

**(LCMB7000)**  
**Human Resource Management**

# **Assessment 1**

# **Individual Report**

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## Introduction

Human Resource function is all about knowing the future needs of an organization. HR department within an organisation is important as it handles recruitment and boarding, training and development, legal compliance, and disciplinary action. HR activities include Payroll, administration, communication, HR information systems and succession planning (Bailey et al, 2018).

This report will highlight how the role of HR have changed over time since 1890s to HR roles today within an organisation. I will explain how context affects the implementation of sustainable Human Resource Management globally using examples of different organisations and how we can sustain the sustainability agenda using example, of a 'Care Home' organisation.

To conclude the report, I will provide a reflection summary of my learning and how I intend to position myself to maximise the potential of the growing influence of sustainable HRM.

### 1.The roles of Human Resource have changed over time.

The human resources management (HRM) landscape has undergone several evolutionary stages, largely due to the industrial revolution (1890-1913), world wars (1914- 1945), globalization (1979- 2000, till now), and the exponential growth of technology (Itika, 2011; Noe et al., 2016).

Human Resources evolution has systemized into four stages:

- Conception
- Personal / People Department
- Strategic Human Resource Management
- Sustainable Human Resource Management

Before the Industrial Revolution, people lived mainly away from the land and would harvest from the natural land to survive (Designing Buildings, 2023). The Industrial revolution introduced factories, which gave people the opportunity of guaranteed employment and later remuneration (Eckel & Moyn, 2014). However, factory conditions were often unacceptable, and there was initial reluctance to work there. For example, the textiles industry was the dominant industry in terms of employment, value of output, and capital invested however, workers had to work under terrible conditions such as frequently using a machine in a crowded, noisy room with strict regimes and very little consideration for their welfare as they were not paid well and a typical workday was 12 hours or more, six days per week (Eckel & Moyn, 2014).

Scientific management, developed by FW Taylor and F. Gilbreth, has changed the system of work. Production has been rigorously analysed to improve working conditions for workers who are part of the production process (Designing Buildings, 2023). Also, philanthropic employers emerged, such as Robert Owen and the Cadbury family to improve working and other social conditions for their employees. In 1913, the first institute for welfare officers was formed, they were introduced to improve working conditions in a workplace by educating workers in health, safety, and hygiene. Globalization in 1980s introduced Legislation. Further improvements in individual and trade union rights are expected to be introduced through European Directives and subsequently into national law (Eckel & Moyn, 2014).

Personnel HR departments have changed a lot in the last 20 years. HR departments traditionally manage all employee-related matters, such as: Recruitment, selection, training, evaluation, record keeping, etc. Many of these functions are performed elsewhere today, for example, Consultants recruit and recommend new employees. Supervisors implement

evaluation, disciplinary and grievance procedures, and external agencies provide training and education to employees (Obeidat et al, 2016).

The HR manager's role today is to advise the organization on human resources. This can be internal or external to your organization.

HRM Sustainability concept dates back under 30 years ago, it was introduced in 1987 Brundtland Report. This concept was development of organizations, to meet the needs of the present. In the past, sustainability meant environmental sustainability. It meant using natural resources so that people could rely on them in the future (Eckel & Moyn, 2014). Today, Human Resource sustainability include preserving knowledge assets, minimizing paperwork, and creating awareness of eco- friendly practices. These things help organizations operate in an environmentally sustainable manner (Obeidat et al, 2016).

Strategic HR Management provides a framework that links HR management and development practices to long-term business goals and results using organisations most valuable asset-its people. This helps an organisation increase job satisfaction, better work culture and improved rates of customer satisfaction, efficient resource management and productivity boost. For example, a good relationship between the managers and their employee increases employees to perform high which increases profitability for the organisation (Emeritus, 2023).

## **2. Assessment of the main affecting factors of Sustainable global HRM**

Global HRM ensures that an organization's policies and processes fully support its global vision. For example, this is done by providing knowledge and tools to create a successful work environment for our diverse workforce and teams (Soares et al, 2023).

Factors that affect HRM in the global markets are culture, education and skill levels, economic system, and political and legal system.

PESTLE allows companies to understand the macro factors that may impact the industry environment:

Political: Environmental regulations and Tax policy.

Economic: Minimum wage, inflation, cost of living.

Sociological: Health consciousness, Cultural norms, and expectations.

Technological: Robotics and artificial intelligence.

Legal: Changes to legislation impacting employment and imports/exports.

Environmental: Pandemics, Global warming and switching to sustainable resources

(Soares et al, 2023)

Technological factors impact the implementation of sustainable HRM globally due to technology taking over rapidly with robotics and artificial intelligence. Companies are trying to keep up to date with the rapid change and competition. Robotics are already replacing human jobs in supermarkets for example, in Asda and Tesco there are self-checkouts, this rapid change has an impact on global carbon emissions, so organisation need to think of transformation and how to consolidate new technologies and new measures to proceed with sociological development (Brandi et al, 2022).

Organization guide's its employee behaviour by embedding ethical values in its culture therefore this can influence the recruitment and selection activities of an organization.

Organizational culture shapes individual performance, for example, employee performance appraisal system, compensation, training and development, employee satisfaction and time flexibility (Obeidat et al, 2016).

**Sustainability is different in organisations** due to its size, responsibilities, resources and recruiting methods.

Organisations that have set policies and practices aligning culture and human touch, these organisation would not replace robotics over human for productivity due to the service they provide as robots would not able to do the job, for example, the 'Care Homes', who employ a 'Carer', to look after elderly or young children would have organisational core values and would recruit someone with the correct skill's, qualification, and personality for that job role. Care Homes provide a sustainable development as they are providing personalised services which connect people to their communities and to the environment in which they live (Roberts, 2019). Moreover, Care home sustainable development for the future means more job creation as robots are not able to replace their roles, generates income, opportunities for social inclusion, gender equality and creating decent employment for the youth.

Care Homes can promote sustainability by changing waste practices, sharing equipment, and investing in green energy (Brandi et al, 2022).

Whereas organisation such as a 'Insurance Company', are using artificial intelligence software's to increase work productivity to make work easier for its employees creating a less pressured working environment and creating more time for employee opportunities for development. By doing this they are creating a working relationship with their employees to stay with the organisation for long term. Insurance companies are promoting sustainability by promoting future jobs for the economy, promote sustainable transport with reduced environmental impact such as policies for electric and hybrid vehicles, policies that reward low annual mileage and responsible driving.

**Sustainable HRM is different in different industry**, especially companies operating in highly competitive and regulated environments. All industry has an obligation to balance its economic, social, and environmental performance.

For example, the textile industry operates in a highly regulated environment, textile industry manifested discharge of high amounts of chemicals loads into the receiving environment. Today's social awareness of the environment is forcing the textile industry to produce environmentally friendly products, cleaner production, and opportunities for change in textile processes in accordance with the laws. Textiles organizations now rely on environmentally friendly production methods, such as eco -materials to be used so less harmless waste and reusing/recycling (Toprak and Anis, 2017).

Textile sectors are implementing new process technology which is costing them high initial investment cost than other methods. Advantages of this will help the industry improve in product and production quality in the long-term saving cost. This is contributing towards "Green" HRM, advantages of theses practises increase the overall level of eco-literacy amongst employees, making sustainability a part of everyone's daily practices. Other advantages of following new process technology applications will provide a better working environment and employee wellbeing in this sector as this will reduce noise pollution which happens in places where knitting and weaving, this causes about 80% of hearing loss in people working there (Toprak and Anis, 2017).

HRM in the Textile industry require personnel management for in depth training, work culture to develop and system to work supporting the environment.

Whereas in the Care Homes industry government regulations are different, this industry does not impact the environment as highly as the Textiles industry however Care Homes are highly regulated and funded by the government to sustaining effective interventions that improve quality and safety of care is a key challenge in improving the outcomes of the healthcare (Roberts, 2019). In this industry continuation of fixed government funded projects help the sustainability become a routine part of care delivery and continues to deliver desired outcomes (Scheirer et al, 2011). The cost to sustain sustainability in this industry is not as expensive as the textile industry however 33% to 70% of changes made in healthcare will not be sustained due to projects funded have short lived impacts, this means time, effort, money spent on projects may be wasted (Allen et al, 2007).

**HRM Sustainability is different globally**, the crucial difference between local HRM and International Human Resource Management (IHRM) is that IHRM primarily focuses on monitoring international taxation laws, employment protocols, language proficiencies, work visas & permits for a global workforce (Armstrong, 2009).

In Kuwait global companies are struggling to establish and maintain an effective and affordable strategy for recruitment, retention, and engagement in today's unstable global economy. Kuwait is still using the old style of personnel administration and policy police which has a negative impact on HR professionals (Barakat, 2013). Kuwait is struggling to be real strategic partners; they have the wrong people in the job who are not skilled or qualified to do the role. Kuwait employers within organisation do not take their jobs seriously due to lack of trustworthiness and no learning & development (Barakat, 2013).

Kuwaiti employers mostly complain about interference of politics, inequitable treatment, and unfairness, feeling insecure and being stuck in their career growth (Barakat, 2013).

HR functions in Kuwait need to innovate and invest in talent sourcing, talent development, appraisal, rewards, teamwork to retain staff and build trust (Obeidat et al, 2016).

Whereas in the United Kingdom sustainable HRM create a culture by setting out values and policies to control employee behaviour within an organisation. Also, reward their employees through incentives to retain staff and build trust (Obeidat et al, 2016). UK sustainability supports the economy globally, creating jobs for people around the world by following international taxation laws, employment protocols, work visas & permits for a global workforce. There are four global staffing approaches: ethnocentric, polycentric, regiocentric and geocentric (Chanda, 2007).

Ethnocentric staffing is usually used when opening a new branch at a new country and hiring a person from parent country making the process easier for an organisation policies and procedures to be transferred (Zhu, 2019). Polycentric staffing is more sustainable to the global economy as it creates jobs in other countries for locals to fill in the position due to the unknown market or culture to adapt better sales operation (Zhu, 2019).

Regiocentric staffing does not sustainably benefit the global HRM as this involves transfer people within the same region to fill positions, this helps organisation cost as it may be cheaper to transfer from the parent country. The risk of this transfer involves barriers such as language and culture (Zhu, 2019).

Geocentric staffing is sustainable for future generation as this approach globally connects people from different countries and background to work together and understand global culture better, from this better innovation ideas can be developed. This staffing approach is more of a fair global recruitment as the recruitment hire the best people to fill positions without regard to where they come from or where they live. For example, hiring remote employees (Zhu, 2019). This is sustainable as it reduces global travel and all employees around the world can work and attend meetings through online platforms making it more convenient and cost effective.

It would be beneficial for Kuwait to invest in geocentric staffing, in long term to save money and would give the businesses a better strategic plan. This recruitment process will recruit the right skilled people to lead and perform creating a positive morale at work.

Skilled and qualified people within a role would be able to share knowledge and train and develop their colleagues (Chanda, 2007).

### 3.Sustainability Agenda

Sustaining the sustainability agenda can be achieved by organisation coordinating three core elements: Economic growth, social inclusion, environmental protection. These factors are interrelated and are important for individual and societal well-being.

Every organisation has different sustainability agenda to sustain depending on the product or service they are providing, for example, 'Care Homes', have most vulnerable and frail older people in society. Currently 433,000 people live in care homes in the UK.

Care Homes to implement sustainable HR need to firstly define the organisation social purpose which is to 'Sustaining effective interventions that improve quality and safety of care is a key challenge in improving the outcomes of healthcare' (Barat et al,2019). They can do this by adapting to technological change and adjust to an increasingly automated world (LaingBuisson, 2023).

Generating the consolidated framework for sustainability using the Guest model, will give improve organisational performance and will create a stronger focus on ensuring that the HRM strategy fits (Thierry, 2018). The Guest Model by David Guest's (1989, 1997) focuses on the individual needs rather than the combined workforce. Using this model individual performance can be monitored on a regular basis to see how it impacts the organisation (Thierry, 2018).

Secondly, review workplace practices to make sure all-in line with sustainability goals by introducing code of ethics which to be communicated to entire workforce (Roberts, 2019).

Code of ethics helps the organisation to provide safe, guaranteed care and support.

In Care Homes code of ethics should include behaviour, dress and infection control, identity cards, confidentiality, Time keeping, equal opportunities such as all workers and service users must be treated equally regardless of their race, religion, sexuality, disability etc. Moreover, have a full medication policy which to be alluded in the code of conduct (Barat et al, 2019).

Care Homes need to make sustainability a vital part of their recruitment and onboarding, for example, to find the right candidate for the job discuss the importance of the organisation ethics at recruitment stage and check candidate skills and experience fit's the role description (Roberts, 2019). Also, being more electronic at recruitment stage helps your employees be more sustainable. For example, providing tools such as global cloud HR and people system which automates processes and eliminates paper. The advantages of such tools give a workforce more ownership of managing their employee data through self-service and saves time.

Sustainability measures require specialist knowledge, therefore Care Homes to provide employee regular training and capacity building by offering recognised industrial qualification for individual confidence and career progression (Roberts, 2019). This reduces high employee turnover.

Care Homes HR sustainability goals should incorporate incentivise into performance reviews such as bonuses, increase of holidays due to length of service, yearly pay increase, employee well-being programmes and retail store discounts (Armstrong, 2009).

Incorporating incentives within sustainability goals sends out the message reward programmes are not only for business gain but also delivers tangible service which employees can benefit from working with the organisation.

Care Home can also sustain HR sustainability by providing volunteering opportunities to all employees to join company volunteer schemes, where they can take off time to support charities, and to nominate charities or causes your company should support to help the economy growth.

Overall, HR sustainability benefits help drive employee engagement and retention well as a brand customer can identify with. Organisation that put environmental and societal considerations along with growth and profit meet the needs of people today without compromising the ability of future generations.

#### **4. Reflection**

I have learnt sustainability is very important for the future generation and we need to minimise our resources by not using the future generation resources.

Sustainability is not just a responsibility of one organisation or a country, globally everyone needs to play their part towards sustainability.

I feel HRM role has become very important within an organisation, not just to recruit the right person for a job but also, to move the organisation forward being sustainable and compliant with the law domestically and internationally (Brandi et al, 2022).

HRM play a responsible role within the organisation, and they set HR policies to control employee behaviour within an organisation building a culture and largely contributes to the organisation strategic plan in meeting the company vision (Brandi et al, 2022).

I have learnt organisation that do not have a strategic plan or use no HRM models to fulfil needs of their employee are not able to sustain HR sustainability within a workforce (Thierry, 2018). This leads to high employee turnover due to no trust between employer and employee. HRM models can be used in today's organisation to establish variables and relationship to understand the future technology (Thierry, 2018).

HRM just don't employ the right skilled person for the role, also they make sure the best candidate is recruited for the role by conducting a fair recruitment screening. Recruiting the wrong person for a role leads an organisation to fail for example in Kuwait they are facing challenges to move forward locally and globally (Chanda, 2007).

#### **Conclusion**

We have come so far from poor working conditions to regulated working environment that puts employee's well-being as a priority. Over the years specialist jobs have created. Introducing the role of HR within organization has created more specialist management roles to manage different function of the business domestically and internationally, employee behavior controlled through organization policy and implementing fairness across a workplace to build employee motivation (Chanda, 2007).

We are in a world where we have become more strategic in planning as we constantly updating workplace institutions and system to keep up to date with technology and sustainability. HRM models help can be used in today's organisation to sustain and assess individual needs within an organisation to offer suitable incentives (Thierry, 2018).

HR Sustainability recruitment process include all workers must be treated equally, regardless of their race, nationality, ethnic origin, religion, marital status, sexuality or disability, this is heavily focused by all organizations and monitored through by completing a survey during application process (Armstrong, 2009).

HR sustainability has become competitive in retaining staff as organization continuously exploring different ways to reward their employees.

Technology is taking over many jobs, with creation of robots. Future is uncertain to which job roles will be available or weather new roles will be created (Chanda, 2007).

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