

The Changing Nature of the Human Resource Function: Challenges and Opportunities in Achieving High Performance through Contemporary HR Practices

A Case Study Done on A Knowledge Company, Actioninvest Caribbean Inc.

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Abstract

The rise of volatility in world market coupled with globalization necessitated the rearrangement of various functional activities in order to meet the organizational strategic objectives. This, as a consequence, has triggered the birth of new strategic roles for HR functions as the outcome of this global trend (Mohiuddin, 2011).

The fundamental objective of AICI is sourcing the people with the requisite skills attitude and experience to achieve the goals and objective of the organization viz-á-viz, investing in their employee's education, by providing the opportunity for each employee to participate in all the training that the company are providing, in order to retain them. Some HRM competencies are considered more important and can be done by training planning, training needs analysis, communication, technological literacy, business knowledge, and technical competencies were regarded. An organization need to have effective strategies for performance management, by setting clear goals and expectations for work performance, which also involves monitoring employee performance with regular check-ins and meetings, offering rewards and praise for good performance and addressing poor performance, do regular rating performance through reviews and continuously developing the capacity for optimum performance. Employees cannot meet the performance expectations or company goals if they are not clearly outlined, HR will also need to check in with teams and employees periodically not only to gauge progress but also to provide feedback. With a good performance feedback, it will reinforce strong skill sets and positive behaviors while showing opportunity and areas with a clear strategic planning for improvement (Pollock, 2018).

Introduction

The rise of volatility in world market coupled with globalization necessitated the rearrangement of various functional activities in order to meet the organizational strategic objectives. This, as a consequence, has triggered the birth of new strategic roles for HR functions as the outcome of this global trend (Mohiuddin, 2011).

Human Resources are a critical factor in cost and efficiency of delivery and their decisions often have to be made literally in front of the customers. Therefore, it is more logical to give management responsibility to the same manager who is responsible for the service to the customers. Furthermore, the fact that decisions are increasingly made in real time is a rationale for the line involvement in HRM. HR decisions like task allocation and competences are often hard to isolate from other decisions. Besides this, waiting for the decision of a HR professional will slow down the decision-making process.

The development of cost-centre or profit-centre approaches in organizations is another reason for the growing HR responsibilities of line managers. Another critically important reason for line involvement in HRM, is changes in the philosophy and organizational structure is that organizations want to be more competitive by trying to reduce overhead. In so doing, reducing specialists and employees in the HR department, would result in some of their responsibilities devolving into line managers (Turhalle, 2009).



Empirical context

The evolving role of line managers in contemporary HR functions

The role of line managers has changed over the last two decades. There is a widespread drive to give line managers more responsibility for the management of their staff and to reduce the extent to which human resource departments control or restrict line management autonomy in this area (Brewster & Larsen, 2000 & Turhalle (2009)). HR professionals no longer have sole responsibility for the management of people, but share this responsibility with line managers. There is evidence that HR responsibilities are increasingly decentralized and devolved to line managers (Whittaker & Marchington, 2003; Renwick, 2002; Cunningham & Hyman, 1995; Kulik & Bainbridge, 2006). Brewster and Larsen (1992, p.412) define devolvement as “the degree to which HRM practices involve and give responsibility to line managers rather than personnel specialists”

Citing Siugzdiniene (2008), “current models of Human Resource Development (HRD) suggest that expectations about a line manager’s role in HRD are changing as organizations are striving to make HRD function leaner and more strategic. In this context, line managers are increasingly held responsible and accountable for human resource development.” Academic literature has suggested that line managers can play an important role in encouraging employee learning and development. As such, in recent years the concept of line managers assuming developmental roles such as learning facilitators or coaches has received considerable attention. The HRD literature, however, remains largely rhetorical and theoretical in view of encouraging line managers to assume this responsibility (Siugzdiniene, 2008).

Research has also shown that to a great extent, HR decisions are often times configured by line managers who exert influence in the political processes leading up to specific decisions about the employment terms of their employees, often in ways not contemplated in policy and unexpected by top management. Hence, it is implied that line managers do not only act as agents of the organization, but can exercise discretion in different ways while pursuing their own objectives as managers of a business unit. The manner in which such discretion is exercised is essential component of an HR system and may have implications on such outcomes as employee behaviors and attitudes, and organizational performance (Cotarelo, 2009).

The HR responsibilities of line managers include day to day operational HR activities like individualized pay awards, appraisal, training and development, motivating teams and on the job training (Cunningham & Hyman, 1995). With this development HR professionals focus more on strategic and long-term aspects like HR-planning and industrial relations (Kulik & Bainbridge, 2006). Overlapping reasons of why line involvement in HRM is greater in recent years are indicated by Brewster and Larsen (2000) cited by Turhalle (2009). There is a need for a comprehensive approach to HRM. In this respect, this approach is argued to be best achieved by unifying responsibilities under the manager with the day-to-day responsibility for employees since they are in constant contact with the employees. In addition, the growing influence of the service industries. The focus is more and more on fast responsiveness to the customer and delivery quality, time and flexibility.

Traditional HR functions	Emerging HR practice
Administrative focus	Strategic focus
Reactive	Proactive
Separate and Isolated from company mission	Key part of organizational mission
Production focus	Service focus
Functional organization with vertical lines of authority	Process-based organization <ul style="list-style-type: none"> • Generalists with horizontal responsibility • Corporate team of specialists
People as expenses	People as investments

Human Resources are a critical factor in cost and efficiency of delivery and their decisions often have to be made literally in front of the customers. Therefore, it is more logical to give management responsibility to the same manager who is responsible for the service to the customers. Furthermore, the fact that decisions are increasingly made in real time is a rationale for the line involvement in HRM. HR decisions like task allocation and competences are often hard to isolate from other decisions. Besides this, waiting for the decision of a HR professional will slow down the decision-making process. The development of cost-centre or profit-centre approaches in organizations is another reason for the growing HR responsibilities of line managers. Another critically important reason for line involvement in HRM, is changes in the philosophy and organizational structure is that organizations want to be more competitive by trying to reduce overhead. In so doing, reducing specialists and employees in the HR department, would result in some of their responsibilities devolving into line managers (Turhalle, 2009).

Shifts in HR management

Source: HR 21 Human Resources for the next century (Washington DC, Watson, Wyatt Worldwide.)

Human Resource Professionals' roles are not only about hiring and dealing with personnel matters, "it has evolved where the responsibilities are now shifted into strategic planning, recruiting, coordinating, design and development of HRM practices in an organization. Concurrently, the role of line managers sees them responsible for the implementation of these practices on the operational platform.

The way that HRM practices, designed by HR professionals, are implemented by line managers has become an important determination of success or failure of those practices. Hutchinson and Purcell (2003) concur by stating that "The implementation of HRM practices by line managers is for the monitoring of employee behaviour, motivation and satisfaction. Therefore, line managers play a critical role in influencing employee attitudes and behaviours by the way in which they translate the designed HRM practices into practice. This can be vital in making the difference between low performing and high performing organizations".

The opportunities and challenges by the use of data analytics

HR analytics, also known as people analytics, is the use of people-data in analytical processes to solve business problems. HR analytics uses both people- data, collected by HR systems (such as payroll, absence management) and business information (for example, operations performance data and HR Analytics Factsheet) in order to improve a business's human resources functions as it can be considered as a time saver and improves the business's efficiency.

This refers to qualitative and quantitative techniques and processes used to enhance productivity in a business. This process is whereby data is extracted and categorized to identify and analyse behavioural data and patterns, and techniques vary according to organizational requirements.

Data analytics has significantly improved HR's execution, planning and decision-making process in many aspects. For example, with data analytics in an advanced technological age comes 'BIG data', where data analytics and tools designed to support this allow for large volumes of data to be collected, managed and stored to be used by HR professionals for trend analysis to inform actions and decisions. This was not a possibility in the age where technology was limited. This helped with performance boost; as this gives a valuable input on key areas of focus for HR professionals such as employees' performance and their overall results.

Areas which require more attention are able to be detected and such analysis starts from the general conclusions on company results, over specific units, all the way to individual achievements of the employees within the company. BIG data can also help to bring Higher retention rates as according to research; almost sixty percent of organizations consider employee retention a big problem as employees often feel neglected, dissatisfied, or underachieved, which is why HR managers need to react sharply and solve the problem. Contemporary analytical tools enable companies to notice these problems on time and make moves to preserve good employees from exiting their employ which meet the goal of having a higher employee retention rate. Most importantly, using data analytics can even bring about better financial results as the total costs of the workforce can increase exponentially for company's operating

expenses, which means that HR management is absolutely essential for the overall financial results of the AICI. Using BIG data enables companies to recognize the weak spots, improve productivity and eliminate obstacles, which ultimately lead to higher revenues for the company.

Impact of data protection on HR activities in relations to the needs of stakeholders

With the increased use of data that is often sensitive to individuals, comes the need to have it protected. As a result of this, much focus has been placed in recent years on needs for data protection and the development of means to do so. The General Data Protection Regulation (GDPR) may have not been so relevant for day-to-day practice. However, its impact on the processing of personal data within businesses, (particularly that of HR data and their stakeholders) has been tremendous. Human resources management involves the processing of personal data, payroll data, employee performance, all of which qualifies as personal data that falls within the Regulation's scope.

Reflective practice

In the world of professional development, reflective practices is considered the foundation; allowing for the professionals to gain insight from experience and transforming insight into practical strategies for personal growth coupled with organizational impact. Reflective practice involves the integration of activities on a routine basis allowing for raised awareness, critical analysis, improved decision making. Schön (1983) posed the argument that expert practitioners can be distinguished by their ability to reflect on their practices when handling complex situations.

There have been several theorists that have over the years discussed the theory of reflective practice including Boud (1985), Kolb's learning cycle (1984) and Gibbs reflective cycle (1988), ranging from simplistic to complex supporting the notion and need for reflective practice.

And with the theories that have been developed there are also types of reflection which allows for reflection in-action and reflection on- action (Schon, 1983). According to Bruce Britton (2010) "reflective practitioners may 'reflect on-action' or 'reflect in-action'".

Reflecting on-action means reflecting after an event or incident occurs. Reflecting on action is distanced in time and space from the original experience. Reflecting in-action involves 'thinking on your feet' during the activity itself and is more challenging but also more immediately rewarding as it can influence decisions and actions as they unfold in real time. Reflecting on action and reflecting in action both demand a high level of individual competence.

Employee resourcing

Employee resourcing (ER) or people resourcing, refers to "that part of personnel and development which focuses on the recruitment and the release of talent individuals from organizations, as well as the management of their performance and potential while employed by organization" (Pilbeam & Corbridge, 2002). Taylor (2002:1) argued that 'effective hiring and firing, attracting the best candidates reducing staff turnover and improving employee performance are fundamental management functions.

ER therefore involves the range of methods and approaches used by employers in resourcing their organizations in such a way as to enable them to meet their key goals (Taylor, 1998: 2). As such, employee resourcing involves staffing—that is, recruitment, selection, retention and dismissal; performance—that is, appraisal and management of performance; administration—that is, policy development, procedural development and documentation; and change management—that is, the importance of the resourcing function as a change agent.

Performance management and appraisals

Organizations rely heavily on their intangible assets to build value especially within the framework of a knowledge economy. As a consequence, performance management at the individual employee performance is strong. Management's time and effort to improve performance is strong. This does not only serve to aid in the achievement of organizational goals but also decrease turnover (Ch.8: Performance Management and Appraisal).

Aligning the appraisal process

In order to minimize inconsistencies in organizations, there are largely two approaches that can be undertaken to create processes in this respect. One method is to gather all of the raters within a given division, department or section within the organization, in one place where each individual's evaluation is being discussed. Another approach is done through 'calibration'. This is usually done through face-to-face with a group of managers who are responsible for one division or department within an organization. The end result, however, is not necessarily a ranking of employees. It is designed simply to standardize evaluations among multiple managers. Yet, there are some issues with this process. For example, if one manager is a better communicator than the other, the process can still be inconsistent. In order for this process to be successful, all of the managers must be given a chance to speak on behalf of their employees. In fact, a professional facilitator may help to get individual managers the time to speak in support of their employees.

On the other hand, autocratically dictating a ranking process based on a forced distribution also helps overcome this problem of managers being too hard and easy in their evaluations. But not allowing managers to have input into the method of making more consistent in their assessments can lead to other problems within the performance appraisal process.

Recruitment and resource-based theory

HRM plays a prominent role in ensuring that an organization's HR are valuable and resourceful (Armstrong, 2012). Therefore, efficient recruitment and selection of employees (whether internal or external) will provide an organization with a competitive advantage and the necessary strategic capability to achieve success (Hoopes et al., 2003).

Resource-based theory (RBT) suggests that human assets can be a source of sustainable competitive advantage (Barney, 1991). This emphasises the importance of human capital for sustainable organizational success. The accomplishment of an organization's aims and objectives lies in the quality of its workforce (Baroukh and Kleiner, 2002). This is why effective recruitment remains a key factor in the success of an organization (Williamson, 2000). Bidwell (2011) argued that internal recruitment is the most efficient (in terms of employee performance and firm-specific knowledge and skills) method of recruitment.

External recruitment is when people are recruited from outside the organization to occupy vacant positions (Royal and Althausser, 2003) whilst internal recruitment is when an organization recruits within its ranks to fill vacant positions (Bidwell, 2011; Anyim et al., 2011). For Bidwell (2011), internal recruits perform better than external hires, even though they cost less and are often paid less.

Given that it is important to get the HR right, several studies have examined the process that governs internal recruitment and its importance in organizational success (Doeringer and Piore, 1971; Althausser and Kalleberg, 1981; Dencker, 2009). On the one hand, Baker et al. (1994) argued that in many cases external hires tend to have more experience and are better educated than internally promoted staff. Devaro (2016), nevertheless, contends that the decision to hire within or from outside of the organization depends on factors such as the nature and level of the job, the characteristics of the organization, and the system of the organization's HRM policies.

The choice of methods, however, aims to fill the vacant positions with the best candidates in order to achieve a competitive advantage. Drawing again on RBT, organizations compete against each other on the basis of their resources and capability (Barney, 2001; Wernerfelt, 1984). According to Armstrong (2012, p. 7), "competitive advantage is achieved if an organization's resources are valuable, rare, and costly to imitate". RBT advances that HR form an essential factor in terms of assisting an organization in its goals, mission, and vision and in terms of achieving a competitive advantage (Barney, 2001). The theory maintains that the strategic capability of an organization depends on the quality and strength of its HR (Armstrong, 2012). RBT, therefore, focuses on the skills, knowledge, and competencies of employees. The theory provides that an organization can achieve a competitive advantage over its competitors by attracting, employing, developing, and retaining resourceful workers (Bowen et al., 1991).

Research focus and methodology

This paper uses qualitative data which was generated from semi-structured interviews of key executive management personnel and other employees of the organization, together with review of existing framework in place – that is, policies, procedures and practices.

The focus of the research was premised on the undertaking of a comprehensive review and analysis of the organization's human resource management systems and practices, in the context of contemporary HR management practices with appropriate recommendations thereto.

Discussion and analysis

In the case of ActionINVEST Caribbean Inc., it is worthwhile to note that this company was formerly known as Doerga Business Enterprise which started in February 2000 as a sole trader venture. In this initial stage, the business had a total of four employees including the owner/manager, and was primarily involved in the wholesale and distribution of consumer commodities.

As the business started to grow, the staff complement was expanding and in 2006 the business acquired its own property which housed its operations, and boasted one of the largest wholesale and retail cosmetic and health care store in Corriverton, Berbice. It was the largest importer for Avon cosmetics in Guyana, winning many awards for over five years, and also had the leading Salon with over 15 staff member.

With respect to the HR functions of the business enterprise during this period—that is, the first fourteen years of its existence, growth and incremental evolution; this aspect of the business was largely informal and lacking proper HR structure. Exceptionally, the key contemporary HR practice which the business employed over the last four years or so is in relation to its recruitment process. To this end, the organisation has in place a well-functioning competency based and behavioural assessments. To date, these have proven to be effective in respect to the recruitment of talented and skills specific employees, aligned to the organisational strategic needs who contribute to the value-added growth of the organization. Additionally, most, if not all of the HR roles including administrative functions, have been performed by the owners of the company.

With the transformative and successful, rapid growth of this organization, in June 2018 the organization which operated as a sole proprietorship was converted into a private limited company operating under the name – Action INVEST Caribbean Inc. The company has also evolved into a full-fledged knowledge and/or business training and coaching company, with a total staff compliment of 18 and an asset base of GY\$413M. It should be noted too that when it was established in 2000, the owners started with a capital of G\$120,000 – which, in just over one decade grew to G\$413M in total asset base. (Please refer to Annex 1 for reference of a highlights existing portfolio of Action INVEST Caribbean Inc.)

Against this background in which the company has evolved to date, in regard to the specific context of the changing role of HR function in relation to line management, under the organization's new structure, it is now seeking to develop a contemporary, comprehensive HR model which is currently a working progress. Under this new structure, the organisation is governed by a Board of Directors which constitutes a Chairman; three Executive Directors, and two Managers; each with their own functions to carry out in relation to HR practices.

Given these developments, it can be safely deduced that the model which the organization is seeking to adopt can be described as the Ulrich three-legged stool model for organization of the HR function emerged from Dave Ulrich's work in the 1990s (Ulrich 1995, 1997a, 1997b, 1998), which divides the function into the three parts, these are mainly Centres of expertise where they have specialized person provide advice and services on key Human Resource activities. The most common expertise areas were training and development, employees' relations, recruitment and rewards which includes the day to activities such as recruitment, absenteeism and employee issues. In the Strategic business partners' relationship, this is where line managers help HR to reach goals through effective strategy and execution (Ulrich and Brockbank, 2005b).

In the data driven businesses environment, HR analytics helps the HR professionals to support the ActionINVEST as a strategic business partner (Ulrich, 1983). HR professionals at Action invest are using

data analytics to guide decisions with respect to talent management, employee resourcing, performance management and training and capacity development to meet the needs of the customers, in so doing achieving organizational success and profitability.

At ActionINVEST, as the company grows over time, the volume of information about its employees increases as well as its customers and their ever-changing needs. However, old data about previous employees are required to be kept for at least five years. Skills, behavior and competencies of each employee, in an Individual and organizational level, is increasing the volume of the information about him/her progressively. The opportunities of using data analytics, for example using a cloud-based payroll and HRM system, allows us to store individual personal information electronically which will be readily available should that information be required. Additionally, data analytics allows Management to do planning in a more strategic and diversified manner.

On the other hand, some challenges that can affect ActionINVEST in using data analytics would be breach of security, for instance if the system is hacked into; which can result in lost or stolen data, insufficient data (not having complete information,). The cost of updating current systems and having outdated programs is also a major challenge that may not be compatible to current systems due to the business's geographical location. Additional costs to implement or source the required programs can also be very expensive since it is modern technology and can put a strain on the company's allotted budget relative to the HR area of the business.

Big data analytics is changing the way companies do their business in this modern day and age. It improves all aspects of the work, especially human resources. With new technological solutions that are continuously improving every single day, it is possible to measure, evaluate, and predict business results due to whichever situation the business may be currently facing.

The regulation in each country sets the legislative framework for the processing of personal data, with the aim of improving the protection of individuals' privacy in a world where big data, cloud computing and digital environment (once thought of as the future) has now become real daily concerns for all businesses. This will impose a new series of obligations on businesses. These obligations concern varying areas with respect to employment and help to ensure the needs of the employees are met such as the right of access, right to be forgotten, right to accountability/ or to be informed and the right to privacy/security.

The right of access provides the employee the right to access and to be informed about the use of the data specific to the length of time data is to be kept, how the data will be used, how the data is to be managed and security measures in place to protect employees' privacy. Data protection also allows employees to ask for accountability, where employers must be able to demonstrate their ability to act on request from employees to correct or remove data and communicate this to any external bodies with whom they may have shared data. This requires HR to establish interactive platforms such as portals that allow direct and real access to employees without having to physically seek out the HR department to gain access. For this HR implement systems such as HRIS allowing for self-service and direct access.

Employees also need to know for how long data will be stored and how it will be disposed of upon completion of the specific purpose for which it was collected. This "right to be forgotten" bring with the challenge for HR to address these needs by instituting policies and procedures on data management and disposal. Automatic protocols can be included on software used to allow for automatic disposal after a specified period for time has elapsed and to implement procedures to safely dispose of any hard copy files. One of the major stakeholder needs is the right to privacy. When ActionINVEST collects, stores or uses personal data, the individuals whose data is being processed is exposed to risks. A Data Protection Impact Assessment (DPIA) is used. The DPIA is a process designed to identify risks arising out of the processing of personal data and to minimize these risks as far and as early as possible (EDPS, 2018). Whereas personal data protection enforcement may not have been perceived despondent, the Regulations now provide regulators with the power to impose very dissuasive sanctions, including fines. In order to need the need of the employees as stakeholders to secure their privacy and security, HR invest heavily in encrypting data and to provide software to protect data but also goes a step further in training necessary to educate the employees on security risks, use of password protection, and restricted access to just authorized persons.

ActionINVEST has ensured that data protection regulations have been followed in the establishment of its systems for collecting people data for HR decision making purposes and has ensured that the right of access, the right to be forgotten, the right to accountability and the right to privacy/security for the employee has been addressed. ActionINVEST ensures that their data is shared within internal systems, whereas, employees and client's information are stored in separate files, both electronically and by means of hard copy. Access to these folders must be by authorised personnel, which is the Personnel Secretary and Administrative Director. We have managed to establish this effective internal control system, since it is also a requirement for our ISO certification, which is the responsibility of the directors of company. Employees have the right to access files via a secure password protection online portal that is secured via data encryption and software protected against hacking. This practice for the management to demonstrate its "accountability" by taking full account of its obligations towards both employees and their clients.

The role of competencies in HR

At the core of HRM lies the concept of competencies, which provide a basis for integrating HR activities such as performance management, selection and training and development competency can be describes as behavioral, technical and professionalism. This refers to a person's intrinsic quality or human capital, how well and individual or employee can deliver in terms of specific work- related structures. Competency focuses on the abilities that are critical to successful job performance, encompassing the right attitude being a team player with the ability to communicate excellently and persuasively, both orally and imperatively.

Integrated HRM as posited by Guest's (1987) model of Human Resource Management (HRM) seeks to align HR strategies with the business strategies through Horizontal and vertical integration of HR practices. Storey (1992) and Legge (1995) proposed the division of HRM integration approach into Hard and soft models, sees the business strategy being used to develop the HR policies. With the use of competency approaches in integrated HRM organizations can develop a coherent approach to managing employees.

As an employee with AICI, it is important to have specialized technical skills especially in the IT field since the company relies heavily on technology for the day to day management of the organization and delivery of training programmes. AICI seeks to have the most competent employees and the most capable managers and seeks to retain them.

The competency approach to HRM presents one way in which ActionInvest can achieve this. Like many other originations/ companies ActionInvest realized the urgent need to find innovative ways to manage employees. This leaved the organisation to figure out how to detect the potential in good candidates, how to educate employees, how to motivate performance and talent management. Other concerns for HR also seek to address evaluation and remuneration combined with the issue of reducing turnover.

Once the competencies are defined, it is necessary to measure their level, which is to find out what degree the competencies are developed in the individual employees. The essential question is the reliability of the chosen method, which is precisely an effective, method to meet the important criteria's, such as: objectivity, reliability, (standardization and validity (Evangelu 2009). It is necessary to combine several of them.

These classifications distinguish between the methods based on a direct observation of the demonstrated behaviour. The behavioural methods include the professed analogue methods that inspect the immediate behaviour following the enthusiasm, which includes group exercises, incoming mail method, role-playing, presentations, case studies, model behaviour, critical incident method (Kubeš et al. 2004; Kovács 2005).

Analytical methods, on the other hand, try to isolate and then measure the principle of competencies in the scope of the general human qualities. These methods are based on the assumption that there is a common group of personality characteristics and competencies that are collectively required and beneficial. Provocation situations in contradistinction to analogue methods, do not have to match or resemble the reality in the organisation. This group of methods includes tests of mental abilities,

questionnaires for identification of temperament, motivational tests, tests focused on the styles of leadership and management, and other, mainly psychometric techniques (Kubeš et al. 2004). Other frequently used indirect methods include the competency-based interview, which is 360-degree feedback evaluation, or the self-evaluation. Because it is useful to combine several methods, we can sometimes use the assessment or development centres. *AGRIC. ECON. □ CZECH, 59, 2013 (11)*

All Business Coaches in the organization must be certified in their field and must display professionalism at all times, since we coach clients from diverse backgrounds.

ActionINVEST determines the necessary competency by using job-specific competencies, along with education and experience for all individuals performing similar work for the organization and by using various tools for their selection and recruiting process, eg. VAK test, free online IQ, DICS profiling and Accumatch. These types of tests help to understand the potential candidate's ability to learn, and decide on the areas in which they can best function.

For the current employees a 360 degree evaluation is done, whereby each team member has their input on the performance of their colleague.

Any Team member found incompetent according to ActionINVEST standard, will see the organization taking the necessary actions to build competency and maintain the records of the action taken, if necessary, ActionINVEST may assign them to a task that is more suited to their ability.

Employee resourcing

The effectiveness of employee resourcing is the fundamental objective of sourcing the people with the requisite skills attitude and experience to achieve the goals and objective of the organization when recruiting and selecting. The most significant change in recruiting practices has been the rise in the use of online recruiting. Many organizations post job openings on their web sites or on specialized sites, AICI uses Skilled Guyanese, and accepts mainly online applications, completely eliminating the hard-copy application.

The advantage of the online recruiting is easy, faster to post and receive responses and it cost less than the traditional advertising, which is the newspaper or television advertisement, it also reaches a wider range of applicants and can be set to target the right demographic. With the online processes it also allows you to screen applications and administer some selection tests, thereby significantly reducing the time required to generate a pool of qualified candidates.

This online format is immensely popular with job seekers also, since it ease the submission, allowing them to send out dozens of résumés with just a few minutes.

However, there must be system in place to filter out those who do not meet minimum job requirement. The ease of applying for a job online can generate a great number of applications, requiring HR staff to spend time sorting through applications to glean out the few that are actually qualified for the job. (By Myrna L. Gusdorf, MBA, SPHR,pg 06)

“Employee resourcing holds a key role to the success of any organization since it ensures that they have the suitable person to do the job is they attained in the organization, (Kavoo- Linge & Kiruri 2013). It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, training, attitudes, knowledge, ethics and values, (Karemu Grace, Gikera Kahara & Josec Veronese Marie 2014).

This is because AICI only hires and retains the the most suitable and qualified person for the require position in order to escalation its performance, (Majumber, 2012 and John, 2008). Boohene & Asuinura (2010.) Employee resourcing procedures should ensure that Employee selection process use the right tools to determine the most qualified person for the position. Performance at AICI is being measured by the 360-degree indicator for promote or transfer employees while a VAK test and Tony Robbins DISC test are being done to evaluate new recruiters to measure their leaning style and the position they are most suitable for. It involves both the newly hired and those to that are promoted or transferred. Abomeh (2013) and Gooderham et al (2008) contend that if clear resourcing procedure is followed based on practices then the organization is bound to outperform other businesses in the same industry.

Positive impact on employee retention

Poor employment relationship in an organisation can lead to employees leaving the organisation, which may be because of a much more attractive job opportunity or dissatisfaction with the current role or working conditions. Retention can be referring to as how well an organisation can reduce their staff turnover, and retain its employees (ABE, 2017, p.85). Employee Retention includes taking methods to inspire employees to remain in the organization for the maximum period of time (Griffeth & Hom 2001). Organizations are facing a lot of problems in employee retention these days. Hiring experienced people for the job is critical for an employer.

Retention is even more imperative than employing, there is no absence of opportunities for an inventive person. There are many organizations which are looking for such employees. If a person is not satisfied by the job he's doing, he may seek a more suitable job. In today's environment it becomes very important for organizations to retain their employees. The reason may be private or specialized (Fombrun, & Shanley, 1990). These reasons should be understood by the employer and should be taken care of. Most organizations are becoming aware of these reasons and are adopting many strategies for employee retention.

The topmost organizations are on the top because they value their employees and they know how to retain them in to the organization. Employees stay and leave organizations for various reasons. The reason for retention is broad agreement in the Human Resource literature about the general features of any potential Human Resource programme that contributes to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention (Aquino, Griffeth, Allen, Hom,1997).

These structures or 'stimuluses' includes: stimulating work environment that makes effective use of people's skills and knowledge, allowing them a independence on the profession, provides an avenue for them to contribute ideas, and allowing them to see how their own involvement influence the company's well-being. The opportunities for learning new skills where they develop and consequent improvements on the job, taking responsibilities, and being able to communicate effectively, including a two-way communication, employee participation in decisions that affect them, and the understanding of what is happening in the organization. Employee look forward for an excellent compensation package and passable, flexible benefit plans, recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work, also, respect and support from peers and supervisors.

Organizations that are obdurate, or whose organizational culture is considered by supremacy and autocracy are likely to have dissatisfied employees no matter how good the incentives to stay may be (Dalton, & Todor,1979).

AICI, invest in their employee's education, by providing the opportunity for each employee to participate in all the training that the company are providing. They also have the option if necessary to be coached in areas needed. Employees can give their feedback without fear of discrimination. This is done by way of a , "WIFLE" (What I feel like expressing). – Instant Team Building -Bradley Sugar (2006). In the WIFLE each employee will express their concerns, feelings or any even a quote without any interruption from co-workers of Management. After everyone finishes expressing, then other Team members can respond in a burning if they need to justify what was said. This method of communication has proven to be very successful. Team members usually look forward for this weekly activity.

This is usually followed by weekly Management meeting where the Directors take action, implements or adjust systems based on employees' feedback.

ActionINVEST is using the top down theory of approach as oppose to the bottom up, this is due to the nature of business which involves training and business coaching applying reflection on-action. However, in order to gain employee feedback, they have implemented the "WIFLE" (What I Feel Like Expressing). – Instant Team Building -Bradley Sugar (2006). In the WIFLE each employee will express their concerns, feelings or any even a quote without any interruption from co-workers of Management. After everyone finishes expressing, then other Team members can respond in a burning if they need to justify what was said. This method of communication has proven to be very successful. Team members usually look

forward for this weekly activity. This is usually followed by weekly Management meeting where the Directors take action, implements or adjust systems based on employees' feedback. Look for the model that acknowledges the emotional component of reflection. This approach is in line with the consent of WIFLE.

Many of the benefits of reflective practice that have been identified by theorist were recognised in the execution of WIFLE. Overall at the company level reflective practice has enhanced organisational learning (Hilden and Tikkamaki, 2013, pp. 3, 76-95), has improved planning controls for both strategic and action plans. At the individual level it has improved the employees' ability to handle events more efficiently and effectively with more confidence.

The Directors of ActionINVEST also apply a reflective approach during their usual strategic planning at the end of year using a method similar to "Bonds Triangular", where they reviewed and analyze the training and coaching technique provided to clients, followed by a SWOT analysis.

Conclusion & Recommendations

In an organization where they are relating to culturally diverse workers, Human Resource managers must be able to understand their beliefs and recognize individual differences, and see the main objective is to have all employees trained in their respective fields in order to deliver value to their clients. HRM competencies are considered more important and can be done by training, planning, training needs analysis, communication, technological literacy, business knowledge, and technical competencies.

The fundamental objective of AICI is sourcing the people with the requisite skills attitude and experience to achieve the goals and objective of the organization when recruiting and selecting. AICI, sees the positive impact of investing in their employee's education, by providing the opportunity for each employee to participate in all the training that the company are providing, in order to retain them. Since both HRM and managers' jobs and roles are related to performance, along with the drastic change in the globalized business environment, the issues regarding the linkage between HRM professionals' competencies and roles and managers' job performance merit more discussion.

Competencies, in general, encompass a cluster of skills, knowledge, abilities, and behaviours that are required for people to succeed in their workplaces (Caldwell, 2008; Davis, Naughton & Rothwell, 2004; Harzallah, Berio, & Vernadat, 2006; Hollenbeck, McCall, & Silzer, 2006; Park, & Lee, 2011). Some HRM competencies are considered more important and can be done by training planning, training needs analysis, communication, technological literacy, business knowledge, and technical competencies were regarded.

An organization need to have effective strategies for performance management, by setting clear goals and expectations for work performance, which also involves monitoring employee performance with regular check-ins and meetings, offering rewards and praise for good performance and addressing poor performance, do regular rating performance through reviews and continuously developing the capacity for optimum performance.

An employee cannot meet the performance expectations or company goals if they are not clearly outlined, HR will also need to check in with teams and employees periodically not only to gauge progress but also to provide feedback. With a good performance feedback, it will reinforce strong skill sets and positive behaviors while showing opportunity and areas with a clear strategic planning for improvement. (Sara Pollock, 2018)

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