

HRM Assignment (LCMB7000)2243617 Of Muhammed Shamil Mundakkaparamban *by Muhammed Shamil Mundakkaparamban*

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MASTER OF BUSINESS ADMINISTRATION
HUMAN RESOURCE MANAGEMENT

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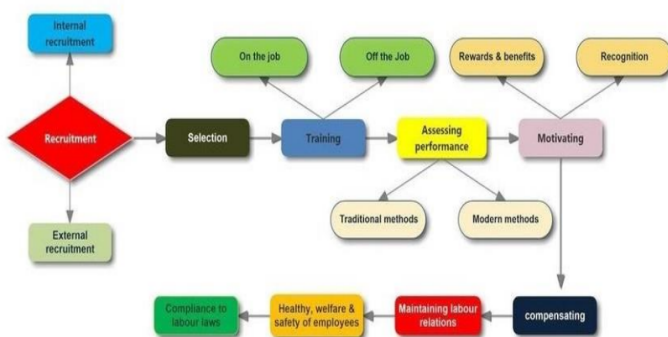
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INTRODUCTION

Human resources (HR) refers to the strategic administration and advancement of the workforce inside an organisation. It is a division or role inside an organisation that concentrates on many facets of workers, their welfare or well-being, and their contributions to the success of the organisation as a whole. The key goal of HR is to allure, maintain, and grow a competent workforce that is in line with the goals and values of the company. So these human resources should be managed properly for achieving both the fundamental and strategic objectives if any enterprises, and thus human resource management had emerged.



In general, human resource management (HRM) is a multidisciplinary topic that combines management, psychology, sociology, and legal concepts to efficiently manage and develop the human capital inside an organisation, with a primary goal of maximising employee productivity, job satisfaction, and organisational success.

Overall, HR is essential for achieving business objectives in several ways such as talent sourcing, employee training and development, performance monitoring, and employee engagement and retention, organizational culture and values etc. Along with these the phrase "HR strategy" refers to the long-term plan and strategy used by the human resources department of an organisation to efficiently manage and develop its personnel in line with the organization's overarching goals and objectives. It entails making strategic choices and putting plans into action that promote the organization's vision, purpose, and values while attending to the changing workforce demands.

This paper sussed out and addressed four prominent discussion i.e., HR differences in private sector and public sector,² how does sector determine the effectiveness of HR strategy, HR with regards to development of employees to achieve strategy goals and organisational ² climate factors which affect the effectiveness of HR strategy.

Area to be addressed

- 1) How does HR in the private sector differ from HR in the public sector
- 2) How does sector determine the effectiveness of HR strategy
- 3) How can HR develop employees to achieve strategy goals
- 4) What organizational climate factors affect the effectiveness of HR strategy

³⁵ 1. Human Resource differences in private sector and public sector

The private sector is made up of privately-owned businesses and organizations that pursue profit-making objectives and compete in the market, as opposed to the public sector, which consists of government-owned or controlled organizations and entities that provide public goods and services to nation's citizens.

Due to the differing nature, goals, and operational conditions of both sectors, HR practices across both ⁴⁰ the public and private sectors might vary in a number of ways. All organisations should implement the "high performance work practices," according to HR practices, which are always superior to others. Recently, the environment around organisations in both the public and commercial sectors has undergone a number of changes.. Organisations in both sectors have been compelled by these forces to keep raising the bar on their performance. Harel, G.H. and Tzafrir, S.S (2001) discovered that due to the high level of unionization in the industry, public sector management places a premium on HRM domains that deal with employee selection and grievance processes. In contrast, private sector management places a strong emphasis on compensation for performance and employee development. However, they also discovered proof that the public sector is "moving" in the direction of the by the private sector using "high performance working methods" to deal with the challenging climate and rising public expectations or demand.

The main parts of dissimilarities incorporate the building of the human resources (HR) department, the function With corporate change of HR, employee relations, ³⁷ compensation and benefits, training and development, recruiting, and selection. ²⁸ In the case of Indian private-sector

enterprises have adopted a more deliberate strategy than their public-sector counterparts in respect to a few HR functional areas (such as salary and training and development). This is true of both public and private sector organizations in India.

Moreover, the key differences between organizations from both the public and commercial sectors that deal with human resource management may or may not have been eliminated by public sector mends prompted by radically altering the structure, the privatization of some governmental functions, or the adoption of New technologies in Public Management.

In the matter of HRM in European Union (EU), the value of consultation, the expansion of flexible work arrangements, the impact of work and employers on employees' lives, and the adoption of the Euro are all common aspects in the evolution of European HRM. European HRM varies due to national, corporate, and regional considerations. Societal hierarchy, various languages, societal organization, and cultural and mental models are examples of national variables. Factors affecting a company include its size, whether it is public or private, and if it is global or regional. Regional differences can be found along the east-west and north-south axis. Although the EU had a significant influence on letting foreign competitors into markets and the public sector privatization enterprises, it had comparatively less of an influence on HRM with respect to harmonizing tax and labour legislation. Despite the continued strength of cultural variety, the impact of major multinational corporations may result in more regional integration in the application of HRM. The polycentric method of operation is far more pleasant for European HRM than it is for American HRM, which strives for universality and standardization © 2003 Wiley Periodicals, Inc.

The managers in the public and private sectors might approach HR practices from different angles. Since the disparity between "public" and

"private" phrases was formed in the 1980s, this hypothesis has been put out (Becker and Connor, 2005). The reason for this viewpoint is because, as compared to private employees, public employees appear to have distinct interests and expectations at work and have different characteristics. Performance of the human resources department directly affects an organization's efficiency.

The key distinctions of both the public and private sectors' use of HR practices are, in brief,

- Objectives and Stakeholders: In the private sector, HR is largely concerned with assisting the company's goals for profitability and expansion. Owners, stockholders, and consumers are the primary stakeholders. In contrast, HR in the public sector works to provide efficient and effective services to the general public. The community, the people, and the government are the stakeholders.
- Funding and Budgeting: In the private sector, HR departments are frequently supported by the company's income sources and run under set budgets determined by its corporate goals. On the other hand, government budgets and public funds are used to support HR departments in the public sector, which are frequently subject to more stringent financial restrictions and accountability requirements.
- Recruitment and Selection: In the private sector, HR frequently places a high priority on identifying people who have the specialised skills and credentials necessary for the organization to succeed in a cutthroat market. In addition to skills, HR in the public sector emphasizes diversity, merit-based hiring, and ensuring that all people have equal access to opportunities.

- **Pay and Benefits:** To recruit and keep top people, private sector HR practices frequently place a strong emphasis on providing competitive salary packages. In the private sector, variable compensation, performance-based incentives, and stock options could be typical. While aiming for fair and competitive remuneration, public sector HR may encounter obstacles because of budgetary restrictions and public perceptions of fairness.
- **Employment Security and Stability:** In the private sector, human resources departments may place a larger focus on performance-based hiring and may be more vulnerable to downsizing, restructuring, or layoffs in reaction to market forces. As public sector organizations strive to offer long-term career prospects and minimize layoffs, HR frequently offers more employment stability and job security.
- **Unionization:** HR in the private sector may need to handle possible conflicts, negotiate collective bargaining agreements, and navigate labour relations with employee unions. Unions frequently have a larger role in the public sector, and HR must engage in labour relations while abiding by legal frameworks and rules.
- **Flexibility and innovation:** HR in the private sector may have more freedom to embrace cutting-edge technology and novel HR practices that will increase productivity and efficiency. Due to legislative and administrative restrictions, public sector HR may encounter difficulties making quick changes or deploying cutting-edge HR solutions.

- Accountability and Transparency: HR departments in the public sector are subject to stricter accountability rules. Transparency, adherence to laws and public policies, and a dedication to justice, diversity, and equal opportunity must all be present in HR practises and choices.

It's crucial to remember that despite these distinctions, there may still be commonalities and HR concepts that apply to all industries. HR departments in both the public and commercial sectors work to recruit, train, and keep a skilled staff, guarantee that labour rules are followed, and support organizational success.

2. Factors which determines the effectiveness of HR strategy by the sectors

The assessment that a company's HR strategy may be influenced by the industry in which it operates. The well-established link between human resource management as well as performance may be explained by the efficacy of human resource (HR) practices.

In stakeholder perspective, senior line managers' assessments of HR efficiency will have a stronger correlation with the results than HR managers'. Additionally, it is hypothesised that shared views of (high) effectiveness will be linked to improved performance, drawing on Bowen and Ostroff's idea of consensus as a component of a "strong" HR system.. The analysis of Guest, D. and Conway, N.(2011) establishes the relationship between increased HR efficiency and a variety of performance outcomes as well as increased HR practices. In general, the connections are stronger for effective HR. There is little consensus about HR effectiveness between line managers and HR, where it is also does exist, it is not related to better results.

However, an organization's industry of operation can have the following effects on how its HR strategy is evaluated when determining whether it is effective or not:

- Alignment with Sector-Specific Needs: The degree to which an HR strategy is in tune with the particular requirements and features of the sector will determine how effective it is. Every industry has unique dynamics, difficulties, and legal frameworks that have an effect on HR procedures. Sector-specific considerations are taken into account, and activities are tailored as a result, in a successful HR strategy.

- **Sector Performance Indicators:** Sector-specific performance indicators can be used to assess the efficacy of an HR strategy. For instance, indicators like market share, profit margins, revenue growth, and customer satisfaction may be utilised in the private sector to gauge how HR efforts have affected company results. Indicators including service quality, efficiency, citizen satisfaction, and adherence to legal criteria may be more important in the public sector.
- **Talent Attraction and Retention:** A crucial factor in determining the effectiveness of an HR strategy is its capacity to draw in and keep top talent from inside the industry. An efficient HR strategy should concentrate on employer branding, competitive remuneration packages, career development possibilities, and a good work environment in industries with significant competition for competent professionals in order to recruit and retain brilliant workers.
- **Regulatory Compliance:** For assessing the efficacy of an HR strategy, compliance with sector-specific laws, regulations, and industry standards is essential. An efficient HR strategy should guarantee compliance with labour laws, health and safety standards, diversity and inclusion requirements, and other sector-specific mandates in industries with rigorous regulatory frameworks, such as finance, healthcare, or manufacturing.
- **Stakeholder Satisfaction:** A key metric of the success of an HR strategy is the satisfaction of stakeholders from a particular industry. Customers, clients, patients, citizens, and other important stakeholders who deal with the organization are included in this. By

assuring a knowledgeable and client-focused workforce, prompt service delivery, and effective communication, a good HR strategy should contribute to stakeholder satisfaction.

- **Sector- Specific Challenges:** HR strategies must take into account the specific issues that each sector encounters. For instance, a successful HR strategy should concentrate on upskilling staff and helping them adjust to the digital revolution in industries like IT or manufacturing that are seeing significant technological improvements. Transparency, integrity, and public trust should be prioritised in industries that face intense public scrutiny, such as government and healthcare.
- **Sector Benchmarks and Best Practices:** Comparative comparison using benchmarks and best practices in the sector may be used to assess the efficacy of an HR strategy. HR executives may evaluate how their company's HR procedures and results stack up against those of other companies in the same industry and pinpoint areas that could use innovation or improvement.

Hence, for an HR strategy to remain effective over time, regular monitoring, review, and revisions based on sector-specific considerations and feedback are necessary.

3. Aligning employees with the strategy goals through HR strategies

By employing a number of tactics, HR may assist workers in achieving strategic objectives. A study conducted by Richard, O.C. and Johnson, N.B. (2001) assesses if results are significantly impacted by how well strategic human resource management (SHRM) is implemented at the organizational level. This study looks into the effects of efficient utilization of human capital on organizational performance using the resource-based view of the company. Additionally, the function of capital intensity as a contextual component is investigated. Results indicate that successful SHRM lowers employee turnover considerably and improves assessments of market performance as a whole. SHRM effectiveness, however, had an effect on the profitability and return on equity of the firm only when the level of capital was reduced.

Based on the analysis held by Okoye, P.V.C. and Ezejiofor, R.A. (2013) the study concluded that human resource growth is crucial for any organizations, small and large, because it is well known that no business can exist without people. It was also discovered that among the primary purposes of human resource development is to motivate people to work in order to increase sales and profitability. The researcher further advises that businesses should encourage employees to attend conferences and seminars, ensure that employers' efforts are periodically evaluated to determine how they contribute to the achievement of organizational goals, and require educational qualifications as a condition for hiring, selecting, promoting, and placing employees.

So, to successfully direct their human resources and eventually to succeed strategically, organizations should ensure that workforce are in

line with the organization's larger strategic goals. Personnel's "line of sight" (LOS) with their firm's strategic goals is a crucial element in attaining and sustaining this alignment

In the view of Hussein, I.J. and Kareem, M.A. (2019), given the rise of globalization and the rapid changes in the economic climate, employability is becoming one of the primary goals for any firm. The quality of an organization's human resources determines how well it performs, and effective HR procedures may increase staff competency levels.. By taking the sample of public universities in Iraq, they analyse how human resource development strategies affect both employee performance and the efficiency of the organisation. The result shows that, HRD practices have a considerable influence when it comes to enhancing organisational effectiveness on employee performance. The results also show a statistically significant relationship between employee performance and organisational success. Additionally, this study suggests that university decision-makers endeavour to develop HRD plans that will aid in boosting employee competency and make it easier for workers to accomplish the intended organisational goals and objectives.

Katou, A.A.(2017) analyse how the human resource management (HRM) system affects the organization's proximal (such as job satisfaction, motivation, and organisational commitment) and distal (such as employee engagement, organisational citizen behaviour [OCB], employee cooperation, intention to quit, and operational performance) outcomes.. And the findings indicate that HRM systems strongly affect employee job fulfilment and enthusiasm, and OCB and employee cooperation, operational performance, and organisational results (both directly and indirectly).

In case of Nigerian manufacturing sector, a study guided by Danlami, A.S.(2011) examined strategic HRM practices and its impact on the

organizational effectiveness. The uncovering show that the main HR strategic practices that affect organizational effectiveness in the manufacturing sector of Nigeria include development of line management, creative Recruiting and choosing systems, regular employee ¹⁷ training and development, equity-based remuneration structures, performance appraisal systems, system for efficient career planning, and a strong employee involvement in the organisations' decisions and actions. Therefore, it means that businesses engaged in Nigeria's manufacturing sector should pay closer attention to these practices in order to improve its execution across the industry.

For decades, the primary priority of many organizations has been enhancing employee and organizational performance. Another analysis was made in Nigerian public sector by Tabiu, A., Pangil, F. and Othman, S.Z.(2016) investigated how HRM practices affect employee performance. They demonstrated that HRM practices such career planning, job autonomy, and rotation of jobs have a substantial and favourable impact on organizational strategy goals.

According to Waiganjo, E.W.(2014) a research in Kenya stated that designing strategic human resource management (SHRM) to identify a firm's strategic needs, which are necessary to implement a competitive strategy and meet operational goals, might help a company gain a sustained competitive advantage from its human resources.

Therefore, the management of human resources may be very important to a company's success. The efficacy of human resource management practices is influenced by recruiting and selection, staff performance evaluation, remuneration, and practices for training and development.

Summarily, through some strategies such as clear goal alignment, ¹⁶ training and development, performance management, continuous feedback and

coaching, employee engagement and recognition, talent management and succession planning, collaboration and teamwork, change management support, measurement and evaluation etc the HR can develop and support the employees' skills, engagement, and alignment with strategic goals. Thus, in turn able to achieve the organizational strategic objectives.

4. Organizational climate factors which affect the effectiveness of HR strategy

The qualities, attitudes, and experiences that characterize an organization's general climate, culture, and working environment are referred to as organizational climate factors. The success of HR strategy can be impacted by a variety of organizational environment elements. These elements provide a setting that either helps or makes it difficult for HR initiatives to be implemented successfully.

A study held by Topcu, D., Kaya, N. and Koc, E. (2010) in Turkish bank examine how organizational climate and HRM practices affect job satisfaction. The first part of the study looks at the relative effects of eight HRM practices on job fulfilment, including: conduct and attitudes (during recruitment and selection); teamwork; thorough training; written policies; instruction in numerous functions; incentives; performance evaluation; and performance feedback. Second, six organizational climate-related elements are investigated from the perspective of their impact on work satisfaction. The second category of elements includes cohesiveness, organizational boundaries, workload pressure, management competence and consistency, support for innovation, cohesion, organizational boundaries, and organizational ethics. The findings indicate that organizational atmosphere, in particular, has a considerable impact on work satisfaction in addition to the beneficial effects of HRM activities.

There aren't many research that look at how organizational and environmental factors affect human resource (HR) practices. A research of Dupuree-Bruno, L.M and Tannenbaum, S.I (1994) identify concepts from the literature on innovation were used to identify potential correlates of progressive HR practises. Particularly, the relationship between size,

climate, organisational structure, external factors, and workforce characteristics in a sample of 40 New York State governmental agencies was investigated. The linear impacts of formalisation, centralization, and HR department atmosphere were slightly less strong. Compared to HR innovation, external favorability showed a nonlinear connection.

The organisational atmosphere of a company, including its level of faith, self-esteem, dispute, recompense equality, leader trustworthiness, reluctance to change, and scapegoating, influences its performance. The business's dedication to innovation, quality, capital investment, and other factors has been proven to be a key indicator of corporate performance. Another study of Burton, Obel, B. and R.M., Lauridsen, J.(2004) develop an organizational climate metric that includes conflict, reluctance to change, and tension before demonstrating that, in some cases, Return on assets (ROA) is negatively impacted by the link between a firm's atmosphere and strategy.© 2004 Wiley Periodicals, Inc.

Some key organizational climate factors which affect the effectiveness of HR strategy are ,in brief:

- Leadership Support: The dedication and support of organisational leaders for HR initiatives have a significant impact on their efficacy. HR strategy execution benefits when executives give high priority to HR initiatives, provide resources, and actively engage in HR-related activities.
- Communication and Transparency: Open and honest lines of communication inside the company foster understanding and trust. Employee engagement and buy-in improve when they have access to pertinent information about HR strategy, their goals, and progress, which increases effectiveness.

- **Employee Engagement and Trust:** These two aspects of the workplace atmosphere have a significant impact on how well HR policies work. Employees are more likely to accept and actively participate in HR programmes when they feel encouraged, believe HR efforts are fair, and trust HR systems, which improves outcomes.
- **Capabilities for Managing Change:** The efficacy of HR strategy is influenced by the capacity of organization for managing change. HR strategies are probable to be executed successfully in an environment where workers are prepared for change and have the resources they need to adjust to new initiatives.
- **Employee Involvement and Participation:** HR practises can be more successful if the workplace fosters employee involvement and participation in decision-making. When workers have the chance to contribute ideas, discuss opinions, and help shape HR projects, they feel valued and a feeling of ownership, which increases commitment and improves execution.
- **Performance Management and Recognition:** The effectiveness of HR initiatives depends on having a performance management system that sets clear goals, offers frequent feedback, and uses fair evaluation procedures. Employee motivation to accomplish strategic goals is increased when their performance is in line with organisational goals and they are commended and rewarded for their efforts.
- **Resource Availability:** Sufficient financial, technological, and human resources are essential for successfully executing HR initiatives.

The possibility of effective implementation and impact is increased when the organization provides the appropriate resources to support HR initiatives.

- **Organizational Culture:** The success of HR strategies is significantly influenced by organizational culture. HR activities aimed at fostering employee engagement and growth are supported by a culture that emphasizes learning, cooperation, and continual improvement. The success of HR policies might, however, be hampered by a culture that opposes change, stifles innovation, or lacks employee support.
- **Flexibility and adaptation:** The effectiveness of HR strategy depends on an environment that encourages flexibility and adaptation. Initiatives in HR must be flexible enough to adapt to shifting company requirements and market circumstances. HR strategies may develop and continue to be effective over time when the organizational climate supports flexibility, creativity, and a readiness to accept new ideas.
- **Consistency and Stability:** HR policies may be effectively implemented when the organizational atmosphere is consistent and stable. A supportive environment for HR efforts is created when rules, processes, and practices are transparent, consistent, and in line with strategic objectives.

HR can build an atmosphere that supports the successful execution and impact of their policies and activities by taking these organizational climate variables into account and resolving them

CONCLUSION

As HRM²⁶ is the strategic method for fostering and supporting people and providing a healthy work environment, it is more essential to achieve the profitability and efficiency of an organization. It aids to bring off employee satisfaction and strategic HR practices thus in turn assist to attain the organizational competence.



This paper addressed various areas such as differences in HR in private and public sector, Factors which determines the effectiveness of HR strategy by the sectors, HR strategies to develop employees in order to achieve strategy goals and organizational climate factors which affect the effectiveness of HR strategy.

Due to the differing nature, goals, and operational conditions of both sectors, HR practices³⁶ in the private and public sectors might vary in a number of ways. key distinctions²⁵ of HR practices in both public sector and

private sector are objectives and stakeholders, funding and budgeting, Selection and hiring, compensation and perks, unionization, employment security and stability, accountability and transparency, and flexibility and innovation.

The assessment of a firm's HR strategy may be influenced by the industry in which it operates. Through alignment with sector specified needs, sector performance, talent attraction and retention, regulatory compliances, sector specific challenges, and sector benchmarks and best practices , an organization's industry of operation can have the effect on how its HR strategy's effectiveness is evaluated. And to remain effective over time, regular monitoring, review, and revisions based on sector-specific considerations and feedback are necessary. HR strategies do develop the employees to reach strategy goals. The researches by Johnson, N.B ,Richard, O.C. (2001), Okoye, P.V.C. and Ezejiofor, R.A. (2013), Kareem, M.A. and Hussein, I.J. and Kareem, M.A (2019), Tabiu, A., Pangil, F. and Othman, S.Z.(2016), Waiganjo, E.W.(2014) are some of the study conducted under this area. The firm implement some of the strategies such as clear goal alignment, training and development, performance management, continuous feedback and coaching, employee engagement and recognition, talent management and succession planning, collaboration and teamwork, change management support, measurement and evaluation etc to advance employees to achieve tactical goals of enterprise.



The last area which is addressed in this paper is that the organizational climate factors which affect the effectiveness of HR strategy. A study held by Kaya, N., Koc, E. and Topcu, D.(2010) in Turkish bank examine how organisational climate and HRM practices affect job fulfilment. The organizational climate factors means to the characteristics, perceptions, and experiences that define the overall atmosphere, culture, and working environment within an organization definitely determines the effectiveness of HR strategy. HR can build an atmosphere that supports the successful execution and impact of their policies and activities by taking the organisational climate variables such as leadership support, communication and transparency, employee engagement and trust, employee involvement and participation, resource availability, organizational culture, etc are into account and resolving them.

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