



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

[Date]

Managing People

MATTEO RUBOLINO

UNIVERSITY OF WALES TRINITY SAINT DAVID

LECTURER: KENNY TANG

Table of Contents

INTRODUCTION.....	1
MAIN BODY.....	1
Why organisation needs progressive addition to HRM policies.	1
CONCLUSION	5
REFERENCES.....	7

INTRODUCTION

People management is said to procedures of training, motivating, developing and directing workforce so to optimise productivity together with promoting professional growth (Armstrong, 2016). Now a days, managing people is one of difficult area in human resource management as people have complex nature and unstable emotions due to which huge hurdles arises in front to managers. Human resource management is all about procuring suitable people, training along with developing their competence, rewarding them, influencing them and building an urge within them to work with dedication and commitment for success addition to growth of business. Managing people is more than art rather that a science as there is no set principle or rule that managers can adopt. Effective managers have skills and competence in managing people. Workplace leaders uses people management in order to oversee workflow addition to boost employee performance. To gain knowledge for managing people, Interplast Limited is selected that is fully Ghanaian owned entity which was founded in 1970 and is popularise as one of leading manufacturer of plastic pipe system. The institution adherence for quality standards and is committed for delivering consistent addition to highly professional products (*Interplast Limited, 2019*). It is active export business that has made relations with across 22 countries and currently employs more than 600 people. The present essay is based on reasons organisation need robust as well as progressive HRM policies.

MAIN BODY

Why organisation needs progressive addition to HRM policies.

Human resource management refers to one of strategic and effective approach for managing people within organisation so to workforce contributes in gaining competitive edge for the business. In other words, it is a system which concentrates towards developing human resources along with efficaciously managing people through developing and implementing appropriate programmes. It focuses on aspirations, needs and aspects of each manpower. It is basically designed for maximising performances in context to strategic objectives set by employers. It mainly focuses on managing people with policies and systems. At workplace, HR department has responsibility to oversee employee recruitment and selection, compensation

management, performance appraisal, training and selection, employee benefit designs and employee engagement (Carnall, 2018). At any organisation, managing people is needed for handling interpersonal conflicts, managing deadlines, building corporate culture and leading employee training. In present era, managing people is becoming difficult due to increasing pace of work, hiring addition to retention challenges, limited management layers, constant pressures for improving quality together with productivity and increasing interdependency. At Interplast Limited, managing people is done through understanding the aspects that motivates people, achieving employee engagement, brushing performance reviews, leveraging technologies, making people feeling sense of valuables and providing training and development. The company has good and effective managers that motivates, encourages together with inspires people to work according to predetermined criteria in executing operations properly. Some of the strategies that are followed by the management team of such company to manage people for business success are recruitment, on boarding, training and development, engagement, performance review and rewarding (*People management strategies, 2018*).

HRM policies are characterised to continuing guidelines through which a company manages its people. Sound HRM policy is related to objectives and facts. Effective HRM policies helps in providing guidance addition to tools to managers, developing company culture, reflecting business standards, making rules surrounded with consistency, clarity addition to fairness, engaging employees with distinct workings, meeting legal obligations and providing required training and development on appropriate duration. According to the viewpoints of Cascio (2015), HRM policies are made according to the strategies as framed by the HR professionals so that they can gain maximum outcomes after implementation of the policies. These policies present principles which guides actions of the entity as well as reflect faith within ethical values of people. Such type of policies of Interplast Limited are clear, definite and easily understand by all people that serve guidance for improving workings of people in present times and for future.

Some of the common HRM policies that all the companies follow are workplace diversity, reward system, training and development, compensation and benefits, employee engagement and labour management relations (Cascio, 2015). From the all, Interplast Limited

follows HRM policies of employee engagement along with training and development. In context to **training and development policy**, it presents prime opportunities for expanding knowledge and skill base of all employees. Training programs helps in strengthening skills that are required by employees to perform activities in unique and fast ways. In this, various types of training and development such as soft skill development, quality training, technology training, professional development team training, safety training and many more are provided to improve skill set and knowledge base of the people employed at organisation. At same time, development programs bring major changes within employees which results in having similar knowledge addition skills within all employees and they work by coordinating with each other. With this policy, weak lines that are within the organisation are reduced and work tasks for making pipe lines are completed on time (De Anca and Vega, 2016). The policy is needed at Interplast limited so to improve employee performance, addressing weaknesses, adhering with quality standards, enhancing innovation within new policies and improving morale and satisfaction of manpower. The robust and progressive training and development policy ensures that workforce gains consistent experience as well as background knowledge regarding the ways a work can be completed in distinct and unique manners which enhances efficiencies of manpower. In addition, by providing necessary training and development creates totality of knowledgeable workforce with employees who wither works on teams or groups as well as independently without ongoing direction, help addition to supervision from others.

Organisation like Interplast Limited also follows HRM policy of **workplace diversity** in which they employ people having different attitude, physical appearance, sexual orientation, religion, education and national origin. Diversity provides access for having greater talent range, expanding pool of talents, improving overall business morale, enhancing employee productivity and innovating ideas which are needed for improvements. With this policy, selected entity fosters mutual respect between manpower, develops employee working capability, provide empowerment to marginalised people, reduces chances of conflicts, increases exposure of one person with different types of humans and enhances business reputation. The managers have framed an inclusive work place model where talents from distinct geographical location are hired and motivated to work in team that not only benefits in achieving more productive

outcomes but also helps in providing flexibility to employees such that they remain loyal and connected with the entity for long time. In present era, there are various tactics that enhances diversity at workplace (Denhardt and Et. Al., 2018). Some of the tactics that are used to enhance workplace diversity at the institution are challenging unconscious bias, educating company leadership, creating cultural events, stimulating remote workers, collecting inclusion feedbacks continuously, training empowerment and creating core values of the entity.

The another HRM policy that human resources professionals of Interplast Limited follows are employee engagement. In **employee engagement policy**, various activities are planned and implemented that improves engagement of employees with other people and organisational objectives. With this policy, the organisation ensures that staff members are committed and loyal to the vision, objectives and values of the entity as well as are encouraged to make huge contributions for the business success along with enhancing their own wellbeing sense. As per the thought of Petrick, (2017), the HR manager beliefs that the three components such as behaviours, outcomes addition to attitudes are crucial for enhancing employee engagement. To meet the employee engagement conditions, a virtual ground is provided that triggers the engagement as well as reinforce people for workings. As per the employee commitment level, the managers of selected entity classify them into three types that are actively engaged, not engaged along with actively disengaged. According to these classification, further policies to boost their engagement with the working are formulated. To enhance employee engagement, HR managers along with superiors provides a work culture to manpower in which supportive superiors, transparent communication, talent acquisition, regular meetings, get-together programmes and events are emphasised more that leads in more engagement of employees that further drives performances (Hayes, 2016). To measure employee engagement, managers conducts time to time surveys, readiness assessments and one on one interviews through which they identify the reasons of low employee engagement and accordingly set aspects that influences their engagement in positive manner. This progressive addition to robust HRM policy is needed at selected institution so to boost productivity, increasing their work satisfaction, retaining best people, enhancing corporate culture and achieving success.

At Interplast Limited, HRM policies such as employment engagement addition to training and development are considered as the most robust and progressive policies that are needed for managing people effectively, communicating values, providing clear picture about employee career growth, developing skills and knowledge, managing expectation and creating healthy work environment. According to Vance and Paik (2015), employment engagement policy is needed at organisation for reducing staff turnover, retaining customers along with employees for long duration, improving efficiency, intensifying corporate culture and boosting productivity so that huge profits are achieved and more people are attracted towards the entity. At same time, training and development policy is needed for hiring new orientation, tackling shortcomings, increasing knowledge base, strengthening skill set, developing human resources, fostering growth, improving work quality with work-life and carry out organisational practices smoothly.

HRM strategies are termed to the approaches for managing people and supports business goals with strategic framework. In other words, these are the plans which leads into implementing distinct functions within human resource department. Overall business strategies play huge role in guiding HRM strategies so to attain all the objectives via employees. The viewpoints of Johnson (2016) says that there is linkage of human resource management policies with human resource strategies such as while framing the strategies for human resources, HR professionals of Interplast limited considers all the aspects such as manpower requirements, training and development, performance appraisals, engaging employees and compensation. HRM strategy is considered as long-term plan which dictates policies throughout the entity. When the company has human resource management strategy of strengthening employee relations so to ensure commitment and motivation of workforce which they can attain through implementing the human resource policy of employee engagement in which that can boost engagement and involvement of employees (Kirton and Greene, 2015). In addition, the strategy of human resource managers for knowledge management, learning and development and continuous improvements. With the help of human resource policy of training and development, this strategy can be achieved by providing effective training programs and development sessions to employees that will manage their knowledge, help them to learn and

develop as well as making ongoing improvements among them. Hence, the HRM strategies are closely linked with HRM policies that helps the entity in achieving the objectives with huge beneficiary outcomes.

CONCLUSION

As per the above discussion, it has been concluded that managing people is an essential task of the managers in which they perform activities of recruitment, selection, ongoing support, compensation, development, motivation, communication and administration. Human resource management emphasis towards employing people, compensating services, developing resources in tuning with requirements of the company. At the time of managing people, administrative authorities' emphasis on the practice of hiring right candidate and getting best from these candidates. Organisational managers make tremendous efforts so that people within the premises are effectively managed. Some of the progressive together with robust policies followed by human resource management are employee engagement, workplace diversity training and development that are needed for creating desired culture, ensuring operational efficiency, improving skill set together knowledge base, clarifying expectations of behaviour along with performance, tackling shortcomings, enhancing work satisfaction, improving employee engagement and accomplishing objectives. HRM policies have direct linkage with the HRM strategies as policies are set after considering the strategies.

REFERENCES

Books and Journals:

- Armstrong, M., 2016. *How to manage people*. Kogan Page Publishers.
- Carnall, C., 2018. *Managing change*. Routledge.
- Cascio, W. F., 2015. *Managing human resources*. McGraw-Hill.
- De Anca, C. and Vega, A. V., 2016. *Managing diversity in the global organization: Creating new Business values*. Springer.
- Denhardt, R. B. and Et. Al., 2018. *Managing human behaviour in public and non-profit organizations*. CQ Press.
- Hayes, P., 2016. Managing people. *Good Practice*, (1-2), p.17.
- Johnson, G., 2016. *Exploring strategy: text and cases*. Pearson education.
- Kirton, G. and Greene, A. M., 2015. *The dynamics of managing diversity: A critical approach*. Routledge.
- Martin, G. and Siebert, S., 2016. *Managing people and organizations in changing contexts*. Routledge.
- Petrack, J., 2017. *Total quality in managing human resources*. Routledge.
- Reason, J. and Hobbs, A., 2017. *Managing maintenance error: a practical guide*. CRC Press.
- Seah, X. Y. and Et. Al., 2017. Knowledge, attitudes and challenges of healthcare professionals managing people with eating disorders: a literature review. *Archives of psychiatric nursing*. 31(1). pp.125-136.
- Thomson, R., Arney, E. and Thomson, A., 2015. *Managing People: A Practical Guide for Front-line Managers*. Routledge.
- Vance, C. M. and Paik, Y., 2015. *Managing a global workforce*. Routledge.
- Wehrmeyer, W., 2017. *Greening people: Human resources and environmental management*. Routledge.

Online:

- Interplast Limited*. 2019. [Online]. Available through: <<https://interplast.com/>>
- People management strategies*. 2018. [Online]. Available through: <<https://www.hrinasia.com/leadership-2/people-management-strategies-for-business-success/>>
- Agyepong, Sena A., Frank D.K. Fugar, and Martin Morgan Tuuli. 2019. "The Applicability of the Harvard and Warwick Models in the Development of Human Resource Management Policies of Large Construction Companies in Ghana". figshare. <https://hdl.handle.net/2134/11549>.