of conduct, behaviour, rules and regulation to be standard professional to the employees (Shaw, 2017). Moreover, managers should not discriminate with the employees in terms of promotion, salaries and compensation recognition of the works. In addition, as eBay is the multinational company, there are multi diversified employees working within the organisation. So, the human resource managers of eBay should have to be efficient enough to accommodate the multi diversified the employees within the organisational framework.

Conclusion

The effective and efficient employees can you contribute to the organisation to materialise organisational goals and objectives. They also contribute to the organisation to make the organisation competitive and sustainable in the marketplace. The employee contribution largely depends on the performance of the human resource professionals to the extent of how much they can ensure the initiatives to develop the skills and competencies of the employees. So, to make the employees effective and efficient, human resource professionals should conduct continuous professional development program by increasing skills and competencies.

References

- Al Falasi, SSA, 2017. Project Managers' Competencies in Managing the People Elements of Change within the United Arab Emirates.
- Baum, N. and Boughton, L., 2016. Public speaking: managing challenging people and situations.
- Gordon, A. and Pollack, J., 2018. Managing healthcare integration: Adapting project management to the needs of organisational change.
- Joy, J., 2018. Managing the people side of divestiture: Retention and motivation.
- Mondo, L. and Musungwini, S., 2019. Developing a Change Management Model for Managing Information Systems Initiated Organisational Change.
- Shah, I.V., 2016. Comparison of stakeholder management and change management factors in managing successful versus unsuccessful it projects.
- Shaw, D., 2017. Managing people and learning in organisational change projects. *Journal of Organizational Change Management*.
- Subaciute, E. and Rao, J.R., 2019. The role of design thinking in managing organisational change.
- Trost, A., 2020. Managing change and transformation. In *Human Resources Strategies*