

Assignment Title: Human Resource management LCMB7000- Assessment 2

Student's Name: Diana Ghereg

Student's ID: 2115673

University Name: University of Wales Trinity Saint David

Table of Contents

Introduction	3
Background	3
Analysis	4
Analysing strategies for the development of three areas:, ...	4
Demonstrating effectiveness of developing and deploying strategies	7
Critical appreciation of principles, models and concept of HRM theories.....	9
Conclusion.....	11
Reference.....	13

Introduction

Human resource is one of the crucial part of any organisation to enrich business to the great extent. Financial performance of the company is related to the productivity of the employees. Therefore, this is very important to retain a proficient and productive workforce for achieving targeted goals. Human resource recruits, retains employees and also maintains the work culture of the organisation by practicing ethics. HRM also helps to make employees more valued and creates a sense of belonging among them. Hence, in this assignment, some strategies will be discussed to enrich some areas of HRM in a better way in IBM for having extra competitive advantage in the industry. Some models and principles of HRM will also be illustrated in this report.

Background

IBM is one of the giant companies in the technology industry. Along with that, the organisation provides technological applications, computer hardware and software. The prime operation of IBM is **GBS and GTS**. The company is operating business in **180 countries with approximately 60 percentage** profit generated outside the US. In fact, this company provides solutions to many businesses with integrated applications (IBM, 2022). It has been identified that the organisation has gained profit by reduction of the Operation cost, uplifting business process and maintaining quality management. The Success of IBM lies in the HR management that is very efficient in "people practice", "principal guideline ideas" and also "applying high level of productivity" at the workplace (IBM, 2022). Talent management is one of the finest strategies that help the company to hire new workers and brush up the skills of existing workers. In order to lessen manual work of the HR, global HR management system have been implemented that serves 19 countries with delivering cost saving around **\$ 210 million US dollar** (IBM, 2022). However, IBM is facing some challenges regarding employee management, managing diversity and leadership development. In this regard, some strategies needs to be implemented to work on those areas for having better productivity from employees.

Analysis

Analysing strategies for the development of three areas:,

In IBM, business process is closely related with the human resource management and the human resource management. The company is mainly operating two business in which human resource strategies are needed to attain high performance and operational result. The company should focus on *cost reduction, enriched business process, product innovation and quality management*. In this volatile market, many factors such as inflation, fluctuations of market and globalisation affect the business (Academia, 2021) Hence, the company should improve some areas of their management to gain a competitive advantage in the industry and increase the involvement of the three area such as staff retention, compensation structure and learning and development. These three areas are one of the prime areas that needs to be reinvented to achieve the targeted goal.



Figure: Human Resource Management

(Source: Carnevale and Hatak, 2020)

Staff retention

Employee retention is linked to satisfaction and fulfillment of employees. IBM has given "A+" by 3016 employees in 2018 (IBM, 2022). The Company uses "proactive retention" an analytical machine learning software test helps to identify employee retention risk factor and work on that. IBM should give a prospect of career growth to employees so that they can think of working in this company without changing. One of the important strategy is to maintain work environment more healthy and make the work culture more friendly. The company should focus on skills and practical knowledge instead of experience and institutions. This Principle will elevate the image

of the company in the global market that will also motivate employees to work with this company (Carnevale and Hatak, 2020)

. In fact, ***IBM should also let people work on flexible hours instead of working with following stringent rules and regulations.*** According to a report (Forbes.com) the company should implement three strategies such as "***retaining existing employees by giving financial and non-financial benefits***", ***welcoming workers with less than a four year degree and reskilling workers with apprenticeships***". Along with that, focus should be given on online learning programs, pay programs and talent management programs so that staff retention increases.

Learning and development:

Learning and development is the key part of human resource management that helps to enrich skills sets of employees for high performance. IBM gives organisational as well as individual training to employees so that they can get in detail knowledge about new technology (Stahl *et al.* 2018). Some strategies will be discussed to enhance learning and development areas. a) ***This is very important to give mobile management training to employees so that they can be flexible and resilient in remote working***) ***Providing AI training is also crucial so that employees can enrich their knowledge to adapt cognitive technologies in future.*** C) ***Arranging discussion session*** is needed where employees can be able to exchange their knowledge with team mates and get clarity in new technology. The company should also arrange pay progress where they can give reward to the top performer of the particular field, this will help them to create.

Compensation

Compensation is one of the important factors of the human resource, that helps to develop the employee retention and maintain the satisfaction of the employees. Effective Compensation structure will also encourage employees to enrich their productivity at workplace and improve overall organisational performance (IBM case study, 2021). IBM is enriching human resource management by giving stress on compensation to motivate workers. The compensation system complies with remunerating top employees. This depicts "***market based adjustment***" which is closely related with increasing salary of the top employees in their field. Moreover, this compensation need shows the cost effectiveness and administration of the workers.

According to Boon *et al.* (2020), there are some loopholes in non-financial compensation such as women ***safety policies, higher education facilities, gender equity, educational support***. It is very important that companies should focus on these areas so that employees can fulfill their needs and dedicate themselves towards work. Nowadays, ***women safety*** is very important, in this regard, the company should bring up safety policies for women and provide online learning programs so that employees can enrich their knowledge as well. Apart from giving financial reward, companies should also focus on non-financial compensation such as ***health insurance, pension and retirement schemes*** to motivate employees that results in attaining high performance. In order to track the record of the work of employees, IBM should work on that and give remuneration according to that. In fact, regulations of labor has also helped the company to maintain cordial relationships with employees.

Demonstrating effectiveness of developing and deploying strategies

Staff retention:

The company, IBM has taken different staff retention strategies to increase this. These strategies will help the company to maintain job satisfaction of the employees and improve the productivity at the workplace (IBM, 2022). This will also help to encourage employees to stay motivated and enthusiastic to adapt new things and apply it on practical field. As IBM deals with advanced technologies and provide solutions to business process, the employees need to update themselves with the knowledge. In this regard, talent management program and online learning sessions are very effective to enhance the horizon of knowledge. According to the strategy, this is very important to retain current employees as they are more trustworthy to work with. Hence, their financial and non financial needs, and emotional needs should be taken care of. Letting people work in flexible hours should also attract new employees as they can work with more freedom without having extra pressure. Showing high careers prospect will motivate them to stay in the company to be more involved for promotions.

Learning and development

Strategies such as Focusing on mobile workforce management have been discussed, that can help the employees more flexible to work remotely in covid era she post covid era. In fact, training will also be shifted to mobile device where employees will be given time to time information and be more productive towards their work (Khan and Hayat Khan, 2019)

. AI training will help employees to access any kind of learning content and be future leaders in the company. This AI training will also help them to add Innovation and work on the bottom line of the company and make contribution in the continued success of the company. In fact, organising group discussion session with teammates will also help to exchange knowledge and get in detail analysis of new technologies and Business processes (Jia *et al.* 2018). These strategies will make it easier to bring down micro management and let workers work more freedom. This learning and development will help to increase employee retention as well as maintain job satisfaction of employees by providing them higher career prospects. In fact, equal pay, gender equity, woman safety policies should be reinvented that can enrich the brand image of the company in the global market and influence current employees to stay and new employees to join IBM.

These factors such as compensation, staff retention, learning and development are linked with each other that make it easier to enrich productivity of employees (Ilaya, 2018). These factors will help to *value team members by taking care of their emotional needs, appreciate them with compensation, reward and develop a sense of belonging by taking care of their psychological needs as well.*

Compensation:

Compensation structure is the essential part in order to increase employee retention. Compensation Strategies will help the company to increase proficiency of the employees, so that they can increase the financial performance of the business as well..IBM is linking workforce with financial capital to make advances on quality management and change management. Innovation is the new key to attract customers, in this regard, skilled workforce is needed to experiment with new technologies and give better experience to clients (IBM case study, 2021) .Compensation strategies will help increase employee retention and make them more

enthusiastic towards their work. Hence, some strategies have been discussed previously to make effective Compensation strategies for staff retention .The company should focus on delivering non-financial profit such as higher educational support, equal pay and launch safety Policies for women. Taking care of the major factors will help the company to elevate their image and ***maintaining physiological needs, safety needs emotional needs ,self-esteem and self-actualisation needs*** that are depicted in Maslow hierarchy model These needs are the basic needs of the employees that influence their engagement at the workplace.

Even working in flexible hours will let them work independently under no stringent rules. Thus, the company will be able to do effective employee management and extend their business process as well. Using AI based software that can track the work of employee will help to decide remuneration and salary increase of them. These strategies are fruitful to add values to employees' principles and make them more proficient to achieve targeted goals.

Critical appreciation of principles, models and concept of HRM theories

Maslow's hierarchy is the motivation theory, which is applied in human resource management. The principle of this motivational theory is to fulfill the “human needs “and "satisfaction". This motivational theory is based on four needs such as physiological needs, safety needs, emotional needs, self-esteem needs, and actualisation needs (Salunkhe, 2018). This is the prime responsibility to take care. If all the nerds of the employees to increase their retention practices. Physiological needs come up with food, water, warmth and shelter. According to Maslow, physiological needs are the basic needs that should be addressed for leading a decent life. Rest can be ignored but this need have to be fulfilled by giving service at the workplace (Academia, 2021).

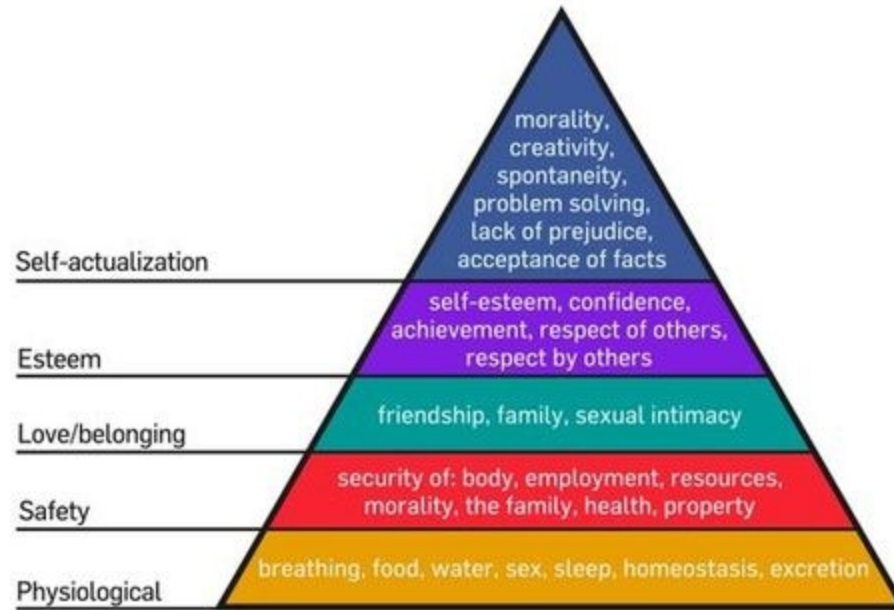


Figure: Maslow's hierarchy

(Source: Salunkhe, 2018)

Safety needs can be fulfilled by providing pension schemes, retirement benefits and compensation to employees so they can have a secure future. Even, women harassment issues are increasing nowadays. Hence, it is very important to take steps to avoid these kinds of events and maintain ethics and principles. Social needs or love needs come with support, love and socialisation. In order to fulfill social needs, HR should maintain an ethical work culture and create Cordial relationships among employees (Hale *et al.* 2019). HR should arrange some activities so that employees can make healthy relationships with each other. Self-esteem needs come with giving respect to employees. Employees should be respected and given reward for their performance at their workplace. **Acknowledgment** and **respect** are the two key factors of self-esteem needs. Employees should get acknowledgement of their achievement so that they can be motivated and increase their productivity as well.

“Self-actualisation needs” is in the highest rank of the pyramid model of Maslow's hierarchy. Self-actualisation means knowing self-potentials and working on those areas for gaining better output. In this regard, the company should develop a learning program so that employees can enrich their skills and make themselves prepared for higher career goals.

Maslow's theory of hierarchy is a pyramid model that deals with giving motivation to employees by fulfilling their needs. IBM is also taking care of employees by launching psy program, talent management program, online learning modules to manage them effectively and increase sustainability of the organisation.

AMO theory is also applied in human resource management that stands for **ability, motivation and opportunities**. AMO theory is widely accepted to evaluate the HRM framework. As per the view of , Kellner *et al.* (2019), this theory shapes the characteristics of the employees for the organisational benefit. As the workforce is closely related with the financial performance of the company, the company needs to focus on polishing up the ability of employees so that they can. Perform with high efficiency. In this regard, HR should conduct training sessions and organise talent management programs so that they can enrich their capabilities and learn new skill sets.

Motivation is the second factor in this theory where the main principle is making employees motivated and encouraged by taking care of their needs. Motivation is given through a lucrative pay scale, pension scheme, retirement benefits and promotion. These factors really help to engage employees and make them work to the great extent. Effective leadership is also important to motivate employees to work on their goals and align their personal needs with the benefits of the company.

Opportunities are also one of the important factors of this AMO framework. According to this framework, employees should be given opportunities in decision-making and taking responsibilities so that they can enhance their Knowledge and get practical experience as well (Tran *et al.* 2020). HR of IBM should understand potentiality of employees and give them opportunities according to job requirements.

Conclusion

In this report, human resources of IBM has been discussed with identifying some particular areas and analysing some models and principles. At first, the background of IBM has been discussed by introducing some major aspects in management. In the Analysis part, three areas such as

compensation, staff retention, learning and development are chosen to evaluate those areas and mitigate all the loopholes in human resource management.

These strategies will help to enrich business performance and take care of product innovation, quality management and change management as well. It will make people more valued, appreciated and create a sense of belonging to the company. This report also talks about some theories such as Maslow's hierarchy theory and AMO theory have been depicted to bring light on prime aspects of human resource management and make it more effective in the organisation.

Reference

- Academia, (2021) retrieved from https://www.academia.edu/30769263/Human_Resource_Management_of_IBM_Human_Capital_Development_and_Management on [6th January, 2022]
- Boon, C., Den Hartog, D.N. and Lepak, D.P., 2019. A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), pp.2498-2537.
- Boon, C., Den Hartog, D.N. and Lepak, D.P., 2019. A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), pp.2498-2537.
- Carnevale, J.B. and Hatak, I., 2020. Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of Business Research*, 116, pp.183-187.
- Guo, J., Weng, D., Zhang, Z., Liu, Y. and Wang, Y., 2019, March. Evaluation of Maslows Hierarchy of Needs on Long-Term Use of HMDs—A Case Study of Office Environment. In *2019 IEEE Conference on Virtual Reality and 3D User Interfaces (VR)* (pp. 948-949). IEEE.
- Hale, A.J., Ricotta, D.N., Freed, J., Smith, C.C. and Huang, G.C., 2019. Adapting Maslow's hierarchy of needs as a framework for resident wellness. *Teaching and learning in medicine*, 31(1), pp.109-118.
- IBM case study, (2021) retrieved from https://www.shrm.org/certification/educators/Documents/Boudreau_Modify on [6th January, 2022]
- IBM, (2022), *homepage*, available at, <https://www.ibm.com/us-en/> retrieved on [6th january,2022]
- Ilaya, D.A.V., 2018. IBM Cloud at Work: Implications to Human Resource Development Management of Sales Technical Support Employees of IBM Eastwood. *Cognoscere: SPUQC Student Research Journal*, 13(1), pp.1-1.
- Jia, Q., Guo, Y., Li, R., Li, Y. and Chen, Y., 2018, June. A conceptual artificial intelligence application framework in human resource management. In *Proceedings of the International Conference on Electronic Business* (pp. 106-114).

- Kellner, A., Cafferkey, K. and Townsend, K., 2019. Ability, Motivation and Opportunity theory: a formula for employee performance?. In *Elgar introduction to theories of human resources and employment relations*. Edward Elgar Publishing.
- Khan, E.A. and Hayat Khan, S.M., 2019. Factors Affecting Employee Attrition and Predictive Modelling Using IBM HR Data. *Journal of Computational and Theoretical Nanoscience*, 16(8), pp.3379-3383.
- Okbagaber, T.B., 2019. The effect of human resources management on employees retention in IBM corporation. *Journal of Asian Business Strategy*, 9(2), pp.158-173.
- Salunkhe, T.P., 2018. *Improving employee retention by predicting employee attrition using machine learning techniques* (Doctoral dissertation, Dublin Business School).
- Stahl, G.K., Brewster, C.J., Collings, D.G. and Hajro, A., 2020. Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), p.100708.
- Tran, P.T., Pham, L.M., Do, P.T. and Le, T.A., 2020. HRM practices and employees' innovative work behavior-IWB An application of the AMO theory. *Journal Homepage: <http://www.ijmra.us>*, 10(5).}