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Human Resources Operations management and its application to Standards

Διοίκηση Λειτουργιών Ανθρώπινου Δυναμικού και η Εφαρμογή Προτύπων

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Plagiarism Declaration

Έχω διαβάσει και κατανοήσει τους κανόνες για την λογοκλοπή και τον τρόπο σωστής αναφοράς των πηγών που περιέχονται στον Οδηγό συγγραφής διπλωματικών εργασιών του Τμήματος Μηχανικών Οικονομίας και Διοίκησης. Δηλώνω ότι, από όσα γνωρίζω, το περιεχόμενο της παρούσας διπλωματικής εργασίας είναι προϊόν δικής μου δουλειάς και υπάρχουν αναφορές σε όλες τις πηγές που χρησιμοποίησα.

Abstract in English

Human Resources Management encompasses the policies and operations used in the management of people in the work place in order to align them with an organization's goals of growth, success and the maintaining and improving of its competitive position in its market. In order for an organization to be successful in today's global economy, it is necessary for its workforce to be motivated, skilled and satisfied. The objective of this thesis is to collect the necessary data and information in order to study, analyze and document all the core operations of Human Resources Management after critical review of the literature. In the first part of this thesis, these operations consisting of planning, resourcing, developing, motivating and administrating and supporting plus their sub-categories, will be presented and analyzed. This thesis will outline the ways that these core operations are implemented by an organization’s HRM department in managing its workforce, the most important contributor to an organization’s goals. It is essential that these procedures be executed correctly and it is the responsibility of the Human Resources Management department to execute these core operations in a fair and responsible way so that the appropriate candidates for vacant jobs are identified, recruited, trained and developed. Executing these processes in an unfair or inefficient way can have negative impacts on the entire enterprise. To avoid any repercussions, the HRM team uses industry-wide accepted standards consisting of fundamental guidelines that are characterized as ethical and effective. These standards provide a framework to execute more efficient operations by using constructive approaches along with detailed guidance on how to carry them out. These guidelines are developed by the International Standards Organization, then are adopted by national standards bodies and, in turn, by organizations under their purview. The second part of this thesis will present all operations that are associated with existing human resources standards of the ISO series 30400. At the end, a maturity assessment framework will be used for the creation of maturity frameworks on selected standards series. More specifically, there will be an application of the Glykas Quality Compass (GQC) system based on the areas encompassed by ISO 30414:2018. This thesis, because it has compiled information from a wide variety of sources on the subject, will be a valuable tool for anyone who requires a comprehensive overview of Human Resources Management.

Abstract in Greek

Η Διοίκηση Ανθρώπινου Δυναμικού περιλαμβάνει τις πολιτικές και τις λειτουργίες που χρησιμοποιούνται στη διαχείριση των ανθρώπων στο χώρο εργασίας προκειμένου να ευθυγραμμιστούν με τους στόχους ενός οργανισμού για ανάπτυξη, επιτυχία και διατήρηση και βελτίωση της ανταγωνιστικής του θέσης στην αγορά του.

Προκειμένου ένας οργανισμός να είναι επιτυχημένος στη σημερινή παγκόσμια οικονομία, είναι απαραίτητο το εργατικό δυναμικό του να έχει κίνητρα, να είναι εξειδικευμένο και ικανοποιημένο. Στόχος της παρούσας διπλωματικής εργασίας είναι η συλλογή των απαραίτητων δεδομένων και πληροφοριών για τη μελέτη, ανάλυση και τεκμηρίωση όλων των βασικών λειτουργιών της Διοίκησης Ανθρώπινου Δυναμικού μετά από κριτική ανασκόπηση της βιβλιογραφίας.

Στο πρώτο μέρος της παρούσας διπλωματικής εργασίας, θα παρουσιαστούν και θα αναλυθούν αυτές οι λειτουργίες που αποτελούνται από τον σχεδιασμό, την παροχή πόρων, την ανάπτυξη, την παρακίνηση και τη διαχείριση και υποστήριξη καθώς και τις υποκατηγορίες τους. Αυτή η διπλωματική εργασία θα σκιαγραφήσει τους τρόπους με τους οποίους αυτές οι βασικές λειτουργίες εφαρμόζονται από το τμήμα HRM ενός οργανισμού στη διαχείριση του εργατικού δυναμικού του, του πιο σημαντικού συνεισφέροντος στους στόχους ενός οργανισμού. Είναι σημαντικό αυτές οι διαδικασίες να εκτελούνται σωστά και είναι ευθύνη του τμήματος Διαχείρισης Ανθρώπινου Δυναμικού να εκτελεί αυτές τις βασικές λειτουργίες με δίκαιο και υπεύθυνο τρόπο, ώστε να εντοπιστούν, να προσληφθούν, να εκπαιδευτούν και να αναπτυχθούν οι κατάλληλοι υποψήφιοι για κενές θέσεις εργασίας. Η εκτέλεση αυτών των διαδικασιών με άδικο ή αναποτελεσματικό τρόπο μπορεί να έχει αρνητικές επιπτώσεις σε ολόκληρη την επιχείρηση.

Για να αποφευχθούν τυχόν επιπτώσεις, η ομάδα HRM χρησιμοποιεί πρότυπα του κλάδου που αποτελούνται από θεμελιώδεις κατευθυντήριες γραμμές που χαρακτηρίζονται ως ηθικές και αποτελεσματικές. Αυτά τα πρότυπα παρέχουν ένα πλαίσιο για την εκτέλεση πιο αποτελεσματικών λειτουργιών χρησιμοποιώντας εποικοδομητικές προσεγγίσεις μαζί με λεπτομερή καθοδήγηση σχετικά με τον τρόπο εκτέλεσής τους. Αυτές οι κατευθυντήριες γραμμές αναπτύσσονται από το International Standards Organization (ISO), στη συνέχεια υιοθετούνται από τους εθνικούς φορείς τυποποίησης και, με τη σειρά τους, από οργανισμούς

που υπάγονται στην αρμοδιότητά τους. Στο δεύτερο μέρος αυτής της διπλωματικής εργασίας θα παρουσιαστούν όλες οι λειτουργίες που σχετίζονται με τα υπάρχοντα πρότυπα ανθρώπινου δυναμικού της σειράς ISO 30400. Στο τέλος, θα χρησιμοποιηθεί ένα πλαίσιο αξιολόγησης ωριμότητας για τη δημιουργία πλαισίων ωριμότητας σε επιλεγμένες σειρές προτύπων. Πιο συγκεκριμένα, θα υπάρχει εφαρμογή του συστήματος Glykas Quality Compass (GQC) με βάση τις περιοχές που καλύπτονται από το ISO 30414:2018. Επειδή αυτή η διπλωματική εργασία έχει συγκεντρώσει πληροφορίες από μια μεγάλη ποικιλία πηγών για το θέμα, θα είναι ένα πολύτιμο εργαλείο για όποιονδήποτε χρειάζεται μια ολοκληρωμένη επισκόπηση της Διαχείρισης Ανθρώπινου Δυναμικού.

Introduction in English

Human Resources Management (HRM) is an important element in the growth of organizations. It focuses on planning, resourcing, developing, motivating and administration of the human organizational resources. These human resources are an organization's most valuable asset, so it is important to invest in them in order to enhance their knowledge, skills, abilities and experiences. This will contribute to achieving a higher performance level while also attaining organizational goals.

The term Human Resources Management has many meanings, so in the first chapter we elaborate on definitions from various academics. Furthermore, we elaborate on the history of HRM focusing on the five HRM operations it consists of. Lastly, the objectives of HRM are outlined in order to understand its vital importance to an organization.

The second chapter presents an analysis of HRM operations. We present HR planning which is perhaps the most important HRM operation. It is important for an organization to identify what skills are necessary in order to meet an organization’s present and future requirements. Identifying the right employees with the right skills for specific vacant job positions. This HRM operation has its own sub-categories, namely: job analysis, job design and HR planning.

The second HRM operation, resourcing, is presented in chapter three. It focuses on employee recruitment and releasee as well as the management of their performance and potential while employed by the organization (Pilbeam and Corbridge, 2006). Staffing can occur internally or externally. Another important part of this HRM operation to be analyzed in this chapter is the selection process, including all its subcategories.

In the fourth chapter, we analyze the third HRM operation: developing. It aims at enhancing employee’s skills and abilities for the organization to be able to meet challenges more successfully. Different training techniques and development methods are presented.

The fifth chapter presents the fourth HRM operation: motivating. It outlines the importance of having a motivated workforce and the ways to achieve it. The chapter ends with a discussion of the importance of employee relations which refers to the organization's effort to maintain a positive relationship with its staff.

Administrating and Supporting is the last HRM operation and is presented in chapter 6. Its goal is to create a cultural and legal environment within the firm. It deals more with the administration within the organization and less with the human resources. In addition, it presents recent advances in labor compliance.

The second part of this thesis introduces HRM standards. Standards are guidelines that organizations follow in order to execute HRM operations in an ethical and effective way, specifically regarding Human Resources Management as governed by the ISO 30400 series. These provide guidelines for recruitment, sustainable employability management, human governance, workforce planning and human capital reporting.

The eight chapter presents the relationship between HRM operations and the standards in the ISO 30400 series.

The ninth chapter introduces maturity assessment via an organization self-evaluates itself. We introduce the Glykas Quality Compass (GQC), a maturity assessment framework. In the final chapter of the thesis, we present an implementation of the GQC matrix based on ISO 30414:2018 standards.

Introduction in Greek

Η Διοίκηση Ανθρώπινου Δυναμικού (HRM) είναι ένα σημαντικό στοιχείο στην ανάπτυξη των οργανισμών. Επικεντρώνεται στον σχεδιασμό, την παροχή πόρων, την ανάπτυξη, την παροχή κινήτρων και τη διαχείριση των ανθρώπινων στοιχείων. Αυτοί οι ανθρώπινοι πόροι είναι το πιο πολύτιμο πλεονέκτημα ενός οργανισμού, επομένως είναι σημαντικό να επενδύσουμε σε αυτά προκειμένου να ενισχύσουμε τις γνώσεις, τις δεξιότητες, τις ικανότητες και τις εμπειρίες τους. Αυτό θα συμβάλει στην επίτευξη υψηλότερου επιπέδου απόδοσης, ενώ παράλληλα θα επιτύχει τους στόχους του.

Ο όρος Διοίκηση Ανθρώπινου Δυναμικού έχει πολλές έννοιες, γι' αυτό στο πρώτο κεφάλαιο θα παρουσιαστούν ορισμοί από διάφορους ακαδημαϊκούς. Επιπλέον, θα αναφερθεί η ιστορία του HRM με λεπτομέρειες για τις πέντε διαφορετικές λειτουργίες HRM που το απαρτίζουν. Τέλος, θα περιγραφούν οι στόχοι του HRM προκειμένου να κατανοηθεί γιατί είναι σημαντικό για έναν οργανισμό.

Το δεύτερο κεφάλαιο θα επεκταθεί στην ανάλυση των λειτουργιών HRM. Πιο συγκεκριμένα, θα παρουσιάσουμε τον προγραμματισμό ανθρώπινου δυναμικού που είναι ίσως η πιο σημαντική λειτουργία HRM. Είναι σημαντικό για έναν οργανισμό να προσδιορίσει το μέγεθος του προσωπικού του και ποιες δεξιότητες είναι απαραίτητες για να ανταποκριθεί στις παρούσες και μελλοντικές απαιτήσεις ενός οργανισμού. Με άλλα λόγια, ασχολείται με τον εντοπισμό των κατάλληλων εργαζομένων με τις κατάλληλες δεξιότητες για συγκεκριμένες κενές θέσεις εργασίας. Αυτή η λειτουργία HRM έχει τις δικές της υποκατηγορίες που είναι η ανάλυση εργασίας, ο σχεδιασμός εργασίας και το HR planning , οι οποίες επίσης θα αναλυθούν.

Η δεύτερη λειτουργία HRM, η οποία είναι η προσέλκυση, θα παρουσιαστεί στο τρίτο κεφάλαιο. Επικεντρώνεται στη στρατολόγηση και την απελευθέρωση ατόμων από οργανισμούς καθώς και στη διαχείριση της απόδοσης και των δυνατοτήτων τους ενώ απασχολούνται από τον οργανισμό (Pilbeam and Corbridge, 2006). Η στελέχωση μπορεί να γίνει εσωτερικά ή εξωτερικά, δηλαδή από μέσα ή από έξω από την επιχείρηση. Ένα άλλο σημαντικό μέρος αυτής της λειτουργίας HRM που θα αναλυθεί σε αυτό το κεφάλαιο είναι η διαδικασία επιλογής, συμπεριλαμβανομένων όλων των υποκατηγοριών της.

Στο τέταρτο κεφάλαιο, θα αναλύσουμε τη διαδικασία ανάπτυξης που ενισχύει τις δεξιότητες και τις ικανότητες των ανθρώπινων στοιχείων ώστε να είναι σε θέση να ανταποκρίνονται στις προκλήσεις με μεγαλύτερη επιτυχία. Θα παρουσιαστούν διαφορετικές τεχνικές εκπαίδευσης και μέθοδοι ανάπτυξης.

Η πέμπτη ενότητα αυτής της διπλωματικής εργασίας θα παρουσιάσει την τέταρτη λειτουργία HRM που είναι το κίνητρο. Θα σκιαγραφήσει τη σημασία της ύπαρξης εργατικού δυναμικού με κίνητρα και τους τρόπους για να επιτευχθεί αυτό. Το κεφάλαιο τελειώνει με μια συζήτηση για τη σημασία των σχέσεων με τους εργαζομένους που αναφέρεται στην προσπάθεια του οργανισμού να διατηρήσει μια θετική σχέση με το προσωπικό του.

Η Διοίκηση και Υποστήριξη είναι η τελευταία λειτουργία HRM που θα παρουσιαστεί στο κεφάλαιο 6. Στόχος της είναι να δημιουργήσει ένα πολιτιστικό και νομικό περιβάλλον εντός της εταιρείας. Ασχολείται περισσότερο με τη διοίκηση εντός του οργανισμού και λιγότερο με το ανθρώπινο δυναμικό. Επιπλέον, θα παρουσιάσει τους τομείς της εργασιακής συμμόρφωσης.

Το δεύτερο μέρος αυτής της διπλωματικής εργασίας θα εισάγει τον όρο πρότυπα. Τα πρότυπα είναι κατευθυντήριες γραμμές που ακολουθούν οι οργανισμοί προκειμένου να εκτελούν τις λειτουργίες HRM με ηθικό και αποτελεσματικό τρόπο, ειδικά όσον αφορά τη Διαχείριση Ανθρώπινου Δυναμικού όπως διέπεται από τη σειρά ISO του 30400. Αυτά παρέχουν κατευθυντήριες γραμμές για προσλήψεις, βιώσιμη διαχείριση απασχολησιμότητας, ανθρώπινη διακυβέρνηση, σχεδιασμό εργατικού δυναμικού και αναφορά ανθρώπινου κεφαλαίου. Αυτές οι περιοχές θα αναλυθούν λεπτομερέστερα, συμπεριλαμβανομένης μιας σύντομης περιγραφής του τι αφορά κάθε περιοχή μαζί με τη φόρμουλα όπου χρειάζεται.

Το όγδοο κεφάλαιο θα παρουσιάσει ένα σχήμα που απεικονίζει τη σχέση μεταξύ των λειτουργιών HRM και των προτύπων της σειράς ISO του 30400. Είναι απαραίτητο να γίνει κατανοητή αυτή η σύνδεση, ώστε το κατάλληλο άτομο να γνωρίζει ποιο πρότυπο να χρησιμοποιήσει και να έχει μια κατευθυντήρια γραμμή όταν επιθυμούν να εκτελέσουν μια λειτουργία HRM.

Το ένατο κεφάλαιο θα εισαγάγει τον όρο της αξιολόγησης ωριμότητας που είναι η μέθοδος με την οποία ένας οργανισμός αυτοαξιολογεί τον εαυτό του και προσδιορίζει τους τομείς που χρειάζονται ανάπτυξη. Αργότερα, θα παρουσιάσει το Glykas Quality Compass (GQC), ένα μοντέλο αξιολόγησης ωριμότητας. Στο τέλος αυτής της διπλωματικής εργασίας, θα υπάρξει μια εφαρμογή του πίνακα GQC με βάση τους τομείς που παρέχει το ISO 30414:2018.

The following figure illustrates the structure of the thesis:

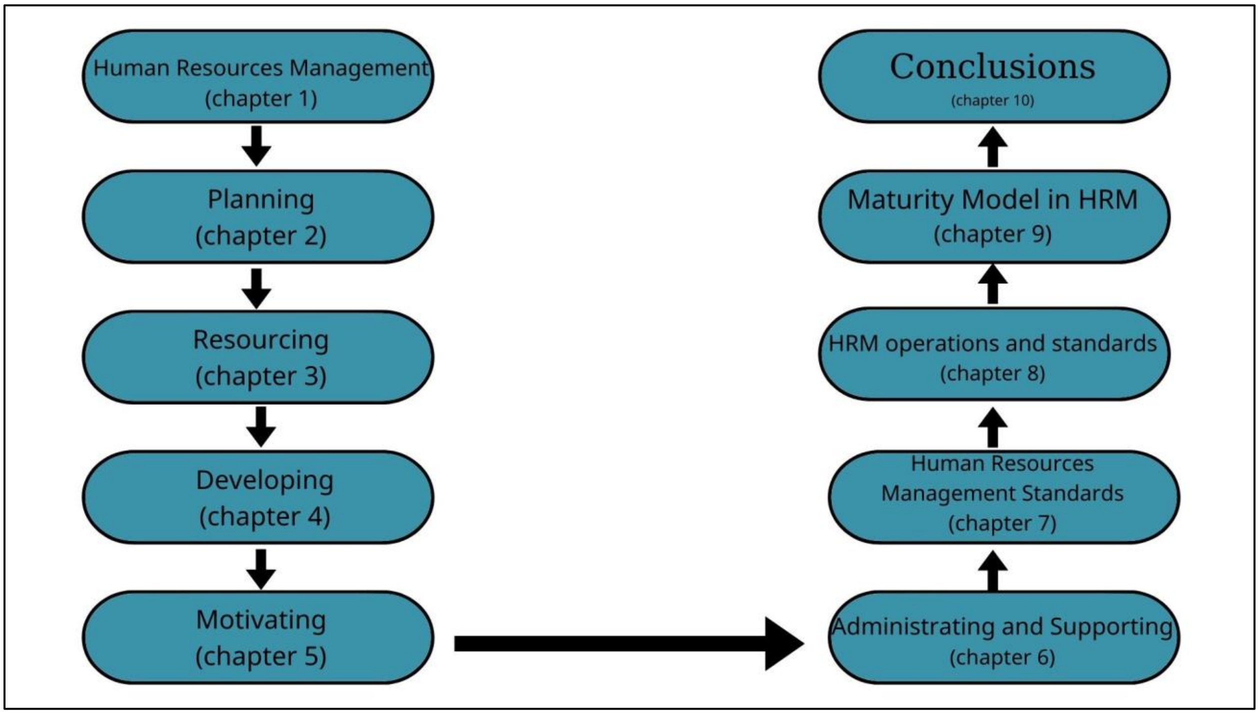


Figure 1: research and presentation approach

1. Introduction to Human Resources Management

1.1 What is Human Resources Management?

The term of Human Resources Management (HRM) has many dimensions. Although there are many connotations used, the common factor that links all of them is the emphasis on the significance of connecting HRM policies and practices to an organizational performance so as to achieve individuals' high performance. Following there will be a variety of definitions of this term presented. HRM is about how people are employed, managed and developed in organizations (Armstrong and Taylor, 2020). HRM was also noted as "all those activities associated with the management of work and people in organizations" (Boxall, Purcell and Wright, 2010). In 2016, Wilton mentioned that "it is a term commonly used to describe all those organizational activities concerned with recruiting and selecting, designing work for training and developing, appraising and rewarding, directing, motivating and controlling workers". More specifically, Nick Wilton describes HRM as a framework of philosophies, policies, procedures and practices for the management of the relationship that exists between an employer and worker. Another way of defining the term of Human Resource Management is by saying that it is the way in which organizations manage human capability, both individually and collectively (Bratton and Gold, 2017). In other words, according to Bratton and Gold it is a number of ideas that form a powerful body of thought that has the ability to influence the way people think and act. In 1984, Beer et al., defined HRM as involving "all those management decisions and actions that affect the nature of the relationship between the organization and the employee". Lastly, HRM can be defined as the adoption of HRM strategies and practices that enable the achievement of financial, social and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback (Ehnert et al., 2015).

HRM is used by many organizations and it outlines the combination of traditionally administrative personnel functions with performance, employee relations and resource planning. Therefore, it is a set of practices that operations use to ensure that they have an effective workforce in place to meet operational needs (Alam and Mukherjee, 2014). It is also used for strategic planning purposes in order to make sure the right people are hired and trained for the right job position at the right time.

1.2 Literature Overview of Human Resources Management

HRM has its historical roots in the industrial revolution in 18th century Europe. It began simply with the idea that "people were crucial to the success of an organization". Both Robert Owen and Charles Babbage believed that the welfare of the workforce resulted in high quality work, which led to an organization success.

The history of modern Human Resource Management is relatively short one, beginning only 100 years ago. Over this time period, the managerial philosophy that defined the personnel function had undergone radical changes (Alam and Mukherjee, 2014). This past century can be divided into the five following distinct eras.

The first era is Pre-World War II during which no HRM existed, only personnel departments that were strictly administrative in function, concerned only with recordkeeping duties (compiling work hours, paying wages etc.) Due to the absence of government controls, businesses were free to operate as they pleased and utilized the "scientific approach" which sought to maximize productivity and efficiency. A popular application of this was through the "peace rate system" where workers were paid based on the number of units they completed instead of time spent on the job. This attitude led to negative consequences such as worker abuse, child labor, unsafe work environments. A shocking example of this was the infamous Triangle Shirtwaist Factory fire in New York City in 1911 when 146 workers died. Post-fire investigations revealed exits which were locked in order to prevent both thefts and worker breaks. Towards the end of this period, some employers made positive changes by establishing labor welfare and administration departments in their businesses.

The second era encompassed *1945-1960* when there was the rise of a new idea, which was that workers can be motivated by incentives other than wage levels. As a result, of this new attitude, personnel departments began to focus on recruitment, relations with labor unions, training and benefits. At the same time, the government began to address the issue of worker status by passing employment laws to protect them.

The third time period was *1963-1980* when a tremendous increase in new labor laws which dealt extensively with employee concerns such as work place discrimination and safety, health and retirement benefits. It is at this time that the modern field of HRM was born. Therefore, it is logical to assume that it was the new government regulations that forced businesses to focus on what would be known as Human Resource Management Core Operations.

The fourth era (1980-1990) more government labor legislation was enacted during this decade which had, as a result for organizations, rising administrative costs. For many enterprises, employee costs were consistently the highest in their budgets.

The last era (1990-now) has witnessed major changes to the global economy. These included globalization, rapid advances in technology, extreme competition, outsourcing and downsizing at both management and employee levels. Primarily in response to the increased competition, HRM adopted new ideas regarding talented employees who were now considered to be "strategic assets" because, unlike other assets, they were not easily copied by competitors. In order to maintain a competitive edge, it became necessary for organizations to recruit, train and, most importantly, to keep this "new strategic asset", the proficient and adept employee.

1.3 Objectives of Human Resources Management and Core Operations

In order for an organization to be successful in a global market, it needs a highly motivated, skilled and satisfied workforce that can produce quality goods at low costs (Deshpande and Golhar, 1994). Aslam et al., quoted in 2014 that "the main goal of Human Resource is to maximize the return on investment from the organizations' human capital and minimize financial risk". The managers of Human Resources are in charge of directing these activities in an effective, legal, fair and consistent manner. Another purpose of HRM is to ensure that the organization is able to achieve success through people (Armstrong, 2010), more specifically through increasing employee performance (Uysal, 2014). In other words, the whole aim is on trying to achieve an organizational mission, vision, goals and objectives using people as valuable resources (Itika, 2011). An additional goal of HRM is to achieve expected organizational attitude and behaviors inside the organizations. Behaviors like these can include: motivation, satisfaction, commitments, trust etc. It also very important the firm gaining competitive advantage. To achieve competitive advantage, people have always been central to organizations, they have now taken on an even more central role in building a firm's competitive advantage (Boohene and Asuinura, 2011).

In order to sum up all these goals, (Armstrong and Taylor, 2020) identified and put in order seven goals of HRM. The following canvas presents these objectives:

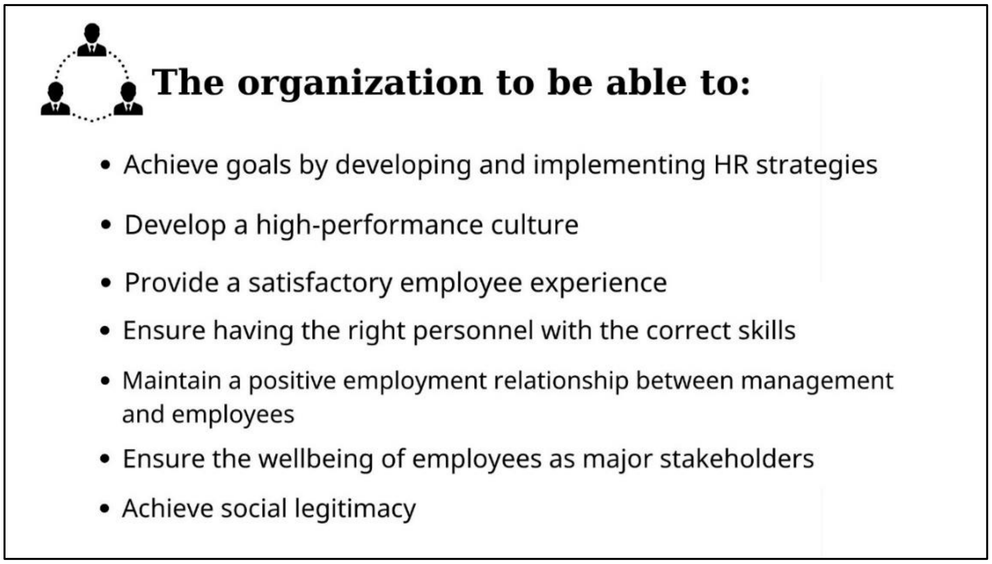


Figure 2: The seven goals of HRM according to Armstrong and Taylor, 2022

HRM is concerned with finding, employing, retaining and developing a workforce that matches the demands of the organization. In order for the organization to achieve the ability of meeting and identifying skilled and motivated individuals and of managing the organization's need for talent and skills, the Human Resource Management traditionally focuses on several HR operations. These include:

- *Planning*: This function makes sure that the correct number of personnel are hired and that their skills, abilities and knowledge are those needed in order to fulfil the enterprises' requirements and goals.
- *Resourcing*: It is the task of meeting the demand of human resources and filling positions (Armstrong and Taylor, 2020). In other words, the main goal of this process is matching human resource capabilities to the strategic and operational needs of the organization.
- *Developing*: The development of human resources is critical for organizations. Human Resource Development is the framework for helping employees develop their KSAOs (knowledge, skills, abilities and other characteristics), which in turn, improves an organization's effectiveness.
- *Motivating*: Its intention is the intensification of that inner drive that directs a person's behavior toward goals. More specifically, this term describes the person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks.
- *Administrating and Supporting*: It forms a cultural and legal environment at the work place that contributes to the employees' high performance and productivity.

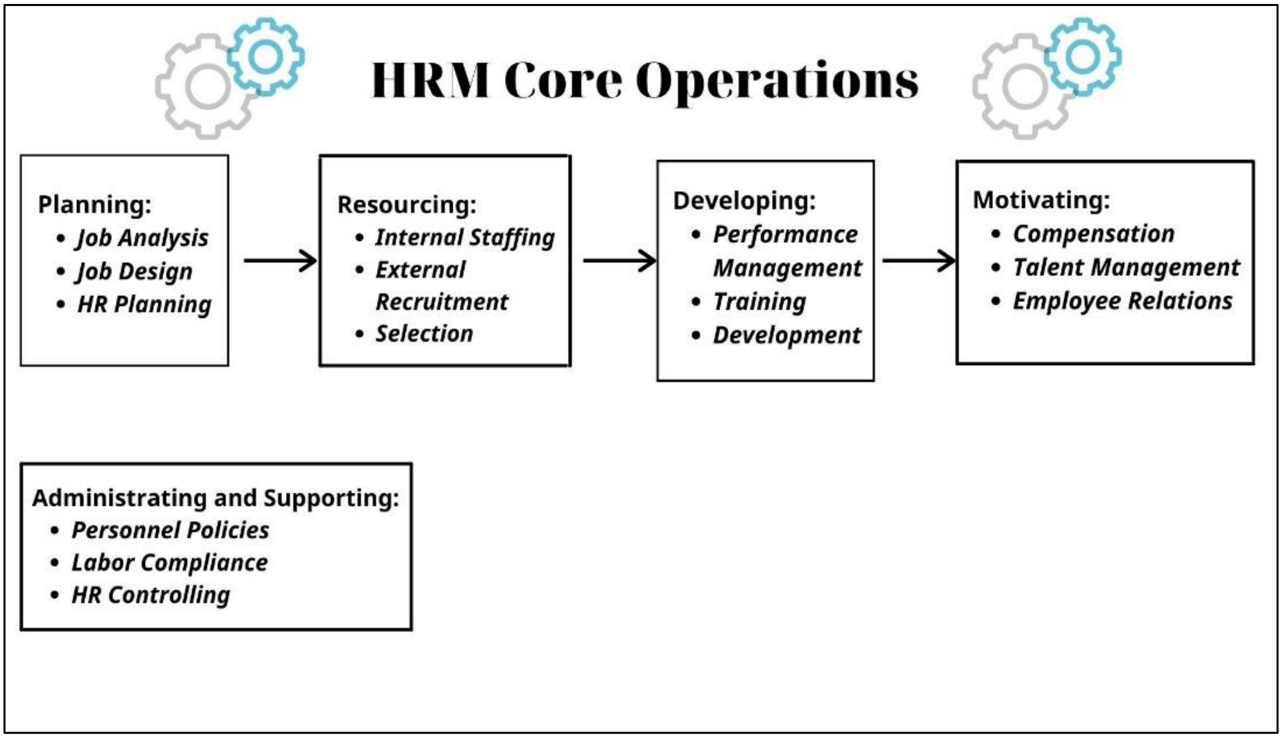


Figure 3: HRM Core Operations and their practices based on (Wirtky, Laumer, Eckhardt and Weitzel, 2016; Noe, Hollenbeck, Gerhart and Wright, 2020)

As noted by (Shen and Benson, 2016), these core operation “go beyond providing employees with superior pay and working conditions and may include recruiting and retaining socially responsible employees, providing CSR training, and taking account of employees’ social contributions in promotion, performance appraisal, and remuneration”. Through these functions, the enterprise will be able to boost the overall efficiency and productivity of the workforce, which ultimately results in fulfillment of the company’s goals. Therefore, it is easily understood that the aims of HRM are highly significant because, through its strategy, the enterprise will have the ability to achieve its goals by making the best use of the resources that are available to it. In other words, it helps the workforce to become inspired and as a result, make their capital work for them in order for the percentage of their revenue to increase. This means that when the workforce grows and develops its skills, the result is the growth and the expansion of the organization. As Uysal, 2014 noted “high individual performance of the workforce increases firm performance”.

The next chapters of this diplomatic thesis are going to analyze all the core operations which were mentioned before (Planning, Resourcing, Developing, Motivating, Administrating and Supporting), that are used by Human Resource Management inside the enterprise.

2. Planning in Human Resources Management

2.1 Planning in Human Resources Management

Specialized skill sets that are needed in a firm are not always easy to source. Human Resource Management Planning entails identifying the size of the staff and what abilities are required to optimally meet an organization’s needs. In other words, the ulterior goal of HRMP, according to

(Gass, 1991), is as he quotes “determining the number of personnel and their skills that best meets the future operational requirements of an enterprise”. In our modern economy, the workforce is indisputably the most important physical asset that an operation can have. Therefore, workforce planning is crucial for the fulfillment of an enterprise’s goals. If the planning is not sufficient or of poor quality, the organization will not be aware of gaps that exist or that will exist in its personnel. As a result, its business strategy will be inadequate. Planning plays also an essential role in predicting future demands of a business. Human Resource Planners’ responsibility is focusing on matching labor demand and supply and on forecasting HR needs (Rothwell and Kazanas, 2003). More specifically, human resource demands are generated and managed as conditions require. At the same time, this function gives an organization a competitive advantage over others in the same industry.

Rothwell and Kazanas were able to note down and put in sequence all the steps that are executed in the function of Human Resource Management Planning. They maintained that the first step in HRMP is connecting the purpose, goals and objectives of the HR department and/or HR plan to the purpose, goals and objectives of the organization. Without this step, negative impacts will be experienced at all levels of the firm and it will not likely be able to achieve their desired outcomes. Secondly, analyzing the work that is done in job positions is important for the assessment of the present status of HR in the enterprise. Job evaluation can contribute to identifying and discussing areas where performance can be improved. The third is scanning the environment in order to assess how job positions will change over time and how to keep up with these potential changes. The fourth responsibility is the comparison of a current work position and what is expected it will become in the future. A planning gap results because the future cannot be predicted with absolute certainty. The fifth step is the consideration and the selection of a range of long-term HR strategies that will help close planning gaps in the work and workforce. The strategy that will be chosen is called HR Grand Strategy. Afterwards, the HR Grand Strategy will be accomplished through HR practice areas such as job design, recruitment, organization development, labor relations etc. According to Rothwell and Kazanas, the seventh step of HRMP is managing the HR function by changing people and jobs in order to have a greater impact on the implementation of the HR Grand Strategy. Lastly, the evaluation of the strategy that is used is mandatory before, during and after its execution and the results are sent back to step 1. The following figure presents the eight steps that form this core operation.

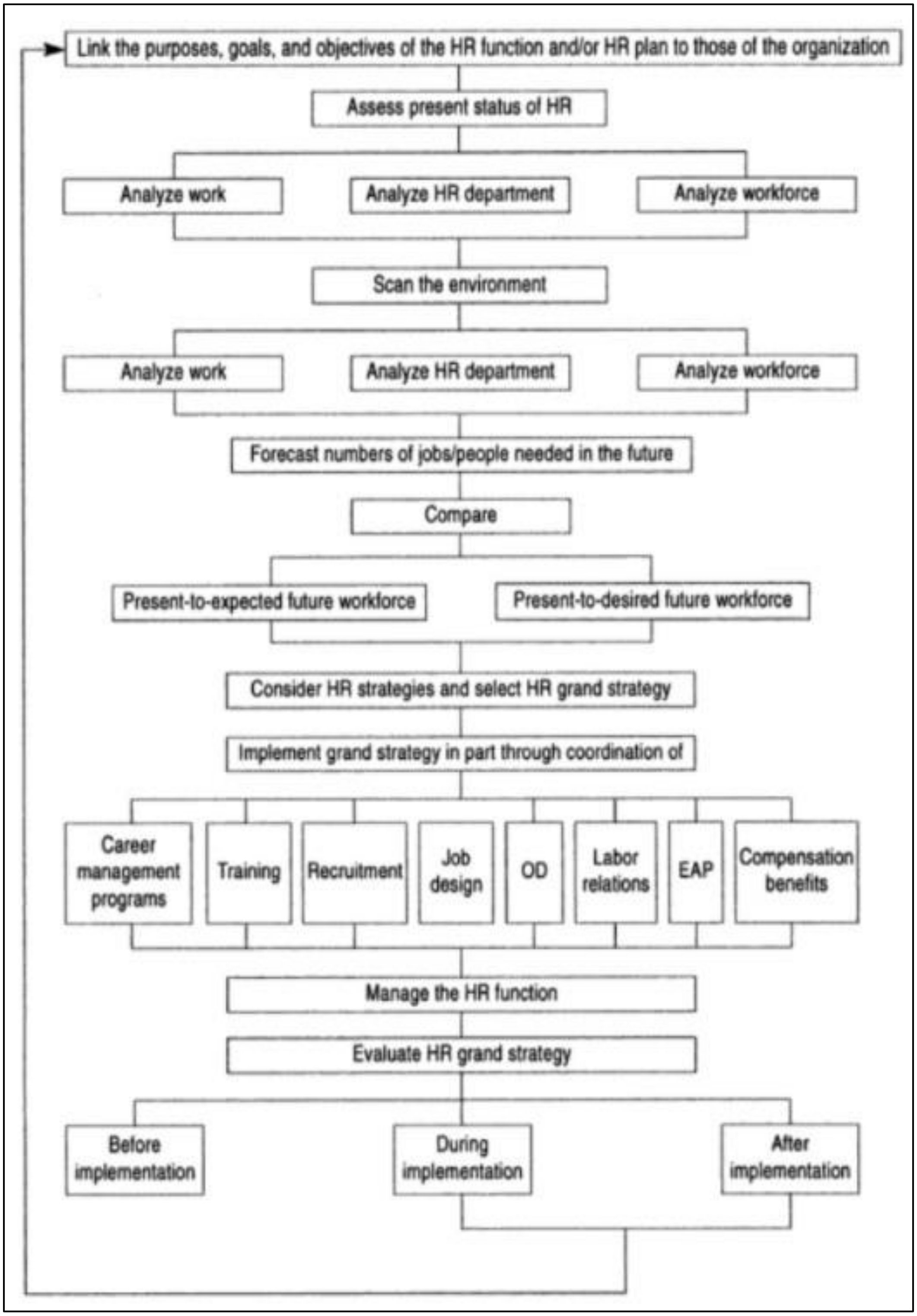


Figure 4: The 8 steps of Human Resource Management Planning according to Rothwell and Kazanas, 2003

In order to categorize these steps, planning includes three practices which are job analysis, job design and HR Planning. Each practice of this function will be analyzed in the following sections.

Figure 5: Human Resources Management Planning Practices according to (Wirtky, Laumer, Eckhardt and Weitzel, 2016; Noe, Hollenbeck, Gerhart and Wright, 2020)

2.2. Job Analysis

Job analysis ascertains detailed information of hard and soft skills of employees required by the organization in the short and long term. It is these methods that emphasize the use of existing knowledge or taxonomies of job information during analysis of the focal job (Whetzel and Wheaton, 2016). Singh in 2008 quoted that "at the heart of almost every human resource management program or activity is the need for accurate and thorough job information". This is where job analysis kicks in. He also mentioned job analysis as a "prerequisite activity for the effective management of human resources". Job analysis brings the specifics of a job position into focus (Palmer and Valet, 2001). This is the process that helps employers understand which are the skills and abilities that are required by a worker in order to be able to fulfil the jobs' goals. In other words, job analysis entails the process of accumulating and analyzing information regarding job descriptions and qualifications of the candidates. Another way of defining job analysis is "it is a job description, a written statement that describes the important tasks that need to be performed to successfully hold a job, the requirements necessary to perform these tasks, the level of job performance that can be expected at various levels of experience and expertise and those characteristics of the work setting that impact work performance" (Prien, Goodstein, Goodstein and Gamble, Jr., 2009). However, it is easily understood that this knowledge that we adopt from this practice is crucial and significant when employers are trying to find and train the right people for the right job position. Furthermore, it categorizes work positions within job families. A job family is a group of jobs that involve similar work and require similar training, skills, knowledge and expertise.

2.2.1 Impetuses for Job Analysis

Nowadays, business environments are changing continuously. New competitors are constantly entering into sectors of the market. Organizations must adapt their organizational structure. An **organizational structure** is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company in order to meet new challenges. In addition, another purpose of job analysis is to increase the efficiency of human efforts in order to obtain the best possible results. It helps in designing, redesigning, evaluating or even cutting back or adding extra responsibilities to a job. Also, in this process, jobs may be created or eliminated or even combined. Another factor leading to the need for job analysis is that both employees and managers may realize that their current position requires greater effort and a higher salary. Job analysis determines the new PayScale through fresh analyses of all the duties, responsibilities and accountabilities that are involved in each job position.

2.2.2 Ways of collecting the required information for Job Analysis

To incorporate strategic issues into a "present" job analysis first information is gathered regarding the kinds of issues in the job, in the company and/or the larger environment that may affect the job in the future (Schneider and Konz, 1989). One way of collecting this information is by observing. This can be performed either by physical presence of an analyst or by the use of a video camera. The advantage of using a video camera is the elimination of the "audience effect" so that the worker will not feel stressed or awkward while doing his job. Another result is that it provides an opportunity to observe the job for a longer time period and, lastly being able to capture job behavior samples. With the physical presence of an analyst, he/she observes the job holder either through supervision or personal involvement. In the first instance, the analyst does not have direct contact with the worker and just observes him. In the second situation, the analyst has a structured list of questions for the worker. A second way of assembling data is by interviewing the job holder, either individually or in a group setting. What is necessary is that it needs to be conducted by an experienced interviewer in order for the right questions to be asked. An interview can have a *structured type* of character or an *unstructured* one. The first type is a set of standardized questions and the second type more of a free conversation. Thirdly, many times organizations use detailed questionnaires when the number of employees to be interviewed is too large to handle. In this case, a supervisor will hand out the questionnaires to the job holders to be completed in their own time. Later, the answers will be turned over to the job analyst. This procedure simplifies the task for everybody who are involved and it also simplifies the analysts' task which is analyzing all the information that is gathered. A specific kind of questionnaire is the checklist. This is prepared by the job analyst and consists of questions regarding the requirements of a particular position where the employee is asked to check yes or no. However, this method of collecting information is costly and used only by large organizations where a substantial number of employees perform the same job. Last of all, a job holder is asked to keep a diary of the procedures and tasks demanded by his job position. If done correctly, a diary provides complete information about a particular function in the organization. This is true because the most obvious and readily available sources of information about a job are the incumbents currently holding that job (Prien, Goodstein, Goodstein and Gamble, Jr., 2009. The following figure shows these methods in order to get a clearer overview of them.

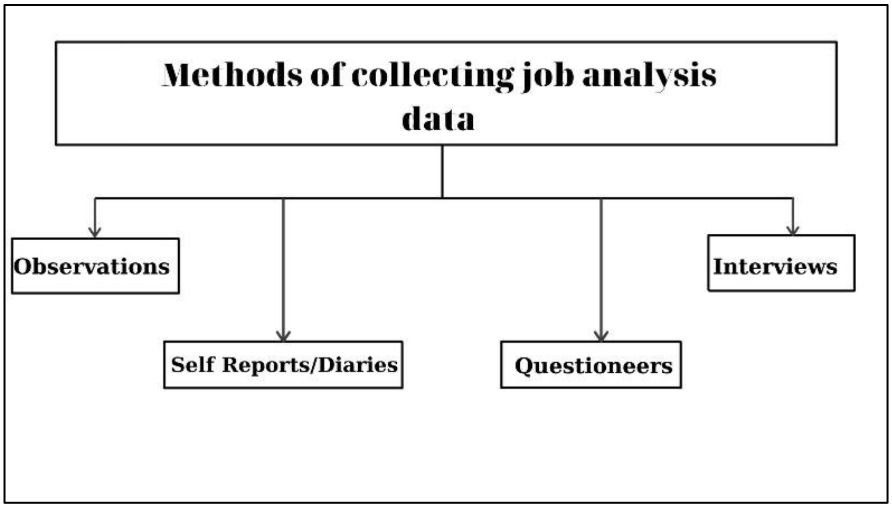


Figure 6: Methods of collecting job analysis data according to (Prien, Goodstein, Goodstein and Gamble, Jr., 2009)

It should be mentioned that any method can be performed in the enterprise by internal staff or by external consultants in conducting job analyses.

2.2.3 The goals of job analysis

By completing this process, many goals are accomplished. First, a job analysis allows firms to measure as many relevant characteristics regarding the job as possible. More specifically, it gives the ability to enterprises to gather information about the skills and training that are required to perform a specific job. In other words, the job specifications are identified. The goal of a strategic job analysis is specification of the tasks to be performed and the knowledge, skills and abilities (KSAs) required for effective performance for a job as it is predicted to exist in the future (Schneider and Konz, 1989). More precisely, capabilities that an individual should have in order for his work to be efficient such as relevant experience, educational qualifications, training needs and required KSAOs are recognized. Palmer and Valet in 2001 said that "work-related information, which can be collected through a variety of methods, is analyzed and used to determine KSAs necessary for effective performance of the job as it exists". It also plays a significant role in recruitment and selection because processes that are needed for them are specified as well. It helps understanding what kind of employees are needed by identifying all the qualifications, experience, emotional and personal skills are required for a certain job position. In addition, it contributes to performance analysis. To put it another way, it can assess if goals and objectives have been fulfilled or not. However, job analysis is also the first step for job assessment because it helps to rank the jobs by comparing them on the basis of their importance. As a result, departments are able to identify paths of employee advancement for those who are interested in improving their chances for career development and higher compensation. The following image presents the sections that job analysis contributes to.

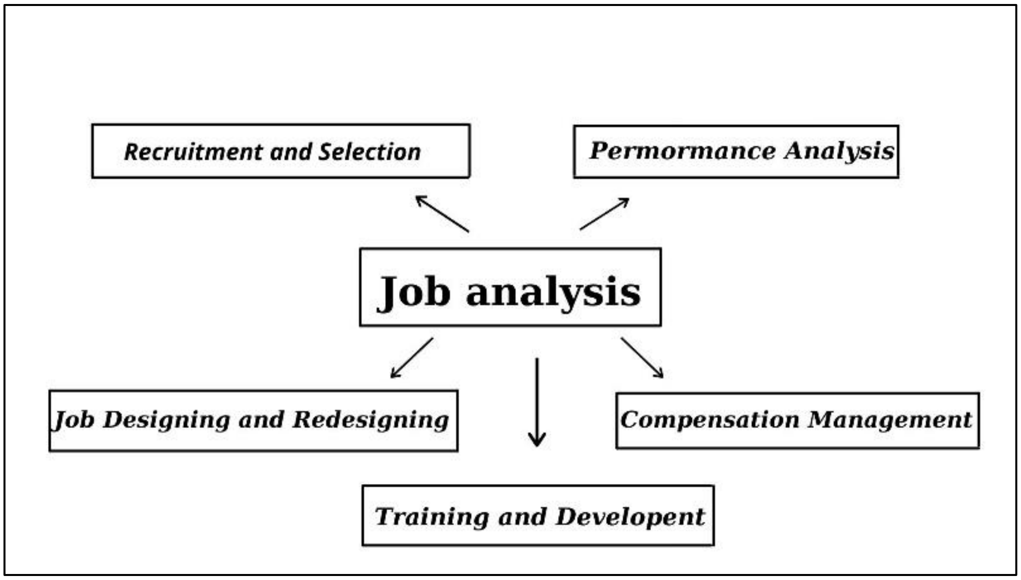


Figure 7: Aspects of Job Analysis

2.3 Job Design

Job design is one of the most essential topics in organizational research (Li et al., 2021). Creating a job design is the next step after job analysis. As mentioned in the previous chapter, job analysis is the process that identifies the skills and competency required to perform a job efficiently. Job design is the next step in HRM planning which is the operation of creating jobs that will help the organization to fulfil its goals. It has many definitions but the common link to all of them is the organization of tasks of a job position in order for a firm to be able to achieve its goals. The following definitions of job design are worth mentioning. Job design is the function of arranging tasks, duties and responsibilities in an organizational unit of work (Aroosiya and Ali, 2014). As specified by (Durai, 2010), it is the process of bringing together different tasks to build a job. According to Michael Armstrong "job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior, subordinates, and colleagues". In other words, through job analysis the way work will be performed and the tasks that a job requires are defined. It can also be defined as the study, creation and modification of the composition, content, structure and environment within which jobs and roles are enacted (Truxillo et al., 2012). It was also defined as "the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goal and objectives of the organization concerns (Opatha, 2009). It concerns who is doing the work, what is done at work, the interrelationship of different work elements, and the interplay of job and role enactment with the broader task, social, physical, and organizational context (Morgeson and Humphrey, 2008). More specifically, it determines who is doing the job, what tasks have to be executed during the job, how the tasks are completed, how many tasks are done and in what order. This procedure's main goal is to create a "work assignment" that will have the ability to satisfy the requirements of the firm and of the staff as a whole and individually.

2.3.1 Job Design techniques

Job design is the operation of creating jobs that will help the organization to fulfil its goals. This process is applied at both organizational and individual level. At the organizational level, job design works to fill employment positions with the most competent candidates. Another important role that is plays includes enhancing the quality of the work environment and of efficiency in the organization as a whole. At the individual level however, the goal of job design is to organize tasks, duties, and responsibilities connected to a specific job in order for the job to function at the highest level of efficiency. The techniques that the organization uses in order to achieve these goals are: Job Rotation, Job Enrichment, Job Enlargement, Job Reengineering and Job Simplification. These job design methods involve employees in decision-making and control over their own work and can result in psychological and economic benefits (Paul, Niehoff and Turnley, 2000). In the following these techniques will be analyzed in order to have a clearer understanding of them.

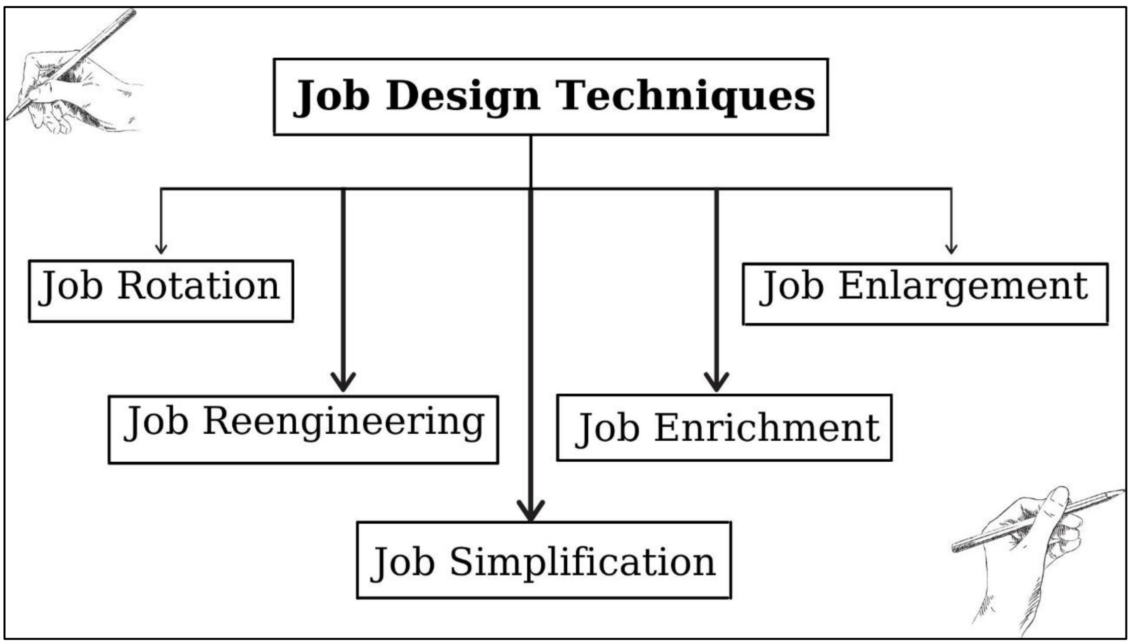


Figure 8: Techniques that are used for Job Design

2.3.1.2 Job Rotation

Job rotation is when an employee is moved from one job to another. The rules need to take the following factors into consideration while executing this process in order to be effective: the physical demands of the task, the gender of the worker, the lifting capacities of the worker and the demands and time spent performing other tasks (Carnahan, Redfern and Norman, 2000). When a job position eventually becomes an everyday routine and, as a result becomes boring, the best solution for the worker is job rotation. The main purpose of it is to create variety in job content (Jarvi and Uusitalo, 2004). Job rotation has many advantages for the employees and for the firm as a whole. First, it improves productivity, provision of training possibilities, increases employee's retention, enhancement of employee's career (Jorgensen et al., 2005). In addition, by experiencing a various number of jobs, the personnel have the ability to improve its self-image and its personal growth. Through this technique an employee is allowed to work in different departments or jobs in an organization to gain better insight in to operations (Aroosiya and Ali, 2014). In other words, the workforce is able to learn many aspects of the company from different points of view. It also means that this contributes to training methods because the employee will serve in different job positions and as a result, he will gain more job skills and be flexible in the organization. These additional job skills and flexibility of the workforce can lead to job satisfaction and at the same time lead to better motivation of the employees. At the same time, it has a positive impact on the organization as well because, when the workforce has different abilities, skills and knowledge, this will improve the organization's performance. Rotational assignments also encourage the employees to be more content and satisfied in their work and enhance their job involvement which may serve as a competitive weapon for an organization in today's dynamic corporate environment (Mahalakshmi and Uthayasuriyan, 2015). As a result, the productivity of an enterprise will increase and be closer to achieving its goals.

2.3.1.3 Job Enrichment

Job enrichment is a technique which refers to the inclusion of a greater variety of work content, requiring a higher level of knowledge and skill, giving workers, autonomy and responsibility in terms of planning, directing, and controlling their own performance, and providing the opportunity for personal growth and meaningful work experience (Aroosiya and Ali, 2014). Job enrichment can also be defined as an essential aspect in motivating employees for better and greater performance through a mutual sense of skill variety, task identity, task significance and autonomy (Salau, Adeniji and Oyewunmi, 2014). In other words, in this process more challenging work and responsibilities are given to the staff and this contributes to personal achievement and recognition and at the same time it gives the opportunity for individual development, growth and better performance. However, it is the development of work practice that challenges and motivates the employees to perform better (Durai, 2010). The advantages of this system are, firstly it increases an employee's pay level. More specifically, because the worker is given additional tasks and responsibilities, he will receive additional salary. Secondly, the organization is able to avoid extra costs from hiring new employees. With this system, already existing employees will do all the duties that are needed in order for the enterprise to fulfil his goals. Lastly, it increases the job skills of the employees which can lead to higher productivity. However, this process can also result in the employee feeling greater satisfaction at work which will then enhance the enterprise's performance.

2.3.1.4 Job Enlargement

Job enlargement is when workers are assigned more responsibilities that are at the same level. In other words, the employee is given additional duties which don't require any new skills or new abilities. It can be used to increase motivation by giving employees more and varied tasks (Aroosiya and Ali, 2014). The basic objective of this technique is to increase the personnel's interest in working by giving them different tasks. According to (Durai, 2010) job enlargement's aim is designing jobs in such a way that the interest and needs of both management and the employees are fulfilled. There are two approaches to this technique according to Pravin Durai. The first approach is "*horizontal enlargement*" and the second one is "*vertical enlargement*". The first type refers to the degree by which a job contains many tasks (Durai, 2010). In this case, new but similar responsibilities and duties are added in order to enhance new abilities among the employees, to decrease boredom at work and to eliminate difficult duties in a job. As a result of this method, higher productivity will be achieved in the enterprise. In reality, this approach is utilized when the duties are structured and categorized. The second type is when the employees decide how the duties are to be executed. It gives them the chance to take part in all the features of tasks, e.g., planning, organizing and controlling. The main goal of vertical enlargement is to strengthen the self-fulfillment needs of the personnel.

2.3.1.5 Job Reengineering

Job reengineering is the process of streamlining jobs in the form by combining a few jobs into one, redistributing the tasks among various jobs, and reallocation of resources (Durai, 2010). In other words, it is the technique in which a job process is redesigned so that all its individual steps can be worked on simultaneously by individual teams. It may also involve the redesigning of departments and possibly of the organizational structure itself. The ultimate goal is to achieve better performance, lower costs, reduce time frame and worker absenteeism and at the same time improve quality, service and the ability of the enterprise to effectively compete in the market. It is the fundamental rethinking and radical redesign of business processes to achieve improvements in critical contemporary modern measures of performance, such as cost, quality, service and speed (Hammer and Champy, 1993). The job reengineering consists of eight applications according to Pravin Durai. The first of these is "*Pattern Breaking*" which involves the changing of established regulations that already exist at the organization. The second is "*Realigning with Corporate Goals*" which means that work processes and their various steps are rethought in order to ensure that they are consistent with corporate goals. Third of all is the "*Abolition of Power Structure*" where the already established teams are replaced by independent teams. It may also involve the replacement of central authority and accountability. Fourthly there is "*Work Flow Redesigning*" where changes to work processes are evaluated in order to be certain that they fulfil the organizations goals and needs. The fifth application is "*Enhancing IT Applications*" which introduces technology to every potential area of the organization. Sixth is the "*Redefining Titles and Positions*". In this process job titles and positions, duties, obligations and relationships are reexamined in order to be consistent with any changes that may have been made. Seventh, the "*Establishing of a Learning Organization*" where a policy of continuing professional education is established. As for manual skills on the job training is considered the optimum so that quality and productivity are maintained at a high level. Lastly, there is "*Performance-based Incentives and Rewards*" means that new assessment methods will be used to evaluate the workers performance. Incentives are adjusted accordingly to this.

2.3.1.6 Job Simplification

Job Simplification is when a job position is simplified or even specialized. In other words, it is when you simplify a complicated job into a number of various and simpler parts. Usually in this technique, tasks and duties are eliminated in order to make existing roles more understanding and more focused. This process is used in many enterprises. The main goal of job simplification is to develop improved job methods that will increase output while it will be reducing costs and expenditures. Job simplification has a number of advantages for the employee and for the enterprises as well. Firstly, the workers job is repetitive which means that he/she only works on that part of the job only and this will increase the employee's knowledge. However, this will have as a result the (skills formation) of the employee and the higher productivity of the organization. More straightforward jobs eliminate many kinds oh stress, physical and mental, that employees might undergo through complicated job positions. Plus, the training program of the workforce is simpler because of the simplification of the job positions. This technique contributes to lower costs, because the costs that will occur after the simplification are minor. Last of all, employees under job simplification are more possible getting higher rewards due to their job specialization.

2.3.2 Advantages of Job Design

When job design is executed correctly, there is a various number of positive impacts that are created. Firstly, the workforce has the ability to gain new abilities, knowledge, skills and experience. This occurs when greater variety of work content, requiring a higher level of knowledge and skill is given to the staff. This of course will have a higher impact on the organization because high skilled employees always contribute to higher productivity, a greater performance and to achieving the firm's goals easier. Second of all, job design contributes to training the personnel. Training is a big part of job design. It can help the firm understand what training and development is needed in order to increase a higher level of employee productivity. It follows the "leave them alone" philosophy and this results in helping the workforce be aware of what their job requires and how it is executed. Thirdly, job design provides a flexible job and rest schedule through identifying the number of hours that are required for each individual to spent for work. In addition, it ensures that a job is simplified or broken down to employees, so that this helps the staff who has limited skills and are lesser experienced in order for them to grow gradually, step by step into a more professional and higher-level worker. All these advantages have as a result the job satisfaction of the workforce. This definition is very important for an enterprise so it is worth analyzing.

2.3.2.1 Job Satisfaction

Job satisfaction is a universal issue. Job satisfaction, as an academic concept, has aroused wide attention from the fields of management, social psychology, and practical operations in recent years (Zhu, 2012). Basically, it is about an individual's attitude towards his job (Thangaswamy and Thiyagaraj, 2017). There are many different approaches to defining job satisfaction. Firstly, it was defined by Hoppock (1935) as any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say "I am satisfied with my job". In addition, it is a key ingredient in a worker's sense of achievement and success on the job and it is generally perceived to be directly linked to productivity as well as to personal well-being according to Murad, Zayed and Mukul (2013). According to Spector (1997), it is about the way that people feel about their job and its various aspects. In other words, it is about the extent of positive or negative feelings that the workforce has for their job. More specifically, it exists when an employee feels he or she has job stability, career growth and a comfortable work life balance.

Keeping the employees happy contributes to the empowerment of the organization. This happens for many reasons. First of all, job satisfaction is directly connected to the greater performance and the higher productivity of an employee. This is true because when job satisfaction is present, there is more will for achievement and success on the practice field. So, it is easily understood that this term has a significant direct impact on job performance (Fu and Deshpande, 2014). Another factor is loyalty to the company. More specifically, when the workers feel that the firm has their best interests at heart, they will support its mission and work diligently in order to accomplish its objectives. At the same time, it is possible they will spread the good word about the organization to other people which will strengthen its reputation. Thirdly, keeping the employees happy and satisfied can lead to higher sales due to their higher performance and lower costs. Lower costs can occur when retaining the workforce. In other words, when employees are committed to the firm, a better work environment is created and, at the same time, enables it to more easily recruit talent and save money while it is less likely the employees will leave the organization.

However, the staff wants and needs to feel respected and trusted by the organization while they work in a good and safe work environment, with a good salary, benefits and opportunities for them to develop professionally. This is very important in order to build a strong future for the enterprise and for it to be able to achieve its goals.

2.4 HR Planning

The use of professional personnel planning has been advocated by scientists and practitioners for many years (Singh, 2018). Vetter (1967) defined it as “the process through which management determines how the organization should move from a current manpower arrangement to a more desired arrangement”. Human Resource Planning is also defined as the process that identifies the number of employees a company requires in terms of high quality and quantity (Aslam et al., 2014). HR Planning’s main purpose is to ensure that the correct number of employees are hired for the correct job position which must take place at the right time with an emphasis on not hiring too many or too few. There are two types of HR planning which are differentiated in to two categories, hard and soft. The key goal of hard HR planning is to ensure that the right number of workers are recruited for the right job position at the right time with a focus on not recruiting too many or too few. The primary goal of soft HR planning is to ensure the availability of people with the right attitudes and motivation who are committed to the company and its work (Armstrong and Taylor, 2006). In other words, it not only requires the establishment of objectives, but also the development and implementation of certain programs such as staffing and training in order to make sure people are present with the proper traits and skills when they are needed (Ulferts, Wirtz and Peterson, 2009). When HRP is applied to performance, then it is necessary to consider other variables, such as job satisfaction, employee motivation, efficiency, etc. There is influence of HRP on both an organization’s and employee’s performance. Human resource planning, as described by (Dundon, Wilkinson, Marchington and Ackers, 2004) "focuses more specifically on developing and influencing the culture of the organization so that there is a strong integration between organizational goals and employees' values, beliefs, and behaviors”.

Human resource planning can, in theory, be an important part of business planning. The strategic planning process should identify the anticipated changes in the scope and nature of the organization's activities. However, the reach and transparency of these plans are often restricted, which can make designing the integrated human resource plans that flow from them challenging. Human resource planning, as defined by Mills (1985), is "a decision-making process that combines three important activities: (1) identifying and acquiring the right number of people with the right skills, (2) motivating them to achieve high performance, and (3) creating interactive links between business objectives and personnel planning activities."

First of all, at the organizational level, it plays an important role in identifying the appropriate characteristics of potential job holders, with the goal being the selection of the most suitable candidate. Secondly, it provides high quality training and opportunities for job advancement of employees. At the same time HRP must also keep organizational demands in mind, so that they are also satisfied. Thirdly in response to forecasts, HRP gives to an organization the ability to create lead time that is necessary to face possible problems and threats to its position in the industry. Lastly, it motivates the workforce by giving them suitable compensation, benefits and promotions within the enterprise.

However, at the individual level HRP has a significant impact on employees' performance. It is in charge of the training and development necessary to boost their skills and productivity. Performance is improved when the individual staff members receive specific training that applies to their job position. Therefore, they perform better. According to Casson (1978), human resource planning is described as "a systematic policy-making activity that generates reliable forecasts on a continuous basis through technically sophisticated and highly integrated planning systems". According to the author, it is best viewed as a routine monitoring of human resources and their relationship to the needs of the company, where issues can be identified, evaluated, and monitored, and a foundation for reacting to unforeseen developments be created. Secondly, a research activity in which the human resource consequences of specific issues and change in circumstances can be studied, as well as the results of alternative policies and behavior. The difficulty of forecasting the impact of external events must significantly restrict the capacity to make these predictions. Heller (1972) warns that "sensible anticipations can become foolish figures, and their validity is dependent on broad and imprecise assumptions."

3. Resourcing in Human Resources Management

3.1 What is Resourcing in Human Resources Management?

Human Resource Management Resourcing is one of HRM's most vital functions because, simply stated, it obtains and retains the workforce which is the most crucial component of an organization's success. It is that part of human resource management which focuses on the recruitment and release of individuals from organizations, as well as the management of their performance and potential while employed by the organization (Pilbeam and Corbridge, 2006). This function focuses on strategically integrating managerial efforts to ensure that the organizational staffing requirements are met (Raiden, Dainty and Neale, 2008). Michael Armstrong (2006) defined it as the surety of obtaining and retaining the human capital that is needed and employ them productively. More precisely, resourcing aims to secure and retain the skills, values and attitudes that suit the organization's requirements in order to identify and allocate employees to their proper positions. In other words, it is the process in which people are identified and are assigned to perform work that is necessary to the organization by matching human resource capabilities to the strategic and operational needs of the enterprise. These positions encompass a wide range of types that include, but are not limited to: full time and part time employment, temporary positions, subcontracting etc. While performing this function, resourcing managers must be constantly mindful that current staff needs be met with an eye to the future. At the same time, the manager must minimize costs to the organization, maximize employee value and strive to achieve the most favorable mix of attitudes and commitment from workers. Therefore, staffing is a main function of the HRM Resourcing.

Staffing positions in organizations may be one of the most significant human resources management functions. Staffing in general can be carried out by a department within a large organization or contracted out to independent agencies. It has a significant positive impact on the enterprise because of the identification of the correct employees who are most suitable for the job position. In addition, it focuses on both *quantity* and *quality* of the workforce. *Quantity* is the number of workers that are employed in the organization. The firm will forecast the workforce quantity needs and then will compare it to the staff that is already available. If the numbers match the requirements, then the firm is already fully staffed. If the headcount is more than what is needed, the organization is overstaffed and will need to stop hiring and, unfortunately even require the layoff of some employees. With the same logic, if the requirements are more than the number of the already available employees, then the enterprise is understaffed. *Quality* is about matching the correct person with the correct job position. In other words, the organization will match the correct person with the right capabilities, knowledge, experience, skills etc. with the correct job position in order to increase its performance and to achieve higher productivity.

Either way, the Resource Management will try to find, select, screen, evaluate and develop temporary and permanent employees. The manager will seek talent either from within an organization which this is called *Internal Staffing* or will seek applicants from outside the organization which is called *External Recruitment*.

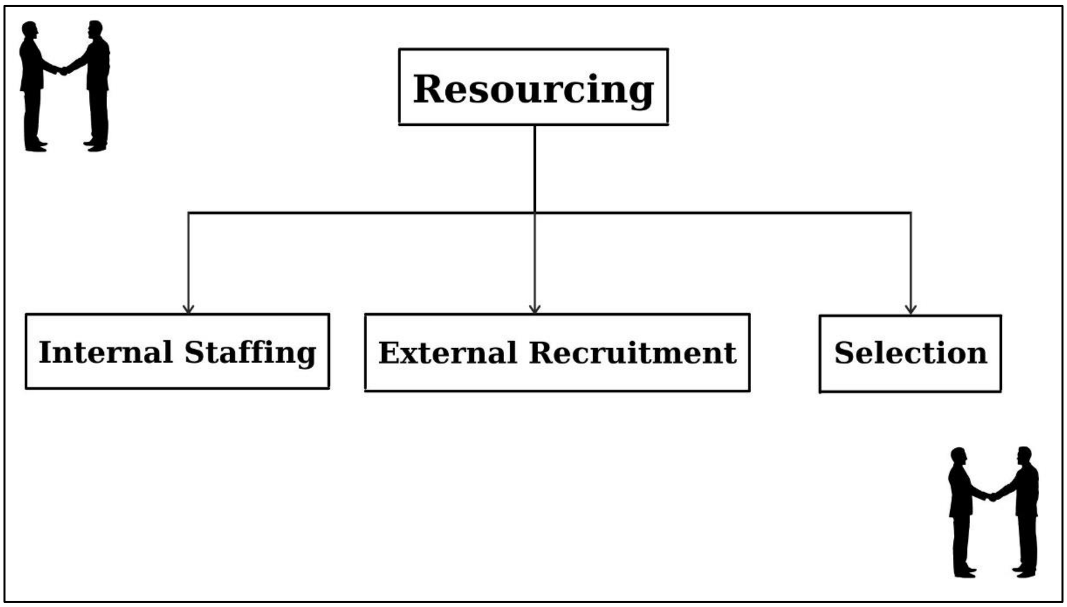


Figure 9: Human Resource Management Resourcing Practices according to (Wirtky, Laumer, Eckhardt and Weitzel, 2016; Noe, Hollenbeck, Gerhart and Wright, 2020)

The core operation of Resourcing includes three practices which are Internal Staffing, External Recruitment and Selection according to Wirtky, Laumer, Eckhardt and Weitzel, 2016; Noe, Hollenbeck, Gerhart and Wright, 2020. These three practices will be analyzed in the following sections in order to clarify their characteristics.

3.2 Internal Staffing

Internal Staffing means that vacant positions are filled by employees who are already working for the organization. The decision regarding internal staffing involves promotions, demotions, transfers and lay-offs which are an important aspect of human resource management (Anyim, Ikemefuna and Shadare, 2011). This is preferred when appropriate talent is available. Time can also be a factor. In an organization where internal staffing is the preferred policy and time is not a factor, then a talented employee can be trained for his or her new position if the worker has not got the requisite skills. However, if time is short, then the best option would be to recruit from the outside despite the organization’s preferences.

The search for the ideal candidate involves the matching of skills and personal characteristics to a particular position:

- The matching of a candidate's skills to that which is required by the vacancy.
- The matching of a candidate's characteristics and desires to the job features.
- Assessing whether the candidate is a suitable addition to the team.

It should be mentioned that skills matching is an objective function. That is, prior evaluations of a in-house candidate's capabilities and of the job features are readily available and can be easily compared. However, the matching of people's characteristics and ambitions with job requirements and their placement within a team is a subjective exercise and requires more attention from the HRM manager. Another complication in this process is that people's desires are not stable but change over time.

There are several kinds of Internal Staffing, that is, the internal movement of employees within an organization. They can take the form of promotions, transfers or changes in status like temporary to permanent. Many reasons exist as to why an organization would choose to staff internally. These include tangible reductions in costs (screening, hiring, training etc.), in time spent and in employee turnover. There are intangible advantages as well such as boosting employee morale, encouraging loyalty and fostering a sense of professional development. In addition, knowledge of the past performance of the candidate can assist in evaluating whether they meet the position's criteria. Another advantage of internal staffing is that the employee is already knowledgeable about the organization. In this instance, the worker already understands the company's philosophy and performance expectations. This provides the organization an advantage in that the in-house candidate can begin working faster and more easily than a candidate from the outside. Thirdly, it is more cost effective as the enterprise avoids most of the costs of searching for candidates. Lastly, other employees' motivation will rise when they observe the successful candidate get a raise or promotion, leading them to work harder which results in the enhancement of the company's performance. Taking advantage of an employee who already has an insider's knowledge seems self-evident but internal staffing also has its disadvantages. Workers who have been at the same organization for some time may lack new ideas and be unable to be innovative in their new positions. Promotions may provoke jealousy and tension amongst colleagues who were passed over. Finally, it should not be forgotten that after the employee is in his new position, his old job much be filled as well. This is known as backfilling.

3.3 External Recruitment

When an organization decides to fill its positions with talent from the outside, it is called External Recruiting. More precisely, it is the search for suitable candidates from outside the organization, in order to fill an existing job position. This decision can be made based on a number of factors such as the lack of appropriate talent inside the organization, lack of time to train or it may simply be the policy of the organization to staff from external sources.

The HRM manager, when he recruits from outside the organization, has the same duties as when staff is procured internally. That is, he must search, find, match, screen, select and develop the talent he finds. However, the procedure of external recruiting involves more parameters than that of internal staffing.

Whether the HRM is an internal department or is an outside agency, the competent manager cannot simply wait for talent to send him an application. He must instead actively seek the candidates he wants. This is necessary due to the shortage of skills at the higher levels. Especially since the end of the Great Recession in 2009, organizations have been vigorously competing for the same pool of talent. This competition has caused HRM managers to change their methods of finding talented workers. They now make extensive use of social media, social contacts and recruiting websites. The adept HRM manager must also take into consideration the changing attitudes of prospective candidates who may not be willing to adapt to a particular work environment but will join an organization only if it suits their needs.

In order to attract the right candidate, an HRM manager must be mindful of two relatively new concepts, that of *Employer Branding* (EB) and the *Employee Value Proposition* (EVP).

Employer Branding was defined by Simon Barrow and Tim Ambler in the Journal of Brand Management (1996) as “the package of functional, economic and psychological benefits provided by employment and identified with the employing company”. By 2003, a survey by The Economist showed that 61% of HR professionals were aware of employer branding. This awareness continued to spread across the globe in the succeeding decade. As time went on, EB became an ever-increasingly important function in external recruiting. Employer Branding can make the difference between talented candidates knocking down the organization’s door wanting to work for it and recruiters struggling to fill key roles. With today’s increased competition, having a positive perception in the eyes of desirable professionals will give a company a distinct advantage in the recruiting “wars”.

According to Minchington (2005), Employee Value Proposition is a “set of associations and offerings by an organization in return for the skills, capabilities and experiences an employee brings to an organization”. In other words, it is the balance of the rewards and benefits that are received by employees in return for their performance at the workplace (Deshpande, 2019). It was also defined by Divanna (2002) as “the talent a company needs to exist to support the corporate value proposition”. Later in 2003, Divanna refined the definition of EVP as “a portfolio of skills and experiences which can be considered as assets and incorporated into a company’s balance sheet”. An experienced HRM manager starts at the very beginning to attract the talent he wants and his firm needs. At the same time, he also would like to discourage those he would reject. The manager knows that the best candidates have already done their homework and are informed about the work environments in companies they are willing to work at.

Therefore, companies that invest in Employer Branding and Employee Value Proposition ultimately spend less time and money in filling their positions.

There are many advantages to the enterprise through external recruitment. First of all, it brings fresh talent into the organization. It gives the firm the chance to develop a diverse team of employees. Employees from different backgrounds can provide a variety of personalities in order to achieve a more balanced approach in decision-making. These new employees may develop a wide range of abilities, knowledge, experience, ideas, insights etc. and, as a result, new ideas will be brought into the company. In other words, a host of new ideas, innovations and improvements may be proposed by the new staff, giving the opportunity for organization development. Secondly, by selecting an experienced external candidate, the firm will be able to avoid training costs and this can give the organization a competitive advantage. External recruitment is cheaper and faster than to instruct internal resources according to Emanoil Muscalu (2015). Third of all, external candidates can help provide alternative ideas and new perspectives for management strategies that can enable the organization to achieve advancement and growth. Lastly, when the new staff shares their unfamiliar methods and ways of executing work with the rest of the personnel, it could contribute to their increased motivation. This, in turn, could result in expanded worker performance which then leads to greater company performance.

The professional HRM manager works in a dynamic environment that is constantly changing. One important change has been the requirement that successful candidates be proficient in soft skills. These are defined as “a combination of personality traits, behaviors and social attitudes that allow people to communicate effectively, collaborate and successfully manage conflict”. More precisely, they consist of leadership, teamwork, communication, problem solving, work ethics, flexibility and interpersonal skills. Many companies prize soft skills more than hard skills and the HR manager must be adept at evaluating candidates in this area. Other changes worth mentioning are the fact that today’s workforce is much more diverse than it used to be. HR managers must be knowledgeable in how to recruit women and other minority groups. These groups may have to be targeted, developed and motivated in different ways.

Therefore, the recruiting process of employees is crucial to a firm’s success because it will essentially identify and select the most appropriate employee. It has to be executed correctly in order for the organization to be able to enhance its performance and achieve higher productivity.

3.4 Selection

One of the aspects that has a significant impact on a company’s success and performance is the staff. Therefore, it is understandable that the correct selection of the staff members is crucial for the organization in order to be able to achieve its objectives more easily. According to Golec and Kahya (2007), an organization’s success depends on it having the right people in the right jobs at the right time. Once the organization has developed a recruitment plan, has recruited people and has candidates to choose from, the selection process can begin. Selection is the process that identifies the best candidates with the appropriate knowledge, skills and abilities for the filling of a vacant job position in the firm. In other words, it is the matching of the enterprise’s needs with the qualifications and experience of people. Thus, selection is the process of identifying the most appropriate candidates from those who apply for the job. In order for the correct applicant to be selected, it is important to have compiled all the required data in order to make the correct decision. In order for the selection process to be efficient, it is important for the manager to be able to identify suitable candidates to work in the organization and to be able to allocate the tasks and jobs on which they have to work while employed. It is worth pointing out that the selection process can be expensive due to the time spent into reviewing resumes, weighing the applications, interviewing the most capable candidates and sometimes bringing them in from out of town for interviews. For these reasons it is important to choose the best candidate from the very beginning so that these costs need not be incurred again.

It is often noticed that the terms “*recruitment*” and “*selection*” are easily confused because of their similarity in meaning. It is worth clarifying the differences between them in order to have a clearer understanding of them. Recruitment is the process of attracting and identifying as many potential candidates as possible to apply for a vacant job position in the company. However, selection is mostly about the negative process of the elimination or rejection of candidates in order to reach a decision regarding the most appropriate for the particular job position. Therefore, both processes play a significant role in the growth of an organization and its performance. The following figure presents the major differences more clearly.

Recruitment	Selection
The process of making the potential candidates apply for the available jobs.	The process of choosing the correct candidate for the correct job position.
The process with its approach of attracting as many candindates as possible for the available jobs.	The process of eliminating and rejecting many candidates in order to conclude to the right one.

Figure 10: Differences between the terms "Recruitment" and "Selection"

3.4.1 Importance of Selection

This process could be one of the most important practices in Human Resource Management because it makes a significant contribution to the greater performance and productivity of the firm. By selecting the correct candidate, the first time around, the company can avoid additional expenses like training and development programs, thus achieving a more competitive position in its market. This successful selection will not only fulfill the requirements of the job position but could also shake up the rest of the staff by incorporating new ideas into the job description and motivating others to be more creative as well. As a result, the organization may obtain a higher performance level.

On the other hand, a poor selection process where the most suitable candidate is not immediately identified and which needs to be repeated again and again raises unnecessary costs for the organization. Finding out that someone is unsuitable for a position not only costs money but wastes the time of HRM personnel and of the specific team or department as a whole.

3.4.2 Advantages of Selection

If the selection process is executed correctly, it can provide a number of advantages to the enterprise. Firstly, it reduces a lot of time and effort, thus avoiding additional expenses. As mentioned in the chapter *3.2.1 Importance of Selection*, lower costs are the result of the firm selecting the correct candidate the outset. Secondly, it helps to avoid any kind of bias while recruiting the correct employee. Bias occurs when the employer makes various kinds of assumptions about the candidate that are not accurate. Therefore, it is highly recommended that this practice to be avoided as much as possible so that a fair choice can be made for the benefit of the organization’s reputation. Thirdly, it contributes to eliminating the other candidates that do not have the appropriate KSAO’s and will not be able to fulfil the vacant job positions requirements. Fourthly, it provides guidance for additional evaluation of the candidates through exacting confirmation and reference verification. Lastly, it gives the enterprise a better chance to compare all the different candidates more easily in terms of their experience, skills, knowledge, abilities, work attitude etc., and in this way be able to identify the correct employee for the job position.

It is crucial that selection follows a proven and scientific method that has been determined beforehand. It is essentially a negative process whereby applicants are eliminated starting with simple and cheap methods and gradually utilizing more costly measures. This procedure seeks to match the candidates to what is required based on three variables:

- candidate's personality – traits, abilities, work ethic
- characteristics of the job – skills required and challenge level
- characteristics of the work place – physical environment, organization's culture and values, training, rewards

Of course, no process is perfect and there is always a small margin of error when not only an inappropriate candidate may be hired but also when a good fit is erroneously turned away.

3.4.3 Selection Process

The selection process according to the Human Resource Management textbook of the Open University of Hong Kong, involves 5 distinct aspects. These include: 1) *criteria development* 2) *applications and resume review* 3) *interviewing* 4) *test administration* and 5) *making the offer*.

These five significant steps are the ones that will help the organization to be able to choose the correct candidate for a correct job position and it is significant to analyze them in order to obtain a clearer understanding of them.

The Five Distinct Aspects of the Selection Process
• Criteria development • Applications and resume review • Interviewing • Test administration • Making the offer

Figure 11: The Five Distinct Aspects of the Selection Process according to the Human Resource Management Textbook of the Open University of Hong Kong

3.4.3.1 Criteria Development

Criteria Development is the first step of the selection process and consists of the knowledge, skills, abilities and personal characteristics that have been determined by job analysis to be essential for a particular job and for a candidate to perform successfully in that position. They may also include some measure of a potential employee's fit within a corporate or team culture. This provides the HRM manager with a clear picture of the candidate he is looking for.

These criteria must be developed and specified before any resumé is examined or any specific candidate is considered in order to ensure fairness in the selection process. Having pre-determined criteria also smooths this process and allows it to proceed faster and at lower cost. Software is available whereby resumés are scanned and automatically selected using key words entered by the manager, thereby eliminating the time-consuming process of reading every single one.

Selection criteria can also include measures of specific personal characteristics if they are deemed essential to the position. These may include traits like the ability to take the initiative, to multi-task, to solve problems and to manage conflict. As regarding team or corporate fit, other specific attitudes or abilities can be measured. For example, engineers applying to Facebook were rated on their willingness to take risks because this is considered a desirable trait at Facebook. (McGirt 2010).

3.4.3.2 Applications and resume review

When the first step of the selection process is completed, step two can be executed which constitutes reviewing applications and resumes. Often, these two are confused because their information may overlap. However, each serves a number of different purposes. A *Job application* is an official document which is filled out by the candidate and includes fairly simple information such as name, social number, address, email address, dates of employment etc. Often, it lists other significant information such as physical characteristics, experience, socio-environmental qualifications, a photograph of the applicant etc. or even the disclosure of a criminal record. In other words, it provides material for a minor background check of the applicant. Every enterprise should have an application form that reflects its own environment (Arthur, 2012). The applicant completes the form and gives it to the employer in order to considered in the job selection process. Although the application provides the employer with only general information about the candidate, it nonetheless assists the HR staff in their comparisons of the candidates. To supplement this personal data, it is also necessary to review resumes for additional relevant material.

On the other hand, a *resume* or often called CV (curriculum vitae), is the first contact between an organization and a job seeker (Thoms, McMasters, Roberts and Dombkowski, 1999). It is a list of details presenting the candidate’s work experience, education, qualifications, skills, projects, certifications, licenses, languages spoken and other important data presented in a standardized format to make it easier for the recruiters to review. This information helps the employer get a clearer picture of the candidate and aids him in making comparisons among the rest of the applicants.

One thing a resume reviewer will do is to search the database using keywords and the corresponding applications and CVs will appear. It is important that this process be done fairly so that all qualified applicants have an equal chance of employment by the company. It is very important that job criteria be specifically spelled out so that neither “*disparate impact*” nor “*disparate treatment*” occur.

Disparate impact or adverse impact occurs when criteria exist that restricts the pool of applicants that can be considered for a job. If a criterion is necessary in order to perform the specified job, then it is not considered to be disparate impact. However, if the requirement is not essential for the job and excludes a legally protected group, then unintentional discrimination exists. It is the job of the HR staff to ensure that legally protected groups (based on race, color, sex, religion, national origin and disability) are not affected unfairly by any job criterion.

Disparate treatment in hiring also impacts these same protected groups but the restriction is instead intentional. Also called adverse treatment, not only does it affect the applicant but it also has a negative effect on current employees and their work environment. It may also leave an organization vulnerable to legal action by those who have been discriminated against.

In the end, if the application and resume review step has been satisfactorily concluded, the candidate has a good shot at securing an interview which is the next step in the selection process.

3.4.4 Interviewing

Interviewing the candidates of a vacant job position is the third step of the selection process in an organization. An interview may be defined as “a systematic and scientific process used in the employee selection which helps to acquire needed information with regard to the candidate’s capabilities and his interest, aptitude and knowledge required for the job and also to provide him the requisite information about the concerned organization through face-to-face communication, thus creating a feeling of trust and confidence in the mind of the prospective candidate”. It was also defined by (Anderson and Arsenault, 1990) as “a specialized form of communication between people for a specific purpose associated with some agreed subject matter”. In other words, it is characterized as the most significant tool in the selection process. As compared to other techniques of data collection e.g., questionnaire, observation, etc., interview may serve as a rich source for exploring people’s inner feelings and attitudes (Dilshad and Latif, 2013). Its main goal is to ascertain if the applicant is the appropriate candidate for the particular job and if he or she fits in the firm in order to help it achieve its goals.

The are many positive effects for the company because of this process. First of all, it confirms all the written information and data that the organization has obtained from the candidate through the questions that are asked. In addition, it assists the hiring manager in obtaining extra details and facts about the applicant that would not be available otherwise. Lastly, through the interview the candidate obtains additional relevant information about the vacant job and the organization, thus obtaining a clearer picture of the work environment. By clarifying the situation for both sides, the interview helps to establish early on a positive relationship between the organization and the candidate which further serves to polish the company’s image.

3.4.4.1 Types of Interviews

The interview process is time consuming and costly so it is very important that the type of interview selected to be the correct one and for the applicant to know from the very beginning the kind of qualifications that are required by the enterprise. They are various types of interviews such as 1) *traditional interview* 2) *telephone interview* 3) *panel interview* 4) *informational interview* 5) *meal interview* 6) *group interview* 7) *video interview* 8) *Nondirective interview*.

3.4.4.2 Traditional Interview

The traditional interview is the face-to-face interview and it is the most commonly used type of interview in organizations. In this method, a one-to-one conversation takes place where the interviewer asks the candidate a number of questions. This type is more frequently because of the details that may be obtained from the applicant. Firstly, through the conversation, the interviewer can assess the candidate's personality, communication skills thus test his basic knowledge. Secondly, it gives the hiring manager the opportunity to understand the applicant's outlook and evaluate his fits in the enterprise's culture. Lastly, an analysis of itemized achievements and projects that are listed in the resume can be undertaken to further check their accuracy.

There are two kinds of traditional interviews. The first is the *structured type* and the second is *unstructured*. The first type is a set of standardized questions and the second type is more of a free conversation. These two types were also mentioned in chapter **2.2.2 Ways of collecting the required information for Job Analysis.**

3.4.4.3 Telephone Interview

A telephone interview is managed by a company's hiring staff. Many times, a face-to-face interview is difficult to arrange for both parties. This is due to the time consumed in scheduling them, making time for appointments, travelling or even setting up tape recorders and microphones. Therefore, an interview through the telephone is a good alternative in order to collect the needed data from the applicants. It is understood that if an organization obtains a large number of resumes and applications for a vacant job, it is not possible to interview all the applicants in person. The telephone interview is an option that saves the employer's time and further eliminates undesirable applicants easily and at extremely low cost.

These interviews have a structured character meaning that the interviewer will ask a number of standardized questions to the candidate. These questions have already been prepared by HR personnel and are specific to the position. A comparison of each candidate's replies to the same questions will quickly pinpoint the stars in the group that will then advance to the next stage of the hiring process.

The benefits of telephone interviews are not all one sided, that is, there are advantages to the interviewee as well. Because there is no face-to-face contact, the candidate will feel more comfortable and not have as much stress as he would have had otherwise. He can easily do multiple interviews in one day and avoid travelling costs while not taking a single day off from his current job.

As mentioned by (Burnard, 1994), the advantages of telephone interviews for the employer's side are that data can be gathered quickly and relatively easily from the appropriate respondents, the interviews can be arranged to suit both researcher and respondents, and those involved may be more comfortable with the relative anonymity of the telephone interview. The candidates that give a good impression and the right answers to the interviewer are the ones who will get a ticket to the next round which usually is the traditional interview at the firm.

3.4.4.4 Panel Interview

A panel interview occurs when several people from the hiring team interview one person at the same time. In other words, a selection panel interview involves a group of interviewers judging interviewees' responses to interview questions (Prewett-Livingston, Feild, Veres and Lewis, 1996). Each interviewer usually asks different types of questions regarding the candidate's experience, skills, qualifications, knowledge etc. This method is more stressful to the applicant due to the number of people participating in the interview but it is done to reduce costs. Its main purpose is to avoid brining the candidate to the organization for multiple interviews. It is obvious that it is more efficient and less costly to be interviewed by everyone all at once.

3.4.4.5 Informational Interview

An informational interview is not a job interview at all, but a meeting with an employee who is already working in a specific field or in an enterprise that is of interest to someone else. Its main goal is not to obtain a job position in an organization, but to be informed regarding the relevant data of the job that may attract a possible candidate. The benefits of an informational interview are, first, that the potential candidate can obtain all the details and particulars of working in a specific field, industry or position that are not available online. Secondly, whoever is interested can be updated about career paths that he or she may not know exist. Thirdly, knowledge, experience and tips are expressed by current job holders, thereby giving the future applicant a clearer picture about the job and how it would be like to work at the particular organization or in that specific field. A fourth significant advantage is being able to find great people before a job opening is available. Lastly, it makes it possible to meet many people from the organization and, as a result expand their network of contacts in a specific career field which could prove helpful when a position becomes available.

3.4.4.6 Meal Interview

Many organizations may offer to take an applicant out for a meal, either lunch or dinner. This gives the interview a more casual character and, as a result, the interviewee is able to feel more comfortable instead of awkward and stressed. Sometimes the candidate has already been through a more formal type of interview. Now, through this meal interview, the hiring team will be able to obtain a different kind of information about the candidate such as his manners, patience, treatment of the restaurant staff, body language or anything else deemed to be important by the organization. Usually it has an unstructured character, meaning there are no ready questions by the interviewer, resulting in a free conversation which evolves according to the interviewee's answers.

3.4.4.7 Group Interview

A group interview is when a single interviewer interviews multiple applicants at the same time. This type of interview is mostly used in industries like food service, hospitality and retail. The group interview has a number of advantages for the hiring team. Firstly, it is less costly for the organization because of the time that is saved when more than one candidate is interviewed at the same time. Therefore, hours of labor and effort are saved. Secondly, a significant skill that is sought by every firm is team spirit which means being able to work with others effectively. Group interviews enable the hiring staff to see which candidates work best with others. Although every candidate will say they work well with others, group interviews allow interviewers to see those skills in action. Thirdly, group interview environments provide unique insights into who fits in with company culture. An organization's culture is most apparent in how employees interact with each other. The group interview creates an environment that helps identify candidates compatible with the existing culture. Lastly, group interviews tend to be very stressful for the candidate. Therefore, the interviewers are able to see which candidates perform better under stress.

3.4.4.8 Video Interview

Video interviews are essentially the same as traditional interviews, except of the technology that is used and the fact that the interviewer and the candidate can see each other. In recent years they have become very popular due to the money and time they save and, in the past year, because of the Covid-19 pandemic when travel became almost impossible and personal contacts had to be severely restricted. In the same way as the telephone interview, it removes geographic constraints so that the interviewee can be at any part of the planet and still participate in the interview if he has an internet connection. One of its biggest advantages according to (Chen et al., 2017) is the convenience of off-line reviewing and decision making by human resources (HR) staff, which in turn enables HR staff to assess multiple job applicants in a short time window. There are two types of video interviews, the first being the *synchronous interview* and the second the *asynchronous video*. In the first type, the interviewee and the interviewer chat live over the internet and the presence of both is mandatory. In the second type, the hiring manager is not present for the interview and the candidate records a video with his answers to submitted questions and later sends it to the organization.

In order to participate in this kind of interview, a webcam, a microphone and video software are needed which are components of almost every laptop, smartphone, notebook computers and desktop PC. Most of the time, these interviews are executed through Microsoft Skype or Apple FaceTime.

3.4.4.9 Nondirective Interview

A nondirective interview or unstructured interview is the type that has no standardized questions to ask the interviewee. An unstructured interview can provide a greater breadth of data than the other types, given its qualitative nature (Fontana and Frey 2000). This type of interview has more of a free style character and this is what drives the discussion. In other words, no leading questions are asked and no particular answers are expected by the interviewer. In this type of an interview, the interviewer displays an uncritical attitude towards the candidate and, at the same time, tries to have the applicant express as many feelings as possible. Examples of questions that are used in a nondirective interview are “What is your philosophy in life?”, “What are your long-term goals?” or “What are your weaknesses and strengths”. The goal of the interviewer is to use these nondirective questions in order to evaluate the way the candidate expresses himself and if he would be a good fit in the company’s team and culture. However, an important drawback of this kind of interview is that it makes it difficult for the hiring team to compare all the candidates’ answers and takes more of a “gut feeling” subjective approach.

3.4.5 Interview Questions

Interviews are composed of many types of questions, but usually the *situational* and *behavioral* are the more commonly used. A situational interview is when the applicant is given a number of questions and is asked how he or she would handle a hypothetical situation or certain circumstances at their job. In other words, the questions are of a problem-solving nature and how to deal with difficult and strenuous issues that may occur during the workday. The main goal of this type of interview is to identify the candidate that can think of solutions to a problem that he or she may face in short notice and with minimal preparation. The following figure presents examples of questions that may be asked in a situational interview.

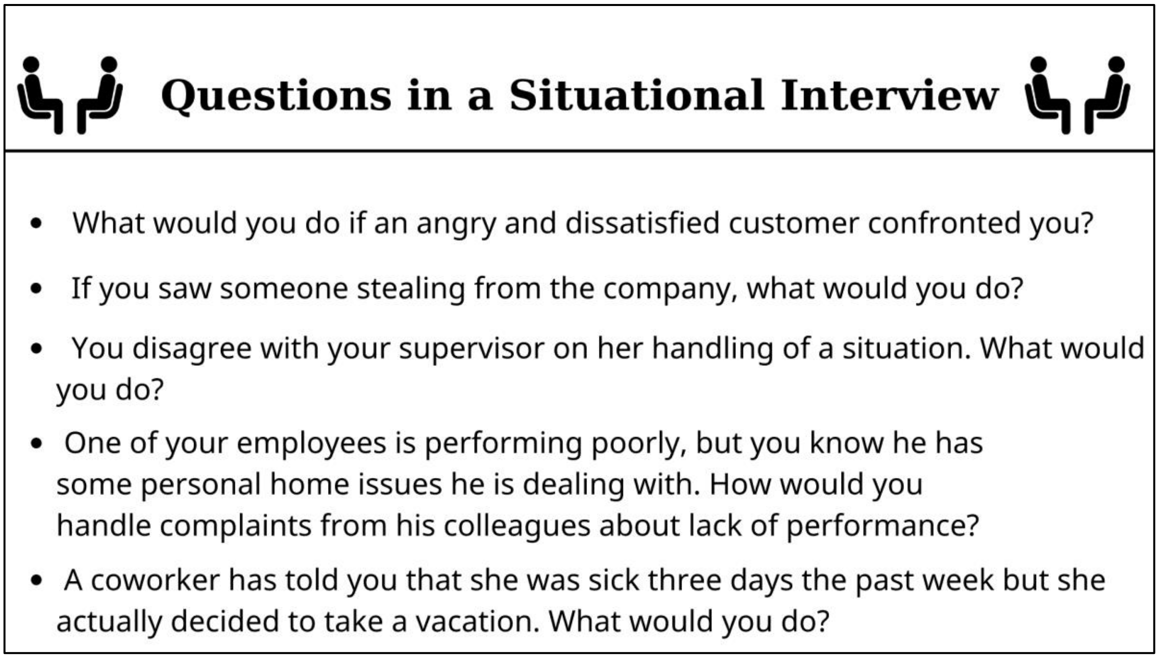


Figure 12: Examples of questions during a situational interview

A behavioral interview is the one where the interviewer asks the candidate to give real life examples of how he or she handled a variety of situations in their past employment. The questions that are asked include similar situations that may occur in the job position that the candidate has applied for. This method helps the hiring managers asses the applicant's future performance in a job position. The following figure presents examples of question that may be asked during a behavioral interview.

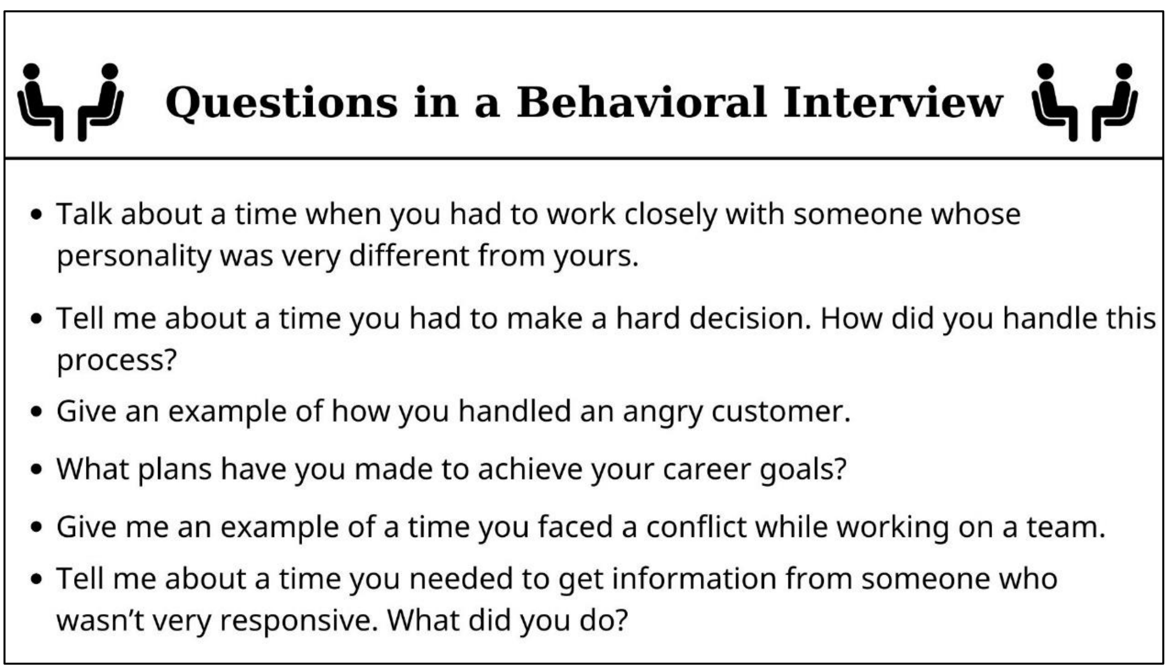


Figure 13: Examples of questions during a behavioral interview

The main difference between these two types of interview questions, is that in the situational interview all the questions are hypothetical. On the other hand, in the behavioral interview all the questions recall a real-time past experience and the interviewee is required to describe how he truly faced it.

Of course, there are many questions that should be avoided and are even considered illegal to ask. These questions according to the Human Resource Management Textbook of the Open University of Hong Kong are the ones that involve: 1) *National origin* 2) *Age* 3) *Marital status* 4) *Religion* 5) *Disabilities* 6) *Criminal Record* 7) *Personal questions*. In addition, questions about *weight*, *gender*, *height* and *arrest record* should be avoided as well.

The Equal Employment Opportunity Act (EEOA) of 1972 was designed in order to prohibit job discrimination for reasons that involve race, religion, color, national origin, sex etc. In other words, the law looks at all candidates or employees as equal human beings, all of whom deserve fair treatment.

3.4.6 Interview Bias

HR professionals and the hiring team of an enterprise should be conscious of their own body language so that they do not send the wrong message or signal to the candidate. In addition, it is very important that the interviewee avoids the ahalo effect or reverse halo effect. The ahalo effect generally is defined as the influence of a global evaluation on evaluations of individual attributes of a person (Nisbett and Wilson, 1977). In other words, it is the tendency to create positive impressions of a person based on assumptions. It is a cognitive bias that can result in preventing the acceptance of someone based on an unfounded belief of what is good or bad. Specifically, it occurs when an interviewer creates assumptions about a candidate that may not be real or accurate. Unfortunately, there are many categories of bias. According to the Human Resource Management Textbook of the Open University of Hong Kong, the different types of bias are:

- ***Contrast bias:*** A type of bias that takes place when the interviewer fairly compares one candidate to the others.
- ***Gut feeling bias:*** This kind of bias happens when the interviewer bases his decision on an intuitive feeling about the applicant.
- ***Generalization bias:*** This bias comes about when the interviewer assumes that the way the candidate acts during an interview is the way he or she behaves all the time.
- ***Cultural noise bias:*** This bias occurs when the candidate believes he knows exactly what the interviewer wants to hear and, as a result, answers all the questions based on that assumption.
- ***Nonverbal behavior bias:*** This is about the interviewers' body language. When the candidate answers the questions that are being asked, the interviewer might smile or grimace, giving the applicant wrong signals and messages. This is one of the reasons it is very important that the interviewer keeps a neutral character towards the candidate.
- ***Similar-to-me bias:*** This occurs when the interviewer shows partiality towards a candidate because he believes that the candidate is somehow like him in important ways.
- ***Recency bias:*** This bias is when the interviewer remembers more the most recent candidates better than those that were interviewed earlier.

It is very important that hiring staff behave in a neutral professional manner towards all the candidates. By leaving all the above types of bias aside, HRM will be able to systematically compare all the data that was obtained during the interviews so that the most appropriate applicants will be selected for the next step of the selection process, test administration.

3.4.7 Test administration

Tests are the fourth step in the selection process. A number of tests may be utilized before any hiring decision is made. These tests help the hiring team to compare the candidates' KSAOS and select the most appropriate applicant for the vacant job. In other words, it will aid the HRM manager in distinguishing the differences between job applicants. When employment tests are used in the hiring process, it is essential to have determined an expectation or a minimal standard that will be related to the needs and requirements of the vacant job position. Testing types vary but they must have certain characteristics in order to perform their function. Generally, a good test must: 1) *measure what it claims to measure* 2) *measure what it claims to measure in a consistent manner* 3) *be relevant to the job in question, that is, measure what is important for the job* 4) *when the test is used it results in better hiring decisions*.

Whatever kind of test is in use in the selection process, and there are many kinds, it is important for them to be reliable, valid, legal and equitable in order to be able to select fairly the best applicant for the job.

Test Reliability refers to the ability of the test to measure a characteristic dependably and consistently. More simply, if one person were to take the same test more than once, then the results should be similar every time if the test is reliable. In other words, it produces dependable, repeatable and consistent information about people. Reliability is measured numerically where 0 = no reliability and 1.0 is perfect reliability. The middle ranges are as follows:

.70 - .79 is acceptable

.80 - .89 is good

.90 and over is excellent

No tests exist that have a 1.0 rating. Ready-made professional tests with ratings and explanations of how they were developed are available for HRM staff to utilize.

The second essential characteristic of tests is *Validity* which refers to "what characteristic the test measures and how well it measures it". There are three kinds of validation:

- *Criterion-Related Validation* which tests a set of abilities and shows the relationship between test scores and future job performance. Of course, these required abilities would already have been spelled out in job analysis.
- *Content-Related Validation* where the test contents reflect important skills and qualifications directly related to the job, for example typing skills for a secretarial position. If a test measures such a specific purpose, then it cannot be valid for any other.
- *Construct-Related Validation* means the test measures what it says it measures.

Not all of these three are utilized in every case and some of their functions overlap.

The HRM manager chooses a test based on his target group. Selection devices have been developed for specific groups called reference groups which must be specifically described in the test package so the HRM staff can decide whether it is sufficiently similar to its target group, e.g., finance officers. The two groups need to be alike so that the test scores will have meaning. When this process functions correctly, then hiring is more efficient and yields the desired results.

There are a variety of selection devices that could be used during the hiring process in order to be able to compare all the candidates fairly. The following figure presents the different types of selection tools that are used in a selection process.

Types of selection devices

- Cognitive Ability Tests
- Personality Tests
- Physical Ability Tests
- Job Knowledge Test
- Work Samples
- Honesty and Integrity Tests
- Medical Examinations

Figure 14: Different types of selection devices that could be used during the hiring process

The *Cognitive Ability Test* measures intelligence such as reasoning, math and verbal skills. This type of ability test includes aptitude tests or achievement tests. The first, measures a person's ability to learn by asking specific questions related to the job requirements. The achievement tests measure what the applicant knows at the time of the test. Secondly, there is the *Personality Test.* This measures personality traits and how they compare with the scores of successful employees. These traits can include trustworthiness, openness, extroverted/introverted tendencies. Thirdly is the *Physical Ability Test* which measures some minimum standard that is essential to the position. For example, a person applying to be a firefighter needs to be able to carry a minimum amount of weight up the stairs. Fourthly is the *Job Knowledge test* that measures how much the candidate understands about the job. The fifth type of selection tool is *Work Samples*. Through this selection device, applicants share examples of work done in the past or of past achievements. HRM staff must have some specific criteria in mind when they request work samples. For specific cases, they are a good indicator of required abilities and in assessing KSAOs. The sixth kind of selection device is the *Honesty and Integrity Tests*. This test measures a candidate's tendency towards undesirable behaviors and attitudes such as lying, stealing, use of drugs or alcohol. There are two kinds of tests that evaluate honestly and integrity. The first is Overt integrity tests that ask the applicant clear questions about honesty. These questions could also include questions about the applicant's attitude or behavior regarding theft. The second kind of test that assesses integrity and honesty is the Personality-oriented integrity tests which evaluate person al characteristics such as reliability and deference to authority. Because this kind of test often violates the candidates' privacy, the hiring team should consult legal counsel before using it. Lastly, the seventh kind of device is *medical examinations*. By using this device, the employers can assess if the applicant has the ability to perform necessary duties and responsibilities that are required in a job position. For example, it can check if the applicant is able to lift, bend, carry heavy objects etc.

These test tools and selection methods are the last criteria that the employers that will consider in order to make the correct selection choice. In other words, these tests will help the hiring team evaluate and compare fairly all the applicants and, as a result, they will lead to the most appropriate candidate for the vacant job. When the choice has been made, and the best candidate has been selected, the HRM team can continue to the last step of the selection process which is making the offer.

3.4.8 Making the offer

After the most appropriate candidate has been selected for the vacant job position, the time of making the offer has come. It is a very important step because making a wrong offer to the candidate or even handling it incorrectly can result in either losing them or, if the job is accepted, employment starts off from the wrong foot. Information such as when the candidate is planning to accept or reject the offer or what salary the candidate would accept should be asked. Inquiring about the salary that he or she is expecting helps the hiring team understand the applicant's expectations. Once the salary expectation is in the same range as that which is being offered, the first step is to make the offer as soon as possible to the team's first choice. Especially when the labor market is tight delaying the offer for a week or two may result in the candidate finding and accepting another job. In the same way, it is important for the candidate not to take a long time to accept or reject the offer because, if he takes his time to reject the offer, the organization may lose other candidates as well. Employers should not make a final offer unless they mean it (Armstrong and Taylor, 2020). If they do, that is, they give a bogus salary range and then take it back, it will have a negative impact on the enterprise and its image and reputation. In addition, it is important to announce to the rest of the candidates that a decision has been made so that they do not waste time in waiting or pass up other opportunities while doing so.

After the offer has been settled, the next step is for the employee to sign the employment agreement. An employment agreement or contract is a signed document which spells out the rules, rights, responsibilities and duties for both employee and employer. In other words, it consists of the bargain that has been agreed between the two parties in order for them to understand their obligations, assignments and terms of employment under the law

The following figure presents information that the employment agreement or offer letter should also include:

Information that should be included in the employment agreement

- Job Title
- Salary
- Other compensation, such as bonuses or stock options
- Benefits, such as health-care coverage
- Vacation time/Paid holidays
- Non compete agreement expectations
- Additional considerations, such as relocation expenses

Figure 15: Information that should be included in the employment agreement according to the Human Resource Management Textbook of the Open University of Hong Kong

Therefore, when the whole selection process is completed and the HR hiring team have identified and hired the most appropriate candidate for the vacant job position, his or her development can start. Chapter 4 of this diplomatic thesis will analyze the developing of an employee within Human Resource Management.

4. Developing in Human Resources Management

In an ever-dynamic environment, organizations must nurture its most important resource, that of its work force. In order for this work force to be able to meet challenges successfully, their skills and abilities must evolve on a continuous basis. HRM developing is the system by which various practices are used in order to be able to motivate and develop individuals and as a result, the staff can enhance their retention and career advancement within the enterprise.

4.1 Performance Management

Performance Management is a systematic process in which workers' skills are continuously assessed and upgraded in accordance with the strategic goals of the organization as indicated by upper management. The essential aim of this system is to have individuals' goals and job competencies at all levels in sync with the broader targets of the organization. In accordance with this goal, performance management evaluates, oversees and enhances what the individual supplies to the organization. The following figure presents the steps that need to be completed in order for this practice to function effectively according to Elaine D. Pulakos (2004):

The steps that must be completed in order the systematic process of Performance Management to function effectively. It should:

- clearly define responsibilities and set performance specifications for each position.
- check individual progress.
- provide honest feedback between managers and employees (both ways).
- motivate the workforce.
- develop abilities, especially of superior performers.
- change behavior so that it coincides with organization goals and strategies.
- identify the individuals with potential.
- be a basis for making employment decisions.

Figure 16: The steps that need to be completed in order the practice of Performance Management to perform effectively according to (Pulakos, 2004).

A common tool used to fulfill the above objectives is the annual appraisal of employees, an expensive endeavor which results in a performance rating which must be reliable and comparable as important decisions will be based on them. Although termed "annual", it is not a once-a-year event but ideally is an ongoing process that never stops. Every employee will begin his tenure at the organization with a personal development plan where specific goals are clearly laid out. There will be an assessment at some time during the year and the official evaluation at its end. In both instances, not only will there be a rating of the employee but there will also be performance feedback that flows not only from management to worker but from the employee to the manager. Allowing feedback from employees is a good strategy to motivate them and to keep them productive. In order to have the level of commitment that organizations require from their personnel, it is very important for them to feel that their opinion counts with their superiors. Not only does it make them feel more connected to the organization, but it motivates them to improve themselves with a higher salary or promotion as a reward. Therefore, it is obvious that performance management should be linked to salary, benefits and training programs.

4.2 Training

Training is one of the most essential functions of the human resource management department. According to William G. Torpey (1953), training is defined as "the process of developing skills, habits, knowledge and attitudes in employees for the purpose of increasing the effectiveness of employees in their present government positions as well as preparing employees for future government position". Training was also defined by Edwin B Flippo (1984) as " the act of increasing the skills of an employee for doing a particular job". Lastly, the term training was also noted by Lawrence Steinmetz (1968) as "the process of utilizing a systematic and organized procedure by which non-personnel learns technical knowledge and skills for a definite purpose". From the above definitions, it is easily understood that training is used in order to teach the personnel of the organization new tasks of technical knowledge that will be related to their job positions. In other words, it focuses on instructing employees how to use specific machines or how to accomplish particular duties and assignments in order to increase the effectiveness and productivity of themselves and of the enterprise as a whole. More specifically, during the training process, knowledge, skills and capabilities are imparted to the staff of the firm so that they can develop themselves and be ready in any challenge that may be encountered.

4.2.2 Objectives of training

The Assheton Committee set forth what it believed it to be the essential aims of training. Its first goal is that an employee's work should be accurate and easily understood by others. Second of all, an employee's training should prepare him to be flexible so that he can continue to function well in a changing environment. Third, it should prevent the employee from performing his job in an automatic, unthinking manner. Fourth, training should prepare the employee for advancement by giving him skills that will further his career. Last of all, training needs to remind staff that their status is important to the organization, thereby raising their morale.

Bhagwan and Bhushan also spelled out what training should accomplish. First of all, for employees that deal with the public, their training should attempt to increase their appreciation for the people they serve. Second of all, it can give employees a glimpse of the “wider picture” to which they are contributing individually. Third, training can advance careers as it prepares certain employees to take on more responsibility. Fourth, as individual staff are trained, entire departments are improved. Finally, it imparts a similar vision to all staff which serves to unify their attitudes and to forge common bonds.

4.2.3 Training Techniques

There are various techniques that are used from the organization in order to be able to provide the appropriate training for their staff. The following figure presents the names of these methods.

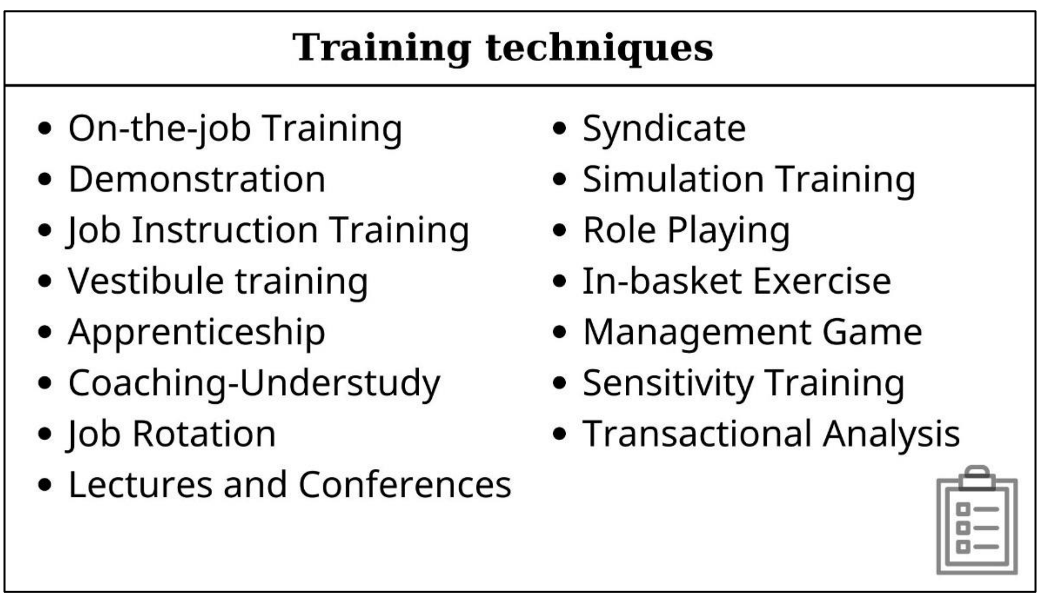


Figure 17: Techniques of training according to AL-Ajlouni, Athamneh and Jaradat

4.2.3.1 On-the-job training

On-the-job training occurs at the workplace where the staff learns new skills that will be needed in their job positions. More specifically, they have the chance to acquire knowledge of specific tools or equipment that are used in a real work environment. This is preferred to distributing worksheets or giving the employees presentations because, through this training, they will learn more about the job by carrying out actual tasks. The most significant advantage of this training method is that the employees gain more experience because they practice in real-world circumstances that they will face on a daily basis. A second advantage of this training method is that the trainee starts with simple job tasks and gradually works up to the more difficult ones, thus imitating potential challenges that can be reasonably expected to occur in the future. This greatly helps the organization as a whole because it prepares staff for challenges that, when properly met, will serve to increase the firm's productivity.

4.2.3.2 Demonstration

Organizations often use demonstration-based training for their employees. Salas et al. describe demonstration as the monitoring of another person (or team) executing tasks, parts of tasks (either live or through some type of recorded medium), or of characteristics of the work environment that have been targeted for training. In other words, it is a presentation of potential educational projects or information that will give the staff "a clearer" picture of the responsibilities of their job. More specifically, a demonstration includes information such as the procedures that the trainees will execute, the steps to complete a task, the skills that will be needed, equipment that is used, how a team cooperates and may, under the right circumstances, indicate employee attitudes towards each other. Although it may appear to be a simple training strategy, research has shown that it is very efficient. Some of the benefits of demonstration training is that first, it provides the trainees with experiences of real events giving them the chance to learn. Secondly, through the presentation the trainees are able to develop their skills, collect data and assiduously think about what they are learning and doing. An employee that is able to develop and explore his new found ideas is a significant asset for his enterprise.

4.2.3.3 Job Instruction Training

Job instruction training (JIT) is a structured, fast and functional method of safety training to ensure that the workforce performs a job correctly and safely. Through this technique, the employees go through the training by completing easy steps in order to understand a job position better. When they decide to use this method of training, the HRM team must choose an appropriate trainer and determine a suitable location and time for the training. It is important that the trainer to be patient towards the trainees in order to complete the four steps of the JIT method. These four steps are: preparation, presentation, performance and the follow-up. During the preparation phase, the trainer is obligated to encourage the apprentices, evaluate what they already know and emphasize how important work safety is. During the presentation phase, the trainer presents each step of the procedure individually, noting key points while the others observe. Later, during the performance phase, the trainees have the opportunity to complete the steps of the process themselves. If the trainer identifies someone who doesn't understand a key point or a step, he is obligated to explain again and repeat the step until all the workers can explain and complete the task successfully. In the last step, the follow-up phase, the trainer observes the workers' performances as they complete the steps and, if needed, corrects them before they become habits. This repetition can avoid expensive equipment repairs, eliminate time off from work and, most importantly, reduce any chance of on-the-job injury or death.

4.2.3.4 Vestibule training

Vestibule training is a type of training in which new members of the organization learn about the job in an environment that resembles the real work place as much as is possible. Through this training method the trainees learn how to use the real-life equipment or machines through the use of simulations. However, this training takes place off the job site. This type of training is required when it is too costly or dangerous to train the employees on the job. An example of this is when an airline uses simulators to train pilots because it would be too risky to practice on an actual airplane.

4.2.3.5 Apprenticeship

Apprenticeship is a course of training in an organization where apprentices obtain the necessary knowledge and capabilities in order to evolve to skilled employees. The purpose of this kind of training is to have in place a system that will maintain a pool of competent experienced workers who are ready to fill places using any type of updated equipment. An example of this type of training is an apprentice who studies under the guidance of a master electrician. Here he learns and develops his profession by watching the master work at various tasks in addition to theoretical lessons in a classroom context.

4.2.3.6 Coaching-Understudy

In this method of training, the trainee works with a superior or with the worker he or she is going to replace. This person teaches the understudy all the responsibilities and mechanics of the job. This technique is efficient because the trainee gets to learn immediately all that is needed in order to perform the job in the its real-world environment from a person who has been intimately involved with it. A good coach will instruct not only the job’s requirements but also its pitfalls and how to avoid them. The understudy may also be clued in on the dynamics of the team or department such as how they cooperate and collaborate and their behavior and attitudes towards one another.

4.2.3.7 Job Rotation

As mentioned in chapter 2.3.1.2., job rotation is when employees are moved from one job position to another. The main goal of this training method is to help the employees to become more flexible within an organization by expanding their skills through experiencing the various challenges that every job position can offer. As a result, the workers develop greater insight into operations and learn different the many aspects of the enterprise from different points of view. Another advantage of job rotation is that it prevents boredom. An organization cannot afford to turn a blind eye to employee boredom because it can have a serious negative effect on it. When staff is bored, they do not perform their jobs effectively and productivity declines. This can negatively impact an organization's competitive position in its market by possibly leading to declining sales or high employee turnover which, in itself, results in greater hiring costs, all detrimental to the bottom line. Therefore, keeping the employees happy contributes to the empowerment of an enterprise.

4.2.3.8 Lectures and Conferences

The lecture is one of the oldest methods of teaching and is the least effective in comparison with the rest of the training methods. Here the trainers discuss with the trainees all the topics dealing with the job position, providing them with an enormous amount of information. There are many aids and devices that can be utilized during a lecture such as a whiteboard, an overhead projector, videos or PowerPoint presentations. Many times, the trainer narrates a story that highlights both the correct and incorrect ways to perform the skills he is teaching. It is a given that people tend to pay closer attention to stories than to the recitation of dry facts, the result of which is that they then go on to absorb and retain that information more readily. The advantages of this training method are that it is cost effective, it ensures that all the participants obtain the same data at the same time and it has a more personal approach due to its face-to-face communication.

A conference is when many individuals gather to meet in order to talk about a specific subject. Through this event, people are able to learn, discuss ideas and share them, construct new ones and it inspires motivation. The employees are given important and helpful information and data that cannot be taught from within the enterprise and as a result, it encourages them to enhance their professional and personal growth. Many times, conferences invite a special quest in order to talk to the individuals with the aim of providing them new ways of executing their job and helping them to be even more productive during their work time. Therefore, conferences are a very good alternative for employees to listen to fresh ideas and like this to be able to work with more innovative and creative procedures.

4.2.3.9 Syndicate

Syndicate training, which takes place within small groups, is used mainly to enhance the capabilities of high-level executives. The HRM staff chooses the assignment which can be different or the same for each group. This assignment must be finished within a specified period of time, at the end of which a report is written and given to the group's trainer. If there are other groups, this report will be presented to them

The first advantage of syndicate training is that it teaches efficiency because this is required in order to fulfill its requirements. Since each assignment comes with a deadline, the group must work together through the discussion, evaluation and testing of the issue while its chairperson changes under a rotating system. The secretary of the group records everything. A second advantage is that the groups are small enough (6-8) that every single member has to participate and contribute. All this give and take means that the members will learn from each other as each one brings different ideas or strategies to the table. The trainer-supervisor plays no part in the exercise other than giving guidance and keeping the group on track. However, if the trainer fails in his role as supervisor, the entire exercise can be a waste of time and resources.

4.2.3.10 Simulation Training

In this training method basic equipment or computer software is used in order to recreate a real-world scenario. The purpose of this training is to help the worker to get ready for the events that will occur in the job by performing specific tasks or activities in real world scenarios and, at the same time, removing risk factors. Through this training, employees learn new skills and knowledge in an amusing and memorable way. A combination of use of Virtual Reality (VR), Augmented Reality (AR) and Mixed reality (MR) simulations will take place in the employees training in order to enhance their abilities. There are a number of benefits of this training method. Firstly, the simulator allows the trainees to fail as many times as is needed without causing any risk or danger to himself or others or to the organization. Secondly, employers are able to assess the trainees' lack of knowledge before he ventures out into a real-life scenario. Thirdly, it can improve the workers teamwork spirit through its programs that require group coordination skills. Lastly, it is a time saving training technique where correct decision-making is imperative throughout the program. An example of this is what nurses use in the beginning of their careers. They are trained in real-life scenarios without the risk of hurting or endangering any patient. Through the use 3D training simulations, nurses are taught to start an IV, take blood, reset broken bones etc. Another example of simulations use for training is in fast food restaurants where new staff can experience various situations, for instance working under pressure or handling customer complaints. After the training, the trainers are ready to experience the real-life challenges that are sure to occur.

4.2.3.11 Role Playing

In this training method, trainees act out situations that might occur on the job under the direction of the trainer. In other words, the employees are assigned a role and they have to act as if it is happening in real life. The aim of the role-playing training is to develop the skills and capabilities that are needed for a job position. This type of training can benefit the worker due to its social and communal activity. More specifically, this training has the employees work together to search for solutions to problems and, at the same time, they get to exchange ideas and see how their colleagues think and act. An example of role playing is when an employer can simulate a scenario of dealing with an angry or annoyed costumer. Through this teaching method, he or she will know exactly how to handle this kind of a situation without any pressure or anxiety. Lastly, the trainer is able to assess the current skill level of the trainee through the role-playing scenarios and then propose ways to work on them.

4.2.3.12 In-basket Exercise

The in-basket exercise is essential for successful performance in managerial or supervisory positions. It evaluates an employee’s ability to execute a superior’s or manager’s job from an administrative point of view. More specifically, the trainee is authorized to deal with issues and problems that are in the managers “in-basket” and find ways of handling them. Specific tasks are assigned in order to assess abilities like: how tasks are organized, solving problems, performance under pressure, ability to anticipate potential problems. There is usually a time constraint as well. After the trainee has completed his assigned task, he will discuss his solution or decision and how he arrived at it with the trainer who will then assess them.

4.2.3.13 Management Game

This training method is used for managers so that they develop individual skills such as planning, decision making, control, communications and management or team performance in their workplace. In these games, managers are divided into groups and are authorized to represent controlling bodies of the enterprise who are obligated to make computerized decisions in simulated scenarios. For example, each group may need to construct a plan that will include information such as how much to invest in marketing and advertisement or how much product should be produced in order to increase sales. This training method improves analyzing capabilities, quick decision making and, at the same time, enhances teamwork skills.

4.2.3.14 Sensitivity Training

Sensitivity training is very important for an organization because it focuses its attention on training workers to be aware of their attitudes and behavior towards other people. Through this method, many situations such as discrimination, bullying, racism, harassment and other negative conduct can be avoided. It also teaches the staff members how to deal with situations like office gossip, conflicts between employees and improves the employees’ emotional judgement. It is advantageous to have a respectful environment within an organization as it improves reputation while encouraging diversity that can result in bringing different viewpoints on the table. Employees who have had diverse life experiences perceive many situations differently which can lead to innovative ideas and solutions. A pleasant work environment also results in better work performance, possibly reducing employee turnover. Therefore, it is very important for every firm to improve the workplace's culture and environment.

4.2.3.15 Transactional Analysis

TA is a theory developed by Eric Berne in the late 1950s that attempts to explain people's interactions by classifying their interpersonal behaviors which are called transactions. The aim of the analysis or mapping of these transactions is to identify the person's ego state or state of mind as either Adult, Parent or Child, each of which carry consistent behavioral traits. The ultimate goal of TA is to correct dysfunctional behaviors, that is, to change the ego state to that of the Adult, which exhibits realistic and rational characteristics that are desired for an organization to operate effectively.

In a business environment, TA can be applied to the dynamics within teams and departments, between different teams and departments or between levels of responsibility like manager and staff. If interactions and communication in an organization become mired in inefficient or time-wasting conflict, it may bring in an Organizational Management Consultant who will analyze the situation using TA criteria in order to bring about changes in behavior that will result in smoother communication between the groups in question. At the same time, the individuals will learn more about themselves, have a better awareness of how they relate to other people and what kind of effects these interactions can have on workplace goals and results. When the teams and departments function smoothly, then organization standards are more easily maintained and work proceeds more efficiently.

4.3 Development

While training theoretically concerns every employee from the lowest to the highest, development in Human Resources applies to managers and executives. Both training and development focus on the task's integral to a specific job but development is not confined to this alone but also encompasses special skills like problem solving, conflict resolution, and decision-making. In other words, development facilitates upper-level employees to evolve their careers and, and as a result, enhances the organization's performance. However, development has only been recently recognized as being a necessary tool for business. This change came about with the realization that people have the potential to do more and are always able to learn more. However, in order for an organization to benefit from employees' "hidden" talents, development, not just training, must take place.

Very often when an organization hires an employee, he or she has only the basic abilities and experience that are needed for a job position but it is certain they will need more knowledge in order to perform correctly and effectively. In other words, it is important for the employees not to have any skill gaps because this can have many negative effects at an organizational and operational level. As a result, a great deal of resources is invested in HR development in order to impart necessary information to the staff so that they can expand their skills for future challenges. Providing career development to the employees results in a number of advantages for the organization. Firstly, giving staff the opportunity to enlarge their skills and knowledge will lead to retaining and motivating them. It is important for an employee to have the appropriate training in order to be able to perform better at his job. Secondly, with the appropriate development program and support from the enterprise, an employee will most likely stay loyal to the organization due to job satisfaction. Lastly, Tahir et al. (2014) noted that a better trained employee, is ready for any challenge that may occur while on the job because it will train him to handle situations like stress, tensions, frustrations, and will move the person towards personal goals which also aids the organization to achieve its own goals.

4.3.1 Development Methods

There are many development methods that are used in organizations to develop and enlarge the employees' knowledge and skills that are provided by a firm. These are: coaching, mentoring, self-study, cross-training and "stretch" assignments.

4.3.1.1 Coaching

This method of career development has been popular since the mid-1980s. The aim of coaching is to encourage the staff to identify and advance their skills, direct them into making correct career decisions and, most importantly, inspire them to be more productive at a higher performance level in their jobs. Providing the workers with a coach gives them the opportunity to set their own personal career goals and work till they achieve them. When the organization gives an employee a coach, it makes him feel safer because he or she has someone from whom they can receive advice and guidance. When there is support in improving skills and abilities, the worker feels more confident, thereby encouraging higher performance in his job. Therefore, a coaching relationship can be very beneficial for an enterprise.

4.3.1.2 Mentoring

Mentoring is a world-wide career development technique. A mentor is defined as a person with the experience to help another grow in his career by providing guidance, motivation, support, feedback and a role model to emulate. In order to work properly, the relationship between mentor and mentee should be based on respect and trust and confers a number of benefits to both parties. He or she helps workers to identify their personal and career goals, make better decisions, expand their knowledge and skills and develop new perspectives. The advice given by the mentor who is older and more experienced can be invaluable in avoiding costly future mistakes. However, it also has positive impacts for the mentor as well. Firstly, it gives him the opportunity to build leadership skills by motivating and encouraging those he mentors. Secondly, a mentor develops his communication skills as he navigates his way through the mentoring relationship. Thirdly, by working with a less experienced employee with a different background, the mentor is exposed to a different point of view and would be able to learn new perspectives. Lastly, being someone's mentor can lead to personal satisfaction when his mentee succeeds, knowing that he has contributed to that person's development and advancement.

4.3.1.3 Self-Study

Self-study gives the employee the opportunity to diagnose their learning needs for their current job position and for the job they would like to have in the future. Self-learning provides a number of benefits for the employee's development. First, it enlarges problem-solving skills. In other words, the worker identifies any issue, obstacle or problem and instead of having the solution given to him, he researches the solution himself. This encourages independence and initiative. A second benefit is that it is a less stressful learning process for the staff. The employee has no deadline to meet and he decides the way, what and how to learn. Last of all, the worker obtains other skills while self-learning such as time management and self-assessment which are crucial skills for advancement in a competitive environment.

4.3.1.4 Cross-training

Cross-training is when an employee who was hired to perform a specific job is trained to learn other skills in order to be able to perform other functions if required. Its goal is to boost the employee's capabilities and to help him better understand what is needed for the firm to continue running smoothly. This method is useful in the case of sickness or if someone suddenly leaves the firm, the cross-trained employee will be able to fill the job position immediately. This practice helps to maintain efficiency as the organization will not need to waste time and money to find labor from outside sources. This method is also beneficial because it engages the staff through job rotation. Even if no position should ever open up due to the above reasons, employees will still enjoy a more varied work routine. Finally, when staff capabilities are flexible, promotions can occur from within the organization with ease, reducing recruiting costs.

4.3.1.5 Stretch assignments

Stretch assignments according to Allison & Green (2013) are a key part of the development program, that imparts to a participant learning opportunities in functions or areas beyond those of his past experiences and present level of competency. In other words, these assignments take place when the participant is in some current job position and wishes to take on larger responsibilities in order to develop his supervisory skills. In addition, when an employee undertakes a more important project, this can help him prove to his manager or supervisor that he can take the initiative and is ready to grow and face heavier challenges within the organization. These assignments are chosen through discussions with the participant's manager and they can take the form of current department initiatives, future operations, or ongoing department projects. After agreeing to the type of assignment, the participant completes a Project Approval Form to make sure that he understands the goals and objectives of the project and the necessary steps that are needed for its execution. The following figure presents some examples of stretch assignments.

Possible Stretch Assignments

- Complete a communication planning project
- Create a procedures manual
- Revise or update the department's website
- Enhance all job descriptions within department
- Develop a departmental orientation
- Manage staff meetings
- Facilitate focus groups to identify organization needs
- Map the departmental work flow
- Create a process for handling outdated materials

Figure 18: Possible Stretch Assignments according to Allison & Green (2013)

Therefore, training and development programs are significant assets that promote an organization's performance. A learning organization is expensive and large organizations allocate substantial resources to it because of its proven benefits. Having a well-trained staff helps the organization to achieve its goals which can also lead to earning higher profits. A well-functioning learning environment will predict future needs for any changes and adapt its program accordingly.

5. Motivating in Human Resources Management

Motivation of an employee plays a significant part in the enterprise. It is the feeling of how the staff acts or behaves in a specific activity or duty. In other words, it is a human psychological factor that empowers a worker to behave in a specific way in the work area. The first to ever define motivation was James Sully in 1884. He quoted "it is the desire that precedes an act and determines it is-called 'it's moving force, stimulus or motive". Frank A. Logan (1976) also mentioned that "motivational factors are those that refer to states of the organism that are relatively temporary and reversible and which tend to energize or activate the behavior of organisms". This term can be defined also as the characteristic of an individual willing to expend effort towards a particular set of behaviors (Tabassi and Bakar, 2009). Another definition according to Tohidi and Jabbari (2012) is "motivation is a force which cause people to behavior particularly and according to management point of view and its aim is to have a behavior in which brings the highest benefits for the organization". The Project Management Body of Knowledge (PMBOK) definition of motivation is "powering people to achieve high levels of performance and overcoming barriers in order to change".

When the workforce is filled with high levels of motivation, it has the ability to spread the positive energy around the firm to the rest of the workers which contributes to obtaining a high level of quality work. On the other hand, when there is low motivation in the organization, this will result in a negative atmosphere throughout the firm with the possibility that no duties or responsibilities will be executed on time or ever finished which also results in the organization not succeeding in its goals. Working only for the salary or other benefits usually is not enough. An inner force is needed to push employees to work harder of their own free will which results in better performance in the enterprise. At the same time, it can also help the employees learn alternative significant skills such as leadership, team management, decision making, team work, communication etc. and in this way, develop professionally.

Motivation of the staff will be more effective when the different types of this term are more deeply analyzed and understood. There are two types of employee motivation. The first type is "*intrinsic motivation*" and the second one is "*extrinsic motivation*".

Intrinsic motivation is about how each individual worker is motivated from within. It starts from his or her belief system in combination with the level of desire to work at the workplace. Usually, the belief system of every worker is one of the strongest motivational elements. Research has shown that praise is one of the factors that increases intrinsic motivation. Another factor that enhances intrinsic motivation is positive employee feedback. When the worker receives positive reports and assessment, his self-esteem will rise. Of course, this should be done with moderation and with limits so that the employee doesn't develop the "over confident feeling" which sometimes leads to negative results.

Extrinsic motivation is when the individual's motivation is triggered by external factors such as rewards, benefits and recognition. It has been proven that extrinsic rewards have contributed to the willingness of an employee to obtain a new set of abilities, knowledge and skills. Some examples of these extrinsic rewards are bonuses, promotions, awards, raise etc.

Therefore, motivation of the workforce is key to achieving an enterprise's success. When motivation exists in the workplace, there will be a high level of commitment, drive and positive energy. When it doesn't exist, there may be lower levels of output, reduced productivity and the possibility of the organization not to achieve important goals.

5.1 Compensation

An employee compensation package is the combination of salaries, wages and benefits that he can claim in exchange for all the services he or she provides while on the job. It could also include other company benefits such as health care, retirement contributions or disability insurance. When an enterprise designs its compensation strategy, it is necessary for it to understand the value of each job position based on the organizational requirements and what the market pays for similar positions. Compensation packages seek, as their main goal, to attract and retain the staff members that will help the organization grow and develop while keeping employee needs in mind at the same time. Other purposes are as rewards for good performance and to increase and/or maintain employee loyalty and morale. The packages may be composed of both cash and non-cash items. When someone is hired, all items of compensation and how they are calculated should be clearly stated in writing.

5.1.2 Components of Employee Compensation

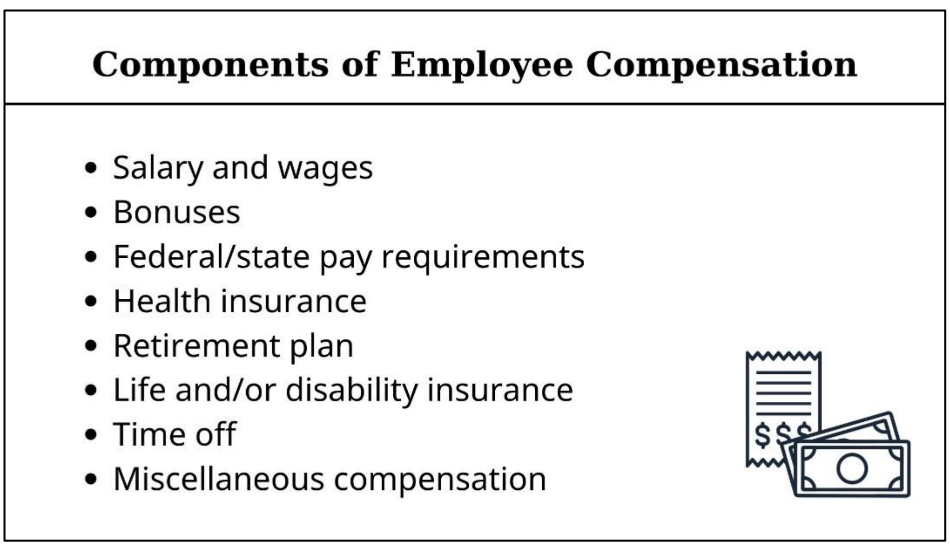


Figure 19: Components of an Employee Compensation Program

Salary and Wages

This category of cash compensation consists of regular fixed amounts paid in return for an employee's labor. In the case of white-collar workers, salary is referred to in monthly or yearly amounts. Wages instead, are regular amounts paid on a daily or weekly schedule, usually but not exclusively, for unskilled labor. According to the Academy to Innovate HR, salary and wages make up a little more than 70% of total employee compensation.

Bonuses

Bonuses are cash payments made to employees in the event of good performance. These can be based on an individual's work performance or it could be tied to the overall financial performance of the organization.

Federal/state Pay Requirements

Labor laws in an organization's location may impose restrictions or require minimum levels of certain kinds of compensation. For example, minimum wage law is common in many countries, stated as a lowest amount that may be paid per hour or per month. Laws may also govern how overtime is paid (for example, double time on Sundays and holidays), how long a work week is and how tips and bonuses may be calculated. It is obvious that it is in the organization's interest to ensure that it follows labor laws precisely and that they are fairly applied to all employees. Otherwise, it will leave itself vulnerable to legal action.

Health Insurance

If a country has a national healthcare plan, then an organization will be obliged to pay in whatever is legally required. However, it may offer a private healthcare plan as well. For example, in the United States, companies must pay into the national social security system which has a healthcare component that may be used only for those over the age of 65. Therefore, additional plans are offered so that workers and their families can receive current benefits. These plans usually include coverage for hospital stays, doctor visits and medications and are available in both individual and family plans.

Retirement Plan

Besides paying into national retirement plans what is legally required, an organization may offer supplementary pension plans to its workforce. These may be composed of only employer contributions or a combination of both employer and employee contributions and they may be either mandatory or optional.

Life and/or Disability Insurance

A life insurance policy may be added to a compensation package to increase its value, especially if all premiums are to be paid by the organization. However, money to be paid in the event of someone's death is not as an attractive benefit as money paid out when needed. This is where a disability policy comes in as it pays the worker a fixed percentage of his salary in the event he cannot work for an extended period of time. It is worth mentioning that the availability of disability insurance may be mandated by law.

Time Off

Employees, from the lowest to the highest level of an organization, need time free from work. However, this does not just cover time off for recreation and legal holidays but also encompasses days off from work for more serious needs. This category includes sick days and personal days (when an employee must see to personal matters that cannot be taken care of outside of business hours), maternity and paternity leave when a child is born or adopted and, finally, family leave when a personal crisis must be addressed.

In a survey of Staples.com employees in the United States, paid leave was one of the most important components of their compensation packages; almost 30% categorized it as a "must have" benefit.

Miscellaneous Compensation

This category encompasses all the minor cash and non-cash incentives that can be included in a compensation package. Examples of benefits paid directly to the employee include reimbursement of business expenses and the care and maintenance if uniforms. Non cash benefits are paid to third parties for the benefit of the employee and these include, but are not limited to, onsite daycare, flexible work schedules, seminars and conferences, career development and remote work. In the above-mentioned survey, 40% considered flextime to be necessary and 26% felt the same regarding remote work.

5.2 Talent Management

Talent Management in an organization is the process that identifies vacant job positions, attracts candidates, hires the appropriate applicants, develops their capabilities so that they have a higher work performance and lastly tries to retain them with the ultimate aim of achieving organizational goals in the future. In other words, it is the process of recruiting, managing, assessing, developing and maintaining an enterprise's most important resource which is the workforce (Khatri et al., 2010). By developing the most talented employee's skills and maintaining them, TM helps the company maintain a very significant competitive advantage which is a strong workforce. It is obvious that a firm is more likely to achieve all its goals more easily and exhibit higher performance when its employees perform at a high level as well.

The following figure presents the steps that are involved in the talent management process.

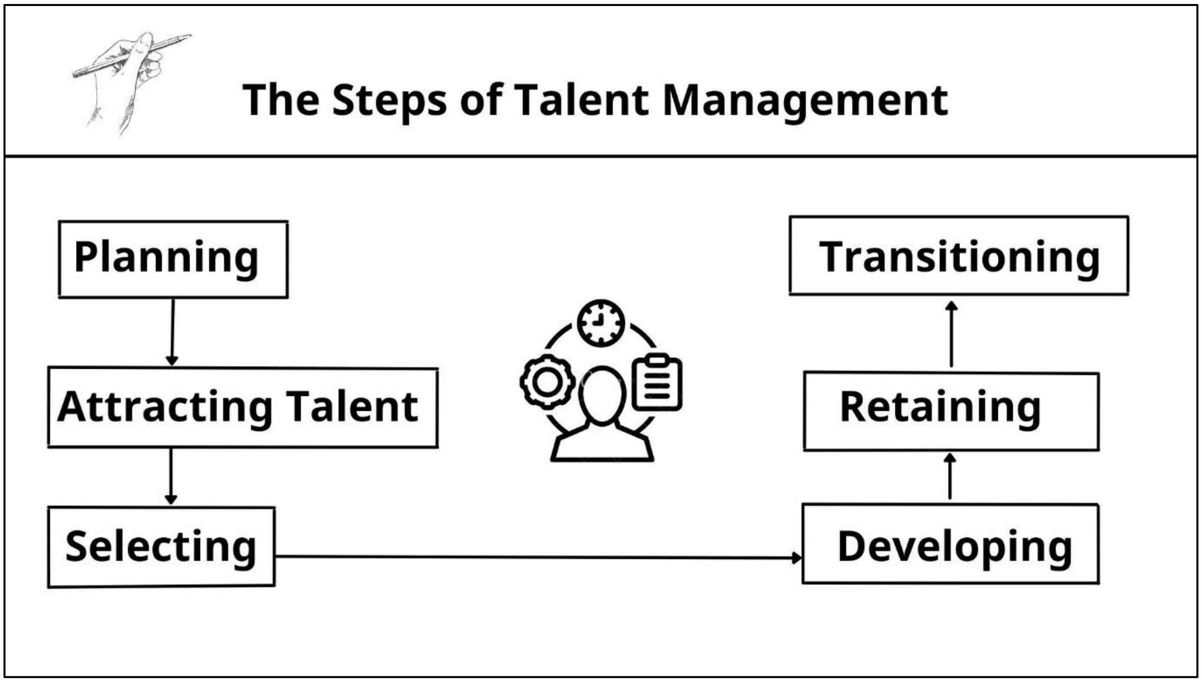


Figure 20: Steps of the Talent Management Process

It is very easy for the term Talent Management to be confused with the term Talent Acquisition because they are very similar but there is an important difference. Talent Acquisition, which is more specific, is the process of hiring the correct employees with the correct skills and capabilities for the correct job position who have the potential to develop and, in the end, perform well in the company. Talent Management, however, is the A-Z process which encompasses all the steps from the beginning to the end. These steps include planning, attracting talent, selecting, developing, retaining and transitioning. Transitioning is the process where an employee offboards the company and he or she is replaced by their newer counterparts. In Transitioning there may also be exit interviews in which the employee explains the reasons he is leaving the company and describes his personal working experience at the organization.

5.2.1 Importance of the Talent Management Process

As mentioned before, Talent Management has a significant effect on the organization because it has to do with its most important asset which is its workforce. This is why it is necessary that a company invest in Talent Management in order to efficiently manage their employees so that they have the opportunity to develop their skills and, in the end, for the firm to retain them. There are many benefits for a company that invests in this process. Firstly, having a successful talent management strategy allows firms to attract the most talented and capable employees that are available. Secondly, it increases and enhances employee motivation. By having an efficient talent management strategy, the workforce’s motivation is maintained at a high level which leads them to remain loyal to the company. In addition, when employees are loyal to a company, this contributes to the reduction of costs such as recruitment, interviewing, etc. Lastly, Talent Management results in employees who feel committed, competent and motivated and who are more likely to work hard towards the organization’s goals, which in turn increases its productivity and client satisfaction.

5.3 Employee Relations

Employee Relations refers to an organization’s efforts to create and maintain a positive relationship with its workforce. Establishing a relationship based on trust and respect with the staff members contributes to keeping them loyal and engaged in their work. The term “Employee Relations” is often confused with the term “Industrial Relations” so it is worth pointing out their major difference. The term Industrial Relations is the relationship between the workforce and the employer but through a Trade Union. A Trade Union is an organized association of workers in trades or in groups with the ultimate goal of supporting and protecting the workforce’s rights and interests. In other words, it acts as the voice of these employees. However, in Employee Relations there is no Trade Union involved in the communication between management and staff. In some cases, the human resources department is in charge of all the employee relations within the organization, but in other cases, the firm may designate a specific person as the employee relations manager to take care of these responsibilities which include but are not limited to creating or advising on the policies regarding employee issues such as fair compensation and benefits, appropriate work-life balance and reasonable working hours. Therefore, an HR department has two basic functions. Firstly, it helps to avoid and resolve problems or controversies that may occur between employees and management and secondly, it helps in creating and enhancing policies that are fair for all the workforce during worktime. In other words, its main goal is healthy and successful communication between employees and employer so that a positive work environment is maintained.

In order to achieve a positive relationship with the employees, it is important to treat them and see them as stakeholders, and not just members of an organization who are paid. This will benefit the organization because it will receive valuable feedback from the staff. Management will also place a higher value on employee input and utilize it when making decisions that have an impact on the company. In other words, it improves collaboration in the workplace and helps corporate communication with diverse stakeholders (Oehlhorn et al., 2020).

In addition, Employee Relations also handles situations such as conflicts between the employees, or between employer and employee and complaints that may occur from the employee side, and the procedures of how to deal with them from the employer side.

6. Administrating and Supporting in Human Resources Management

Administrating and supporting is the firth core operation of HRM. By administrating and supporting effective tasks through the use of chiefly repetitive practices, they contribute to forming a cultural and legal environment within the organization (Oehlhorn et al., 2020). This functional task of HRM has more to do with the administration within the organization and less to do with the human resources. More specifically, the administrative role of human resource management consists of policy formulation and its execution, labor compliance and HR controlling.

6.1 Personnel Policies

Personnel Policies are the precepts and rules that codify, redefine, break into details and decide a number of actions that control the relationship with employees in the fulfillment of the organization's goals. In other words, it specifies the criteria for decision making according to the overall purpose and goals of the firm. In addition, it describes the beliefs, the morals and how all the personnel, regardless of the job position within the organization, are expected to behave. These rules are important because they protect the personnel and the organization itself from being abused, avoiding errors that may put the firm in danger. Personnel policies may also include such practical matters as schedules, work hours, types of equipment that should be used and by whom or such everyday problems like how to handle a sick day.

These policies are developed by the enterprise's HR department and should be available to all the staff. They must be written in clear and understandable language so that the personnel completely understand them and, as a result, adhere to them as well. These policies could be in a form of a handbook that is distributed to all employees or be in digital form, available on the organization's website. Either way, the organization needs to make sure that it is easily accessible so that the staff will be familiar with these policies whose goal is a pleasant and legal working environment.

6.1.2 Types of Personnel Policies

There are three types of basic personnel policies that are needed to be developed in an organization. The following figure presents those three.

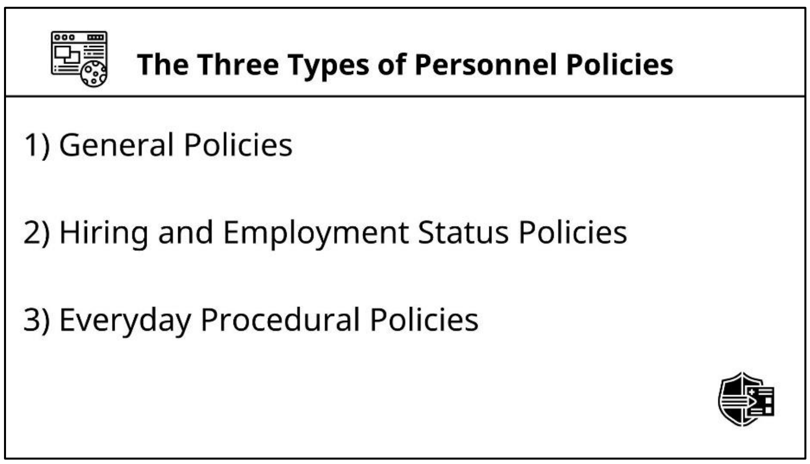


Figure 21: The three basic types of personnel policies that should be developed in an organization

6.1.2.1 General Policies

An organization's General Policies consist basically of defining its structure, its working environment and all its rules. In addition, it also encompasses such situations as equal opportunity and treatment towards all employees or circumstances that should be avoided because they can cause tension in the workplace. The following figure illustrates the areas that are covered by the most common general policies.

Most Common Types of General Policies

- Equal Employment Opportunity
- Anti-harassment Policies
- The Use of Alcohol and Drugs in the Workplace
- The Use of Computers and Other Electronic Equipment
- The Contracts and Agreements Policy
- Political Activities at Work
- Safety Issues
- Smoking Situations
- Grievance Procedures
- How Employees are Expected to Relate to the Target Population and the Community

Figure 22: Most common types of general policies

Firstly, general policies deal with *equal employment opportunity*. In other words, it makes sure that there is fair treatment towards all the employees in the organization and protects them from unfair discrimination that could be based on any number of issues such as race, gender, age, disabilities, etc. Secondly, they may include *anti-harassment policies* that protect the worker from being harassed or treated in an immoral way. In other ways, it defines what is appropriate and inappropriate behavior within the organization. It will also mention what will happen when a violation occurs such as what will happen to the accuser and accused person. Thirdly, General Policies will deal with *the use of alcohol and drugs in the workplace*. It is necessary that an organization specifically sets forth what substance use, if any, it will tolerate during working hours or on its premises. Clarity from the beginning about organizational rules and the consequences of violating them can save much trouble later. Some organizations may have rules about what employees can do outside of work as well. A drug treatment program, for instance, may require its employees to be completely drug free where violations – no matter the situation -- might lead to immediate dismissal. Fourthly, *the use of computers and other electronic equipment* has turned into a serious issue in many firms. Some companies have found it useful to what is and what is not allowed to be stored on a work computer. There have been many cases of employees having been found with addictive games or inappropriate sexual material on their computers so this policy warns the employees that such things are prohibited. Fifthly, is *the contracts and agreements policy*. This covers the procedures for entering into contracts and agreements on behalf of the organization. There should be a detailed steps that employees must follow to be able to act legally for the organization, and there should also be policies determining who can get that authority and when. This policy should also cover fewer formal agreements -- joint events with other agencies, donations of goods or services, etc. Sixth, *political activities at work* may be banned or on the other hand may be permitted or actively encouraged. If any activity is allowed, then policy needs to be specific as to what sort of political activity can take place at work. Seventh, *safety* is another issue that concerns all employees within an organization. It is imperative for every firm to have a safe workplace for all its personnel as well as a safety policy that details back up plans in case any misfortune occurs. Eighth, general policies may address *smoking situations*. Nowadays an organization needs to define if its premises is a smoke-free zone or a smoking environment, as allowed by local law. If the managers smoking is allowed, it is best to state when and where employees can have a smoke break. Being a smoke-free company might also have the advantage of motivating some employees to quit which may result in reducing employee health costs. Ninth, *grievance procedures* are those procedures that an organization follows when an employee feels that he has been discriminated against, has experienced harassment or has suffered due to a safety violation. Lastly, general policies address issues about *how employees are expected to relate to the target population and the community* which is a reflection of the mission and philosophy of the organization. If an organization sees itself as "empowering" or "collaborative" or "democratic," it may want to be sure that the staff members treat everyone with a high level of respect, and may encourage -- or at least not discourage -- friendships between staff members and participants. If an organization sees itself as "professional", it may discourage familiarity between staff and participants and may instead encourage distant and unfriendly relationships. For many organizations on both types, the character of these relationships is extremely important. If there is strong bias about how employees should relate to others outside the organization -- including other organizations -- it should be clearly stated in the personnel policy.

6.1.2.2 Hiring and Employment Status Policies

These policies clarify the relationship between the personnel and the enterprise and define the way they are supposed to treat each other. These policies clarify what an enterprise expects from its personnel and are a reflection of the organization's approaches to the work environment and how it would like itself seen by others. The following figure presents the most common areas covered by hiring and employment status policies.

Most Common Types of Hiring and Employment Status Policies

- Hiring procedures and orientation
- Title and pay
- Benefits
- Personnel files
- Performance reviews
- Promotions
- Work-related problems
- Reasons for termination

Figure 23: Most common types of Hiring and Employment Status Policies

Firstly, *hiring procedures and orientation* create the first impression of an employee when he first joins the organization. Hiring procedures govern the entire process from the announcement of a vacant position through the welcoming as well as the orientation which is the time period given to the employee to adjust. This period of time is crucial as it provides the new staff member with a set period of time in which to learn the details of their job, to get up to speed on any working process and to start to feel comfortable in their new position. Secondly the *title and pay* of every job in an organization are important issues. When an employee is recognized and gets rewarded, this can be a significant motivating factor for him as well as being a primary goal of any organization. A title is one way that an employee can receive recognition because it immediately informs others of the level of responsibility this person has and to be indicative of a high salary and benefits package. In the interests of clarity and fairness, an organization should assign a pay level to each job title, consistent with its requirements. In addition to this base pay, it should be made clear how salaries can be increased. Thirdly, *benefits* are another aspect of this category of policies. All employees should be well informed of each and every benefit that they receive from the organization. These benefits such as medical and life insurance, travel reimbursement, vacation, etc. should be explained in clear language that anyone could understand in order to avoid any misunderstandings that may occur. The fourth category of these kind of policies are *deductions*, which are the amounts by which an employee's gross salary is reduced by various amounts such as contributions to medical plans, life insurance and taxes. Fifth are the policies regarding *personnel files*. A personnel file contains all the relevant information about an employee starting with his employment application or resume, evaluations, instances of achievements and of failure. These files are mainly used internally by the organization. What is retained in the file, who may use its contents and how it can be used should be specifically stated in the policy. Sixth is *Performance Reviews.* It has been stated before, that employee evaluation that reviews of employee performance is a necessary part of an efficiently-run organization. How the organization goes about these reviews should be part of written policy so that each review is standardized and can be compared to each other. Policy should be clear regarding the frequency of the reviews, for example annual or semi-annual. Other basic guidelines to be included are their form (oral or written), what they consist of (self-evaluation, assessment by supervisor, observation) who carries them out and, perhaps most importantly, what are the consequences of both a positive and a negative review. Seventh, *employee rights and workplace conditions* are another aspect of personnel policies. These rights may include instances such as a hearing and appeal before being fired and the right to not lose employment due to political beliefs or other points of view. Every organization should state in writing all the staff's rights and the conditions that it supports along with the procedures that will be followed if a policy is not observed. Another important area that these policies cover are *promotions*. The procedures that need to be followed must be written down clearly in the personnel policies in order to make clear what the steps are for an employee's advancement. *Work-related problems* are also an important factor that should be clarified. There are three categories: interpersonal, personal and logistical. Interpersonal problems are those that occur between employees such as inability to work together. Personal problems are those that affect the individual like his psychological status. Logistical problems are difficulties that arise in office administration, for example lost files. Lastly, the *reasons for termination* of an employee are also a common part of employment status policies. When a company is not satisfied with the efforts and the performance of an employee, fairness requires than an explanation be given as well as time allowed and instruction on how to improve. If no improvement takes place, then a termination procedure, which would have been already explained, will be implemented.

Following the firing, there may also be the payment of a severance package or accumulated vacation and /or sick leave. The organization's policy should also deal with the scenario of what action to take if the former employee should sue.

6.1.2.3 Everyday Procedural Policies

These policies clarify everyday life in the workplace. In other words, it outlines the way things are done in the organization. The following figure presents the most common areas that are covered by everyday policies and procedures.

Most Common Types of Everyday Procedural Policies

- Work Hours and Flexibility Schedule
- Overtime Working
- Payday
- Style of Dress
- Security
- Paperwork

Figure 24: The most common types of everyday policies and procedures

Firstly, one of the most important of the everyday policies is *the work hours and flexibility schedule*. Every organization is obligated to record the hours that every employee will work in order to avoid any misunderstandings on both sides. In addition, sick days, paid holidays, days off and personal leave days should be specified as well. Replacements for those out of work for any of these reasons may also be enshrined in policy, including from where the substitute or temporary worker will be sourced. Especially recently, the right to work at home or the right to flextime may also be specifically stated. Secondly, another important factor that belongs in this category is *overtime* working. It is very common that employees are required or simply “expected” to remain on the job longer than his or her specified work schedule. In order to avoid any confusion, the policy should outline who is eligible for overtime, if the employee is required to work overtime and if he is to be paid, at what rate. Thirdly, *payday* is another factor that should be clarified in the policy. Every employee needs to be clear about the procedure of how and when he or she will get paid as well as be informed of the exact amounts of all regular deductibles. Fourthly, the *style of dress* is also a part of common everyday procedural policy. Every member of the staff should be aware of the existence of any dress code within the organization and to fully understand what is appropriate to wear in his work environment. Fifthly, the *security* that exists in every organization could be the most important factor for an individual when he decides if he should work there. Safety in an organization encompasses a broad range of areas like protection of confidential information and of personal items, access to door keys and protection from harassment by colleagues. The major goal of security policy is to avoid problems before they occur by developing and implementing rules and maintaining security systems. Lastly, a clear *paperwork* trail should be established which will illustrate what is to be filled out, by whom, for what purpose, be given to whom, and how far in advance it needs to be done.

Therefore, by reviewing the different categories of personnel policies, it is easily understood that their existing is important in every workplace. Their reasons of existing are important because they specify the way the personnel interact with an organization. When the policies are written down in a clear language, the chances are greater for the employees to understand them and will be more likely to adapt in to the organization philosophy and achieve its goals.

6.2 Labor Compliance

HR labor compliance is defined as the function of synchronizing workplace policies with the labor laws of localities, countries or any other level. Aside from these policy setups, it is also the execution of practices in order that these laws be followed by the organization's staff in the entirety. The HR department has to make certain that processes such as hiring procedures, treatment of employees etc. follow all applicable laws and regulations. Following labor law can be a challenge because it is constantly evolving and changing over time as new laws replace old ones. Therefore, it is critical that the organization be informed of these changes so that its actions always comply with the law. The following figure outlines the 10 areas that an enterprise should cover according to labor compliance.

Figure 25: The 10 areas that Labor Compliance should cover

Firstly, *Statutory Compliance* encompasses the laws that are passed by a local, state or federal government. All employers in all organizations are obligated to obey all the laws that are legislated by the aforementioned because, if they do not, they will face criminal charges. Some examples of the issues that the laws address are working age, minimum wage, anti-discrimination laws etc. Since these laws differ from country to country and locality to locality, it is essential to be cognizant of all of them. Secondly, there is *Regulatory Compliance*. This field of labor compliance has areas that overlap with statutory compliance. The main difference is that statutory compliance deals with laws passed by elected bodies of government while regulatory compliance involves those regulations passed by specific commissions or agencies. An example of regulatory compliance is the requirement that workers wear head protection in a construction zone. As with statutory compliance, if employers do not observe these regulations, they will face criminal charges. Thirdly is *Contractual Compliance* which deals with the observance of all the conditions stated in employment contracts which include various issues such as notice-of-leaving, benefits packages and overtime rates of pay. If any agreement is violated, an employer can be taken to court. Fourthly, is *Union Law Compliance* which must be considered in an organization where employees are protected by unions that negotiate labor contacts on their behalf. Adherence to Union Law is similar to contractual compliance since both relate to legal contracts. The firth area that labor compliance covers is *Confidentiality* which covers the legal and ethical responsibility of an organization to protect all the employees' personal data. In the European Union, with GDPR (General Data Protection Regulation) protects the privacy of employee data as well as that of customers. This law requires than an enterprise ensures that access to the personal sensitive data is restricted. Violations of the GDPR carry significant monetary penalties. Sixth is the *Internal Compliance,* meaning the delineation and implementation of the internal policies of the organization. These need to be clearly stated and accessible to all employees. The seventh area that labor compliance covers is *Compliance Training* which consists of educating staff in the laws, regulations and internal policies that are associated with their job position. Although all jobs require compliance training to some extent, others call for more training such as in the financial and health sector. Eighth is the *International Labor Law* which is a number of rules regarding the rights and duties of staff members, employers and governments as set out by the International Labor Organization (ILO), an agency of the United Nations. The ILO seeks to set fair work standards that promote equality, security and dignity for all workers. An example of these standards is the prohibition of child labor. Any nation that has signed these agreements is legally bound by their provision. The ninth area that labor compliance covers is *Country-specific HR Compliance* which recognizes that every country has its own HR compliance laws. These laws could include areas such as retirement age or the number of hours in a standard work week. Because these laws differ from country to country, multi-national companies must be aware of all the laws that exist in each country where they do business. This knowledge allows them to avoid risk and penalties. Lastly, *Workplace Compliance* is the category of labor compliance that requires the observance of agreed-upon behaviors and attitudes in the workplace. Examples of workplace compliance are following the proper dress code, intolerance of discriminatory behavior or policies that govern working from home. When these policies are scrupulously followed by staff members, the organization is able to maintain a healthy and safe environment for all.

6.3 HR Controlling

HR Controlling is the final core operation in an organization. In this operation, the organization and specifically its HR managers pay attention to employees' behavior and performance in order to make sure that the organization's goals are being achieved as planned and in the desired time period. Controlling gives general instructions to the staff and it is essential that these instructions be followed by them. In addition to monitoring whether these instructions are being obeyed, the HR managers compare the employees' performance with the organizational standards to make sure that they are up to speed. If the personnel's performance does not match the firm's standards, then the HR department needs to take corrective measures to rectify the situation. Another important part of this operation is to ensure that all the resources that are employed by the organization are being used for its growth and not being wasted. In other words, the resources of the firm must be put to productive and efficient use. The following figure presents the human resource controls that are used in HRM in order to meet organizational goals.

Human Resource Controls

1) Performance Appraisals

2) Discipline Policies

3) Employee Observations

4) Employee Training

Figure 26: Human Resource Controls that are used in organizations

6.3.1 Performance Appraisals

The first category of Human Resource Control is "Performance Appraisal". This is the process whereby the personnel's performance is evaluated and tested to ascertain if it matches the standards that have been set by the organization. This is done in a methodical way that results in a paper trail that records performance and leaves behind information that can be used to provide feedback to whomever is being evaluated. Every firm needs to be capable of making data-informed decisions when it comes to promotions, compensation increases and development opportunities. In order for the organization to be able to do this and make correct decisions, it needs to select and analyze all the data regarding the employees. There are three kinds of performance appraisals: 1) Rating Scales 2) Narrative Appraisal 3) 360 Degree Appraisal.

The first type of performance appraisals are *Rating scales* which consists of a questionnaire and are used to specify an employee's level of performance or achievement. It is a very easy tool which speeds up the entire evaluation process.

The following picture presents an example of a performance rating scale.

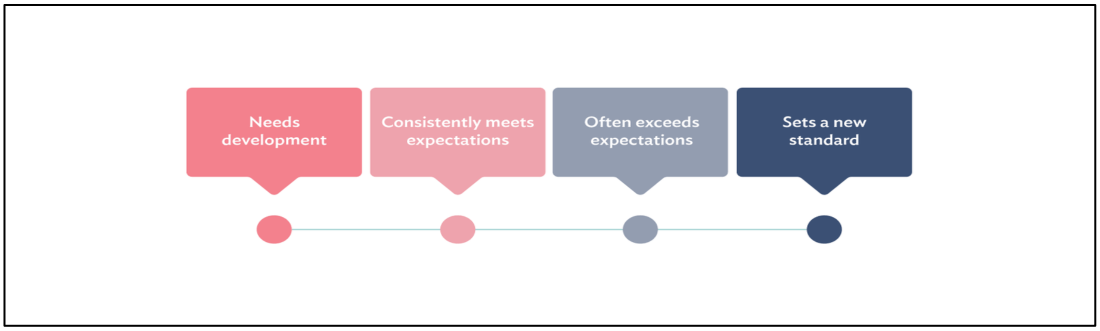


Figure 27: An example of a performance rating scale

The “Needs Development” area shows that the employee does not achieve any goals and that his performance level is very low. At this level, the employee needs development and additional support and direction in order to be able to enhance his personal growth and the organization’s.

The “Consistently Meets Expectations” area regularly performs as expected and sometimes beyond what is required. In other words, successfully fulfills most of his position’s core goals.

The “Often Exceeds Expectations” area specifies that there is no need for additional direction or development because the employee is capable of achieving goals by himself.

The “Sets a New Standard” area is assigned to employees who exceed all expectations and are considered to be role models to others.

The second type of performance appraisal is the *Narrative Appraisal*. This consists of a free-form essay which includes both positive and negative feedback about an employee. Although this category of performance evaluation contains a great deal of information about the employee, but it is written by one person. Therefore, this assessment may not be 100% reliable because it is subjective and could be open to bias.

The third type of performance appraisal is the *360 Degree Appraisal*. This type of employee evaluation is done from as many sources as possible. More specifically, this assessment is done by people from both inside and outside the enterprise such as customers, supervisors, colleagues etc. in order to obtain a more reliable and diverse range of feedback of the employee.

6.3.2 Discipline Policies

The second type of Human Resource Control is “Discipline policies”. Its main purpose is to help avoid issues like misbehaviors or rule-breaking at work. These policies express the standardized procedures that will be carried out if any violation of the company’s policy occurs. As a result, every employee will know what to expect if he disobeys the organization’s regulations, making the work place safer for all.

It is important to note that there will be different disciplines for different offenses which will vary by severity. For example, an employer cannot give the same penalty to an employee who fakes being ill and to one who consumes alcohol on the premises. It is important that every punishment be proportional to the misbehavior so that employees believe they are being treated fairly. The organization must take care to not be overly lenient with its employees' behavior. Misbehavior must be addressed as specified in the policy or those who do follow the rules will feel demoralized.

6.3.3 Employee observations

The third category of Human Resource Control is "*Employee Observation*". This consists of the physical monitoring by a superior in order to directly observe the employee's performance at work. The superior may watch throughout the entire workday or observe particular tasks to ascertain whether the employee is performing effectively. In other words, the observer watches and then compares what he sees with a set of standards. This type of assessment is not always reliable because it can cause stress or anxiety to the employee and result in his not performing as he usually would. To be fair, an employee should be observed on more than one day since everyone has bad days where any number of things go wrong or simply to take into account the worker's physical well-being, which also changes day to day.

6.3.4 Employee Training

The last kind of Human Resource Control is employee training. If it is ascertained that an employee's level of achievement is lower than the standards that the organization has set, the employee will need training in order to be able to perform better. In **chapter 4.2.3** all the different kinds of training that an organization could offer are analyzed.

7. Introduction to Human Resources Standards

Standards in HRM are the fundamental guidelines that organizations follow to execute operations that are characterized as ethical and effective. This guidance is used in the HRM practices that deal with employee planning, resourcing, training and development, inclusion and diversity and human capital reporting. When an enterprise embraces these standards, they improve the achievability and sustainability of its operations and, as a result, the firm will more successfully implement human management practices. Many organizations use British and International standards with the aim of dealing with a variety of topics that assist them in how to proceed properly. In other words, it gives a level of quality or attainment of how things are supposed to be executed. These International standards are created by the International Standards Organization (ISO) in Geneva Switzerland and are adopted by national standards bodies like the British Standards Institution (BSI). Completed standards are sold by ISO, through its member bodies, for use by individual firms, trade associations and governmental bodies (Hale et al., 2018).

These standards also play an important part when governments utilize them as bases for national laws and regulations. Therefore, it is understood that they are crucial to HR operations and, thus, are worth analyzing.

7.1 Literature Survey on Human Resources Standards

This thesis will analyze ISO series 30400 in a subsequent section. This research was accomplished using google scholar.

The first figure presents a roadmap that illustrates exclusions and inclusions used in this research. The term « standards ISO 30400 » was entered in the search box and a number of results appeared. Subsequently, some filters were used in order to reduce the number of results that were listed. The first filter that was used was how many results were academic journals. The second filter was how many of these academic journals are written in English. The third filter was how many of these English academic journals were published in the period 2000-2021. Based on these filters, a total number of 13 academic journals were considered for this chapter of the thesis.

The following figure presents this research roadmap.

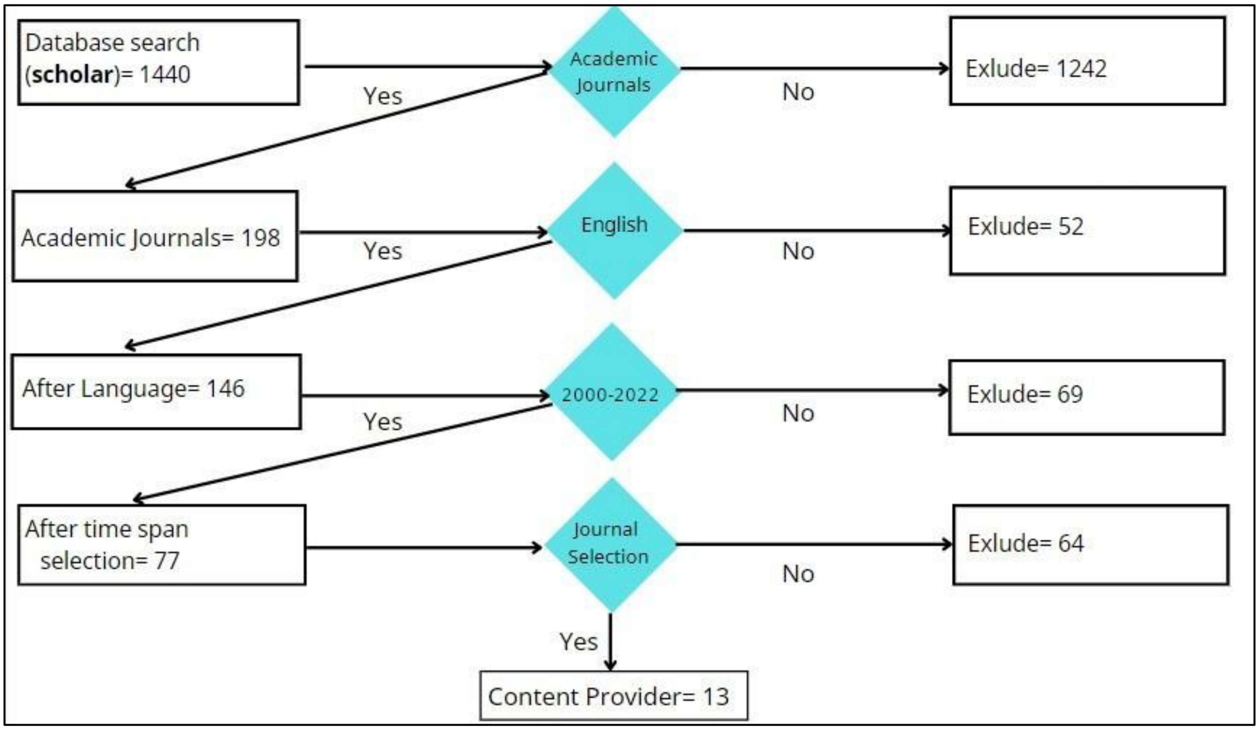


Figure 28: Research methodology process

A compilation of a Literature Survey is illustrated in a figure that has 6 columns. The first column is the name of the reference. The second column is the description that provides a brief account of what the journal is about. Thirdly, the column labeled "Method used" refers to the procedure that the author or authors used in order to write and complete their journal. The fourth column, "Sector", is the basic subject of the whole journal, that is, the word that best describes the entire journal. The next column lists the country of the authors. Lastly, there is the column labeled "Citescore". CiteScore is another metric for measuring journal impact in Scopus. CiteScore of an academic journal is a measure reflecting the yearly average number of citations to recent articles published in that journal.

In the following table, the Literature Survey of Human Resources Standards will be presented.

	Reference	**Description**	**Method used**	**Sector**	**Country**	**Citescore**
1	Greenwood, 2002	This paper reviews and develops the ethical analysis of human resource management (HRM).	Literature Review	Ethical analysis	Australia	9

2	Heires, 2008	This short essay aims to give a concise overview of the activities of ISO and its role in the global political economy.	Literature Review	ISO's international standards	Switzerland	5.5
3	Shraim, 2020	This study reviews current QOE frameworks, guidelines and benchmarks used in diverse contexts, with reference to an analysis of 72 publications between 2000 and 2019, then introduces the ISO/IEC 40180 framework for quality assurance, quality management and quality improvement in IT-enhanced learning, education and training.	This study reviews current QOE frameworks, guidelines and benchmarks used in diverse contexts, with reference to an analysis of 72 publications between 2000 and 2019	QOE	Germany	2.6
4	Hiyassat, 2000	The purpose of this paper is to get feedback from the employees of a Jordanian construction company that has just implemented the ISO standards in its work.	A short questionnaire was prepared and distributed to the employees, including top management.	ISO-9000 standards in construction	Jordan	16.4
5	Camilleri, 2022	This research examines identifies the rationale for ISO14001 certification that is supposedly intended to	Literature Review	ISO 4001 and cost-benefit analysis	Malta	8

		improve the organizations' environmental performance and to enhance their credentials.				
6	Balzarova & Castka, 2018	This study provides insights into the type of adopting organization, geographical adoption and adoption challenges at the firm level, as well as discussing the importance of ISO26000 in the context of other voluntary standards for social responsibility.	Data was gathered from experts who developed ISO 26000. Differences were identified, especially related to adoption of ISO 26000 in the developing world and to specific challenges of firm level adoption.	ISO 26000 and social responsibilit y,	New Zealand	8
7	Zimon et al., 2020	The aim of the article is to answer the question of whether the implementation of the requirements of the ISO 22000 standard in the food supply chain can support the implementation of key processes occurring in them, and thus increase the level of food quality and minimize its waste.	The research was conducted out among several European countries, and an attempt was carried out to compare how the standard is perceived by entrepreneu rs operating in Poland, Slovakia (Central and Eastern Europe), and Portugal	ISO 22000 and food supply chain	Poland, Slovakia, Portugal	3.9

			(Western Europe). Covering the Polish, Slovak, and Portuguese organizations with the research process resulted from the fact that in recent years in these countries, an increase in the diversity of food demand and fragmentation of the food market has been observed			
8	Chung et al., 2020	This research examines the extent to which, and ways in which, global HRM policies mimicking U.S. practices are implemented across its sales, manufacturing, and research and development subsidiaries in the United States and India.	This study uses evidence from a relatively novel research setting—an MNE in the global automotive industry, from South Korea, and its sales, manufacturing, and research and development (R&D) subsidiaries in the United	Global best practice	UK	7.4

			States and India			
9	Ulfsdotter Eriksson, 2017	The purpose of this paper is to describe and explain the significance that human resource (HR) professionals attribute to global HRM standards, what outcomes they envisage for the profession and organizations, and what influences engagement in the standardization project.	The analyses interpret the relationship between standards, professions, and organizations by combining theories of professions with concepts from institutional theory. The study is ethnographic and consists of observations of meetings and interviews with eight participants from the Swedish committee participating in the ISO project.	Global HRM standards as boundary objects	Sweden	3.8
10	Ayinde et al., 2021	The purpose of this paper is to review current literature on knowledge management and highlight the importance of knowledge audit in bringing about a holistic knowledge	Literature Review	Knowledge audit	Nigeria, UK	3.8

		solution to knowledge management.				
11	Itam & Swetha, 2021	The purpose of the study is to examine the structural relationships of employee branding (EB), total quality human resource management (TQHRM) and sustainable employability outcome variables by identifying the suitable measurement scale which captures the service employee perceptions in selected Indian organized lifestyle retail stores.	Data gathered from employees in chosen retail shops operated in India.	TQHRM, Employee branding, Sustainable employability	India	4.3
12	Dörrenbächer et al., 2020	This paper addresses the so far hardly understood contemporary restructuring trends in European Multinational corporations (MNCs), their rationales and their labour-related implications	Based on a systematic evaluation of academic and nonacademic literature, as well as on more than 30 in-depth interviews with academic experts, management consultants, trade union consultants and workers'	Multinational corporations	Germany, Belgium	2.5

			representatives.			
13	Edwards et al., 2016	Drawing on a dataset constructed from a parallel series of nationally representative surveys of multinational companies (MNCs), the performance management (PM) practices of MNCs is compared in the UK, Ireland, Canada, Spain, Denmark and Norway.	In each country, data is analyzed relating to MNCs from that country and of the foreign affiliates of US MNCs.	Multinational corporations	UK, Spain, Canada, Ireland, Denmark	14.2

7.2 Why are standards important in HR

When the HR of an organization follows standards, they provide the framework to execute more efficient operations by using more constructive approaches along with detailed guidance on how to carry them out. Standards are a vital foundation for maintaining trust and improving effectiveness in all aspects of life, and particularly so in the management of people, the source of intangible and tangible organizational value (Wong et al., 2019). Also, establishing standards in an organization and adhering them to these processes helps the employees to understand and learn the appropriate behaviors in the workplace. In addition, they develop the staff of management into those better able to meet challenges, do their job properly and recognize the value of the staff members. In other words, these standards could be characterized as a "best practice recipe" for HRM (Greenwood, 2002).

In **section 1.2**, the idea of people being crucial to the success of an organization was put forth as being an early and fundamental basis of HRM. In order that this valuable asset, that is the work force, be utilized properly and efficiently, a plethora of rules, regulations and procedures have been formulated over the years. It is the standards that ensure that these policies be reliable and of the highest quality.

It is important to note that international HR standards need to be scientific, replete with reproducible and reliable data. This is necessary so that all the analyses upon which management decisions are based are consistent and can be relied on. These measurements which pertain to people management are called *People Metrics*.

7.3 British Standards

The British Standards Institution (BSI) is the national standards body of the United Kingdom. More specifically, it is the institution that produces standards regarding the quality of goods and services. It was founded in 1901 as the Engineering Standards Committee when its main goal was to assist British manufacturers to be more efficient and successful. Over time, standards were developed in order to deal with other areas such as security, safety, quality systems etc. These standards are created by the BSI in sync with representatives from enterprises that are experts in a specific sector. Examples of these representatives are customers, buyers, users, regulators, etc.

The use of British standards by the enterprises is optional, but their utilization could have many positive impacts for them. The following figure presents some of the benefits of the usage of these particular standards.

Figure 29: Benefits of using British Standards in organizations

7.3.1 British Human Capital Standards

The British Standards Institution has outlined standards regarding human capital. These standards make up a fundamental basis for the guidelines necessary for the valuation of people, inclusion and diversity, and learning and development. These guidelines for HRM are based on the following five general principles. First, that people constitute a valuable resource to their organization. This value should be recognized by their organization on a level above what is required by law. Second, the interests of the people involved are significant elements in the interests of the organization. Third, every organization must acknowledge that it operates in a wider environment that must be respected. Fourth, this idea of valuing people in an organization must be sincerely endorsed by every level of management. Finally, it is acknowledged that all these principles are equally important. Therefore, these five general principles are essential due to their contribution to helping enterprises make decisions regarding the way they invest and develop their personnel.

The technical guidance that the BSI provides to operations contributes to the better understanding of the relationship of organizations with people, for example employees, customers, volunteers, etc. The following two examples are standards that have been published by the BSI:

- BS 76000 Valuing people in organizations (2015): This standard provides a structured method to help firms evaluate whether their HR policies and operations will result in long term success, shared values, social sustainability and the result of a good work environment full of respect and participation.
- PD 76006 A guide to learning and development (2017): This Published Document details a plan on how to enhance the employee's individual performance by using learning and development practices. This includes focusing on what needs to be learned first, and areas that require development, innovative ways to meet learning needs and options to assess the effectiveness of educational practices.

7.4 International HRM Standards

The BSI is a member of the International Organization for Standardization (ISO) which is a global association of 165 national standards boards, such as ELOT which is the Hellenic Organization for Standardization. ISO's international standards are technical specifications for the design, dimensions, interoperability or performance of products and processes – they specify how something should operate or interact (Heires, 2008). ISO seeks to establish international standards through the work of technical committees of experts. The BSI has adopted 90% of ISO's international standards and 100% of its European standards, all deemed necessary in this age of global economies. These standards are not laws or regulations but are voluntary specifications whose aim is to achieve high quality work or products.

The International Organization for Standardization has developed many different categories of standards, a few of which are worth mentioning. For example, standards have been developed to be used as a framework for open education at the university level. These standards are the ISO series 19796, ISO 40180:2017, ISO 29993:2017 and ISO 21001:2018 (Shraim, 2020). Another example are the ISO -9000 standards that are models for a documented quality system which focuses on company and customer needs and expectations (Hiyassat, 2000). In addition, there are the ISO 14001 standards that provide cost-saving advantages that improve energy efficiencies coupled with sustainable environmental goals, which further enhances an entity's green reputation. This ISO is a family of standards related to the environment that assists in environmental management issues (Camilleri, 2022). First released in 2010, ISO 26000 is a new standard that focuses its attention on social responsibility (Balzarova & Castka, 2018). Plus, there is ISO 22000 which focuses on the development and implementation of a food safety management system. The standard requires enterprises to organize tasks and responsibilities by specifying requirements that assure a product is safe for the consumer and demonstrates compliance with applicable law and food safety requirements (Zimon et al., 2020).

Regarding human resource management, ISO has generated a number of standards that are published by the Technical Committee ISO/TC 260 of which this thesis will analyze only a part. In 2016, the International Organization for Standardization (ISO) introduced new standards for human resource management (HRM) (Ulfsdotter Eriksson, 2017). The policies were intended to regulate subsidiary HRM practices through detailed guidelines across the areas of HRM practices (Chung et al., 2020). This occurs because the HRM practices constitute a “firm specific advantage”.

The following canvas presents the standards that will be analyzed in a subsequent section which are the ISO 30400 series.

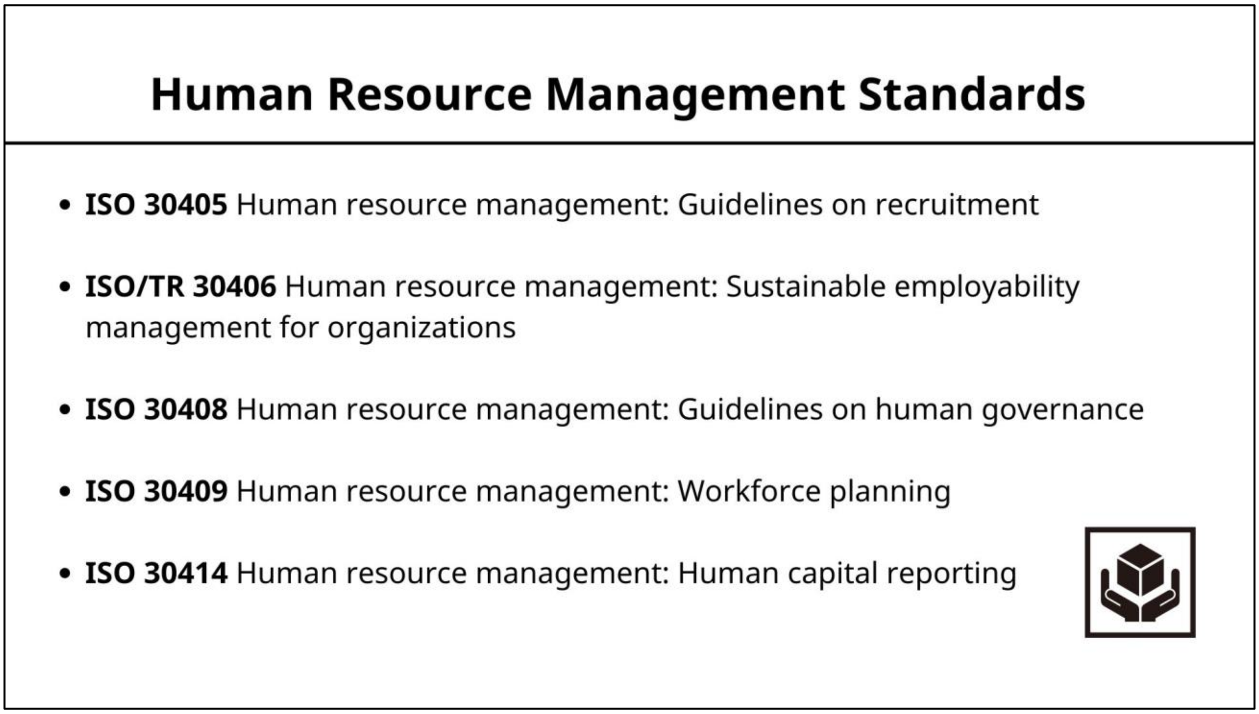


Figure 30: Human Resource Management Standards that are published and developed by ISO

7.5 ISO 30405:2016 Human Resource Management: Guidelines on recruitment
Recruitment is one of the major operations of HRM within an enterprise because its most important resource is its human capital. Therefore, if a company wishes to acquire more data on how to implement more efficient recruitment processes, it will adopt this ISO standard which details guidelines on how HR is supposed to attract, source, evaluate and recruit people. In other words, it supplies detailed guidance to the organization that endeavors to execute successful recruitment operations and procedures. In other words, ISO 30405:2016 is a support for organizations in achieving performance in recruitment processes by providing guidance on the procedures (Barbu et al., 2018). It deals with practices such as 1) recruitment policy development, 2) a step-by-step recruitment plan starting with the search for possible candidates to the boarding of the new staff members and 3) their assessment and measurement of value. In addition, this standard can be used by any organization regardless of its size or type. **In section 3.3** it was stated that an effective recruitment plan was a crucial part of HRM because it results in obtaining highly skilled employees with a good work performance, the ultimate result being a higher performance and profit level for the organization as a whole. Implementing ISO 30405:2016 will go a long way in achieving optimum recruitment, resulting in a reduction in costs.

7.6 ISO/TR 30406:2017 Human Resource Management: Sustainable employability management for organizations

Sustainability has become a buzzword in the recent past. Cambridge Dictionary defines it as the "ability to continue at a particular level for a period of time." When pertaining to human capital, the more precise term used is Sustainable Employability which means having the right conditions in the workplace so that the personnel have long term, healthy and meaningful careers. At the same time, this positive atmosphere promotes and helps to achieve the organization's own goals.

ISO /TR 30406:2017 has led the way in achieving these goals. It expresses the idea that in order to achieve high quality of work on the part of personnel, they must be able to maintain and improve their knowledge, skills and abilities (KSAs). This standard is seen both from the employee's point of view (the opportunity to work in a satisfactory environment to ensure a quality of working life) and the employer (the commitment of an organization to meet the needs of employees, to ensure their well-being and the balance between individual needs and organizational requirements) (Barbu et al., 2018).

However, this is not just a temporary condition but must be true throughout their work lives. By providing an environment where personnel are given opportunities for future growth, an atmosphere of well-being is maintained. Development of KSAs are also linked to improvements in economic condition. When a workforce not only feels more secure financially but also works in a favorable environment, high quality work is the result.

The organization also benefits from providing for its staff. When it has the correct amount of KSAs, recruitment and turnover costs are reduced. The continuous training and advancement of employees builds agility in the staff. This mental acuity enables workers to function at a higher and more efficient level. They are better able to function in their own position, to innovate, to meet challenges and deal with unexpected circumstances. They can better participate in job rotation, an important practice analyzed in **Section 2.3.1.2**, which encourages the interchangeability of employees at different stations without loss of efficiency. All this has a beneficial effect at the organizational level, helping to achieve its goals and promote financial success.

Organizations nowadays believe that following a policy of sustainable employability is necessary in order to function in today's rapidly changing business environment. Entities are faced with a variety of challenges such as demographic changes (later retirement ages and fewer young workers), advancements in technology and globalization. In addition to these, the Covid pandemic has changed many worker's attitudes towards when and where they work from, making them more selective in whom they work for. For an organization faced with these challenges, having a contented, agile workforce with the correct level of the appropriate KSAs can mean the difference between being competitive in its market or becoming irrelevant.

The following two figures present the benefits of an organization when it focuses on sustainable employability.

Benefits of focusing on sustainable employability

Reduction in:

- Absenteeism
- Costs related to recruitment, absenteeism, liability and outplacement
- Workplace accident and incidents
- Underemployment and unemployment
- Liability

(1/2)

Figure 31: The reductions that could occur when an organization focuses on sustainable employability

Benefits of focusing on sustainable employability

Improvement in:

- Staffing cost management
- Right talent at the right time
- Workforce commitment, attitude and loyalty
- Flexibility
- Innovation
- Productivity and performance
- Organizational ability to adapt in changing markets
- Planning capabilities
- Staff retention
- Workforce morale

(2/2)

Figure 32: The improvements that could occur when an organization focuses on sustainable employability

7.7 ISO 30408:2016 Human Resource Management: Guidelines on human governance

As mentioned before, people are the most important part of every enterprise. In order for a firm to accomplish long-term sustainable success, it should consider all stakeholders (employees, investors, shareholders, customers) within the governance system.

The word governance means the system by which organizations are directed, controlled and held accountable. Its main role is to specify rules, systems, processes and attitudes. In other words, it regulates all managerial and supervising behavior within an organization and its units (Kaehler & Grundei, 2019). When the governance is effective this contributes to creating a high level of confidence in the stakeholders concerning the long-term growth and success of the enterprise. In addition, effective governance leads to having a successful strategic decision-making plan which, in turn, results in creating a responsible a profit-making organization in good financial standing.

The term Human Governance defines the system or systems by which people within an organization are directed and held accountable. To accomplish this, the standard supplies direction on mechanisms and procedures to be implemented so as to set up, sustain and improve effective human governance within organizations.

ISO 30408:2016 provides guidance on the tools, processes and practices needed to establish, maintain and continuously improve the human governance of the organization, regardless of size, industry or sector, by ensuring that human governance practices are aligned with the practices of overall organizational governance (Barbu et al., 2018).

There are many positive results that result by aligning effective human governance practices with strategic planning. When human social aspects are included in planning and decision making, results are positive for all stakeholders. The following figure presents some of these positive impacts.

Benefits of aligning effective human governance practices with strategic planning

The organization will be able to:

- Respond to organizational, regulatory and operational needs
- Anticipate and manage human resource risks
- Ensure associated costs are managed and the value of such investments is measured
- Develop an organizational culture which reflects its organizational values
- Foster increased management, effective communication and collaboration across all stakeholders
- Optimize overall performance.

Figure 33: Benefits of aligning effective human governance practices with strategic planning

ISO 30408:2016 can be adopted by any kind of organization regardless of size, sector, whether a private or public entity, for or not-for- profit. Lastly, it is important to mention that this standard has nothing to do with, nor does it address, relations with trade unions or any other representative body.

7.8 ISO 30409:2016 Human Resource Management: Workforce Planning

The importance of planning, which is the first core operation of HRM, was discussed in **chapter 2**. To recap, planning is the process of determining the number of personnel and the skills that are needed in order to best meet the future operational requirements of an enterprise. To this end, ISO 30409:2016 provides international standards and a framework for the workforce planning that is required for the needs of any organization. This standard can be adopted and used regardless of the size, industry or sector of the firm. The larger the organization, the more intricate will be its planning policies.

This ISO was generated because of the worldwide need of organizations to have greater flexibility vis a vis their workforce in order to better react to dynamic changes in the labor market. The global economy in which organizations now function require that adequate planning be in place to discern current, temporary and future requirements in the workforce. These policies assist management to better predict and adapt to its economic environment which are essential skills in achieving organizational goals.

There are a variety of benefits to an organization when it utilizes workforce planning. Chief among these is the ability to retain skilled personnel and to recruit additional staff with the necessary qualifications, to obtain this personnel when it is needed with the goal of having just the correct amount of specific skills; in other words, not too much nor too little. Workforce planning is indeed a complicated process because it must take place within an ever-changing market environment complete with normal economic ups and downs and advances in technology. The larger the organization, the greater is the uncertainty because it can arise from local, regional or international situations. However, with a functional workforce planning policy in place, an organization will be in an optimal position to retain its skilled staff and effectively plan for the future, always striving to remain competitive.

Workforce planning is also carried out by industry or sector-wide groups because planning at this higher level also brings benefits. In order to realize these, the required skills must first be identified and their availability ascertained. If a shortage is predicted, then the sector or industry can campaign for a change in educational policies that will address this deficit. Smoothing their labor market enhances the reputation of the sector, making it a desirable place to work. Permitting individuals the ability to move around within the sector promotes the same positive impression.

Workforce planning also takes place on geographic levels, such as the region where instead of focusing on specific skills for one particular industry, region-wide planning is concerned with capabilities available to all of the entities in one particular geographic area. There are several goals to regional planning, the first being that skills in the area match those required by the organizations and that these entities choose to use this local talent. Regional planners' other goals are to attract new employers to its area as well as new residents who have skills that are in demand. Through their employment policies, planners support organizations to grow and assist them in coping with changes in their economic environment.

The public sector plays a major role in workforce planning where it acts at diverse levels: local, regional, national, global, specific industry or individual organization and, most importantly, through the economy. It does this by affecting the labor market through legislation and regulation. Through its actions, the public sector helps organizations to adjust and grow in in the long term.

It is worth stating that workforce planning should never stop. When implemented correctly, it is an ongoing process carried out by senior management in combination with its long-term goals of organizational growth, competitiveness and success.

7.9 ISO 30414:2018 Human Resource Management: Human Capital Reporting

Human Capital Reporting is the reporting of the valuation of the human resource within an organization. It is also the process by which firms track key metrics regarding their staff members and workforce. These human capital reports are documents that provide subjective information and data about the employees of an organization and about the HR practices. It covers areas such as organization structure, employee data, employee's skills and knowledge, salaries, policies etc. The HR department analyzes all this data and ensures that the organization is working efficiently. The most important reasons for a company to use HR reporting are 1) Easier identification of the root of problem areas, 2) Better information management, 3) Make better hiring decision 4) Identification and prediction of patterns of employee turnover – Improve employee retention.

This ISO document supplies guidance for internal and external human capital reporting (HCR). Its main goal is to clarify the human capital contribution to the enterprise in order to support sustainability of the workforce. The standard itself contains a short description of each metric along with the formula to calculate it where appropriate. The following figure presents the core HCR areas that this document provides guidelines.

ISO 30414:2018 is supported by metrics and is detailed in the following Technical Specifications

- **ISO/TS 30421** Turnover and retention
- **ISO/TS 30423** Compliance and ethics
- **ISO/TS30425** Workforce availability
- **ISO/TS 30427** Costs
- **ISO/TS 30428** Skills and capabilities
- **ISO/TS 30430** Recruitment
- **ISO/TS 30431** Leadership
- **ISO/TS 30432** Workforce productivity
- **ISO/TS 30433** Succession planning
- **ISO/TS 24178** Organizational culture
- **ISO/TS 24179** Occupational health and safety

Figure 34: The core HCR areas that ISO 30414:2018 provides guidelines

7.9.1 ISO/TS 30421:2021 Turnover and retention

Employee Turnover refers to the calculation of the number of employees that leave an organization within a specified period of time, usually a year, and is expressed as a percentage of total workforce numbers. In other words, it is the figure that gives HR departments the number of staff members that have left the enterprise. Therefore, it is obvious that if the company has a high turnover, this results in negative consequences.

Employee Retention is a term that describes the organization’s ability to prevent employee turnover. More specifically, it concerns the strategies that the firm develops in order to keep the right people with the right talent and skills in the company. There are many reasons why individuals decide to leave their jobs. Some of them are voluntary, for example taking another job, and others are involuntary as in when employees are fired or laid off. Employee retention strategies focus on voluntary turnover which has negative impacts on the organization. An enterprise that is able to keep employees engaged in it greatly benefits. Firstly, it contributes to the reduction of costs. Every year significant amounts of money are spent for recruiting and training purposes. If an employee decides to leave the organization right after being hired, all this money is wasted. Secondly, employee retention increases productivity because it takes more time for a new worker to get up to speed and have the same level of job performance as his predecessor. Thirdly, being able to keep employees engaged to an organization makes them even more experienced as the longer an employee remains in a company, the more knowledgeable and skillful he or she will get. Fourthly, long term employees have an accumulated customer experience compared to that of new staff members because, by working in the firm for longer, the employee is able to create a respective and strong relationships with the customers. This means that the employee who has worked the longer time has a greater chance to achieve higher sales which lead to greater income for the organization. Fifthly, when an employee is engaged to a company, he has succeeded the feelings of employee satisfaction and experience. Lastly, it increases the organization's revenue. Employees who are aligned with an organization deliver better customer service and are more productive, resulting in enhanced organizational growth.

It is important to state that not all turnover is bad. Employee turnovers occur due to retirement, illness etc. over which organizations themselves have no control. There is a certain amount of turnover that is desirable for the organization because it means the departure of poor performance, savings on wages, development of other employees and the introduction of novel ideas, talent and skills into the firm.

7.9.2 ISO/TS 30423:2021 Compliance and ethics

This ISO provides the formula to calculate comparable measures that are needed for internal and external reporting.

The metrics within the compliance and ethics cluster, as documented in ISO 30414, are:

1) Number and type of grievance filed.

A grievance is a formal complaint against the employer within the workplace. That is, it reflects the employee's dissatisfaction with the organization's work policy and conditions due to some kind of violation. A grievance has to be appropriately addressed because otherwise it could affect the motivation and performance of staff members and the work environment. There are many reasons as to why a grievance is raised such as harassment or discrimination or something as mundane as the degree of cleanliness of the premises.

The three most common ways to determine the number and frequency of grievances that are filed is by direct observation, help desk and exit interviews.

There are three types of grievances: 1) Individual Grievances, 2) Group Grievances, 3) Union Grievances.

Firstly, an Individual Grievance is when an employee has complaints about a management action or situation related to bias, harassment, non-payment of salary etc. The second type of grievance is when an entire team of employees is not satisfied with the management due to, for instance, not receiving an overtime bonus that was promised and written down in the policy. Lastly, a Union Grievance if filed when an entire union accuses management of violations of a lawful contract.

2) Number and type of concluded disciplinary actions.

A disciplinary action is the process for dealing with job-related behavior that does not conform to expected and disclosed workplace regulations. It is the best way for the employer to explain clearly to employees when something is wrong and what kind of change is needed. These actions should be printed and made available to all the employees of the organization. According to law, the steps in a disciplinary procedure include to following steps: 1) a letter that outlines all the reasons that this specific action is considered disciplinary, 2) a meeting with the employee to discuss the issue, 3) a disciplinary decision, 4) a chance to appeal the decision of the employer.

3) Percentage of employees who have completed training on compliance and ethics.

This metric is composed of the proportion of employees who have completed an educational course on business ethics, including such topics as the rules of conduct of the organization, rules of compliance or ethical dilemmas.

4) Disputes referred to external parties.

This metric indicates the work environment when the external resolution of internal disputes becomes necessary. The number of workforce-related disputes that are reported as being referred to third parties with appropriate jurisdiction provides a picture of the organizational climate.

5) Number, type and source of external audit findings and actions arising from these.

Audit findings are the result of an audit which is when a third party examines an organization's records to ensure that they are correct and legal.

7.9.3 ISO/TS 30425:2021 Workforce availability

Workforce availability describes the total amount of people that are physically able to do a job and are available to work. This ISO refers to the working capacity of the permanent and temporary staff members of the organization.

The metrics that are considered within the workforce availability metrics cluster as documented in ISO 30414 are: 1) number of employees, 2) total full-time equivalents (FTE), 3) contingent workforce, 4) absenteeism.

1) Number of employees

This metric refers to the number of the staff members that work in an enterprise considering each employee as an individual and counts them as "one" regardless of the number of hours that they have worked. More specifically, it counts the number of employees that work either full-time and part-time within the organization.

2) Total full-time equivalents (FTE)

FTE is an HRM measure which calculates the number of hours of full-time employment for a specific time period. For example, if an organization considers 40 hours per week as full-time and there are four staff members that work 10 hours each per week, then the FTE is calculated by dividing total hours worked of 40 by 40 hours in the week which equals to 1.0 FTE.

The following formula presents how to calculate this HRM measure.

FTEs per Year = $\frac{Total\ hours\ worked\ during\ a\ year}{Total\ working\ hours\ per\ year}$

FTEs per Month = $\frac{Total\ hours\ worked\ during\ a\ month}{Total\ working\ hours\ per\ month}$

FTEs per Week = $\frac{Total\ hours\ worked\ during\ a\ week}{Total\ working\ hours\ per\ week}$

3) Contingent workforce

A contingent workforce includes freelances, independent contractors and consultants that do not work full-time in the organization and is not involved in its payroll either. These employees can be hired directly from the company or through a staffing agency. Usually, these workers work remotely or onsite and do not receive as much of benefits as the workforce that work full-time but they contribute in the organization by providing services with additional agility and flexibility. Having contingent workforce within a firm contains a number of advantages. Firstly, it eliminates costs for the organization because it does not need to make contributions to their Social Security or pay any payroll taxes. In addition, the organization is not required to give them health insurance or pay them when they take time off from work. Secondly is flexibility. Organizations can take on contingent labor on a case-by-case basis, responding rapidly to temporary needs. When the need no longer exists, the worker can be quickly and easily discharged. Lastly, contingent labor offers an organization a wider range of skills and experience than may be found in-house. Without the need for training, a contingent worker can step in and do the job with minimal preparation, resulting in savings of time and cost.

4) Absenteeism

Absenteeism is the number of unplanned absence due to sickness or other causes of employees in an organization. In other words, it is the physical absence from work due to illness or other reasons. Though some absenteeism is normal for an enterprise, high levels of it can cause problems in the organization. The following formula calculates the absenteeism rate of an employee.

Absenteeism rate of an employee = $\frac{Number\ of\ absent\ days}{Number\ of\ available\ work\ days\ in\ a\ given\ period}$

7.9.4 ISO/TS 30427 Costs

This ISO refers to the workforce costs and the importance of measuring these costs. It is important for the HRM team to measure these costs in order to ensure the effectiveness of the recruiting, hiring and training spends.

The costs cluster in this ISO includes the following metrics:

1) Total workforce costs

This includes the sum of the total amount of money that is spent by an organization on its staff members. It refers to the compensation, benefits and HR core operation expenses.

2) External workforce costs

These costs refer to the total amount of money that an organization spends on external workforce such as freelances, service providers, contractors etc.

The following formula presents the way to calculate the costs of external workforce.

External workforce costs = Total cost of contingent workforce including temporary workers + Total cost of contract workers

3) Ratio of the basic salary and remuneration

Remuneration is any kind of compensation or payment that a staff member receives as a reward for the services he or she performs for an organization.

4) Total costs of employment

The total costs of employment include all the amounts of payment for all employee wages and benefits such as wages, commissions, salaries, pensions, insurance etc.

Therefore, the formulas that calculate the total workforce costs are:

- Total workforce costs = Total employee compensation costs + Total employee benefits costs + External workforce costs
- Total workforce costs = External workforce costs + Total costs of employment

7.9.5 ISO/TS 30428 Skills and capabilities

This ISO outlines the importance of an organization's investment in their personnel. By investing in their employees, the firm increases its overall level of skills and capabilities. It has been proven my much research that when an enterprise invests in its staff members, it will be better able to achieve its goals and attain a higher performance level. Such policies also serve to attract and retain the most desirable candidates. Investment in the skills and capabilities of the personnel contributes to higher employee engagement (the level of enthusiasm and dedication an employee feels towards his job) and to higher job satisfaction. By having high levels of employee engagement and job satisfaction within the organization, the employees will be more motivated and efficient in their jobs which results in enhanced organizational outcomes. Lastly, employees are able to take advantage of opportunities for growth and development through the entity's training programs.

Therefore, it is critical for an enterprise to be able to measure the cost of its investment. The metrics within the skills and capabilities cluster are the following:

1) Total development and training cost. This metric is defined as the sum of all spending on training and development within an organization.

2) Percentage of employees who participate in training compared with total number of employees per year. This metric is defined as the number of employees who participate in at least one formal training experience divided by the total number of employees.

3) Average formalized training hours per employee. This metric is defined as total formal training hours for all employees divided by the number of full-time equivalent (FTE) employees.

4) Percentage of employees who participate in formalized training in different categories. This metric is defined as the number of employees who participate in at least one formal training experience divided by the total number of employees by category (e.g., leadership).

5) Workforce competency rate. This metric is defined as the average competency ratings assigned to employees.

It is understood, that the more an organization invests in the employees' skills and capabilities, the more likely it will create a powerful workforce which, in return, will help the organization achieve its goals.

7.9.6 ISO/TS 30430 Recruitment

As mentioned in chapter 3, recruitment plays a significant role in HRM. This technical specification provides a framework for the metrics of two important measurements, 1) the number of qualified candidates for a vacant position and 2) the average length of time it takes to fill empty posts.

A qualified candidate is one that meets all the necessary qualifications for a specific job position and, once hired, will be a part of a capable work force that is able to move the organization forward. It is necessary that this measurement be made at the end of the same time period and, once begun, should continue over successive time periods so that the figures can be compared. It is recommended that this comparison be of the present time period and those of 3-5 years past. Results are indicative of how adequate the recruitment policies are.

Another useful metric is the relationship of the total number of qualified applicants to total applicants. If the result is high, then it may signal a review of the recruiting process is required. On the other hand, a low number may indicate that the job market for this particular pool of talent has become scarcer.

The qualifications for each vacancy should be reviewed and updated, if necessary, periodically.

It is also noted that if results of these metrics are negative or unexpected in some way, other factors may have to be included in the final analysis. These factors may include the economy's status in general, the organization's endeavors and its policy of appealing to job applicants, especially its salary and benefits package.

The second important metric covered in this technical specification is the calculation of the average time it takes to fill vacant positions. These are broken down into two categories, that is 1) the time needed to fill vacancies and 2) the time needed to fill critical positions, which are those that have already been noted by management and are considered to have a direct effect on the organization's activities. This time period should encompass all steps starting with the initial approval to search for new staff through to the candidate's acceptance of the job. Recording and comparisons of this data should be as described above, that is, at the end of specific time periods with current results compared with those of the past.

7.9.7 ISO/TS 30431 Leadership

Leadership is a mechanism by which a person affects others in order to achieve a goal. Good leaders lead by example, not by ordering people about. They are focused on change and improvement of the people they manage.

TS 30431 presents the metrics cluster to evaluate the characteristics of leadership in the following categories: Leadership trust, Span of control and Leadership development.

Leadership Trust works both ways between staff and manager. The staff cannot have doubts about their leader, his motivations or his abilities. They must believe in the direction of the organization and its future success. On the other hand, the manager must have trust in his staff because it builds confidence in them and creates teams that work efficiently together whatever the work environment might be.

Span of Control refers to the number of personnel that report directly to one person. Having a wider span of control, that is, supervising a larger group of people reduces costs of middle management. However, it can also limit the personal contact that the staff have with the manager.

Leadership Development of those who have been singled out because of their talents provides the organization with any number of benefits. Besides being effective managers they, in turn, attract talent that can then be recruited. They inspire their staff not only because of their abilities but because of other critical characteristics that, as excellent leaders, they possess. Traits such as being good communicators and problem solvers, honesty, being able to build relationships and innovating. Leadership development programs are key to cultivating this talent pool. Therefore, this technical specification provides the metrics for calculating the proportion of leaders who have taken part in training and development programs.

7.9.8 ISO/TS 30432 Workforce productivity

Technical Specification #30432 provides the metrics necessary to calculate various efficiency relationships that reflect profit or income produced per employee. These ratios can be used by all kinds of entities, for and not for profit as well as entire sectors or countries. They should not be used for government entities.

These analyses can be valuable input when an organization seeks to control costs or to evaluate the effect on productivity of new technology or in assessing worker multi-tasking. Historical data can contribute to an analysis of the entity's success in its market.

The metrics that are included are as follows: 1) earnings before interest and taxes, per employee, 2) revenue and turnover per employee and 3) Human Capital Return on Investment.

This publication discusses various issues that should be examined when the information is analyzed, especially in the cases where the data will be used to enact changes within the organization or when reporting to external stakeholders.

7.9.9 ISO/TS 30433 Succession planning

Succession planning is the process by which an organization protects itself in the event a key leadership role is left vacant. A framework of metrics is provided by this technical specification to assist an organization in planning for this eventuality with the overall aim to maintain continuity and stability.

In a nutshell, succession planning seeks to determine which employees currently working for an organization have the talent and skills, with appropriate development, to step into leadership roles as soon as they become available. A successful policy will match these employees with specific key positions, not only for the present but also for the future, thereby allowing the organization to continue to function without any losses either of clients or of services provided.

These metrics must be carried out in a scientific manner and will include the following: succession effectiveness rate, successor coverage rate and succession readiness rate for the present time, 1-3 years and 4-5 years in the future. All organization objectives and goals are to be factored into the analysis.

7.9.10 ISO/TS 24178 Organizational culture

This technical specification of ISO 30414 describes the characteristics of corporate culture and provides a framework to measure it for both internal and external reporting purposes. It emphasizes which issues need to be considered when interpretation of this data is undertaken. This is especially true when changes are to be made within the organization in response to the data and when reporting to external stakeholders.

Some of the factors that are included in the metrics include employee retention rate, employee satisfaction with working conditions and the strength of their commitment to the organization and its goals. To assist in the analysis, both a corporate culture and employee survey is included in this technical specification.

7.9.11 ISO/TS 24179 Occupational health and safety

This technical specification provides guidance on what kinds of data should be tracked regarding workplace health and safety and how to interpret this information for the betterment of an organization and its work force. The correct usage of this data is essential in correcting an unsafe work environment and the prevention of on-the-job health and safety issues. The collected metrics are also useful when official reports must be issued to regulatory authorities or to stakeholders of the organization.

This ISO recommends that data be tracked regarding work-related issues such as absences that are due to injuries and illnesses, their type and the number and frequency of each. It is also important to know how many of an entity's labor force have undergone occupational health and safety training.

The HR department undertakes the task of overseeing and carrying out an organization's health safety program which must be updated as needed. Work place accidents and illnesses must be monitored and recorded in an organized and scientific manner with the overall aim to eradicate any harmful environments that exist, thereby reducing future accidents and illnesses. A well-administered program will result in a number of benefits to the organization such as reduced costs, prevention of injuries and illnesses and improvement in productivity. The guidelines contained in TS/ 24179 form the basis of these policies.

8. Connection between the core operations of HRM and the standards in the ISO series

The purpose of presenting and analyzing the HRM core operations in the first part of the thesis and the ISO series in the second part of the thesis is to finally be able to connect them and see how the functions associate with human resources standards.

The following figure presents these connections.

	Human Resources Management Standards			
Core Operations of HRM	**ISO 30405: Recruitment**	**ISO 30406: Sustainable employability management**	**ISO 30408: Guidelines on human governance**	**ISO 30409: Workforce Planning**
Planning				✓
Resourcing	✓			
Developing	✓	✓		
Motivating		✓		
Administration & Supporting		✓	✓	

Table 1: The link between the HRM core operations with the human resources standards

- **Planning:** As mentioned in chapter 2, planning is about identifying the size of the staff and what abilities are required to optimally meet an organization's needs. In other words, the goal of this process is determining the number of personnel and their skills that best meets the future operational requirements of an enterprise. ISO 30409 (Workforce Planning) assists in this core operation because it provides a framework for the workforce planning that is required for the needs of any organization.

- **Resourcing:** Resourcing aims to secure and retain the skills, values and attitudes that suit the organization's needs in order to identify and allocate staff members to their proper positions. In other words, it is the process in which people are identified and are assigned to perform work that is necessary to the organization by matching human resource capabilities to the strategic and operational needs of the enterprise. Therefore, if an organization is willing to obtain more data on how to carry out more efficient recruitment processes, it can adopt ISO 30405 (Recruitment) which gives detailed guidelines on how HR is supposed to attract, source, evaluate and recruit people.

- **Developing:** ISO 30406, sustainable employability management, expresses the idea that high quality work on the part of the employees of an organization is essential to be able to maintain and improve knowledge, skills and abilities. By providing the personnel an environment that is full of opportunities for growth, an atmosphere of well-being is maintained. When staff members have the opportunity to participate in practices like job rotation, they will function at a higher and more efficient level. Lastly, when the environment in an enterprise is a positive one, employees are more likely to stay loyal, thereby reducing employee turnover and recruitment costs which are covered in greater detail in ISO 30405.

- **Motivating:** As mentioned above, ISO 30406 (sustainable employability management) talks about the advantages of having the appropriate work conditions in the workplace. When the environment in the organization is pleasant, this results in a higher level of performance from the employees. This occurs because as their satisfaction rises, they have an increased appetite for work. This, in turn, creates positive energy that spreads around the firm to the rest of the workers, contributing further to higher performance levels.

- **Administration & Supporting:** The topic of ISO 30408 (Guidelines of human governance) is concerned with the system with which an organization is directed, controlled and held accountable. More specifically, it specifies rules, processes, systems and attitudes within an organization. Chapter 6 describes the core operation of administration and supporting which, through personnel policies, rules are created and written down in order to clarify the behaviors and attitudes that an employee should have in the workplace. When all rules are obeyed and all employees behave according to the written personnel policies, a sustainable employability environment is created. These rules and attitudes are the factors that keep the work environment under control.

9. Maturity assessment in HRM

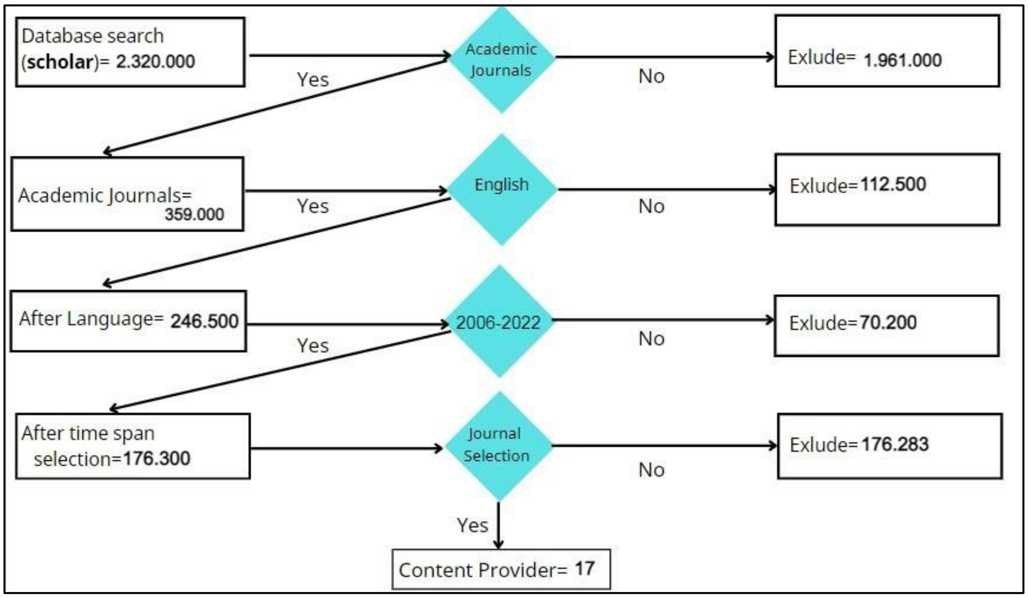
When an enterprise makes the decision to improve itself, it is necessary for it to be cognizant of where it stands and the specific areas that need to be developed. Current market reality means that constant pressures to gain and retain competitive advantage, to identify ways of cutting costs, to improve quality, to reduce time to market and so on have become increasingly important. This need for organizational self-evaluation and for achieving a competitive advantage are what motivated researchers to develop project management maturity models. In other words, there was a need for measuring the quality of their processes which then led to the development of the maturity assessment. A maturity assessment has been defined as a structured collection of elements that describe the characteristics of effective processes at different stages of development (Wendler, 2012). It was also defined as a set of sequential levels that, together, describe an anticipated, desired or logical path from an initial stage to a final maturity stage (Domingues et al., 2016).

9.1 Literature Survey on Maturity Model Implementation

This chapter will analyze QM maturity implementation. This research was accomplished using google scholar.

The first figure presents a roadmap that illustrates exclusions and inclusions used in this research. The term « Maturity model assessment» was entered in the search box and a number of results appeared. Subsequently, some filters were used in order to reduce the number of results that were listed. The first filter that was used was how many results were academic journals. The second filter was how many of these academic journals are written in English. The third filter was how many of these English academic journals were published in the period 2000-2021. Based on these filters, a total number of 17 academic journals were considered for this chapter of the thesis.

The following figure presents this research roadmap.



As mentioned in the previous chapter, a compilation of a Literature Survey is illustrated in a figure that has 6 columns. The first column is the name of the reference. The second column is the description that provides a brief account of what the journal is about. Thirdly, the column labeled "Method used" refers to the procedure that the author or authors used in order to write and complete their journal. The fourth column, "Sector", is the basic subject of the whole journal, that is, the word that best describes the entire journal. The next column lists the country of the authors. Lastly, there is the column labeled "Citescore". CiteScore is another metric for measuring journal impact in Scopus. CiteScore of an academic journal is a measure reflecting the yearly average number of citations to recent articles published in that journal.

In the following table, the Literature Survey of Maturity Model implementation will be presented.

	Reference	Description	Method used	Sector	Country	Citescore
1	Wendler, 2012	The objective of this paper is to structure and analyze the available literature of the field of maturity model research.	A systematic mapping study was conducted. It included relevant publications of journals and IS conferences. Mapping studies are a suitable method for structuring a broad research field concerning research questions about contents, methods, and trends in the available publications.	Maturity Models	Germany	8.6
2	Domingues et al., 2016	The aim of the article is to answer the question of whether the implementation of the requirements of the ISO 22000 standard in the food supply chain can support the implementation of key processes occurring in them, and thus increase the level of food quality and minimize its waste.	The research was conducted out among several European countries, and an attempt was carried out to compare how the standard is perceived by entrepreneurs operating in Poland, Slovakia (Central and Eastern Europe), and Portugal (Western Europe).	ISO 22000	Poland, Slovakia, Portugal	13.1
3	Demir & Kocabaş, 2010	The purpose of this study is to see whether PMMM can be used in	Literature Review	Project Manageme nt Maturity Model	Turkey	0.6

		educational organizations.				
4	García-Alcaraz et al., 2019	This paper reports a structural equation model to relate three critical success factors for total quality management (TQM) with customer satisfaction benefits through six hypotheses.	Information from 398 responses to a survey applied to Mexican manufacturing industry and using partial least squares technique integrated in WarpPLS v.6 software	TQM	Mexico, Spain	4.3
5	Asante & Ngulube, 2020	The purpose of this study is to investigate the critical success factors for total quality management implementation and implications for sustainable academic libraries in Ghana.	This study adopted a quantitative approach to collect the data. Samples of 124 participants were involved in this study. PLS-SEM (Smart PLS3) software was used to analyse the data. Convergent, discriminant validity assessment was computed. Eight variables of critical success factors were tested in relation to total quality management implementation at selected academic libraries in Ghana.	TQM practices	Ghana, South Africa	1.5
6	Jehangiri, 2017	This paper presents the identification of Critical Success Factors for Total Quality Management.	Literature Review	Total Quality Management Implementation	Pakistan	0.75

		Implementation in Organizations				
7	Wang & Meckl, 2020	This study explores a model to identify the structure and evaluate the critical success factors (CSFs) of total quality management (TQM) in the autonomous driving industry.	Fifteen CSFs are defined according to the expected ecosystem of autonomous driving. VDA and IATF 16,949 quality systems are used as starting points for deriving the CSFs for an autonomous driving TQM system (AD-TQM). The CSFs are integrated into a framework to reveal their effects and interdependencies.	Total Quality Manageme nt and Autonomou s Driving	Germany	2.7
8	Dahlgaard et al., 2019	This study is an extension of the 2013 study, where we extend the previous study on TQM publications to 2017, and further analyse more detailed not only which methods, tools and techniques are used, but also at what organisational level they are used.	Data was collected on research about TQM and its methods, tools and techniques, and analysed further the shift of focus from TQM as a comprehensive management theory/ philosophy to a focus on the TQM methods.	Total Quality Manageme nt	Sweden, Republic of China	6.2
9	Hsu et al., 2021	This study demonstrated the feasibility of using the (self-organizing map) SOM algorithm to	Literature Review	Text mining	Taiwan	6.2

		build a topic map.				
10	Carnerud & Bäckström, 2019	The purpose of this paper is to identify and depict the key areas around which research on quality has orbited during the past 37 years, to explore longitudinal patterns and trends in the identified key areas, to present new perspectives on the foundational elements and evolutionary patterns of research on quality as well as future directions.	Literature Review	Quality manageme nt	Sweden	6.2
11	Bakotić and Rogošić, 2017	The aim of this study is to investigate which infrastructure QM practice affects all core QM practices.	Literature Review, Questionnaires	Employee Involvemen t and Quality Manageme nt Principles	Croatia	6.2
12	Lakhal et al. 2006	This paper aims to explore the relationship between quality management practices and their impact on performance.	First, critical quality management practices are identified and classified in three main categories: management, infrastructure, and core practices. Then, a model linking these practices and	Quality Manageme nt	Tunisia, Canada	4.2

			performance is proposed and empirically tested. The empirical data were obtained from a survey of 133 Tunisian companies from the plastic transforming sector			
13	Zu, 2009	This empirical study seeks to resolve the conflicting findings in the quality management (QM) literature about how different QM practices, specifically, infrastructure QM practices and core QM practices, affect quality performance	the study proposes a research model of the relationship between infrastructure and core QM practices and their direct and indirect effects on quality performance. The empirical data were drawn from 226 manufacturing plants in the USA. The research model was tested using structural equation modelling (SEM) technique.	Quality Manageme nt	USA	4.2
14	Negron, 2020	The primary purpose for this research is to investigate the relationships between quality management practices and maturity levels.	Literature Review	Quality Manageme nt	Peru	2.3
15	Para-González et al. 2021	This research empirically examines whether EFQM improves learning ambidexterity as well as promotes incremental and radical innovations.	This research uses Partial least squares (PLS) with data from 200 Spanish industrial companies.	European Foundation for Quality Manageme nt (EFQM)	Spain	6.2

16	Jones, 2014	This study identifies the critical factors that predict quality management program success using the Malcolm Baldrige National Quality Award (MBNQA) Criteria for Performance Excellence framework as a measurement proxy.	Literature Review	Criteria for Performance Excellence (CPE),	USA	2.3
17	Glykas, 2022	The paper provides an overview of the current state-of-the-art in food safety management systems with special focus on the two most well known standards namely HACCP and ISO 22000 with a focus on their similarities and differences and an integrated approach to their implementation.	Literature Review	Quality Management and GQC	Greece	2.2

9.2 GQC and QM

By developing this maturity framework, firms have the ability to create their roadmap to improvement. In addition, it can be utilized in order to evaluate any strengths and weaknesses on particular areas. In the same time, it can also contribute in defining the future maturity level that the enterprise wants to achieve (Demir & Kocabaş, 2010).

The Glykas Quality Compass (GQC) provides original guidelines for Quality Management maturity evaluations. GQC can be utilized by administrators and supervisors to gauge, in a comprehensive way, the application of GQC by using a model made up of CSFs (Critical Success Factors) and resources. It is significant to mention, that CSFs are important for a business because they are the areas that are vital to its success. GQC can be employed in the 4 recognized types of QM: *total quality management (TQM), methodologies, standards and excellence awards*.

QM maturity assessment needs to be carried out for each of the four aspects, one by one in a precise manner. If an evaluation encompasses more than one of these categories, misleading results will arise in most of the cases.

Many times, the phrase TQM was being used by researchers as having the same meaning as QM. Because the goals and methods of each of these two concepts are different, the equating of the terms leads to confusion and to results which may be inaccurate. To illustrate, the goals of TQM is to securely set in employees' minds the accepted and recognized principles from QM establishers and the most well-known first-class institutions. On the other hand, QM methodologies in Six Sigma seek to recognize and establish the way by which improvement takes place in an organization on a constant basis. ISO standards that deal with QM certification are rooted in equal criteria to be used globally. Excellence awards concentrate on evaluating organizational enablers and outcomes, in the end examining misalignments between performance that was wished for and that which was achieved.

The QM maturity assessment CSFs that are connected to the application of standards (specifically ISO 9001) were described by (Bakotić & Rogošić, 2015). Two basic groups of CSFs were spelled out: *infrastructure and core CSFs.*

QM framework systems maintain essential QM practices based on the efforts of ((Lakhal et al. (2006) ; Prajogo (2005) ; Zu (2009)): *customer, leadership, employee and supplier relationships*. The basic practices determined are: process, system approach, continual improvement and factual decision making.

Two significant differences in CSF processes have been supplied by Negron in 2020. These are: *infrastructure practices* (strategy, human resources, leadership, supplier quality) and *core practices* (process, information analysis, customer), each of which plays a part in *successful operational performance*.

It became evident to Dahlgaard et al. (2019) that there was strong evidence that the three rungs of management (strategic, tactical and operational) were not integrated properly. As a result, CSFs ought to be applied to all three levels.

Ten CSFs are a part of the suggested QM maturity assessment framework. The matter of CSF categorization has been singled out by various researchers (Negron, 2020 ; Bakotić and Rogošić, 2017 ; Para-González et al. 2021; Jones, 2014) and includes ten CSFs that are part of three different categories (Glykas, 2022).: *five core concepts, three intra-core concepts and two auxiliary concepts as listed below:*

- Core CSFs:

1) Costumer

2) Human Resource Management (HRM)

3) Leadership

4) Process

5) Strategic

- Intra-core CSFs:

6) Performance Measurement

7) Change Management

8) Continuous Improvement

- Auxiliary CSFs:

9) Information-knowledge Management

10) Partnership, social responsibility and stakeholders' value

9.3 Management principles and organizational resources as enablers

There has been research that connects the QM maturity assessment CSFs with management principles, such as organizational structure, job descriptions, documented processes and reporting managerial systems (García-Alcaraz et al., 2019 ; Jehangiri, 2017 ; Asante & Ngulube, 2020). In the GQC system, these management principles are necessary enablers in order to be able to achieve the 10 CSFs that were mentioned above. Later on, other researchers concluded that it is necessary to consider all organizational resources as enablers as well for the same CSFs. The six organizational resources that are used in GQC as enablers are: 1) land buildings, 2) equipment, 3) human resources, 4) material and inventories, 5) capital and 6) technology-information systems (Glykas, 2022).

9.4 The proposed GQC QM maturity assessment framework

The GQC system (Glykas, 2022) is illustrated in the following figure. A ten-by-ten model is presented that is made up of the above-specified CSFs and resources. This model is used in QM maturity assessment, one at a time, in each of the four QM aspects.

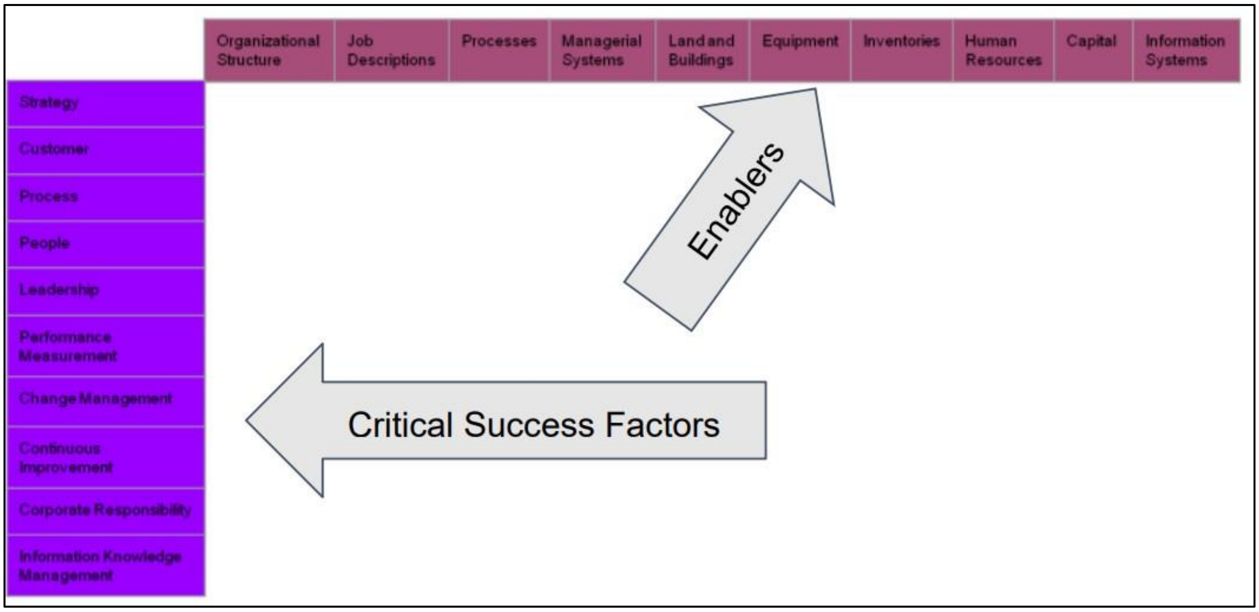


Figure 35: GQC System (Glykas, 2022)

9.5 Application of the GQC system on ISO 30414:2018

In the following, there will be an implementation of the GQC matrix based on the areas that ISO 30414:2018 provides. ISO 30414:2018 is supported by metrics and is detailed in the following Technical Specifications:

- ISO/TS 30421 – Turnover and Retention
- ISO/TS 30423 – Compliance and ethics metrics cluster
- ISO/TS 30425 – Workforce availability metrics cluster
- ISO/TS 30427 – Costs
- ISO/TS 30428 – Skills and Capabilities
- ISO/TS 30430 – Recruitment metrics cluster
- ISO/TS 30431 – Leadership
- ISO/TS 30432 – Workforce Productivity
- ISO/TS 30433 – Succession Planning
- ISO/TS 24178 – Organizational Culture
- ISO/TS 24179 – Occupational Health and Safety

The following figure presents the implementation of the GQC system based on the above technical specifications.

	Organizational Structure	Job Descriptions	Processes	Managerial Systems	Land and Buildings	Equipment	Inventories	Human Resources	Capital	Information Systems
Strategy								**ISO/TS 30421**: 4.7, 5.6		
Customer										
Process								**ISO/TS 30421**: 4.7, 5.3 **ISO/TS 30423:** 6.4 **ISO/TS 30428:** 5.5		
People								**ISO 30425:** 4.4, 5.4, 6.4, 7.4 **ISO 30428:** 5.5, 7.5 **ISO 30430:** 4.4 **ISO 24179:** 7.3	**ISO 30432:** 6.3	
Leadership	**ISO 30431:** 5.2, 6.2							**ISO/TS 30431:** 4.2, 5.2 **ISO/TS 30433:** 4.4		
Performance Measurement								**ISO/TS 30421:** 4.3, 4.5, 5.2, 5.3, 5.5 **ISO/TS 30423:** 4.4, 5.4, 6.4 **ISO/TS 30425:** 4.4, 5.4, 6.4, 7.4 **ISO/TS 30427:** 4.4, 5.4, 6.4, 7.4 **ISO/TS 30428:** 4.5, 5.5, 6.5, 7.5, 8.5 **ISO/TS 30430:** 4.4, 5.4 **ISO/TS 30431:** 5.3, 6.3 **ISO/TS 30432:** 4.3, 5.2, 7.2, 7.3, 7.4 **ISO/TS 24178:** 4.3, 5.3 **ISO/TS 24179:** 5.3, 6.3, 7.3, 8.3 **ISO/TS 30433:** 4.4, 5.4, 7.4, 8.5, 9.4, 10.4		
Change Management										
Continuous Improvement								**ISO/TS 30421:** 4.6, 4.7, 5.4, 5.6 **ISO/TS 30423:** 6.4 **ISO/TS 30425:** 6.4 **ISO/TS 30428:** 5.5 **ISO/TS 30431:** 6.3		
Corporate Responsobility										
Information Knowledge Management								**ISO 30423:** 5.4, 6.4 **ISO 30425:** 4.4, 5.4, 6.4, 7.4		

Table 2: GQC matrix based on ISO 30414:2018

ISO/TS 30421 – Turnover and Retention

Employee Turnover refers to the calculation of the number of employees that leave an organization within a specified period of time, expressed as a percentage of total workforce numbers. Employee Retention is a term that describes the organization's ability to prevent employee turnover. More specifically, it concerns the strategies that the firm develops in order to keep the right people with the right talent and skills in the company.

In the GQC model, Turnover and Retention will be located in the Performance Measurement (CSF) – Human Resources (ER) box because it measures the performance of the human resources (4.3, 4.5, 5.2, 5.3, 5.5). In addition, because it is also related to methods of reducing turnover, it is likewise located in Continuous Improvement (CSF) – HR (ER) (4.6, 4.7, 5.4, 5.6). Because, as mentioned above, it concerns the strategies that the firm develops to maintain the staff members that have the right KSAOs in the company, it can also be located in the Strategy (CSF)- HR (ER) (4.7, 5.6) in the GQC matrix. Lastly, as it also seeks to improve retention [Continuous Improvement (CSF) – HR (ER) (5.6)], the firm will execute specific processes in order to achieve this goal. For this reason, this ISO can also we located in the Process (CSF)- HR (ER) box in the table (5.3).

ISO/TS 30423 – Compliance and ethics metrics cluster

This ISO provides the formula to calculate comparable measures that are needed for internal and external reporting. Therefore, it automatically is classified in the Performance measurement (CSF) - HR (ER) box (4.4, 5.4, 6.4). In addition, because it calculates also the percentage of employees that have completed training on compliance and ethics, this is equivalent to improvement within the firm. For this reason, it is entered in the GQC model in the Continuous improvement (CSF) – HR (ER) (6.4). Training is an important process of the HRM in a firm, so it is also to be located in the Process (CSF) -HR (ER) box (6.4).

Lastly, it is important for an organization to know and have listed the number of people who have undergone disciplinary actions and who have completed training on compliance and ethics. As a result, this ISO can be located in the Information Knowledge Management (CSF) – HR (ER) box (5.4, 6.4).

ISO/TS 30425 – Workforce availability metrics cluster

Workforce availability describes the total amount of people that are physically able to do a job and are available to work. For this reason, it automatically belongs in the Performance Measurement (CSF) – HR (ER) box in the GQC model (4.4. 5.4, 6.4, 7.4). A contingent workforce in an organization includes freelances, independent contractors and consultants that do not work full-time in the organization and is not involved in its payroll but perform any number of services for it. The advantages of this are listed in chapter 7.9.3. Since contingent workforce assists in the improvement of an organization, it can be located in the Continuous Improvement (CSF) – HR (ER) box. The information that this ISO provides and calculates is important and should be included in the information knowledge system. Therefore, it is understood that it can also be located in the Information Knowledge Management (CSF) – HR (ER) (4.4, 5.4, 6.4, 7.4).

Lastly, because this ISO has to do with number of people, we can also locate it in the box of People (CSF) – HR (ER) (4.4, 5.4, 6.4, 7.4).

ISO/TS 30427 – Costs

This ISO refers to workforce costs and the importance of measuring these costs. Thus, it is immediately classified in the Performance Measurement (CSF) – HR (ER) box in the GQC model (4.4, 5.4, 6.4, 7.4).

ISO/TS 30428 – Skills and Capabilities

This ISO is located in the Performance Measurement (CSF) – HR (ER) box (4.5, 5.5, 6.5, 7.5, 8.5) because it calculates training costs, percentage of employees who participate in training, average formalized training hours per employee, percentage of employees who participate in formalized training by category and workforce competency rate. Investment in personnel increases the level of their skills and capabilities. For this reason, the ISO can also be located in the Continuous Improvement (CSF) – HR (ER) box (5.5). Because it also calculates the number of employees who participate in training, which is an important process of HRM, it can also be located in the Process (CSF) – HR (ER) box (5.5) and in the People (CSF) – HR (ER) box (5.5).

ISO/TS 30430 – Recruitment metrics cluster

As mentioned before, this technical specification provides a framework for the metrics of two important measurements, 1) the number of qualified candidates for a vacant position and 2) the average length of time it takes to fill empty posts. Firstly, it is located in the Performance Measurement (CSF) – HR (ER) box in the GQC model (4.4, 5.4). Secondly this ISO, because it calculates a number of candidates (people), it can also be categorized in the People (CSF) – HR (ER) box (4.4).

ISO/TS 30431 – Leadership

ISO/TS 30431 presents the metrics cluster that evaluates the characteristics of leadership in the following categories: Leadership trust, Span of control and Leadership development. Firstly, in the GQC model, it is located in the Performance Measurement (CSF) – HR (ER) box (5.3, 6.3). Leadership development is defined as the process by which employees with leadership characteristics are singled out. These staff members are significant to the development of the enterprise, so leadership can be located in the Continuous Improvement (CSF) – HR (ER) box (6.3). Of course, it is also situated in the Leadership (CSF) – HR (ER) box (4.2, 5.2). Lastly, because a leader is higher than the other employees in the organization structure, it can also be located in the Leadership (CSF) - Organizational Structure (ER) box (5.2, 6.2).

ISO/TS 30432 – Workforce Productivity

Technical Specification #30432 provides the metrics necessary to calculate various efficiency relationships that reflect profit or income produced per employee. Firstly, it is located in Performance Measurement (CSF) – HR (ER) (4.3, 5.3). People (CSF)- Capital (ER) box (6.3).

ISO/TS 30433 – Succession Planning

Succession planning is the process by which an organization protects itself in the event a key leadership role is left vacant. Therefore, it is first located in the Leadership (CSF) – HR(ER) box (4.4). Secondly, it is entered in the Performance Measurement (CSF) – HR (ER) box because it measures succession effectiveness rate, successor coverage rate, succession readiness rate, transition and future workforce capabilities assessment, employee bench strength, talent pool growth rate, positions without ready candidates (4.2, 5.2, 6.2, 7.2, 8.2, 9.2, 10.2).

Succession planning seeks to determine which employees have the talent and skills to step into leadership roles. For this reason, it can be located in the Leadership (CSF) – Organizational Structure (CSF) box (4.2)

ISO/TS 24178 – Organizational Culture

This technical specification of ISO 30414 describes the characteristics of corporate culture and provides a framework to measure it for both internal and external reporting purposes. It calculates the engagement, satisfaction and commitment rate and the retention rate, so it is located in the Performance Measurement (CSF) – HR (ER) box in the GQC model (4.3, 5.3).

ISO/TS 24179 – Occupational Health and Safety

This technical specification provides guidance on what kinds of data should be tracked regarding workplace health and safety and how to interpret this information for the betterment of an organization and its work force. Because it calculates lost time for work-related injuries, number of occupational accidents, employee mortality due to work and percentage of workers who have participated in training on health and safety at work, this ISO is located in the Measurement Performance (CSF) – HR (ER) box (5.3, 6.3, 7.3, 8.3). In addition, it is also located in the People (CSF) – HR (ER) because it tracks the number of people that have been killed in worktime (7.3)

10. Conclusions

Synopsis: This thesis in order to fulfil its objective, it presented in its first chapter, the term of Human Resources Management (HRM) was introduced with definitions cited by a number of academics. It continued with the history of HRM which began with the idea that "people were crucial to the success of an organization". In addition, it outlined the objectives of the HRM department which is to achieve an organizational mission, vision and goals through the use of its employees as valuable resources. Lastly, the core operations of HRM (planning, resourcing, developing, motivating, administrating and supporting) were listed in order for the reader to obtain a general idea of what HRM involves.

The second chapter analyzed planning, the first core operation of the HRM department. Planning also has its own sub-categories which are job analysis, job design and HR planning. It determines the number of employees and the skills that are required in order for the firm to be able to meet its needs and to fulfil its goals. Lastly, it analyzed the ways of collecting data for the job analysis and the techniques of job design that are used by organizations.

The third chapter examined resourcing in Human Resources Management. More specifically, it analyzed internal and external staffing and the procedures of selecting correct candidates with the appropriate KSAOs for vacant job positions in an organization.

The fourth chapter dealt with the development of personnel within an enterprise. It analyzed all the techniques of training that organizations utilize in order to help new employees evolve as well as the development methods applied to existing employees. Having well-trained personnel contributes to achieving the organization's goals more easily.

The fifth chapter analyzed the importance of having motivated employees. When there are motivated personnel, it is more likely that a higher level of performance will be achieved. In addition, it listed the components of employee compensation, analyzed the importance of the talent management process and why employee relations are important within an organization.

The sixth chapter, analyzed the administration and support segment of the HRM department. This functional task of HRM has more to do with the administration within the organization and less to do with the human resources. This administrative role of human resource management consists of policy formulation and its execution, labor compliance and HR controlling.

The seventh chapter begins the second part of this thesis which introduced the term Human Resources Standards. It was stated that these standards were developed from the International Organization of Standardization, that are subsequently adopted by firms in order to be able to implement their core operations in an ethical and effective way. In addition, the standards series of ISO 30400 were introduced and analyzed. At the end of this chapter, the technical specifications that ISO 30414:2018 provides were mentioned and analyzed.

The eighth chapter presented a figure that shows readers the connections between the core operations of HRM with human resources management standards so as to be able to understand their relationships better.

The ninth chapter introduced the term Maturity Assessment which is an essential tool that enables an organization to learn where it stands and to identify which areas need to be developed and, in the process, defines the maturity level that it would like to achieve. At the end, the Glykas Quality Compass (GQC), which provides original guidelines for Quality Management maturity evaluations, was introduced. GQC is a ten-by-ten model made up of CSFs (Critical Success Factors) and organizational resources as enablers.

The tenth chapter was an implementation of the Glykas Quality Compass (GQC) system based on the ISO 30414. A figure, which illustrates the GQC model, has been provided in order for the reader to better understand the connections between the areas that ISO 30414 encompasses with the CSFs and enablers.

Contribution: This dissertation is unique in that it is concerned with the standards of the ISO series 30400 Human Resources Management. Moreover, it is the only thesis that focuses on maturity models such as the Glykas Quality Compass (GQC) model. Its most significant contribution is, however, its first-time application of standards regarding Human Resources Management in the GQC model.

Limitations: This thesis was written under the time constraint of one year. This served to reduce the number of articles that could be researched and referenced in this literature review.

The ISO series of 30400 was published in the years 2016-2018 and their technical specifications in 2021. Therefore, there has not been enough time for a large number of scholarly articles to be written about them. As a result, a relatively modest number of publications could be referenced in this thesis.

There was limited access to the ISOs and their technical reports, which are not published online in their entirety. A short outline is accessible for free but the entire document is only available with payment. This served as an obstacle to collecting complete information. Any researcher who wishes to do an in-depth analysis of any ISO must have access to the entire document.

Future Work Suggestions: It is reasonable to assume that there will be more academic articles available online in the years to come regarding the standards of the ISO series 30400, resulting in more extensive analyses of these guidelines. Furthermore, researchers could apply the maturity model, more specifically, the GQC model, to other standards like ISO 30401:2018 (Knowledge Management) or ISO 26000 (Corporate Social Responsibility).

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