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**Module:** *Human Resource Management (Ass: 2)*

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**Topic:** *Effective Measurement (Speakers Note)*

### ***What is Effective Measurement?***

Effective measurement in human resource is the process of evaluating and assessing various aspects of the workforce, such as employee performance, engagement, training and developmental needs, and overall organizational effectiveness of the company. This helps organizations to make data-driven decisions, improve employee productivity and performance, and achieve their strategic goals (Goldstein, 2013).

### ***Why is the Theoretical Perspective of Effective Measurement Important?***

Theoretical perspective in effective measurement is important in HRM for three reasons.

- 1- It provides a framework for understanding how to measure and improve employee behaviour and organizational outcomes (Werner & DeSimone, 2012).
- 2- It helps HRM managers to develop effective HRM strategies that are aligned with organizational goals and objectives (Becker & Huselid, 2013).
- 3- It guides research in the field, helping researchers to develop theories that can explain and predict HRM phenomena (Guest, 2017).

According to Bratton and Gold (2017), HRM is a strategic approach to managing employment relations that emphasizes the importance of aligning HRM strategies with organizational goals and objectives. This approach recognizes that employees are a valuable resource and seeks to create a positive work environment that encourages employee engagement, development, and well-being. By aligning HRM strategies with organizational goals and objectives, HRM practitioners can help to improve organizational performance and achieve sustainable competitive advantage.

These are the five main theories that are used in measuring Effective Measurement in an organisation. However, the case of Nike Sport, based on information from Nike Sport website, the organisation HRM uses the following theories:

**a) *Strategic Contingency Theory:***

Strategic contingency theory is an HRM perspective that emphasizes the importance of matching HRM practices to the specific strategic needs of an organization. According to Delery and Doty, (1996) "This theory proposes that HRM practices should be aligned with the organization's strategy, structure, and culture, and that the effectiveness of HRM practices depends on how well they fit with these contingency factors of the organisation." Nike's strategy innovation and product development, therefore this strategy feed best in the concept of Nike sport.

**b) *Social Exchange Theory:***

According to Blau P. (1964) "Social exchange theory suggests that employees and employers engage in a mutual exchange of resources, such as skills, knowledge, and time, in exchange for pay, benefits, and opportunities for career advancement." (Blau, 1964). Blau argues that this exchange in relationship can influence employee motivation, job satisfaction, and organizational commitment. Nike Sport is a multi-national corporation with operations in over 160 countries in the world, having a huge diversity of employees. This theory ensure that employees perceive they are receiving fair rewards for their efforts, including benefits, and opportunities for career advancement. Nike sport also uses this theory because it enhances employee motivation, job satisfaction, and organizational commitment. This leads to better performance and profitability.

**c) *Resource Based Review (RBV):***

Resource-based view (RBV) focuses on the internal resources and capabilities of an organization as the sources of competitive advantage and long-term profitability. According to (Barney, 1991). "A firm's resources, including human, financial, technological, and organizational assets, are critical in determining its strategic position and sustainability in the market" According to the factors in this theory, because Nike sport has the ability to design and market innovative sportswear and footwear, it has helped the company gain a competitive edge in the market. Also, Nike sport investment in human resource development has been instrumental in building the company's core competencies.

***The Differences between these Three Theories.***

While the Strategic Contingency Theory focuses on aligning the HR strategies with the organization's external and internal environment, the Social Exchange Theory focuses on the social relationship between the employer and employees and the Resource-Based View proposes that organizations can

achieve a competitive advantage by acquiring and developing valuable that are rare and difficult to imitate by new entrants and competitors.

### ***Nike Sport International HRM Perspective.***

Since Nike Sport is a multinational company operating in several countries it has a decentralised HRM approach. According to Nike Sport, every country is responsible for managing HR activities in their respective regions. But the company have a general HRM policies and practices that are applicable to all regions and countries where Nike Sport have operations. These policies and practices focuses on diversity, inclusion, and employee engagement. Nike Sport has a diversity and inclusion program that ensures that the company's workforce reflects the diversity of the markets it serves. Nike sport international HRM perspective also focuses on aligning its HR practices with the local cultures and customs of the countries where it operates. Nike offers flexible work arrangements to its employees in countries where this is culturally accepted. Nike also provides training programs to help employees understand the local culture and customs in the countries where they operate, thereby helping them to better relate to local customers and partners.

### ***Conclusion:***

Nike Sport's human resource management (HRM) practices play a critical role in the success of the company. HRM strategies such as recruitment, training and development, performance management, and compensation and benefits, are essential in attracting and retaining top talent, fostering a positive company culture, and achieving organizational objectives. Nike Sport's HRM practices prioritize diversity, equity, and inclusion, and the company has demonstrated a commitment to social responsibility and sustainability. By investing in its employees, Nike Sport can ensure that they have the skills and resources necessary to drive innovation, quality, and growth. Effective HRM practices will help Nike Sport continue to attract and retain talented employees, drive innovation, and create a positive impact on society and the environment.

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***Human Resource Management (Ass:2)***

***HR Effectiveness Measures Individual Words***

HR Effectiveness

HR effectiveness measures are matrices applied to evaluate the impact and value of HR practices and initiatives in an organisation (McCartney and Fu, 2022). These measures typically focus on evaluating the effectiveness of HR in achieving the organisation's strategic goals and objectives. Nike has to implement this prospect of aligning goals while evaluating HR effectiveness. A few HR effectiveness measures that Nike can implement are engagement, recruitment, retention, training and development, diversity and inclusion, and HR efficiency (Saks, 2022). The measures can assist the organisation in finding out how well the HR practices are going and what are the main areas to focus on improving HR practices. By following this technique, Nike can develop data-driven HR strategies, and informed decisions are possible to improve employee performance according to the business objectives.

## Why Should HR Effectiveness Measure

Nike can take advantage of measuring HR effectiveness to track the human capital. This is useful to assess human resources and their effectiveness for Nike. Moreover, the organisation can identify what is working well by measuring the effectiveness of HR practices and what needs improvement (Boon *et al.*, 2019). This information can be used to create a more attractive work environment for Nike, and it can assist in retaining and attracting top talent from the industry. Measuring HR effectiveness will help to assess the strengths and weaknesses as well as opportunities from the market that Nike can avail to improve the work environment. The organisation can avail the opportunity of developing new strategies based on the actual data collected during the HR effectiveness measure.

## Why Should HR Effectiveness Measure

Employee engagement is increasing through the process of measuring HR effectiveness. Measuring HR effectiveness can help Nike identify areas where they can improve engagement and increase job satisfaction. Nike can invest more in HR practices to further improve employee performance. While measuring HR effectiveness, Nike can observe and ensure legal compliance related to employment practices. It can lead the organisation to implement effective engagement strategies, and these can assist in improving employee performance. The risk of legal issues and future damage to reputation can be reduced by following such practices. By meeting employment regulations and legal compliance, Nike can develop an attractive environment that will again attract new talent and improve performance.

## Why it is Important to Measure HR Effectiveness

It is important to measure HR effectiveness as, by doing this, Nike will align HR practices with business goals. This ensures that HR practices are designed to support business objectives achievement. The impact of HR activities on overall all departments can be assessed by measuring effectiveness (Saks, 2022). For example, the costs and investment by the management can be controlled by following the right place of investment. It will lead to identifying the efficiency of the HR at Nike to set better strategies in the future. Moreover, the decision-making of the HR leaders can be based on the overall assessment and better HR practices at Nike (McCartney and Fu, 2022). Nike can effectively manage

resources by alarming the weak points, and it will help to improve the competitiveness of the organisation.

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Extra work which includes introduction, Gibbs reflective model, description, feelings, evaluation, analysis, conclusion and action plan are listed below.



extra work for HR.pdf

## LCMB7000 - Human Resource Management - Reflective Piece - MOHAMMED ABRAR

### Reflective Report

In the current reflective piece, I am going to share my learning experience through the **ERA Reflective Model**. As mentioned by Bassot (2020), ERA model is one of the simplest models for reflecting on learning journey. There are three stages in this process which are- Experience, Reflection and Action. Gathering knowledge on human resource management is a new experience for me. My experience of this entire journey of knowledge acquiring is very positive. While researching the different indicators of HR effectiveness within an organisation, I came across the concept of HR Metrics and certain Key

performance indicators which helped me understand if the company's HR strategies are actually advantageous in improving employee performance or not. HR metrics help to analyse the performance of human capital (Trivedi, 2015). The very first indicator is the Turnover rate which denotes the proportion of staff members who have left over a specific time period. I got to know that when the turnover rate is low, it means the deployed HR policies and strategies have been successful in motivating employees to stay within the company. This strategy of convincing the employees to stay in the organisation refers to as retention. Higher retention is a key indicator that HR strategies are effective to retain talent. I believe that from the retention rate, the analyser can have a detailed insight into different HR factors including "the remuneration rate or the labour climate". The next indicator is the dismissal rate which means the percentage of employees dismissed by the employer. If the Dismissal rate is high this will mean that in the initial stage, the employer fails to deploy an effective HR strategy in recruitment and hiring and ended up hiring the wrong candidate because of which the company has to face financial loss. Another indicator is Absenteeism and I believe that this is an effective indicator to assess future absences and take necessary strategies to control it because high absenteeism increases the burden of the company's costs and decreases productivity. Employee Satisfaction and Employee productivity are two indicators that are linked with each other. Higher satisfaction means the company is doing right and taking all effective motivational strategies to keep the employees satisfied. And when employees will be satisfied, they will eventually work harder to enhance their productivity and performance.

When I am to reflect on my journey of learning this new area of HRM, I must say it has been enlightening throughout. I got to know about different characteristics of HR professionals. As we all know that it is part of the HR professional's job that they need to interact with the people within the organisation and this is why, they should be skilled at having Interpersonal or soft skills and should have effective communication skills also. Moreover, the tasks of HR managers are also changing, particularly in the digital era (Chytiri, 2019). Hence, HR professionals are responsible to meet and greet people during many events, like, the hiring process, or any other interactive events. Therefore, I believe they should possess a positive impression, they should be professional yet approachable so that other people feel safe coming to talk to them. The second and one of the most important characteristics that an HR professional should have been high emotional intelligence, EI is the power to identify what the other person is thinking and respond to that with proper emotion. Practising high-quality EQ within the workplace, helps the HR professional to understand the bond with employees and other team members. Thus, I understood that through high EQ a sense of trust and cooperation among the colleagues and team members could be achieved.

HR professionals are meant to meet with many people and during that course, they would know each employee and their individual traits. Also, while going through the course, I knew that HR professionals

deal with employees' personal information, like, initial records, "performance evaluations, and payroll information and others". While being emotive and practising EQ, HR professionals also get to know employees' very personal stories of "medical problems, family disputes, or unstable living situations". Thus, while dealing with personal and private data, the HR professionals should have the characteristics of being confidential so that they can build a sense of trust among the team members. Apart from that I believe that for HR professionals to be critical thinkers and highly analytical. These would help them understand and analyse HR-related issues and critically solve them to achieve "long-reaching consequences" and increase productivity.

Having analysed these above-mentioned work-culture-related issues, I can firmly state that these occurred due to the negligence in effective HR policy within the system. Survey results engaging female employees showed that Nike's workplace culture has been toxic for years and the HR management and the hierarchy are well aware of it. Incidents of sexual harassment and gender discrimination are regular phenomena. This is why, employees finally spoke up and took a stand against the ongoing sexist attitudes and behaviour among the employees. The first incident of such an allegation appeared in 2018 when a female employee reported to the hierarchy facing sexual comments on her dress (The Guardian, 2023). Later other incidents of female employees being sexually harassed by male workers came up but the hierarchy did not take any serious steps to restrict them. Women empowerment in Nike's work culture is a farce. Favouritism within the workplace, especially during availing of career opportunities is a common thing. Though Nike claimed to value the core principles of "inclusivity, respect and empowerment", in reality having analysed the current allegations, I have no doubt saying that the HR department is a joke at Nike. In pen-paper, Nike showed that 43% of vice-president positions are reserved for female employees. However, the main challenge for Nike's HR department is to resolve all these HR issues and strictly monitor if the theoretical HR policies are being deployed successfully or not. Having reflected on my performance in the team work, I must say, my communication skill and contribution in team work has been significant. However, I realised my researching skill could have been more effective, which I could not deliver. Hence, for future purpose, I must take certain actions like, taking expert help, learn to use different researching strategies, focus on library work and others to improve this area.

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## LCMB7000 - Human Resource Management - Reflective Piece - MOIN VHORA

### Reflective Piece

In this reflective piece, I am going to reflect on my learning experience and my performance in teamwork. For this purpose, I will be using Kolb's reflective model to present my journey of learning new things. As mentioned by Idris *et al.* (2020), Kolb's reflective model is the most effective tool to explain "experiential learning" and this model comprises four stages which are concrete experience, reflective observation, abstract conceptualisation, and active experimentation. As part of the concrete experience, I am going to share my experience while analysing Nike's HRM-related issues. From the Vox article, I get to know that the work culture at Nike has been toxic for years now. At Nike's Oregon headquarters, female workers are found to be repeatedly complaining about "treatment and sexual harassment" to the HR managers. Serious allegations against male supervisors were made, where they were accused of discussing female employees' bodies and calling them vulgar names. One female employee complained against one of her hierarchies who threw keys at her and called her a "Stupid bitch" (VOX, 2018). From all these incidents, it is clear that at Nike, the standard office code of conduct does not even exist. It is the duty of the HR manager and the entire HR department to monitor if the work culture is positive or not. In this case, certainly, the HR department is way too ignorant and indifferent to address the workplace issues faced by the employees. An informal survey with 50 Nike current and former Nike employees conducted by the New York Times report showed that this toxic work culture for women especially is not new. This is persisting for years.

Reflective observation is the process of reviewing or reflecting on the experience of attaining the knowledge on HRM issues. Having observed the current state of Nike's HRM issues, I would like to reflect on the atrocities of the company. To my surprise, a work culture which is supposed to promote equality in work opportunities has become a boys' club culture at Nike. Unfortunately, there is the

least career scope and leadership opportunities for women. There were no official complaints against this workplace discrimination, however, this piece of information was collected from the survey. This incident provides a different angle of the failure of the HR department. The human resource department does not have any equipment for a data collection strategy to investigate if there is any kind of discriminatory practice going on. Another heinous attitude among the HR executives I could trace was when I got to know that instead of taking legal action against the accused, the company's top HR executives found different way-outs to conceal the abusive behaviours of the accused. Women employees facing sexual harassment, gender-biased work culture, discrimination and derogatory comments become so regular that finally, all the women and male employees who are against this ill-treatment started an internal revolt, so that, through media pressure things change.

Further, while reflecting on the IHRM Issues in Nike Sports, I did the preliminary research by searching some relevant news articles that covered the news of this controversy. The company was labelled "wicked or uncaring". Harper's article highlighted the poor working condition in South Asian countries, especially Indonesia. Indonesian workers were forced to work for 14 cents an hour. I found this as a heinous wage abuse because this amount was lower than the country's minimum wage. Through this article, for the first time, the incident of the violation of the factory's standard code of conduct came in front of the world (Business Insider, 2013). Public outrage was seen when relevant critics, like, Andrew Young were accused of hiding Nike's low wages issue. Famous activists, like, Rosa Clemente termed Nike a "hyper-capitalist company" for practising a poor wage system- \$0.23 per hour (News Week, 2018). Recurrent poverty, lifestyle in the below-poverty lane and staying in a hostile environment are affecting the worker's health. In June 2017, The Guardian reported that a few workers in Indonesia were brought to the hospitals because of their poor health conditions and malnutrition. These workers got fainted from working for longer hours at high temperatures. For all these unethical HR practices, I held the incapability of the HR department responsible, which is certainly a shameful matter. Further, I got to know that these controversies were not enough that the issue of Child labour to join the league. Nike was accused of practising child labour when suddenly a picture of a Pakistani boy working in a Nike manufacturing unit got circulated (Mallen Baker, 2016). When confronted, Nike admitted that its HR policies had failed to address these issues of poor work conditions, lower wages and child labour, however, now the company has decided to monitor the effectiveness of its HRM department for a speedy recovery.

Abstract conceptualisation is the stage of drawing a conclusion from all the learning above. In conclusion, I would like to shed light on my performance in teamwork. By nature, I am a cooperative person and this attribute gets reflected in my teamwork. I remember that while working within the team, I used to interact with the team continuously through open communication. I knew that if any basic concept or any doubt remain unsolved, then my learning will be incomplete and the learning

outcomes will not be achieved properly. Also, I made sure that I never missed deadlines because finishing my part of the assignment within time will help others to complete the entire team project by the deadline. While working on this project, I found that my research skill could be enhanced further. Though I did not compromise to do good research work while doing this project, still I believe I could have done it in a more systematic manner but could not do it because I lacked efficiency in this skill. Therefore, as part of active experimentation, I have decided to plan certain strategies, like critical thinking, doing effective library work, understanding how to sort information from relevant websites and jotting down notes, to support my research skills.

