

“THEORY TO PRACTICE”

A CONCEPTUAL PAPER ON HRM

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Abstract: *This conceptual paper was designed to illustrate the importance of human resource management particularly in automobile manufacturing industry. The author formulated this paper by utilizing the secondary data such as literature review analysis on human resource management and relate the practicality with the existing automobile leader known as Mercedes-Benz. The organization of this article was design based on theory and practical linkage. The objective of this conceptual paper to reveal the concept of (HRM) and Strategic Human Resource Management (SHRM) in business context. Resource base view used as the underpinning theory which further explains the importance of utilizing human resource effectively and efficiently for competitive edge. Generally, this article supports the statement that HRM contributes to the profitability and the competitiveness of an organization*

Keywords: *Human Resource Management, Recruitment and Selection, Compensation, Training and Development, Working Hours*

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1.0 INTRODUCTION

Human resource management activities are defined as a method that recruits, develops, encourages, and maintains workers to ensure the members as well as the organization’s successful implementation and survival (Schelur & Jackson, 1987). According to Mondy and Noe (2005),

human resource management practices could lead an organization to achieve their organization's objectives effectively and efficiently. It enables the organization to generate the desired result of employee performance, organization performance as well as customer satisfaction. Besides, Liouville and Bayad (1998) commented that one of the company's key factors contributing to its growth and success is human resources management practices. To develop effective human resource management, the organization's manager must comprehend human resource management and execute it competently (Mondy, 2002). Other than that, human resource management practices considered important to obtain a competitive advantage and achieve the organization's goals (Bombiak & Marciniuk-Kluska, 2018). A company must first have talents with distinct and better abilities and experience relative to rivals to have a sustainable competitive advantage, or it must have human resources practices that can differentiate it from rivals.

Besides, human resource management is vital for both non-profit and profit organizations because it brings human power into productive use. There are two types of human resource management relationships, which involve the relationship between the subordinate and managers as well as the relationship between the human resource management department and manager (Novit, 1979). The relationship between the department of human resource management and the manager is to provide the entire company with supportive services (Novit, 1979). Recruitment and selection, human resource planning, performance appraisal, development and training, compensation, labor relations, and employee maintenance are the areas within the human resource management relationships (Noe, Hollenbeck, Gerhart, & Wright, 2003; Novit, 1979). According to Oscar, Ngan & Balvinder (2019), the principles of human resource management (HRM) methods have grown into the application of work-life balance practices, including flexible working hours. An effective work-life balance practice will improve organizational commitment, the well-being of the employee as well as job satisfaction, which able to lead to the success of an organization (Oscar, Ngan & Balvinder, 2019).

Not only that, there are three dimensions of human resource management activities that are AMO-enhancing. Ability-enhancing human resource management activities defined that a company utilizes recruiting and selection, as well as training and development in order to enhance the ability of workers to perform as planned and achieve particular organizational objectives (Guerci et al., 2013). Besides, Jiang et al. (2012) mentioned that the ability-enhancing human resource management activities are the approaches that affect the competencies of the workers by recruiting and selection, as well as training and development. In conclusion, the meaning of the ability-enhancing human resource management activities refers to the activity of improving the competencies and abilities of the employees to achieve the organizational objectives as well as goals.

The second dimensions of human resource management activities include motivation-enhancing human resource management activities. Motivation-enhancing human resource management activities defined that a company utilizes contingent incentives as well as performance management in order to improve the motivation of the workers to succeed perform (Guerci et al., 2013). Furthermore, Bello-Pintado (2015) stated that the activities of motivation-enhancing human resource management are the activities that improve the motivation of the employees to make an extra effort at work via incentives as well as performance management. In other words, the practices of motivation-enhancing human resource management refer to the activities that strengthen the motivation of the employees in order to have a better performance.

Moreover, the third dimensions of human resource management activities include opportunity-enhancing human resource management activities. According to Guerci et al (2013), the activities of opportunity-enhancing human resource management is defined as a company utilize employee engagement practices to maximize the opportunity of the workers to participate. Other than this, Bello-Pintado (2015) stated that the opportunity-enhancing human resource management (HRM) activities are defined as the practice of decentralizing decision-making authority from the top level to the bottom level through information and knowledge sharing. In other words, the practices of

opportunity enhancing HRM are activities that provide workers the opportunity to exert their motivation, skill as well as ability via job design (Jiang et al.,2012). In this paper, the authors will highlight the salient points on how HRM function contributes to the success of Mercedes Benz.

2.0 LITERATURE REVIEW

2.1 Theory of The Resource Based View

The resource-based view (RBV) has identified as a vital theory that explains how businesses can achieve competitive advantages (Barney, 1991; Barney & Arikan, 2001; Fahy, 2000; Peteraf, 1993; Wernerfelt, 1984). The value creation strategy implemented by a company is to gain a competitive advantage. If other companies cannot imitate the strategy, they can maintain their competitive advantage (Barney, 1991; Wernerfelt, 1984). Many scholars feel that intangible resources are more important and strategic because they are valuable, rare and impossible to copy, which gives companies a competitive advantage (Barney, 1991; Hitt et al., 2001). In other words, the theory of Resource Based View is to mention that the company can achieve its competitive advantage if the resources are rare, valuable, inimitable as well as non-substitutable. Here are some proofs that RBV successfully executed in the SHRM literature. Koch and McGrath (1996) pointed out that a highly effectively workforce may have attributes that make it a uniquely critical intangible asset and proposed that companies that develop effective procedures to acquire human assets will cultivate talents that are not easily copied.

2.2 Recruitment and selection

Recruitment and selection are some of the most essential elements of human resource management activities, which is to seek a trained and professional workforce that can help the company achieve its strategic as well as financial objectives (Derous & Fruyt, 2016). According to Mustapha et al. (2013), the key to allow an organization to success and increase efficiency is enhanced by well designed, coordinated recruitment and selection. Recruitment refers to the method of attracting a sufficient number of appropriately qualified personnel in a timely manner as well as encouraging the candidates to apply for works relevant to an organization (Mondy & Noe, 1996). According to Chaturvedi (2015), recruitment is also being defined as the process of finding potential employees as well as motivating them to apply for particular jobs. In addition, Holm (2009) mentioned that recruitment is a process that involves routine steps, which including the task of determination of recruitment requirements and job analysis, prepare the job specifications and job descriptions, attracting potential employees, receiving as well as screening candidates, short-listing candidates, and interviewing applicants.

Recruitment can be divided into two namely internal recruitment as well as external recruitment (Ahmed, 2014). Internal recruitment is where the company provides the opportunity for the employees within the company to apply for the related specific position. The approaches of internal recruitment include the nomination by the managers, internal job posting, succession planning, and seeking potential candidates by viewing the database of the internal employees' skills, knowledge, and abilities. For example, Mercedes-Benz employees who are hardworking and dedicated to outstanding performance within the organization can seek unlimited potential for professional development ("Mercedes-Benz Application, Jobs & Careers Online", 2020). Mercedes-Benz employees have the opportunity to be nominated by their supervisor to a better position based on their good performance and ability.

While external recruitment is where the company offers the job opportunity for the public to apply for a particular position. The approaches of external recruitment include on-campus college recruiting, company websites, job fairs, job boards, social media, radio, print, as well as TV advertising. For example, Mercedes-Benz using carpool recruitment to recruit suitable employees. Carpool recruitment is one of the methods used to interview candidates in a casual setting which allows candidates to let their guard down. The key that Mercedes-Benz uses carpool recruitment is to

help candidates feel comfortable, instead of being interrogated, and this way bring out their true selves. By having carpool recruitment, it easy for Mercedes-Benz to observe the candidate's personality in a new context and their soft skills. Candidates with high soft skills knowledge able to create a new differentiated car.

Another example of external recruitment is Mercedes-Benz's career websites. Mercedes-Benz provides details information for the candidate to search and apply for a job on its Mercedes-Benz's career websites. The details information included the plant's location, job search page for the Mercedes-Benz car franchised retail network, and the truck and van franchised dealer network, as well as the job description and specification for each different job. These career websites allow Mercedes-Benz easy to find suitable candidates that able to provide new ideas for product development.

Meanwhile, selection refers to the method of selecting the most suitable candidates for a particular position from an applicant's group (Mondy & Noe, 1996). The selection is also being defined as the process of selecting a candidate who is most likely to perform a job entirely from among available candidates (Byars & Rue, 1997). It is a process of collecting all appropriate candidate's information as well as utilizing that information to determine which candidates to hire. Furthermore, the selection is the process that will be implemented after receiving the job application letter from the potential employees. The selection of potential employees can be influenced by many factors such as education level, working experiences, communication skills, personality as well as attitudes, and so on. The company will select a suitable candidate that fits their company culture and the specific work position after having an interview with the candidates.

Selection is being stated as one of the most essential functions of human resource management (Dessler, 2007). This is because incorrect choosing the employees can greatly hinder organizational performance. The selection of the employees in a nation can be influenced by the favouritism, internal as well as external pressures, fairness, and perception (Aswathaona, 2008). Different organizations would have different types of selection processes. For example, Mercedes-Benz will consider and selects applicants to hire based on the assessment test given to the candidates. The most common test that provided by Mercedes-Benz to the applicants includes numerical reasoning tests, verbal reasoning tests, and mechanical tests. Based on the assessment test, Mercedes-Benz will choose and employ the best candidates that meet their requirements and qualification.

2.3 Compensation

As part of an employment contract, all types of financial returns and tangible resources and benefits workers earn can be referred to as "compensation" (Ahmad, Aziz, Kamaruddin, Aziz, & Bakhtiar, 2012). Goergen and Renneboog (2011) conclude that basic salaries and incentives are short-term compensation relating to the size and scope of accountability of businesses, while equity compensation emphasizes a long-term period aimed at solving the risk aversion behavior issue. Equity compensation thus emphasizes performance pay and allows them to invest for long-term value because an improvement in the value of equity would improve the dollar per dollar payout of ownership of executives. Besides, an efficient compensation plan or the program will increase work satisfaction and help the company recruit and retain professional workers (Patricia, 2002). As Ahmad, Aziz, Kamaruddin, Aziz, & Bakhtiar (2012) mentioned that management of compensation developing a salary framework that considers the requirement for a career, employee-specific knowledge and skills, and performance-based incentives that connect the performance of individuals, teams, and work units and organizations. According to Dessler (2009) and Kazi and Zadeh (2001), Compensation is separated into two sections, the first is financial compensation and the second is non-financial compensation.

According to Fauzi, Ahmad, & Gelaidan (2013), financial compensation relates to the incentives and rewards offered by the company to workers, such as pay increases, reward programs, and rewards. For example, the fixed salary of Mercedes-Benz employees is dependent on employee

responsibilities, efficiency, knowledge, and experience. Besides, Mercedes also provide an annual variable bonus program to allow employees to further agreement total compensation and share in the success employees have helped create. Hence, the employees will be motivated to work hard for the company to come up with a new differentiated product.

However, non-financial compensation such as level type, injury and health insurance, annual level, and performance evaluation are recognized as essential features that can attract, retain and inspire good workers to sustain organizational strategy and objectives (Fauzi, Ahmad, & Gelaidan, 2013). The further companies focused on financial benefits, the more workers quit the organizations, and the employees also find intricate incentives more attractive than extrinsic rewards (Barbeito & Bowman, 1998). According to Nyaga (2015), compensation awarded to workers gives priority to the internal satisfaction of employees such as job challenges, promotion opportunities, training opportunities, recognition, and a favorable working environment.

For example, Mercedes-Benz offers several retirement benefits and allowances. Mercedes-Benz financial health insurance, employers can provide each employee with a considerable percentage of health insurance through this insurance. Besides, Mercedes-Benz also provides health, dental, and vision programs for employees. Mercedes-Benz also provides long-term disability insurance, group life insurance, death pensions covering certain causes of death, and short-term disability insurance for accidents or illnesses. Not only that, but Mercedes-Benz also launched a retirement plan to help employees ensure a stable source of income in the future. In addition, Mercedes-Benz also provides fixed-payment pension plans and fixed-payment pension plans. Using a defined welfare retirement plan, retirees will receive a predetermined payment when they retire. These benefits encourage employees to work hard for the company to create new ideas (AG, 2020).

For another example is Mercedes-Benz will provide employees with educational and continuing education programs for their professional and personal growth during their careers. At least once a year, workers negotiate qualification topics with their supervisors and settle on necessary steps. It follows the company agreement provides for continuing education at Daimler AG. This agreement also provides that workers can leave the business for a period of up to five years in order to learn additional skills and guarantee that they can return to work (Daimler, 2018).

2.4 Training and development

Onyango and Wanyoike (2014) argued that training and development is very vital for any organisation because adequate and efficient training programmes will improve the morale of employees and employees will be able to perform their tasks with less monitoring. According to Swanson (1995), to improve results, training and development can be described as a process of analytically developing expertise in people. Training can impact results in two ways: first, training strengthens acceptable skills and abilities; second, training improves employee satisfaction with their current employment and workplace (Harel, G.H., & S.S., 1999). Moreover, the focus of training and development is on the individual's growth, mainly through planned learning experiences. In the past, the majority of human resources development initiatives were composed of standardized classroom training programs. At present, the advancement of human resources has developed into a wider emphasis on enhancing learning and success in the workplace through maximizing human ability (Salleh, 2012). However, most companies implement training and development programmes to increase employee efficiency, productivity and competitiveness in the company (Kadiresan et al, 2015). As Fauzi, Ahmad, & Gelaidan (2013) mentioned that employees who have been trained and developed believe that their commitment to the organization is significant and that they will work for the company for several years upon arrival. Besides, a coherence of thorough development and efficient training will contribute to an effective increase in the performance of the company. Raihan

(2012) pointed out that if you want to retain employees, organizations should focus on employee development plans, such as training and development. These plans may establish a psychological contract with employees, which creates a strong sense of commitment. Good preparation and on

condition that training is necessary for the advancement of employee assistance and that adequate expenditure should support it (Ashton & A., 2001).

The two most common approaches are internal and external training methods. Ahmed, Abdirahim Abubakar (2014) argued that it is necessary for both the workers and the company to engage in internal and external training courses. For internal training, it is the most economical solution because internal training is usually provided by the human resources department, so there is no additional cost, and mutual training of employee's means that they prepare courses or educational materials themselves (Troy, 2017). Internal training is because it is generally casual and it is delivered by workers who are familiar with others. Education that is not effectively coordinated or systematically defined will not be taken seriously by those involved in the program. Due to the need for staff training, it may take up a lot of staff time. This means that productivity levels may temporarily decrease and other daily tasks may also be negatively affected (Troy, 2017). For example, Daimler offered internal training called the talent training program "Inspire – the Leaders' Lab". It is intended for young professionals with initial practical experience who wish to train directly for the management positions of the company. This program will have provided cross-departmental insights, first-class training, and personal guidance to practice the employee have better productivity (Daimler, 2018).

For external training, it makes it possible to take workers out of their comfort zone, ultimately pushing them to try new ideas or methods to project completion. For instance, the use of training methods such as Six Sigma training will change the company's management structure and enhance the overall coordination between different departments of the company (Training Methods: Internal vs. External – What's Best For You?, 2017). Moreover, external courses provided by professionals must be proficient in training topics and teaching or effective techniques to ensure proper training. Professionals will use their rich experience in a range of businesses to enable them to have a deep understanding of the specific disciplines they choose to train employees (Troy, 2017).

For example, Mercedes-Benz has launched a five-month Leadership Development Programme (LDP) for its management staff. This program is to ensure all their leaders can cast and communicate vision, are passionate about the product and services, and able to motivate and develop others. Besides, Mercedes-Benz provided this program to their employees is because Mercedes-Benz wants to create a team which is highly motivated and fully competent. Moreover, their employees will continuously be improving on their skills. This is because new skills are important to design a new differentiated product.

2.5 Working hour

Working is generally characterized as the amount of time spent by a person performing a job or assignment (Brett and Stroh, 2003). As Shagvaliyeva & Yazdanifard (2014) stated because of the advantages that flexibility provides to both workers and employers, many companies offer workers flexible working hours. The most common advantages are greater employee efficiency and enhanced profitability of the company. Often, flexible working hours are to promote work-life balance and achieve it.

As Anderson and Kelliher (2009) point out, according to some previous studies, flexible work can increase employee loyalty and engagement, enhance organizational participation, and improve job satisfaction. Flexible work packages help attract and retain outstanding employees in the organization. Information technology helps managers to work longer hours and build standards that even at irregular hours, weekends, and other non-standard periods, managers can continue to do their job (Kurland & Bailey, 1999).

Time source is the focus of paid job because it will extend working hours and decrease the time available for family activities, making it harder for workers to fulfill family duties and maintain family relationships (Voydanoff, 2004). Each severe worker has a purpose of his or her own that motivates him or her to work longer hours. The most common belief, according to a study, suggests

that individuals enjoy the intellectual challenge and the excitement of achieving something big (Sabil & Marican, 2011). According to Nazri, Tengku, & Winn (2008), shift work has been reported as being related to numerous health issues impacting not only workers but also the economic and manufacturing industries. There are several studies have reported the association between long hours of work and negative health outcomes, including lack of sleep, depression, and anxiety, and cardiovascular disease, especially stroke (Cho, Ju, Paek, Kim, & Jung-Choi, 2018). Employers in all organizations providing flexible timing benefits to maintain their valuable workers have been shown to improve the morale, commitment, and efficiency of employees, minimize employee turnover, worker's time, and recruiting costs (Abid & Barech, 2017).

For example, Mercedes-Benz USA (MBUSA) allows its employees to work at a time that suits them and their families. If the employee is not able to go to work, they can relay instructions via Skype or telephone. MBUSA understands that their employee's work-life balance is important when it comes to productivity and efficiency in the workplace. Work-life balance is important to keep workers to be motivated and creative. Therefore, MBUSA provides its employees to have flexible working hours to balance their working and life hours, so that their workers can be more creative to come out with the new differentiated products.

3.0 Conclusion

Human resource management has played an important role in every organization. Without excellent human resources management, an organization cannot establish an excellent team composed of professional staff. There are four key functions of human resource management (HRM) that have been discussed in this report, including recruitment and selection, compensation, training and development, as well as the working hours. Each HRM function has its benefit to the organization. In the recruitment and selection functions, it enables organizations such as Mercedes-Benz to find a well-trained professional workforce with innovative thinking and high soft skills, which can help the company achieve its strategic and financial objectives. In the training and development function, as an employee, if HR can organize more training activities and formulate a talent training plan, employees can improve their professional knowledge and ability level, improve work efficiency, and finally achieve promotion through outstanding performance. An example like Mercedes-Benz provides an internal or external training program to improve worker productivity and the ability to solve the problem. No matter in any training, this can improve the employee's lack of ability issues and also help in improving the company's performance.

Moreover, when employees enter an organization, the company should formulate a reasonable and complete salary, benefits, and performance evaluation system. If employees do not receive reasonable compensation after completing their work tasks, they will easily become lax about their work and cause staff turnover. A company like Mercedes-Benz provides the agreement that consists of the compensation related to the manager and employee in detail. This action will motivated and give guaranteed for workers to have the mood and loyalty to work for the organization. Furthermore, for working hours, whether the flexible work schedule involves working days, flexible daily working hours, or telecommuting, this will affect the efficiency of the company and employees. It is related to the company like Mercedes-Benz where it allows workers to have a flexible working hour to complete the tasks. By having this, the employees would have more time to release stress and have the flexibility to better meet family and personal needs. As a result, employees can come out with new and creative ideas for the company.

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