

Aligning Organization And Human Resource Management Practices For Business Strategy

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Abstract

The study examines key human resource management challenges faced by emerging sectors such as local businesses and services compared to Pakistan's corporate sector. Over the years, human resource management HRM resources in these organizations has not received the desired level of attention and this has widened the gap between practices done in organizations as per their size. Due to poorly trained staff, persistently dogged behavior and obsolete organizational structure, local companies, services and small family owned businesses are governed in an orthodox fashion. The private corporate sector has strategies that can be observed and implemented in every mature business and how they can be used to avoid difficulties in organizational progress. As a result, two broad categories of HRM practices have emerged: informal HR and formal HR. The study was qualitative and relied directly on key information collected through systematic questionnaires provided by student bodies and answered by experts from various institutions. To observe corporate sector practices banking sector has been selected on the basis that they have a formal and committed HRM division with methods and strategies that have advanced throughout the timeframe. In contrast, not many small local organizations demonstrate the importance of HRM because they have few employees in their HRM department. Most local companies do not even have a formal, dedicated HR department, and in that sense HR departments do not play a significant role in such organizations.

Keywords: Formal HR; Informal HR; Corporate sector; Emerging sector; poorly trained; committed HR

I. Introduction

It is the 21st century, and as new fields emerge, the elements of business lines change, and perspectives change in terms of talent supply and demand, talent mobility, retention, managers' expectations from employees, and vice versa. Pakistan is a country striving for positive financial development (Saeed Shahbaz Shaheed Zulfikar Ali Bhutto et al. 2019). As the economy develops, HR practices and organizations proliferate. The emergence of several staffing and recruitment agencies in Pakistan is the basic evidence of this reality (Saud Zamanan et al. 2020).

The purpose of this study is to understand and distinguish between the critical HR challenges facing local and multinational corporate sectors. This research helps us understand the explanations behind these difficulties and the extent to which they differ in both areas (Benmore and Palmer 1996). Employers, especially HR departments, face significant challenges due to globalization and the overwhelming expertise required by modern professionals (Rafique et al. 2022). Pakistan is a country where new industries are emerging and growing, and HR is becoming more diverse (M Khokhar, Hou, et al. n.d.). This research is critical as it enables companies to better plan and synchronize their strategies. In recent decades, there has been an explosion of theoretical interactions between HRM concepts and economic factors (Fahd-Sreih and El-Kassar 2018). Different forums explore different HR issues and difficulties from

various articles and some companies talk about recruitment and retention issues. Academically, teachers will be better equipped to deal with industry challenges, resulting in a change in the academic curriculum offered at the bachelor and master levels (Rynes, Giluk, and Brown 2007). Table 1. Discusses the formal informal HR practices impact of which is discussed in the following paragraph.

At the same time, much has stayed as it was ten years ago. Alongside the opportunities sit the pressures. It still seems that being an HR professional can be a tough proposition and there are endless requirements to prove that value is being added by HR interventions and, in many cases, resources remain thinly stretched (Rafique et al. 2021). As the HR agenda moves on so the nature of HR interventions continues to expand, demanding new disciplines, skill sets and behaviors, even within HR's traditional heartland. Strategic workforce planning can put organizations 'on the front foot' when it comes to optimizing the changing labour market and demographic trends (Gull et al. 2021). Employer branding, employee segmentation and other analytical techniques, and holistic approaches to reward enable organizations to attract and retain the talent they need for success. Organizational design and development, geared to building flexible, agile cultures are an essential part of the HR role. Continuous professional development is key to raising the game (Zhijie et al. 2022).

Table 1. Key differences in Formal and Non-formal HRM

Practices	Informal Adoption	Formal Adoption
Who handles the HRM function?	The owner or one employee	HRM specialist
Hiring	No rules. Case-by-case basis	Written rules

Firing	No rules. Case-by-case basis	Written rules
Sourcing new employees	Reference based from family or friends	Recruitment drives in professional organizations for example universities, vocational schools.
HR plan	Only intuitive plans	Written plans
Training	Individual responsibility	Formal employee training programs
Job descriptions	No written job description	Proper job descriptions
Performance appraisal	No written policy	Job based performance appraisal policies

This paper also examines the extent to which HR practices have become more formalized as companies grow in size, and the impact of change on effective and competitive HR practices. In this research, the term formal refers to prescribed practices that are generally accepted in the literature and suitable for different HR departments (M Khokhar, Zia, et al. n.d.). At companies with more than 20 employees, informality becomes apparent as

formal recruiting networks dry up and informal style management communication expands. At this scale, owners are overwhelmed and have to delegate responsibilities to more professional managers. As a result, outsourcing HR practice with one-size-fits-all approach to HR training and consulting for small businesses is seen as a solution to the problem. Evolution or Function of HR department in any organization as it ages and grows is shown in Figure 1.

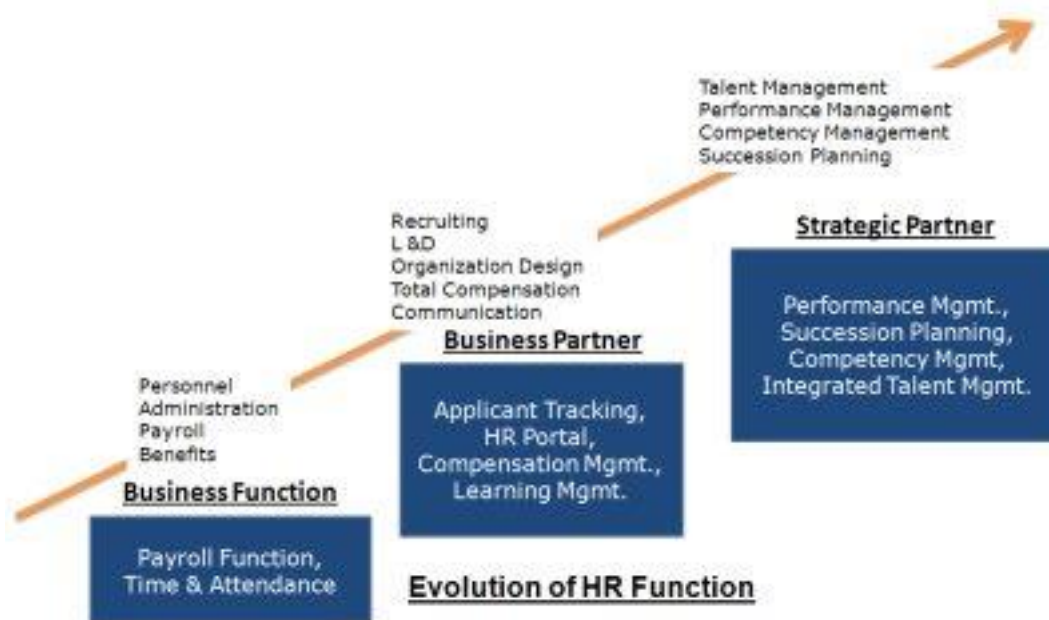


Figure 1. Evolution of HR Function

Qualitative research was conducted relying on surveys of primary sources through

organized questionnaires in parallel with a secondary data approach. Research has been

produced to cover HRM challenges at various points in the industry lifecycle. The major limitation confronted was time. That said, the lack of response from most organizations, privacy issues, and lack of formal HRM departments at organizations that prevented the collection of data from local organizations.

2. Literature Review

People are the most valuable asset of any organization. They are the foundation of any workplace. They perform day-to-day operations, including serving customers, managing cash flow, operating machinery, making decisions, advising subordinates, and many other important functions of the organization. People make organizations, and people lead organizations. Originally, (S Kaur, 2013), look back at global HR challenges. The topic itself is of great importance and several articles have been proposed and reviewed to understand industry dynamics, outbreaks and

problems, immobility of employees, succession planning. During the industrialization period of the 1960s the introduction of HRM for multinational companies in Pakistan, proposed by PIDC (Ahmad, Mehboob, and Zeb Khaskhelly 2019) (Waseem et al. 2022). Pakistan has taken significant steps and initiatives to establish an institution for training and development, named under the Pakistan Institute of Management (Khaskhelly 2018). Pakistan's banking sector has taken over training and development institutions, and universities have gradually begun to set up administrative departments (Yang et al. 2020). The main goal was to create a friendly working environment so that employees can perform better. An organizational priority is to employ skilled, qualified and experienced personnel as an organizational asset (Hu et al. 2020). Major focus of HRM managers in today's corporate environment depicted in the flowchart of Figure 2.

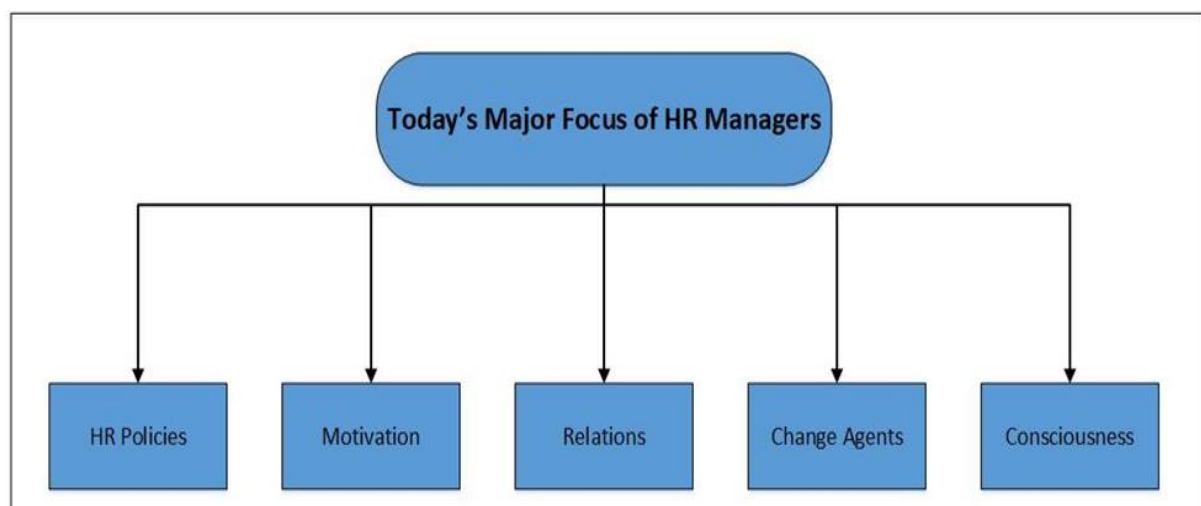


Figure 2. Major Focus of HRM Managers

The study of HRM and Sustained Competitive advantage: a resource based perspective, provides reasons for the findings reported in light of concerns and challenges faced by HRM employees (Shaikh et al. n.d.). He underlined the need for reform in the form

of a review of performance and success conceptualization and measurement methodologies (Maryam Khokhar et al. n.d.). He distinguished the effects of HRM operations on the product and outcomes in all of his proposals, arguing that these influences are

more complicated than those mentioned in HRM literature and studies (Muhammad et al. 2019). This is why greater empirical proof of HRM's practical consequences, concerns, and challenges in local and international organizational communities is needed (Khaskhelly 2018).

The evolving HRM role is moving ever more swiftly to becoming a core business leadership role, in which HRM own contribution is to ensure that the organization is equipped for success, now and in the future. And in the wake of various corporate failures, particularly within the global financial services sector, there is increasingly a spotlight on HRM developing role in governance, raising questions such as what is HRM role with respect to building cultures where accountability and ethical practice become the order of the day rather than letting high bonuses form part of a culture of excess and irresponsibility. Similarly, should HRM professionals more obviously have a role to

play as non-executives on boards, ensuring that good practice in appointments and reward at the most senior levels in organizations reflects the very best emerging practice and encourages high standards of executive behavior?

Given the strong evidence of employment engagement's positive effects and benefits for individuals and organizations, and even the potential competitive advantage that having a highly engaged workforce can provide, one of most significant matter for businesses is how to improve and enhance employee engagement (HOU et al. 2021). An important concern for studies is identifying the most important conditions for generating an engaged workforce (Uba et al. 2019). This is especially essential given that only one third of employees in Pakistan report being highly engaged at work, and disengaged individuals cost companies billions in lost productivity (Irshad et al. 2019). Table 2. Shows how different HRM practices are expected to be ranked by employees in regard to their acceptance.

Table 2. Rankings based on HR practice

Importance Ranking	HR Practice
1	Monthly salary paid on time
2	Adequate document collection, filing and storage
3	Reimbursement for special leave requests
4	Good communication
5	To be respected and valued by HR staff

Major HRM practices include recruitment process and selection process, training and development, job specification and evaluation, rewards and recognition, and health and security (Acquaah 2007). Most Pakistani organizations engage in these procedures in general; however, the manner in which these practices are carried out is of importance to this study (Ahmed et al. 2022). The way HRM is practiced in Pakistan has been the subject of

several researches. The study's main conclusions were that candidates use relationships and influence to get employment during the recruitment process. Figures 3-5 show the hierarchy development of HR department overtime time as the firm grows from a small business to a large organization.

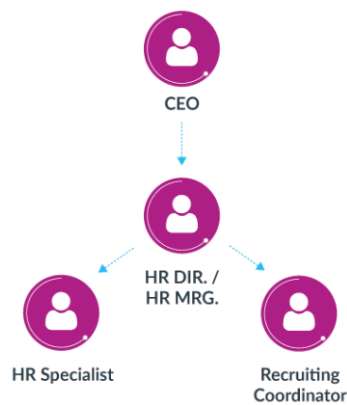


Figure 3. HR Hierarchy in small business

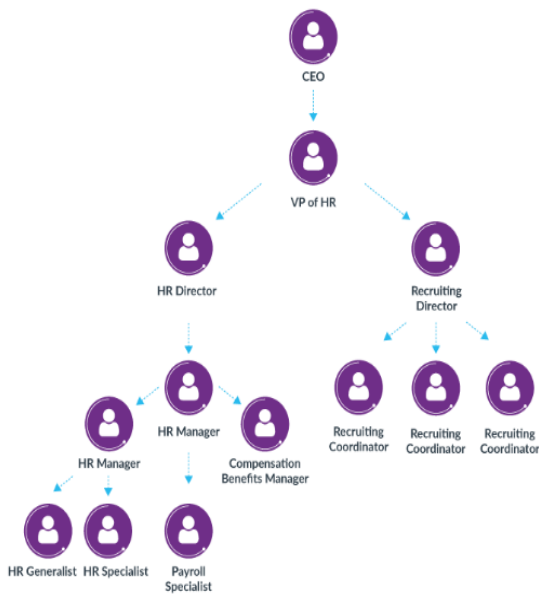


Figure 4. HRM Hierarchy in Mid-sized business

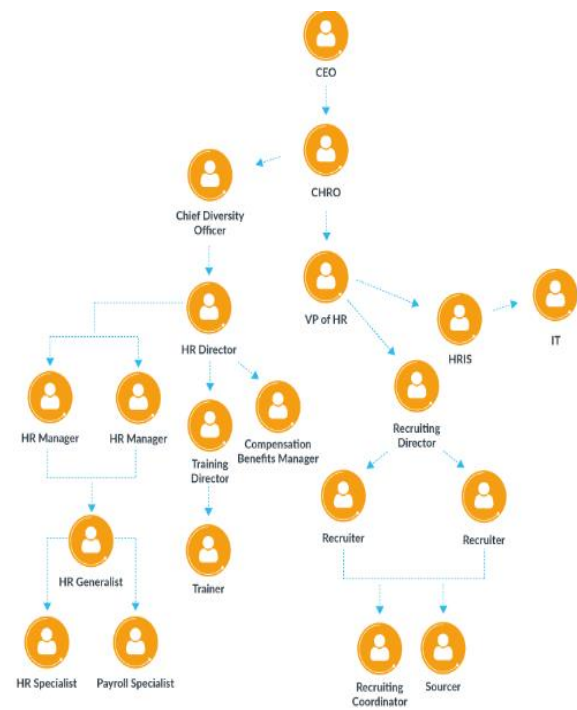


Figure 5. HRM Hierarchy in Large business

3. Methodology

The research followed the qualitative approach. The collection of data was carried out by interviewing organizations, HRM personnel's and educational institutions categorically. The participants in this research were selected according to their related firms and educational approach. The corresponding HRM Capital representative was contacted beforehand to schedule the interview time and availability. He/she was previously informed about the study's aim, focus, and consent procedure. In order to ensure the trustworthiness of his findings, the researcher did his best not to include his own personal opinions on contemporary HRM practices and challenges (Khokhar et al. 2020). The responders were assured of their identity and secrecy, both personally and professionally. After each interview conducted, a transcription was created and evaluated right away in order to discover themes that arose frequently and consistently (Benson 2006). The inductive

approach is used to investigate deep into transcribed material for continual developing themes, however the deductive process can be used to assure that there is no distortion from a researcher's point of view, such as misunderstandings or misrepresentations (Kehoe and Wright 2013). For this reason, the researchers also paid close attention to facial expressions, language, bodily as well as physical postures, and nonverbal clues. Following are the main interview questions that were asked:

Question 1. How do you handle various HRM activities such as HRM planning, recruiting and selection, training and development, performance management, compensation management, interaction, employee participation, and so on when managing HRM?

Question 2. What concerns and obstacles do you encounter in your organization when it comes to HRM?

Question 3. What solutions or recommendations do you think are the most effective for addressing or solving the issues and challenges you've identified?

Question 4. What is the concept of your company's HRM department? Do you have a formal HR plan in place?

Question 5. Do you believe your company's HRM philosophy, policy, and activities are in sync with one another?

The dependent and independent variables were critically designed and utilized in the questionnaire to induce the most transparent responses through the pool of people selected. As indicated in Figure 6, there are various independent and dependent variables associated to the study, which are the prevalent concerns related to HRM practices.

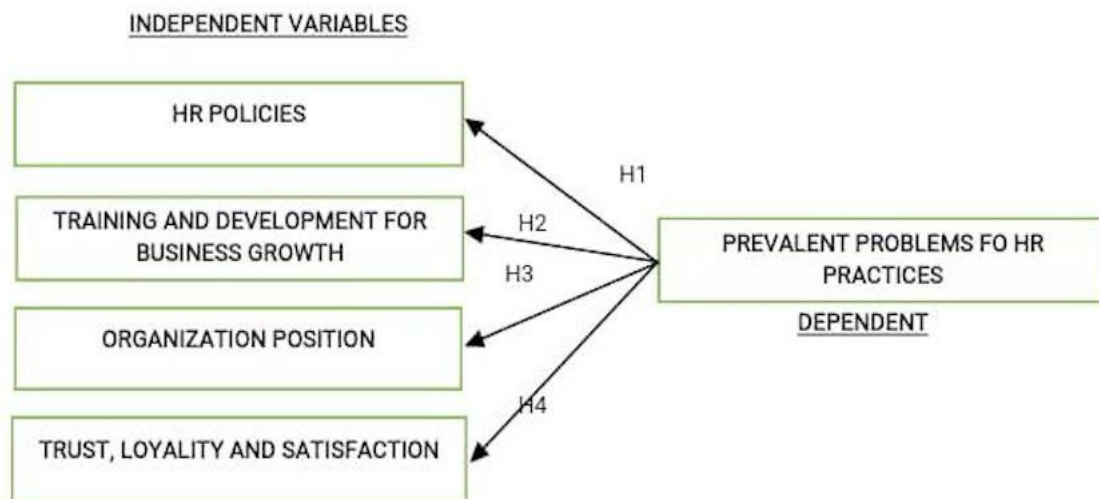


Figure 6. Prevalent Problems for HRM Practices

The data was followed primarily as one on one interviews with consent and anonymity from the respective personnel sharing their

opinions. Series of questions regarding the ground issues along with their possible alternatives and remedies were drawn out from

the research. Patterns of responses from the questionnaire were analyzed as shown in the table 3; distinctive to the themes and categories through the SPSS software, the patterns that were meant to be observed through this qualitative approach was to ensure the on ground reality of the situation to induce a valid

conclusion. In the given figure 7, it is shown that the respondent based on gender, age group, role/status, and the relevant work experience to HRM. The graphical representation of frequency and percentage is also shown in the graph which is basically the response of the demographic characteristics.

Table 3. Demographic Characteristics of Respondents.

	FREQUENCY	PERCENTAGE
GENDER		
Male	47	78.66%
Female	13	21.33%
AGE GROUP		
20-29	7	12.22%
30-39	38	58.44%
40-49	12	14.88%
50 or above	8	14.45%
ROLE/STATUS		
HR Director	1	2.11%
HR Manager	43	69%
HR Assistant	13	19%
HR Personnel	5	6.88%
Others	3	3%
WORK EXPERIENCE RELATED TO HR		
0-5	7	14.22%
5.1-10	50	78%
10.1-15	6	4.22%
15 Above	2	3.55%

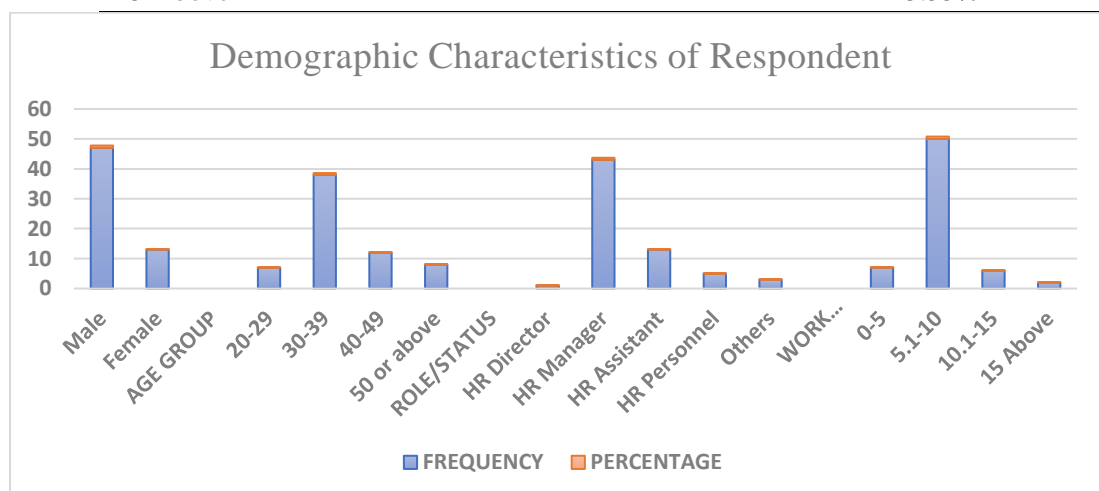


Figure 7. Graphical Representation of Respondent's Frequency and Percentage.

I. Results Discussions and Analysis

After asking what measures are being taken to oblige the HRM challenges, the majority responded that competitive packages should be given upheld by legitimate salary surveys. Both the corporate and the local sector also suggested investing on the training and prepping of their HRM to retain them. Political instability can cause significant effect on banking industry, as the significant catalysts for development in this sector are consistency in the monetary arrangement and unfamiliar investment.

Mergers and acquisitions among banks are another aspect that contributes towards truly increasing HRM challenges. The employees to HRM professional proportion shows that even in huge organizations, one HR professional is dealing with countless workforces and the result is very as expected that there is a colossal cynicism against the HRM division by the employees. They feel that the HRM is not working viably. Because of global alignment, Pakistani firms are seeing constant changes in their systems, organizational cultures, and ideology. The role of the HRM director is changing from one of protector and recruiter to one of coordinator and change expert. The new organizational champions are personnel directors.

Organizations now must place themselves to deal with ordinary person concerns with accountability and commitment from the top down, with a renewed emphasis on concerns, particularly training. Companies and businesses have presented six-sigma techniques to get competitive advantage in the industry in this world of ambiguity and unpredictability. Six-sigma builds a strategy for long-term progress and development by integrating rigorous methodological approaches with senior

leadership. These techniques help to strengthen hierarchical performance and make deformity free products or administrations available at a minimal price. HRM automation is a wonderful addition to the industry that automates a company's standard HRM division. With the rise and expansion in job mobility, finding skilled and experienced workers is becoming increasingly difficult; firms must also come up with a strategy for retaining and maintaining existing trained workforce.

Training and development includes diversity training and experiential learning in addition to information, knowledge and instruction training. Compensation programs should complement the organization's overall strategic goal while also being tailored to local situations. To ensure success, HRM managers should execute the following. Make use of innovative prize systems that recognise and reward representative accomplishments and improvement. Enjoy periodic performance improvement and advancement due to HRM contributions including training, development, and mentoring, among other things. Use people with unique qualities to create unrivalled skill around there, for example. Disintermediate operations and rely on self-managed teams to transport commodities during difficult times, for example. Today's HRM managers are concentrating their attention on the following.

HRM policies based on trust, openness, value and consensus. Motivation-Create conditions in which individuals will work with energy, drive and enthusiasm; because individuals to feel like winners. Relations-Fair treatment of individuals and brief redress of grievances would make ready for solid workplace relations. Change specialist Prepare workers to acknowledge mechanical changes by explaining doubts. Quality Consciousness Commitment to quality in all aspects of personnel administration will ensure success.

2. Conclusion and Limitations

After analyzing and reviewing the transcript interviews and data, this research would be able help plan out interventions in HRM planning in any firms. By making sure that ever market sector is covered and ensured, the data isn't just collected but analyzed through different angles and perspectives to ensure transparency of the situation which would ultimately be neutral to the study. Different stages can be designed to overcome the challenges between both the HRM team and the functioning managers. The most prior stage would be introducing proper training and development for the employees, the educational institutions to introduce practical implementation of the policies through offering internships to the student body and to overcome turnovers the organization should motivate the employees with certain incentives and rewards. Because of the current HRM tendencies, the HRM chief should, in a sentence, see employees as resources, adequately and adequately compensate them, and assimilate their aspirations into organizational objectives and goals through effective Implementation of HRM policies.

The research paper limits on the basis of urban and rural differences, the HRM policies would be limited to the multinational companies and only few of the local companies on the basis of their budgets. The government policies if formulated to encourage the HRM practices will be helping to overcome the obstacles along with implementing the correct HRM policies.

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