

A STUDY ON HUMAN RESOURCE FUNCTION: RECRUITMENT, TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL AND COMPENSATION

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Abstract: *This conceptual paper explains the contribution of human resource function particularly recruitment, training and development, performance appraisal, and composition in an organization. This paper is underpinned by Guest Model (1997) which explains the mechanism of the HR functions which are integrated with the HR strategy to achieve organization goals. Entirely this paper highlights the basic understanding of each HR concept discuss in detail with relevant examples. Thus, this paper will provide comprehensive understanding for the novice reader particularly on HRM field. Besides, this paper could inspire other researcher to investigate more about the function empirically.*

Keywords: *Recruitment, Training and Development, Performance Appraisal, Composition, Guest Model*

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1.0 INTRODUCTION

In the late 1900s, HRM has become more significant as management team view employees strategic resources and caused the HRM take on strategic responsibility. This had in turn motivate the researchers to analyse the HRM process that can enhance competitive advantages of a company (Barney, 1991; McMahan & McWilliams, 1992; et al.). In the first ten years of 20th century, the prior study regarding employees and work had triggered the development on human resource management topic. At that time, within the academic field had created publications, associations, and conferences

interested in human resources (HR). This had showed that HRM is a hot topic regardless within educational institution, academic research, business field or the whole society.

According to Armstrong (1997), HRM can be described as "a vital way to deal with obtaining, creating, overseeing, rousing and picking up the dedication of the association's distinct advantage – the individuals who work in and for it". As per Lin et al. (2018), human resource management includes all activities related to the deploying the correct people in the right place and managing the employment relationships within the workplace. H. Aguinis and S. O. Lawal (2013) added HRM is an organizational function boosting the employee's performance to meet their employer's objectives and it includes job design and analysis, recruitment, selection, training and development, performance appraisal, compensation and related legal issues. It is a systematic approach to the manage employees successful within an organisation in order to help them achieve a competitive advantage in their market. It is structured to optimise workforce efficiency in the service of the employer's corporate objectives. HRM is mainly concerned with human resource management inside organisations, concentrating on strategies and processes. In the other word, HRM is actually a kind of employee management, which emphasizing those employees as corporate assets. In this case, employees are sometimes known as human capital. Since employees are consider as business assets, the goal toward an organization is to utilize employees effectively, minimize the risk and maximize the return on investment (ROI).

2.0 LITERATURE REVIE

2.1 Guest Model

Guest model was developed by David Guest in 1997. This model perceived that the HR manager has specific strategies to start by implementing certain practices and observe the result of the practices. These outcomes included the behavioural, performance and financial outcomes. The model emphasizes the logical sequences of six components start with HR Strategy, HR practices, behavioural outcomes, performance outcomes and financial outcomes respectively (Guest, 1997). This model could help to guide the HR managers to increase the performance of the employees in order to achieve the organizational goals.

First function, of Guest Model is formulating human resource management strategy. Human resources strategies set out the strategic objectives and the details or action of human resources practices. The human resource strategic consists of three main strategies that are differentiation (innovation), focus (quality improvement), cost (cost reduction). The human resource strategy must include the objectives and the actions (human resource practices) to achieve the goals. For example, a company strategic objective is to reduce cost of employees and the action will be taken is to reduce the bonuses of low performance employees.

Next moving towards the second stage, implementing human resources practices included the main function of human resources which are recruitment, selection, training and development, performance appraisal and compensation. Recruitment is used to generate a pool of qualified candidates who are potentially to join the organization and fit to the job vacancies. Selection is a way used by HR manager to screen out the most suitable employees from the pool of qualified candidates. For example, the HR managers may screen the applicants from application form, interviews, ability and aptitude tests, and so on. Training and development is to provide information or guidance to employees to boost their skills, knowledge to improve their performance. Performance appraisal is used to provide feedback on employees' development and team performance. Compensations refer to the total of all remuneration given to the employees in exchange for their work.

Successfully implementation of the second stage will benefiting by observing the outcome. In this model, there can be achieved effective outcomes that influence overall organisational effectiveness. The HR managers can evaluate the outcomes from the aspects of commitment of the employees towards the organization, the quality of the employees' performance and flexibility of an employee.

HRM outcomes are highly associated with behaviour outcomes. There are various aspects that can make impact on the overall effectiveness of the organisation. For example, HR managers can observe the behavioural outcomes of the employees from the aspects of employees' effort or motivation, cooperation and participations, and the organization citizenship. With the impact of human resource activities, the performance and practices of the organizational behaviours are improved and as a result improving the organizational performance of the company.

The fifth stage of Guest Model is known as performance outcomes. The performance outcome can be evaluate as positive (High) and negative (Low). In positive view, the HR managers can evaluate the productivity per day of the employees, the quality of works, innovation of the employees and so on. However, from the negative view towards the employees' performance outcome from employees' turnover rate, absenteeism, number of conflicts within organization and complains from the customers. The human resource management activities under this model able to improve the performance of employees by providing effective trainings and development programs that make impact on overall organisational performance. Last but not least, financial outcomes also one of the ultimate stage of Guest Model which mean there can be achieved effective and efficient utilisation of resources that can help in effective financial outcomes in the company that provides growth to the company in positive manner. The HR managers can assess the financial outcomes from the profits and return on investment of the company.

<i>HRM strategy</i>	<i>HRM practices</i>	<i>HRM outcomes</i>	<i>Behaviour outcomes</i>	<i>Performance outcomes</i>	<i>Financial outcomes</i>
Differentiation (Innovation)	Selection	Commitment	Effort/ Motivation	High: Productivity Quality Innovation	Profits
	Training				
Focus (Quality)	Appraisal	Quality	Cooperation	Low: Absence Labour turnover Conflict Customer complaints Labour turnover	ROI
Cost (Cost-reduction)	Rewards				
	Job design				
	Involvement	Flexibility	Organizational citizenship		
	Status and Security				

Source: Guest, 1997

Figure 1: Guest Model

2.2 Human Resource Practices

2.2.1 Recruitment

Recruitment is a method of recruiting people with acceptable credentials to apply for work openings within the company (Michael et al, 2019). Recruitment is defined as the process of seeking the

potential employees via identifying, interviewing, shortlisting and hiring the suitable manpower to fit into the positions in the organization (Renuka and Vijaya, 2014). The aim of recruitment is to generate a pool of eligible applicants before the selection process for job openings. It helps to search the qualified applicants from recruitment sources and adopts recruitment methods to attract potential candidates to the company. The importance of recruitment process is not only generating the pool of potential candidates, but it also increases the success rate for the selection process (Anoosha, 2012). This is because the recruitment process will screen the disqualified applicants either based on the education level and experiences on the position. According to Siddique (2004), well-designed HR systems not only decreases the turnover rate of the workers, but also makes a substantial contribution to financial results and effects on the competitiveness of the company. The significance of recruitment could encourage healthy relationship among the employers and employees (Radhika, 2018). In addition, it also determines the present and future requirements of the organizations and formulate plans accordingly.

There are two recruitment sources which are internal sources and external sources. Basically, there are five internal sources for recruitment which included promotion, demotion, transfer, job posting and job bidding. The human resources managers can search potential employee for job vacancies by promoting, demoting or transferring the current employees to the particular positions. Job posting is a way to conduct internal recruitment to inform employees that the job openings via job posting (Michael, 2019). For example, some company may send out e-mails and SMS to notify the people in the organization about the vacancies. Job bidding is the process for the employees who think they are eligible to apply for the posted job.

Moreover, there are six external recruitment sources includes advertisement, recruiting in Colleges and Universities, employee referrals, walk-ins, employment agencies, and internships. Organization can search for pool of potential candidates by advertise job vacancies in newspaper or job search website. College or Universities recruiting requires the recruiter visit the college or universities and discuss the company with large group of people. Then, the recruiter may choose the potential candidates after the students compete for the job offer.

In addition, the current employee in the organization can refer or recommend someone outside of the organization. If the person is hired and show good competitiveness, the referred employee will be rewarded by the HR managers. Walk-ins are people who directly approach the HR department for employment. Walk-ins will have to fill up the application form for pre-screening. If the HR managers are available of time, the candidate may go through a quick interview to evaluate the suitability of the candidates.

Furthermore, organization can also source the potential applicants through employment agencies. Normally, private employment agencies may charge for the service fees after the candidates had gone through at least three months of probation period. Internships is a work experience offered by the organization to give the students exposure to the working environment in their related field of study. Usually, an internship programme can be 2 months to 12 months period. The organization may pay an allowance which usually less than the normal salary to the interns. The organization can hire the interns at the end of the internship period based on their performance within the internship period.

Wal-Mart as an example, its human resource management supports the promotion of hourly sales employees to managerial positions. The company's human resource management also uses on-the-job trainees as an internal recruitment source. There is only a small population of trainees working for Walmart, such as in positions in sales and marketing. Occasionally, the firm absorbs trainees in

the positions for which they trained. Transfers are used to temporarily fill positions at Walmart, based on current short-term HR needs. In this human resource management approach to recruitment, some current employees are transferred to other positions or locations to fill gaps in the workforce. Walmart sometimes uses transfers to satisfy high HR needs during Black Friday.

External recruitment is when the Wal-Mart looks to fill the vacancy from any suitable applicant outside the business. First, respondents to job advertisements are the biggest external recruitment source used at Walmart. The company's website is the main human resource management portal for this recruitment source. Job openings are regularly posted on Walmart's corporate website for interested applicants. Next, the firm's human resource management has recently emphasized campuses as a significant external recruitment source. American Public University (APU) entered an agreement with Walmart to give academic credits to the company's employees, based on duration of employment and performance reviews. And previous applicants are a less significant external recruitment source used at Walmart. The company's human resource management objective in using this source is to maximize cost-effectiveness of recruitment. Many of these previous applicants were already evaluated but were not hired or did not pursue employment at Walmart.

2.2.2 Training and Development

Based on Haase (2019), training and development is one of the human resource management's function which used to address the difference between actual and expected performance. It is a practise of organizational which aimed at delivering information or guidance in order to enhance the efficiency or to help their employee to achieve the necessary level of knowledge or ability. According to Bagga and Srivastava (2014), training and development is a process of acquiring or transmitting the abilities, skills, and knowledge to bring out a particular task or mission. Comprehensively, it concentrated on developing the thinking's abilities and decision making of employee, management of complaints, customer support, and so on in order to achieve organisational objectives (Elnaga & Imran, 2013). Robinson (2019) stated that using the best training and development strategies have been recognised as a need for an organization to enhance their competitive advantage. Urick (2017) also stated that on-the-job training able to bring a huge innovation to organization.

Elnaga and Imran (2013) have stated that training and development help individuals in reducing their frustration or dissatisfaction that encountered in workplace. According to Asim (2013), training and development of employees serve as the tool in enhancing the abilities and competencies of employee that required to do a task, it also provides the opportunity to make employees become more comfortable with the outcomes of their success. Not only that, but enhanced competencies also contribute to improve the performance and retention. This is because the outcome are not as expected when a task is not performed well, and therefore the employees will has a sense of demotivated to keep well performance in their workplace. They might even decide to leave the company as they will think that think they are no longer productive in the company and are not satisfied with their work. According to Bapna et al (2013), therefore, training and development is an important part in human resource, as it can not only maximize personal returns, but also attract better talents into the organization. Also, Atif et al. (2010) added that, training and development is one of the effective methods to increase the commitment of employee as it able to motivate the employee in organization that helps reduce turnover.

Apart from increase the commitment, training and development also able rising the organization's productivity. This is because it not only able the employee more resourcefully, but it as an opportunity for employee to learn their roles and work more competently. There are different studies suggest that

training and development has a positive relationship on the productivity of workers. For example, the research of Satterfield and Hughes (2007) showed that training and development have the impacts on the actions and capabilities of the employees, which results in better performance and constructive improvement for the employees. Ekaterini and Constantinos Vasilios (2009) reported that training and development is one of the most common approaches to improve the employee's productivity. Rohan and Madhumita (2012) also indicated that investment in trainings such as problem-solving, decision-making, human interaction, and collaboration has also had a significant influence on the pace of development of companies and on their performance.

Training and development could increase the performance of the employees. At any level of the organization, such as strategy, tactics or operations, the need for employee training and development may occur within the levels. At strategy level, Nassazi (2013) has noted that senior leaders have identified training and development needs based on strategy, objectives, as well as mission of organization. At the tactical level, the middle managers are responsible for working with other business departments or units in order to determine training and development needs. The leaders at lower level of management is responsible to identifying the operational need which more focused on the performance of individual and department-specific subjects. Jehanzeb and Bashir (2013) mentioned that training and development can be used as a method to guide a person and improve their operational and managerial skills when needed to perform a job with the resources which providing by organisations. So, their employee will turn into more comfortable with their work and more efficiency in performing their tasks which lead the organization to be more effective (Jehanzeb & Bashir, 2013). Therefore, in order to leverage and maximise the value and capacity of employees, training and development are the core aspects of every business.

In Wal-Mart, their training included on the job training as well as off the job training. For on the job training, Wal-Mart uses job rotation as on-the job training by rotating management trainees through three or more departments of the store such as customer service, HR, credit etc. during first two years of the job. At the same time, mentoring from existing leaders are also optimized by Wal-Mart as on-the-job training method through which organizational leaders such as store managers, district managers, regional vice presidents etc. share their knowledge, skills and experience with new employees.

On the other hand, as an off-the-job training method, Wal-Mart uses online or web-based training, schooling or institutes and classroom training etc. to improve knowledge, skills, a capability of individuals that assist to increase organizational efficacy. For example, Walmart provide their workers with the virtual reality (VR) training simulators in Walmart academy. The technology recreate the disruptive scenarios for the employees to encounter various situations such as scenarios related to management, customer service and the Black Friday promotion. The headsets are also linked to a video screen at the front of the classroom, enabling all in attendance to see what the trainee is seeing and learn from each performance.

2.2.3 Performance Appraisal

According to Takeuchi et al (2007), performance appraisal was defined as the employers perceive that the employees' performance can be appraise critically under the measurable outcome. The performance appraisal included the common goal that emphasizes feedback on employees' development and team performance. Employee output is characterised as the outcomes of individuals with respect to process, outcomes, significance and achievement (Nassazi, 2013). The productivity, quality, efficiency and effectiveness, and attendance of work are the success indicator to measure the

employees' performance (Arinanye, 2015). It is the cumulative accomplishment of a given mission, calculated to pre-selected expectations of precision, expense and speed; or a systematic approach to enhancing operational productivity by improving the performance of people who work in an organisation. Performance appraisal is a well-designed official interface between the employee and the employees which consisting of continuous observation and assessment of employees' performance (Abu-Doleh & Weir, 2007)

The significant of the performance appraisal system is partially due to the essence of the modern business climate, which is to achieve organizational goals and remain competitive in highly competitive markets through superior employees' performance (Chen & Eldridge, 2012). In addition, the performance appraisal system can be used to assist the management decision making on termination and retention towards the employees (Rowland & Hall, 2012). According to Maley (2013), if performance appraisal is executed without clear objectives, it can have a serious impact in terms of employee's dissatisfaction and as a result of low performance and low organizational commitment by employees. Hence, performance appraisal is important in contributing to employee's motivation. This point is supported by Samarakone (2010), people tend to recognize negatively rather than no recognition at all.

Moreover, performance appraisal can motivate the employees, increase the employees' morale and thus increase their performance in work. Based on the study of Fakhimi and Raisy (2013), there is a positive relationship between performance appraisal and the employees' behavioural outcome like affective commitment, turnover intention, work effort and motivation to improve. This are also supported by Pettijohn et al. (2001), if the employees are not appraised for their good performance, the employees will perform badly in next time. However, Bekele and Shigutu (2014) stated that performance and organization commitment as well as work performance are positively related while negatively related to employees' intention to leave the company. According to Rasch (2004), performance appraisal can lead to a positive and negative impact on the employees' working outcome. If the employee are rated positively from performance appraisal feedback, they will be motivated and perform consistently well in their position. Likewise, if the supervisor provide negative feedback on employees' performance appraisal, employees will feel demotivated and therefore affect the performance at work.

Furthermore, performance appraisal as a human resource management tools can increase the employees' satisfaction in the workplace. This are supported by Jaworski and Kohli (1991), performance appraisal could bring benefits in role clarity, job performance, and job satisfaction. Based on the study by Pettijohn, Pettijohn and Taylor (2000), if an employee is evaluated with relevant criteria, it may increase the employees' satisfaction. A study done by Boswell and Boudreau (2000) showed the significance of employees perceiving the performance appraisal process as a part of the development which can influence the employees' satisfaction. According to Keeping and Levy (2000), employees' satisfaction towards performance appraisal can be evaluated from three criteria which include the interview of performance appraisal, the appraisal system itself and the performance ratings. Blau (1999) agreed that employees' satisfaction towards performance appraisal system will also affect their overall job satisfaction.

Wal-Mart Stores, Inc. (2015), Wal-Mart's human resource management used performance evaluation system for their employee's performance planning. The system is the way of Wal-Mart in giving the feedback to the employees on their work performance level, as the employees would like to hear what the performance level they are. Then Wal-Mart will gives the feedback from the employees' evaluation like the methods to improve employee performance (if their performance only meets

standards) or the ways how to exceed average level of performance for those workers. Wal-Mart's human resource managers use some tools to conduct performance evaluations. One of the tool that used by human resource management of Wal-Mart is performance interview. The interview is designed to provide the information for performance evaluation. The interview will be conducted at regularly in order to keep the employee's progress up to date in the system.

In Wal-Mart, a software known as "recommended micro-tailored appraisal system" is used by human resource manager. This software is used to analyze the performance level of individual employee and team worker at Wal-Mart. The system is varies from an employee to another employee, and it is used to determine the objectives, goals, job specification, and job responsibilities. Wal-Mart uses these performance indicators for process effectiveness and efficiency through human resource management. These process will determine the efficacy and productivity of workers' work results to be assessed whether they have accomplished their task goals, objectives, duties and job requirements.

2.2.4 Compensation

Compensation and benefit is a combination of compensation system which is a package of reward from organization and employee will get the rewards from the reward from organization. (Gomes-Mejia, Balkin, & Cardy, 2012). Swanepoel et al.(2014), declared that compensation is type of incentive that the employer offered to employee in both financial extrinsic and non-financial extrinsic for the time, the professional knowledge and contributions provided by employees to meet work requirements aimed at achieving organizational goals. Similarly, Ardana (2012) also explained that compensation is anything that received by the employees as a reward because of their contribution toward company. In addition, Nel et al. (2011) explain that compensation refer to the total of all remuneration given to staff in exchange for their work. It involved claims on goods or services paid to an individual in the form that can be conveniently and efficiently transferred in cash or in form of money.

Compensation has divided into two types which known as financial compensation and nonfinancial compensation (Simamora, 2016). Based on Yu (2013) stated that direct compensation is a combined base compensation and incentives in the form of cash payment which mean the employee will received compensation directly in wages, salary, bonuses, commissions, economic benefits or profit sharing. While indirect compensation is consist of benefit program (unemployment insurance, life insurance, health insurance, pensions insurance, payment outside working hours (annual leave, maternity leave, and holiday programs) and parking lots. On the other hand, occupations and working environment are the two main type of nonfinancial compensation. Occupations included sense of responsibilities, accomplishment, recognition, challenges and interesting tasks. While the working environment included comfortable working environment, relax working atmosphere competent supervisor and sound policies.

Compensation of the employee is considered as one of the main human resources management's functions (Absar et al., 2010). Ray and Ray (2011) also considered that the compensation is very important to employees as compensation is one of the key reason why people work. This is because compensation is essence for both employees and employers in term of employees' recruitment, retain and motivation. According to Bagga and Srivastava (2014), the key goal of compensation programme is to rewards the employee in order to attract and retain them based on their skills, competencies, performances, knowledge as well as experience. Again, it must be an important motive to compensate workers for their intrinsic performance and also for producing the desired operational outcomes. One of the study from Maniam Kaliannan; Shanmuga Pillaiyan (2015) has linked that an organization's

performance and development to its ability to recruit, motivate and retain staff through providing competitive salaries and adequate incentives.

According to Khan et al. (2014), the commitment of the employee able be improved and their level of satisfaction toward work can be enhanced by identifying the influence of compensation. Qasim et al. (2012) claimed that monetary incentives play a crucial role in assessing job satisfaction. According to Yaseen (2013), a proper compensation scheme such as recognition, promotion oppourtnities, or payment able enhanced an employee satisfaction. Of course, pay is one of the main components of work satisfaction, as it has a significant influence in determining work satisfaction. Mangi et al. (2011) also indicated that compensation has positive relationship with work satisfaction which it is the key indicator of work satisfaction. Shoaib et al. (2013) concluded that an attractive, desirable, and competitive compensation packages are now perceived to be one of the most significant factors impacting work satisfaction because they meet both financial and material needs.

The compensation and benefit that provided by Wal-Mart included 401(k) contribution, education benefit, and exclusive discount. Wal-Mart matched 401(k) contributions, up to 6% of salary. 401(k) plan is a defined-contribution retirement account offered by many employers to the employees. Workers can make contributions to their 401(k) accounts through automatic payroll withholding, and their employers can match some or all of those contributions. The investment earnings in a traditional 401(k) plan are not taxed until the employee withdraws that money, typically after retirement.

Wal-Mart also partnership with Guild Education, our Live Better U program to provide education benefit. It gives associates the opportunity to earn debt-free, high-quality degrees in business or supply chain management for just \$1 per day. Walmart covers remaining costs and other required fees. Associates can receive college credit for paid training at Walmart Academies. As of 2019, associates have already earned more than \$317 million in college credits. Walmart also offers education benefits for GED, high school completion, language training and professional development. For employees, Walmart provides exclusive discounts on travel, cell phone services, entertainment and other goods and services not available in Walmart stores.

3.0 CONCLUSION

In conclusion, employees are the most important strategic resources for a company to gain competitive advantages in this competitive business environment. Nevertheless, Human Resource Management function are applied from first contact to the potential employees until the employees leave the company. In short, there are five main function in Human Resource Management, recruitment, selection, training and development, performance appraisal, and compensation. Based on the explanation above, Human Resource Management is more concerned with human resource management inside organisations, concentrating on strategies and processes. In contrast, Strategic Human Resources Management (SHRM) is crafted to help businesses better fulfil the needs of their employees and at the same time supporting business priorities and objectives. It can be described as connecting human resources to strategic goals and priorities for optimising market efficiency and cultivating an organisational culture that fosters creativity, resilience and competitive advantage. In an organization, SHRM means embracing and including HR as a strategic partner in the formulation and execution of business plans through HR practises such as recruitment, procurement, training and awarding employees. SHRM is more important nowadays because it not focusing on internal human capital, but it relies on long-term target human resources systems which it is emphasis on addressing problems that have a long-term and sometimes external influence on personnel management programmes. Hence, the primary purpose of strategic human resources is to improve the efficiency of workers by concentrating on market barriers that exist beyond human resources. The primary

actions of a strategic human resource planner are to identify important HR areas where initiatives can be applied over the long term to increase overall employee engagement and productivity. Communication between HR and the company's top management is crucial, as collaboration is not achievable without active involvement.

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