

**A CRITICAL ANALYSIS OF THE CONCEPT OF HRM
ENGINEERING AND EFFECT OF HUMAN RESOURCES
MANAGEMENT OF ORGANISATIONAL PERFORMANCE**

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Abstract

Purpose: Basic purpose and main aim of this study is to discuss the concept and theory of HRM engineering and also the impact of human resource managers on organisational performance. In this study, a detailed background regarding human resource management has been provided along with its effect over organisational performance.

Design: The researcher has made use of positivism philosophy and descriptive design for the study. On the other hand, the researcher also missed some points like leadership development and its impact on organisational performance, which are considered as a literature gap.

Findings: The researcher has used 50 samples of the employees of the organisations and has found that the talent acquisition, technological skills, and workforce planning have an impact on the organisational performance. The researcher has found some objectives, which help, in the further analysis of the study. During the same period, in this study some effective factors of human resource management such as talent acquisition, technological skill, workforce planning has analysed here.

Keywords: Human resource management, technology acquisition, Organizational performance

1. Introduction.

1.1 Background Study

Human resource management covers a wide range of areas within any organisation from hiring employees to deliver a proper service. Therefore, they also have a significant impact on the positive organisational performance [1]. Often, it seems that the human resource managers help any organisation to hire experienced and suitable employees for their organisation. Based on

their work experience HRM provides proper job responsibility to them. Generally, the success rate of the task will be increased which helps to improve entire organisational performance.

1.2 Problem Statement

Like the benefits of human resource management, it also has some major challenges, which can negatively affect organisational performance. Here, HRM faces several kinds of challenges such as staff training and development, talent retention, ensuring diversity and inclusion and many more [2]. For example, it seems within the organisation that HRM provides proper guidelines regarding the organisational behaviour. Here, if the staff did not follow these guidelines in a right way, then within the workplace, they create a situation of workplace discrimination. It directly affects employee satisfaction and due to lack of workplace collaboration, the organisational performance affected. This is one of the major challenges, which is faced by HRM and has not a impact on organisational performance. So, to resolve the problem HRM is required to find out top talent for their organisation and develop their training process where every employee knows about organisational behaviour [3]. Therefore, by a collaborative work style they provide best effort which help to develop the organisational performance.

1.3 Purpose and Objectives

The primary purpose of this study is to sort out the idea of HRM designing and effect of human asset the executives on authoritative execution.

RO1: To analyse the importance of talent acquisition in organisational performance

RO2: To determine effective technological skill behind the development of organisational performance

RO3: To provide a detailed workforce planning in order to maintain organisational performance

1.4 Meaning of the review

Here, through help this propose study, human resource managers of different organisations become able to know about their role. During the same period, they are also capable of being aware of the HRM related challenges and create a backup plan to develop their organisational performance.

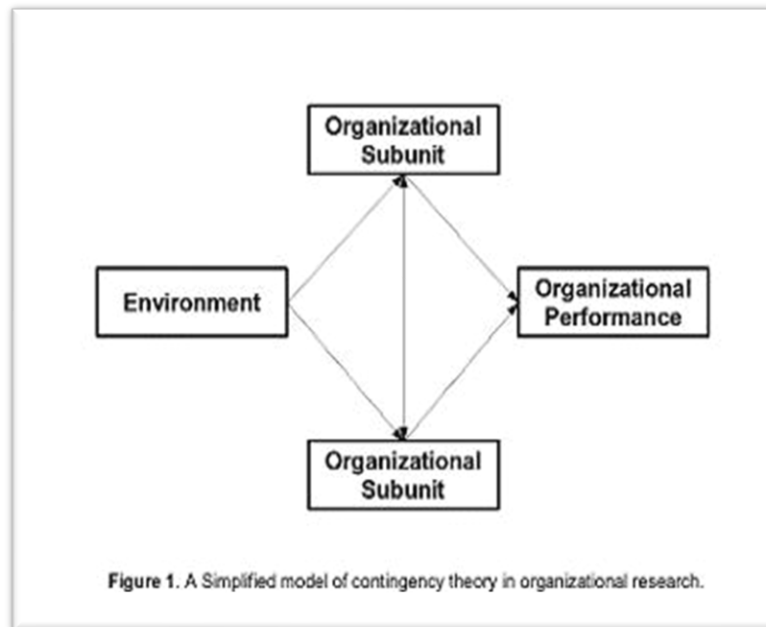
2. Literature Audit**2.1 Theoretical Supporting****2.1.1 Strategic Contingency Theory**

Figure 2.1.1: Strategic Contingency Theory[4]

Among all of the HR related theories, strategic contingency theory is very popular and effective. Based on this theory, it is very important to focus on the contingency and strategic attitude of employees [4][18]. Human resource managers will be able to better understand their employees needs and points of view if they focus on their future skills. This idea can be used in many ways but one of the most important is that it helps HRM show off their skills both now and in the future and it also helps to make HRM design more general. At the same time, human resource management became a useful tool for finding effective parts that have a big effect on how well a group does its job [5][20]. On the other hand, it is also proposed by a theory that HRM also has a huge range of strategies, which become very effective in order to improve the entire organisational performance.

2.2 Definition of Variables

Organisational performance indicates a process of the entire business process, which is conducted by management[6]. Apart from this, from the measurement of organisational performance any organisation also become able to understand whether their organisation going through a right process or not. During the same period, development of organisational performance also ensured organisational success as well.

In simple terms, talent acquisition refers to finding top talent for an organisation. Here, by the help of talent acquisition, HRM of any company can find proper employees for their organisation who are suitable for their business nature[3]. Generally, by experienced, talented

employees any company can easily deliver a better service than before which develops the organisational performance at the same time.

Technological skills help any company to bring evaluation in their entire organisational performance by making it automated [7]. In this case, by implementing various technological skills employees are also able to perform their role by different tools, which help to complete the process within a proper time. In this way, technological skill affects organisational performance positively.

The main function of workforce planning is to provide a detailed framework regarding organisational performance[8]. Here, with the help of detailed workforce planning, staff are also able to conduct their job roles in a systematic way, which ensures improved organisational performance and provides more opportunity to the company as well.

Benefits and employee wellness focus on employee well-being so they become satisfied within their workplace [2]. In order to improve organisational performance by employee well-being the human resource management also provides several facilities to employees such as incentives, casual leave, holiday and many more.

2.3 Hypothesis Development

Dependent Variable (DV): Organisational performance

Independent Variable (IV): Talent acquisition, technological skill, workforce planning

Moderate Variable (MV): Benefits and employee wellness

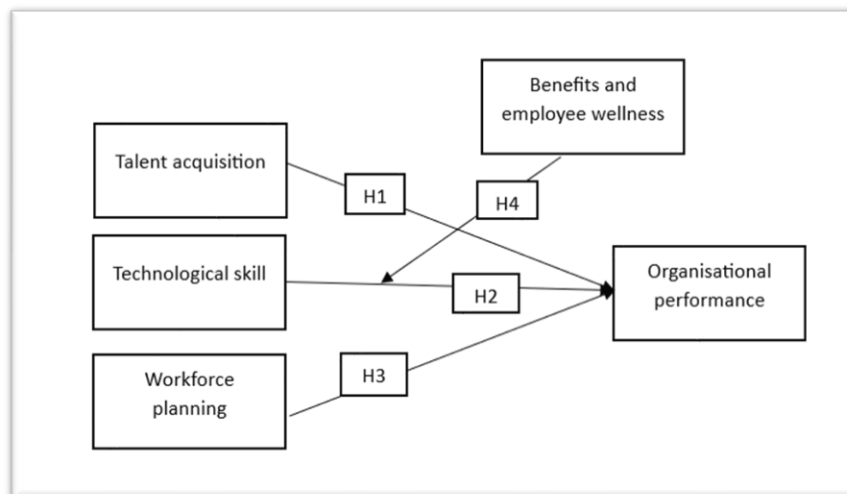


Figure 2.3: Hypothesis Development

(Source: Created by learner)

Talent acquisition has a positive impact on organisational performance because it finds talented employees for the organisation[9]. For example, in the case of retail organisations the HRM is more aware about those kinds of employees who have talent to engage with customers in an innovative way. Therefore, make the customer satisfied by a talented employee's organisation capable of developing their growth during the same period.

Like talent acquisition, technological skills also positively affect organisational performance. In this case, HRM engineering provides a lot of technological equipment such as artificial intelligence, big data, cloud and so on [10][16]. All of these allows the human resource managers to look over the entire business process and develop those areas where required improvement. In this way, technological tools and skills both of these are helpful to develop organisational performance.

On the other hand, workforce planning positively affects organisational performance. For example, it was figured out that by the help of detailed workforce planning HRM managers could guide their team members in their job role [1]. Furthermore, this planning also helps to conduct the task within a proper time and deliver it within a time, which has a significant impact over organisational performance.

Benefits and employee wellness as a moderate variable have a decent relationship between organisational performance and technological skills. In this case, with the help of technological skills, employees become able to complete their task within a short time and most of their tasks become automated [6]. Therefore, it represents that technological skill is beneficial for employee wellness. On the other hand, it also determined that by providing sufficient facilities and focusing on the wellness of employees, they become satisfied and provide their best effort, which has a direct positive impact over the development of organisational performance.

2.4 Literature Gap

Several aspects of human resource management that improve business results have been covered in this research. Still the researcher did not discuss the importance of leadership development, which is also significant for positive organisational performance. Developing leadership helps any company to bring changes in their working process, which become more beneficial for the improvement of the organisation.

3. RESEARCH METHODOLOGY

3.1 Research Design

The research was conducted in accordance with positivist research philosophy. The descriptive design and deductive technique were also used in the research. The study has made use of these techniques because the researcher finds it easy to make use of these methods that are already utilised previously by the earlier researchers. It provides accurate results for the study.

3.2 Data Collection Method

When getting the information for the review then the main focus is also on how to gather the most important information. Scientists can get the answers they need by asking judges simple questions. The review likes important information gathering procedures because they use direct or rough data which gives more accurate results, and valid data, which guides the review. What this does is give the analyst the exact information the scientist needs to finish the study in the best way possible. The most reliable and least time consuming way for the expert to do the study is to gather important information. In this way, specialists may be able to gather information more quickly and easily.

3.3 Population and Sampling

A group of 150 workers is chosen by the expert to be company representatives. The presentation of the association and the management of human resources are the main topics of this staff study. These workers at random from the general population to take part in the study using a simple, unstructured evaluation process which was the simplest and most useful tool they had access to [11]. It is this process that gives the analyst the best and most correct evaluation results.

3.4 Data Analysis

A quantitative data analysis is used to guide the study. Experts say that quantitative data analysis is the easiest to understand because it only looks at the most important facts for the investigation. The researcher conducts an online survey over the respondents of the study collecting their responses for conducting the research [12]. The researcher provides certain Likert scale questions to the respondents in order to collect their responses for the study. This helps the researcher to gather the appropriate result for the research.

3.5 Pilot Study

The researcher conducts a reliability test, which is considered to understand regardless or if the researcher has obtained reliable data for the investigation [13]. This is considered as the pilot test, which helps researchers to understand whether the data collected by him is useful in supporting the study and the hypothesis constructed by him for the study.

3.6 Validity and Reliability

In addition, the focus shows that the analyst's information is correct and reliable enough to guide the probe. The review's findings are reliable because they were made by experts who gathered the data. The expert also believes that the data is reliable enough to use for the test.

3.7 Ethical Consideration

The study maintained the ethical considerations and followed the "Data Protection Act 2010" of Malaysia (malaysia.gov.my, 2023). The researcher has used the data as it is collected by him from the respondents and has not manipulated any of the data while conducting the study.

4. Result And Findings

4.1 Demographic Information

The specialist doing the review views the segment details as private information concerning the respondents. It reflects the subtlety of the respondent such as their age, gender experience and others [14][17][19]. The demographic details are considered significant for the researcher to understand the nature of the respondents that are used by him for the study. It helps the researcher to have a knowledge about the respondents that he is using and helps the researcher to understand the type of result that the research is going to provide.

Column N %

Age	Less than 25 years	74.0%
	26-30 years	18.0%
	31-40 years	8.0%
	41-50 years	0.0%
	51-60 years	0.0%
Gender	Male	48.0%
	Female	48.0%
	Others	4.0%
Experience	0-5 years	58.0%
	6-10 years	30.0%
	11-15 years	12.0%
	More than 15 years	0.0%

Table 4.1:*Details about Demographics*

(Sources Created by Learner)

So this above table represents the demographic details such as age, gender and experience of the employees that are used as the respondents for the studies. The above stable represents that the majority of study participants are between the age range of that is less than 25 years. 18% of them lie in the age group of 26 to 30 years. 8% of them belong to the age group of 31 to 40 years. On the other hand, it is seen that an equal number of respondents are male and female. 48% of the respondents are male and 48% of the respondents are female. The 4% that is left of the total respondents has responded as others in the survey. 58% of the respondents have responded to have 0 to 5 years of experience. 30% of them have stated that they have experience of 6 to 10 years and 12% have experience of 11 to 15 years.

4.2 Reliability Test

The researcher needs to know if the data he has gathered for the study can be trusted. This is what the dependability test is for. With the help of a dependability test, the researcher can decide if data from people who actively took part in the study can be used. If the test's Cronbach

Alpha number is between “0.7 and 0.9,” the study is thought to be safe. The reliability test helps the research to test whether the data collected by him is considered suitable for the study. The data suitability is one of the significant aspects of continuing with the research.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.710	.717	11

Table 4.2: Cronbach Alpha Test

(Sources Created by Learner)

So With the study data, the researcher can find the Cronbach Alpha value from the stable stated above. It ranges from 0.7 to 0.9, with 0.710 being the middle number. This means that the researcher can trust the data that was used for the study. So, the review’s findings are believable and back up the researcher’s original hypothesis.

4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis is often used by researchers to find out if the independent factors have a big effect on the dependent measure. Multiple linear regression analysis [15] shows the connection between the regresses and the regression that the researcher does during the study. Multiple linear regression analysis can be used to find out if changes in the independent variables have an effect on the dependent variable or if the dependent variable is affected by the independent variables in some way, either directly or indirectly.

Coefficients^a

		Unstandardized Coefficients	Standardized Coefficients			95.0% Confidence Interval for B	
Model	B	Std. Error	t	Sig.	Upper Bound	Lower Bound	
1 (Constant)	.573	.759		.756	.454	-.962	2.108
TA1	-.055	.190	-.289	.074	-.438	.329	
TA2	-.011	.197	-.058	.054	-.410	.387	

TA3	.238	.235	.160	1.011	.018	-.238	.713
TS1	-.118	.226	-.089	-.522	.004	-.575	.339
TS2	.288	.191	.247	1.511	.039	-.098	.674
TS3	-.135	.159	-.132	-.847	.402	-.457	.187
WP1	.435	.296	.249	1.471	.049	-.163	1.033
WP2	.007	.219	.005	.031	.975	-.436	.450
WP3	.228	.225	.177	1.012	.018	-.228	.684
BEW	-.119	.190	-.096	-.628	.534	-.504	.265

a. Dependent Variable: OP1

Table 4.3: *Analysis of Multiple Linear Regression*

(Sources and Created by Learner)

The following table lists the pros of the different methods scientists use to find out if free factors have an effect on the dependent variable they are looking at. Since the critical values for the two rules used for the main independent variable are close to 0.05, it can be assumed that the primary free component has a direct effect on the dependent variable. The standard TA2 and TA3 have values less than 0.05. Only TA1 has a value greater than 0.74. On the other hand, the standard used for the second independent variable has two values that are TS1 and TS2 to be less than 0.05 and the value of TS3 is greater than 0.05. Therefore, the second independent variable has a partial impact on the dependent variable.

The significant value of the third independent variable standards also have to be standard whose values are less than 0.05. The value of WP1 and WP3 are less than 0.05 so it has an impact on the dependent variable. The significant value of the moderating variable that is BEW is greater than 0.05 so it does not have any impact on the dependent variable.

5. Conclusion And Recommendation

5.1 Conclusion

Here, from the entire study it has been found that by the help of the HRM engineering concept the HRM of any organisation can improve their organisational performance. It is also identified that human resource managers of any organisation hired talented staff for their organisation, which allows them to provide best service to their customers. Apart from this, it has also

discussed that by focusing on the benefits and wellness of employees it helps HRM to develop their organisational performance by helping satisfied employees.

5.2 Linking with Objectives

RO1: To analyse the importance of talent acquisition in organisational performance

Talent acquisition is one of the effective factors to develop organisational performance. In this case, HRM engineering helps the company to find proper staff for their organisation. Therefore, by help of suitable and talented employees the organisational performance automatically improved.

RO2: To determine effective technological skill behind the development of organisational performance

Applying several kinds of technological skill, the entire organisational performance becomes automated and provides a quick service to their customer. Here, different kinds of technological skill will allow the organisation to bring change in their business process and by developing it they also make their customer satisfied which is one of the keys for successful organisational performance.

RO3: To provide a detailed workforce planning in order to maintain organisational performance

The human resource managers of any organisation not only associate with hiring, selection and training of employees. Along with this, they also provide a detailed workforce plan for their team members. Maintaining this plan, they can easily perform their role and achieve organisational goals at the same time. In this way, a proper workforce planning helps to control over organisational performance.

5.3 Recommendation

Some recommendations for the development of this study will be provide here-

HRM of any organisation need to analyse the concept of HRM engineering in more detail, which ensures the positive organisational performance in future.

It is also recommended that HRM of any company be required to implement some advanced technology in order to bring changes in their organisational performance.

5.4 Future Scope

In future, this study should focus on the skills, knowledge of human resource managers behind organisational performance. In this case, based on HRM skill the success of organisational performance becomes more developed.

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