

# Business performance

Business



Goals of HRM Globalization of the current decade has brought about competition for talents. In the circle of HRM, there exist some strategic tensions as a reality. Examples of such tension include labor scarcity and labor motivation. The labor scarcity calls for individual firms to compete actively against other companies. According to the laws advocated against forced labor any worker can terminate services in any company for an employment opportunity in another company.

With rapid technological changes in IT, the global market faces stiff competition for workers who are computer literate while the employer companies are needed to upgrade internal training in IT. The ability of any company to become dominant and competitive in the market as far as labor is concerned depends to a great degree to its ability to compensate workers and avail development opportunities for its worker (Chain Store Age, 2007). Labor motivation creates a strategic tension as a result of the mode of relationship between the workers and their managerial staff.

Both the worker and manager interact on the basis of trust element. Nobody is capable to exercise entire control over another person and in any interactions, conflict due to diversity in individual interest are un-escapable. Most businesses are based on capitalism which exhibits exploitation while the workers are more oriented towards a more pluralistic tradition. Motivation entails the level of recognition of the worker at the workplace and to what extent the tasks are seen to be interesting to the workers.

The degree of trust the worker expects from the managerial staff also determines the extent of strategic tensions brought about by motivation

(Boxall & Purcell, 2002). Changing Management For the viability of the company the management should address the aspects of cost effectiveness in productivity. For flexibility within the organization and legitimacy, “employers require workers to be both dependable and disposable” (Boxall & Purcell, 2002, 17). Brilliance in performing the duties and tasks is an important component of HRM.

Management approaches such as “ Taylorism” (Scientific Management) “ Human Relations Movement’ and’ Total Quality Management” (Boxall & Purcell, 2002, 18) have in the past been formulated all aimed at enhancing HRM. The basic concept is a participative role of every employee in the company’s decision making, commitment in execution and implementation of company’s policies all of which have important bearing towards motivation of the task performing employees (Boxall & Purcell, 2002).

Cultural DiversityIn the US, ethnic minorities have become significant inclusions into the labor market making diversity brought about by culture a significant component of a global labor market. The diversity brought about by culture has therefore called for some strategic management approaches to facilitate the retention of the talents in the workplace. Culture is a significant factor in the process of talents hiring keeping and development in the organization.

The process involved in HRM becomes acceptable and effective due to the influence of the people making applications and prospecting to join the organization hailing from diverse cultures. Culture is also a potential moderator of the relationships in the organization (Dianna, Stone, Eugene,

Stone-Romero & Lukaszewski, 2007). The Theory of Performance Boxall & Purcell, (2002) have described this theory as “ High Performance work systems, HPWS (p21). It entails adding the value to each individual employee by enhancing “ productivity, defect rates and the proper utilization of the factory space” (p21).

In the process of improving productivity great care should be taken to avoid stressing workers. The theory aims to effectively motivate workers, to widen the company’s social legitimacy and the employees the attitudes of the employer. The ideal reasons as to why people in any organization perform to the standard are knowledge, expertise, skills and experience, they are beefed with the necessary motivation and incentives, and they are surrounded by a conducive working environment and are allowed appropriate channels to express themselves.

The work systems of the company and the employment models of the same company are some added components of labor management acting at individual as well as collective perspectives of people’s management (Boxall & Purcell, 2002). In conclusion, Talents inherent in people in any organization play a very significant role in the company’s steps towards gaining competition advantage. Any organization requires that the existing talents are utilized with commitment of the highest order and exhibiting flexibility.

In the workplace tasks are assigned in teams or groups for the simplicity of management and diversifying the talents in different skills levels and cultures. The teams or groups management are achieved through HRM.

Reference Boxall, P, & Purcell, J. (2002), Human resource management and business performance. Human Resource Management in a “ Strategic and human resource management,” Palgrave Macmillan, pp 1-24. Chain Store Age (2007), Careerdevelopment, Employee retention. Business Source Premier Vol. 83 Issues 6, p18 Available at