

Research statement research paper example

[Business](#), [Company](#)



Introduction

Human resource benchmarking in an organizational approach entails the change procedures that are directed towards continuity of improvement in the search for positive practices. Organizations with recognized leaders were known for performance that is superior with the basic ideal being the analysis of the measures undertaken for the improvement and integration of the applied methods can be of use. Benchmarking is normal aspect in the auditing of human resources with the process of auditing being defined as an internal study of the functions of human resource within the organization. In addition those involved in the managed performance and level of supervision as the initial step in the procedures of auditing is the evaluation of human resource effectiveness and areas of function.

Overview

Benchmarking of activities related to human resource so as to ensure improvement is continuous. Therefore, it is upon human resource professionals to have knowledge of value addition to the organization as benchmarking provides tools for value addition as well as measureable variations (Smith, 2006). The focus being the alignment of the human aspect of business operations in the strategic planning of the organization; As such this paper will provide an introduction to the phases involved in benchmarking procedures with examination of the issues that require benchmarking as well as were to find information concerning benchmarking.

Determining what to benchmark and what to measure

The initial phase of benchmarking comprises of planning with part of

planning procedures calling for auditing of human resource procedures that are in possession as well as those procedures that have failed (Kara, et al. 2009). The only path to making a decision of the matter and obstacles to effective human resource operation as well as measurement and analysis of data will entail a general call for auditing of human resource based practices. This will include selecting and placement with training, compensating, developing, benefits, relations with employees, health as well as safety. Normally these measures in accordance with areas of practice can comprise of turnover of employees, absenteeism, accidents and the attitudes of employees. Organizations have a tendency to deal with major issues by waiting until a warning call has been made or having the need to intervention into a crisis to ascertain if it is working or not. The best interests of an organization lay in the participation of continued and periodic auditing so as to effectively learn as thorough auditing involves searching for human resource activities and the effect across the three levels.

These comprising of daily operational impacts, impacts to the medium level as well as implementation of initiatives that is strategic although it should be noted that a single audit of these three phases will avail a limited review.

Take for example if implementation of the review lays on the basis of strategic initiatives then the emphasis should be on the future with a call for examining the current state (Kossek, et al. 2006). This will provide some questions such as the measures that need to be implemented to make the strategic transition a success as well as how the daily operations are run in addition the impact of human resource on mid level management. Other questions would entail how managers handle issues related to human

resources as well as whether a measure of changes should be placed on hold as the notion is held that the strategic implementation initiatives will handle it.

Background

Identification of internal opportunities of benchmarking

It is at this point that we shall be presented with the need to put in place plans with the intention of providing linkage between the efforts of benchmarking to the strategic planning of the business. The obstacle that may present itself at this point is for human resource identification of meeting the needs of all the three phases within the organization (Lai, et al. 2011). In which case regarding the daily operations we shall be required to examine internal human resource data or collected department related information so as to ascertain the existence of any strength or limiting factors in the current policies, work practices and business procedures. On the other hand the mid phase impact will entail the conducting of interview with major management so as to obtain their ideas on the present and required practices of human resources and impacts with identification of the loopholes.

On the other hand strategic activities will deal with the identification of the strategic plan that will have an impact on human resources by identifying what is placement and not. This will involve undertaking interviews with major managers regarding their thoughts on how the plan will impact them with consideration of brainstorming scenarios based on " what if" approaches as well as documentation of ideas (Moriarty, 2011). Therefore, benchmarking provides us with alternatives with one option being to seek outside to the

operations of other organizations with a tendency organizations simply overlooking the main features or ahead of times innovation. This is in order to gain a view of the developments that have already been implemented in the organization with another format of internal benchmarking comprising of data tracking with time as some examples comprise of turnover tracking or the attitudes of employees over an established period (Smith, 2006).

Data analysis will reveal certain trends as senior management is favorable in detailed information while requiring a full picture. Data trend provisions create a path of gauging progress with formulation of progress that is continuous as well as new program planning and strategic initiative implementation.

Methodology

Emphasis of certain targeted matters and measures

Blockages of time in the identification of areas that need benchmarking are crucial as time spent in thought of the issues that need resolution. This phase is initiated through concentration on problem analysis or opportunity with documentation of specific responses regarding certain questions which will initiate another activity of development of specified and targeted matters related to the problem or opportunity (Kara, et al. 2009). During these activities not attempt should be made to reach the problem solutions or opportunity at this time.

These questions would include description of the problem or opportunity in its basis form with the major factors comprised as well as identifying the problem involved. The importance of adequate study as well as ascertaining

relevance of available data regarding the problem or the opportunity in addition to the location of the problem;

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Partners and stakeholders involved with description of the present status and desired status description in addition to analysis of the problem or opportunity for attributes versus the possibility of causes. This would be followed by listing of all explanations that are possible for the problem or opportunity with examination of presented explanations that bear the most relevance (Jiang, et al. 2012). Identifying common relationships within the explanations with review of the crucial problem causes or opportunities with consideration of realism to reduction, modification or elimination of one or more of the latter; Furthermore, there is need for specification to the practical approaches to improvement of the solution in case the problem or opportunity is solved with regard to the benefit to the organization.

Existence of the likelihood of senior management committing and supporting the effort in addition to reflection of the personal involvement regarding the problem;

Recommendations

Prescriptions for Action

The measure of the control over the situation as well as possibility of identification of the initial steps that are required to be undertaken with the final question being the documentation of specified and targeted issues in the form of a statement or question; This in addition to identification of the problem the main aspects involved and the parties affected. Even in

organizational culture there is a need to resolve issues which the above analysis provides assistance in review of the situations (Barneym, 2011). This is because in handling senior management we are presented with the imperative for human resourcing in the form of professionals with documentation of their activities and outcomes.

Thereafter, they should be quantification of figures based on the data with costs that can be measured, time, benefits, amount as well as measureable variations. As such successful benchmarking is required as a necessity to gain clarity in measures that are defined regarding competency and performance. However, we are presented with a paradox that entails the limitation of measures that are clearly defined in existence to benchmarking versus human resourcing (Bullen, 2010). It is after all of this that one may raise the question as to whether human resources in practice create a difference in the outcomes of the business with a call for human resource professionals to face this question head on.

Therefore is order for strategic human resource benchmarking there is need to create linkages between human resources and business outcomes as the relation between human resource practices and the outcomes of business lays on the foundation of simplified premise. This foundation comprises of improved deployment and the application of human resource practices with correlation of increased business outcomes. In several earlier human resource research studies there was holding of the assumption that this relation was relatively minimal as there was inadequate evidence in evidence to provide actual test.

Findings

Findings from current research have provided outcomes that are general as well as specified regarding human resource finds in general and financial performance more so. In general human resource professionals view issues related to human resources as crucial to the performance of the business (Patrick & McMahan, 2011). On the other hand the management line is required to hold responsibility and increased involvement in human resource practices as well as the application of human resource practices. The general quality of the human resource index was in combined development for specific firms on the basis of aggregated rating of human resource activities in adoption by the organization.

The human resource index quality was been associated four financial measurements which include market or book valuation (this is the value of the market of the organization on the basis of the price of stock divided by the assets of the firm as a representation of the value addition by management (Williams & Oboylejr, 2008). This also includes productivity (this entails the value of the dollar in division of employee numbers) as well the value of the market (this is obtained by multiplying the stock price by the shares that are outstanding in addition to sales. The four financial measures are higher dramatically in relation to the quality human resource practices as we presented in the table below.

The clear indication by the data shows human resource professionals as understanding an increased level of quality in human resource practices as these organizations have higher business outcomes. Furthermore, specified outcomes are presented in the form of generated clustering into give human

resource user groupings. The first being comprehensive human resource which comprises of companies with incorporation of the entire human spectrum of human resource practices (Jiang, et al. 2012). On the other hand traditional human resource user groups entail firms that apply human resource practices in a hierarchical monitoring and employee control. Human resource involvement is another user group whereby companies apply human resource practices to the increase of the levels of skills with the involvement of employees in their jobs and increment of notions towards personal achievement. Identification human resource as a user group comprises of firms that apply human resource practices for the increment of identification with employees with the company (Barneym, 2011).

Recommendations

The important principles that would offer guided support to user group is to have an established practice relevant to service provisions. This would be enhanced by examining existing practices and conclusively developing the right mechanisms necessary to enable the human resource system to have an important milestone in its evolution. Each of these clusters are a representation of specific relation to strategies of business which is the case as companies with a human resource system that is comprehensive have a tendency increased business outcomes. This is without respect to the strategies of the business as firms with strategies of innovation have an increased possibility of achieving success with the involvement of collective human resource practices. On the other hand companies with a cost strategy have an increased possibility of increased success if they apply human resource practices that are comprehensive.

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