

hr report

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Introduction

Employers in the East Coast County (ECC) are struggling to fill the vacancies of Senior Human Resources (HR) positions, simply because of the lack of business partnering skills found in the candidates. It was discovered that around five years ago within the public sector, there has been a lack of strategic HR business partnering capability and skills. This concern needs to be addressed and ECC has come up with a conclusion to change this by building their knowledge of business partnering skills and delivering support to people so that they are competent to fill these important strategic HR positions. Since people are a company's most significant asset, human resources are crucial to a business. It oversees hiring new personnel and keeping existing ones. Creating a productive workplace culture also entails developing regulations and processes. When each of these factors is properly implemented, it can result in higher productivity, employee happiness, and ultimately, corporate success (Newsome, 2023). This report will explore how this can be done by elaborating what the difference is between the private and public sectors. Exploring how the sector determines the effectiveness of HR strategy and how HR develops employees to achieve strategic goals. Finally, the organisational climate factors that affect the effectiveness of HR strategy will be explained. To end the report there will be a conclusion and recommendations.

How does HR in the private sector differ from HR in the public sector?

The public and private sectors have one clear differentiating factor between them which is ownership. The private sector is owned by stakeholders and entrepreneurs and the public sector is controlled and funded by different levels of government and members of political communities. The important word when defining the difference between public and private sector is ownership. Due to the public sector not having any ownership, there is no clear responsibility to how the employer's and employee work. Human resources within a company are crucial to the success of a company. and if they have no clear indicator of their role, it is likely the company will not be successful. There are reoccurring issues in the public sector such as workers shortages, unmet customer needs, employee stress and burnout, an increase in resignations including a higher than average proportion of resignations related to age or retirement difficulty maintaining competent workers, and competition for new recruitment are challenges faced by public sector organisations (Beaudry, 2022). This is where HR lack in responsibility. Additionally, according to certain research, interpersonal interactions are of higher quality in the private sector than in the public sector, as well as receiving emotional support during the COVID-19 epidemic which in turn was linked to lower

levels of stress and burnout. According to this study, personnel in the private sector expressed greater levels of autonomy and relatedness satisfaction, but those in the public sector expressed greater levels of autonomy frustration (Dirzyte et al., 2022). In fact, the majority of business annual reports blatantly proclaim that the company's employees are its most valuable resource. Despite these commonly held opinions and the all too frequent comments to the contrary, many organisational decisions imply that the firm's and the HR departments are not given much attention. For instance, when public businesses need to decrease costs, they prioritise investments in their employees salaries, wages, and headcounts. Furthermore, even when top managers value the company's employees, they might not value the HR division (Barney and Wright, 1998). This initially leads to less influence in the HR departments. Following, waves of transformational reform within the public services of several governments throughout the world were sparked by the global economic crisis that started in 2008. According to Bach (2011) cited in (Truss, 2013), several government agencies in the UK are experiencing budget cuts of 25%, and the public sector is anticipated to lose 330 000 jobs as a result. It is expected that a considerable number of jobs will be lost in all parts of the public sector as a result of the UK local authorities being forced to make savings of 30% over the course of four years. Some operations will likely be drastically reduced, while others will be stopped entirely. A research project examined the strategic partnership role that human resource management (HRM) now plays in management. A journal stated that there is a need for HRM in the public sector to improve government operations and bring about much-needed service delivery. An analysis of HRM practises in the public sector, suggests that there is tremendous room for improvement. But due to the public sector not being profitable, HR have no drive to work hard. In order for HRM in the public sector to be updated and fulfil its promises, the study recommends using benchmarking as a strategy. It explains the fundamental challenges of adopting benchmarking in HRM while describing the nature and process of benchmarking. It ends with some recommendations for a course of action. HRM practitioners and academics must work together as effectively as possible to discover the "best" practices in HRM. Benchmarking has the potential to significantly improve HRM in the public sector if it is applied imaginatively. The implementation of the benchmarking process itself serves as a barometer for how professionally HRM has advanced in the public sector (Akinnusi, 2008, p.10). According to a review of the literature by Sabar et al. (2020), benchmarking in industrial businesses increases market performance, customer satisfaction, productivity, quality, the use of continuous improvement, market performance, environmental awareness, and industrial competitiveness. As one method of meeting the government's mandate that public organisations provide best-value services, several public-sector organisations have been urged to use benchmarking. Benchmarking is seen as a crucial management

technique for achieving best-value services in public-sector organisations, and it has been extensively employed in private-sector firms (Magd and Curry, 2003).

How does the sector determine the effectiveness of HR strategy?

This will be explained using the agency theory. The agency Theory is a management theory that examines how conflicts of interest develop between principals (organisation) and agents (HR). The agency theory can be used to explain the difficulties in finding and keeping the best applicants in the context of human resources job openings (Eisenhardt, 1989). The agency hypothesis holds that agents may not have the same interests as the principle, such as increasing their income, maximising their personal utility, or reducing their workload and structure conflict and a lack of understanding and control. This may lead to circumstances where agents act in ways that are in their own best interests and disadvantage the principal, such as slacking off, avoiding their duties, or quitting their jobs (Jensen & Meckling, 1976).

The agency hypothesis contends that job candidates may be driven by their own goals, such as obtaining the greatest pay or the finest benefits, which may not coincide with the interests of the organisation, when it comes to human resources hiring. Additionally, after being hired, staff members could keep pursuing their own goals, which could result in disagreements with management about things like pay, workload, and promotions (Boxall & Purcell, 2016).

Employers can adopt a number of techniques, such as providing competitive salary packages, defining clear job goals and performance measures, and offering opportunities for growth and development, to lessen the effect of the agency theory on human resources recruiting. Employers can also discover individuals who are more likely to share their beliefs and interests by using screening techniques like behavioural tests and background checks (Loh & Chia, 2017).

How can HR develop employees to achieve strategy goals?

According to the resource-based theory (RBT), an organization's resources, including its workers, are essential to attaining its strategic goals. RBT can be used by HR departments to help staff members grow and improve so they can better serve the needs of the company (Yang, 2009). The role of HR in recognising and maximising an organization's resources, especially its workforce, is emphasised by RBT. RBT can be used by HR to identify resources that are valued, uncommon, and hard to replicate in the market. HR can build plans that tie employee development objectives to the strategic direction of the company (Kozlenkova et al., 2013). By funding training, education, and professional development, HR can help employees grow. By acquiring experience and abilities that are unique to the business, employees can use this to give the company a competitive advantage. HR can

also aid employees who possess important and uncommon abilities to improve their development (Jackson and Ruderman, 1999). RBT can be used by HR to find candidates who have important and uncommon resources that complement the strategy and objectives of the company. For instance, HR can spot candidates that have a special combination of abilities, life experiences, and knowledge that would be challenging to match within the company or sector, also adhering to any policies. RBT aids HR in creating staff members who have the skills required to accomplish the strategic objectives of the company. HR can give the company a competitive advantage that fosters long-term success by investing in personnel development and recruitment (Wright et al., 1994).

What organisational climate factors affect the effectiveness of HR strategy

The success of an HR strategy can be impacted by a variety of organisational climate elements. These consist of:

1. **Leadership:** The effectiveness of HR strategy can be significantly impacted by the leadership within an organisation. Employees may not take HR initiatives seriously if executives are unsupportive of them or fail to convey their relevance (Pereira and Gomes, 2012).
2. **Communication:** Effective communication is crucial to the success of any HR initiative. Employees may be less willing to adopt HR rules, programmes, or training if they don't comprehend it (VALENZO-JIMÉNEZ and MARTÍNEZ-ARROYO, 2020).
3. **A supportive culture:** HR activities may be hindered by a toxic workplace that lacks openness or trust. For instance, a workplace environment that stigmatises mental health issues may discourage staff members from enrolling in wellness initiatives or seeking counselling.
4. **Employee engagement:** The success of HR programmes can be greatly impacted by motivated, engaged staff. The more employee engagement and support there is for HR strategies, the more likely it is that they will succeed and have a good impact on the business (VALENZO-JIMÉNEZ and MARTÍNEZ-ARROYO, 2020).
5. **Organisational structure:** Hierarchical organisations can make it challenging to execute HR initiatives across the board, particularly if communication routes are weak. Implementing HR initiatives is made simpler by a flat organisational structure with fewer layers of administration, which frequently encourages more open collaboration (VALENZO-JIMÉNEZ and MARTÍNEZ-ARROYO, 2020).
6. **Staffing:** The effectiveness of HR initiatives depends on having an adequate number of HR professionals with specialised knowledge. It can be challenging to properly implement HR initiatives when HR staff is overworked or lacks the essential resources.

Conclusion

In the public sector, it is challenging to fill HR posts due to a variety of variables. However, by providing competitive wage packages, opportunities for growth and advancement, and streamlining the hiring process, public sector organisations can enhance their recruiting and retention strategies. Public organisations would need to invest more in their employees and put in place a system of incentives that encourage internal competition and personal performance in order to overcome the very common disadvantages of the entire sector. I did this by comparing the main liabilities regarding human resources in the public sector to the facts discovered in the private one. The performance of the sector will undoubtedly be greatly impacted by the growth in experience and quality of public personnel, with consequences becoming apparent in no more than 2-3 years. Every employee must be attracted to and directly involved in order for there to be competition, hence the management contract's performance metrics govern how much everyone is paid. The state and local budgets will benefit directly and favourably from requiring organisations to better manage their own finances, without constantly depending on the government or municipality for additional funds if needed. At the same time, this will make the organisations stronger, more competitive, and more cost-effective (Potcovaru, 2018).

Recommendations

Showcase the influence of HR work in the public sector: HR departments in the public sector can be crucial in ensuring effective, and efficient governance. Emphasising the advantages and benefits of HR work in the public sector can assist recruit top talent and encourage current workers to continue to be dedicated and motivated.

Offering competitive compensation and perks: Public sector organisations need to offer salaries and benefits that are on par with those offered by private sector businesses in order to draw top talent. This can include amenities like retirement plans, health coverage, paid time off, and other incentives.

Focus on training and development: HR specialists want to work for companies that support their professional progress and provide opportunities for advancement. Regular opportunities for training and development can aid in developing a competent HR team that can have a positive effect on the organisation.

Create a pleasant work environment: A great work environment is crucial for attracting and retaining top HR talent. HR professionals seek employment in a setting that promotes innovation, creativity, teamwork, and communication. A supportive workplace culture, open

communication, and acknowledging achievements are all important in fostering a happy work environment.

Stress the need for work-life balance: HR professionals frequently handle complex issues and deadline-driven projects. However, promoting work-life balance and lowering employee burnout among HR staff can be achieved by providing flexible work hours, remote work choices, and support for family leave or other life events. By doing this, you can make sure that HR professionals are strong, content, and inspired to perform at their highest level.

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