

Four dimensions of human resource management practices



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“ Outline the four dimensions of human resource management practices, including specific examples of human resource practices within each area”.

The four dimensions of human resource management practices are:

Managing The Human Resource Environment, Acquisition and Preparation of Human Resources, Assessment and Development of Human Resources, and Compensation of Human Resources as stated by Noe et al (2010). These four practices help companies deal with the competitive challenges (e. g. lobal, sustainability and technology) they are faced with. Managing The Human Resource Environment Managing the Human Resource Environment is a crucial tool, which encompasses of compliance issues, companies objectives and the work environment. Here, the merger of the mentioned pointers will ensure in the smooth running of daily operations. Looking at compliance issues, these will mean that companies would need to operate inline with the government and laws of the countries where businesses is carried out.

These will include tax compliance, operating within active license, work permits and employment act amongst other concerns. For instance, in Singapore’s Employment Act (Cap 91) Part IV, Chapter 38(b)(i) it states that: An employee who is engaged in work which must be carried on continuously may be required to work for 8 consecutive hours inclusive of a period or periods of not less than 45 minutes in the aggregate during which he shall have the opportunity to have a meal

Hence, it is mandatory for companies operating within Singapore boundaries to give employee a break after having worked for a maximum of 8 hours continuously. Moreover, the work environment and job scope would need to be conducive to allow maximum work performance and returns to the

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company and its customers. However, while defining job scopes and environment, it will need to be custom tailored to the employees and not just the company's objectives. Acquisition and Preparation of Human Resources

With greater demands from clients for better quality goods and services entered, companies would inevitably be affected in selecting potential employees. These employees would need to be of high standards to meet the company's objectives. Moreover, there is a possibility for the head count to be reviewed based on situations. In the example of Boeing where there was a job cut for 10, 000 in 2009, almost none of these cuts included their most senior employees. This can be attributed to the fact that back in the 1990s, Boeing had a similar cut where they supplied the workforce with voluntary buyout plans.

Workers with the most experience accepted the then buyout and when the recession ended, Boeing tried to expand but was hurt by labour shortages in the jobs that require the most experience. So this time round, Boeing picks and chooses who should stay and leave, so more often than not, workers with the higher levels of experience are hired. Thereafter, the need to retrain and retain the talent pool through promotions and competitive remuneration package would need to be reviewed. However, it is not short of having the need to revise the retirement age and to release employees deemed unsuited for the new objectives.

Hence, a new talent pool aimed at exceeding, if not meeting, expectation would be formed to successfully deliver the company's commitment.

Assessment and Development of Human Resources With the acquiring of quality employees comes the assessment and development of Human

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Resources. Having the right people for the job is just selecting the right people to embark on a journey. In this area, the need to address the staffing concern of lifelong learning and/or the continuous retraining to enhance employee's productivity and performance is looked into.

Equipped with the right tools and knowledge to climb the corporate ladder, it is said to spot and groom the next generation of team to succeed those before them. Also, the possibility to close the margin of work to employee's interest is seek to create a conducive environment for all to work in. With that, companies will see better performance in staff, which benefits both the company and its employees. Taking reference from the Ulysses program – a global leadership development program for future leaders – designed by PricewaterhouseCoopers (PwC), the eight weeks program is designed to build a global network of responsible leaders by sending their employees to developing areas of the world to use their business skills to benefit locals and learn how to overcome barriers, connect with clients from different cultures and identify answers to very difficult problems. There was one instance where an employee was sent to a village in Africa to help village leaders deal with the community's AIDS crisis. After having worked on the AIDS project, the employee saw how slowly decisions were made in other places, in return the employee learnt to become more patient with his peers at work.

The same employee now also favours face-to-face conversation over email because it is a more valuable approach to building trust due to the fact that the village in Africa has no electricity, email or Power Point Presentations.

Compensation of Human Resources It is important that companies allow

work to be as interesting as possible to keep employees motivated to strive
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and give their best. Moreover it is also vital that companies give attention to their pay and benefits because they contribute to the well-being of the employees.

When employees perceive the compensation package to be fair and just, they are more motivated to contribute to the increase in level of productivity and quality of customer service, which in turn enables the company to meet its business strategy. With reference from the Public Service Division (PSD), Singapore's 74, 000 civil servants will get a year end bonus of two months inclusive of the 13th month pay due to the strong economic recovery. Back then in 2009, because of the economic slump, the payout was just 0. 25 months capped at S\$750.

Minister-in-charge of the Civil Service, Teo Chee Hean, stated that in times of difficulty civil servants took a pay cut and worked hard to help the economy recover quickly. So in helping Singapore to recover from one of its worst recessions, the bonus being paid recognizes the contribution given. To conclude, regardless of a company's strategic direction, how human resources are managed is crucial for providing value to customers, shareholders, employees, and the community where they are located. It also help companies to meet their competitive challenges where meeting ompetitive challenges is necessary to create value and to gain a competitive advantage. Reference List Joseph, W. 2009. This Time, Old Hands Are Keeping Their Jobs. BusinessWeek, http://www.businessweek.com/magazine/content/09_06/b4118050701031.htm [3 December 2010]

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