Standard HRM Practices: A Review & Theoratical Framework

Ruchi Singh Maurya,

Junior Research Fellow
IMS, DAVV, Indore (M.P.). IMS,
DAVV, Indore (M.P.), India

Dr. Anindita Chatterjee,

Assistant Professor,
IMS, DAVV, Indore (M.P.). IMS,
DAVV, Indore (M.P.), India

ABSTRACT

Enough time has passed since the evolution of term HRM that if we now look back and consider how practices of HRM has evolved we may get hundreds of HRM practices enumerated by different scholars with their respective outcomes. Some scholars tried their level best to legitimize HRM practices to a great extent, so that it can be understood that which are the major HRM practices, yet the key issue here is the distinctive approaches to these practices. This paper aims to give a comprehensive review, summary, and discussion on various perspective and approaches on adoption of particular HRM practices that have appeared in the literature. The authors of this paper after reviewing various models and researches extracted ten standard HRM practices. In addition to this they additionally attempted to indicate the outcomes of these seven practices for organizational success.

Keywords: HRM models, HRM outcomes, HRM practices, &Organizational success.

INTRODUCTION:

Albeit a portion of the organizations in US kept utilizing the label "Personnel Management" however by mid-1970's "Human Resource Management" started supplanting it completely (Schuler & Jackson, 2005). Numerous scholarly sources had a clear view that HRM goes well beyond a renaming of personnel management. They are strongly of the opinion that HRM stresses on introducing new practices that are appropriate for present evolving & continuously changing world (Bowers & Akhlaghi, 1999).In order to be effective, the HRM system must be supported by a framework of best practices. If we consider HRM as a discipline, HR Practices are its backbone. These practices not only help to manage employees, but also in maximizing organizational integration, employee commitment, flexibility and quality of work (Guest, 1987).Since last three decades organizations have been operating in a new unstable and shaky socio historical set up. A number of commentators have asserted that the social, economic, political and technological environment in which organizations operate has fundamentally changed which is necessarily pushing organizations to adopt new outline and restructure it (Collings & Wood, 2009). Due to these changes there has been a dramatic change in structure of HR function & practices as well.

The very first HRM model dated back to 1984 described only four basic HRM practices and their interrelatedness i.e. selection, appraisal, development and rewards. It also suggested that these have an impact on organizational effectiveness (Fombrun et al., 1984). Several other models came after it which had considered different factors like environmental factors, contingency factors, various outcomes and proposed number of different HRM practices. The authors of this paper after doing an extensive & thorough literature reviewextracted ten standard HRM practices.

LITERATURE REVIEW:

HRM practices are particular practices, formal policies, and philosophies that are intended to draw in, develop, inspire, and hold employees who guarantee the successful working and survival of the organization (Tan & Nasurdin, 2011). Before adopting particular HRM practices for retention of employees one should be aware of

different perspectives of it. Scholars emphasized that HRM practices can be considered from three distinct perspectives (Delery & Doty, 1996); (Alusa & Kariuki, 2015): Universalistic perspective, Contingency perspective and Configuration perspective.

As indicated by the universalistic point of view, organizations from various sectors, across industries, and through different time periods should utilize a progression of selected human resource management practices (Tzafrir, 2006). Universal perspective assumes to keep up that there are always human resource management activities that are superior to others, and in this manner, organizations should adopt these activities (Harel & Tzafrir, 1999). (Harel & Tzafrir, 1999) based on their study identified six practices consistently considered to be strategic and universalistic HR practices. They are recruitment, selection, compensation, employee participation, internal labor market and training. Contingency perspective on the other hand focuses on external & internal fit which suggest that the choice of HR practices should be determined by the context within which they are applied (Clinton & Guest, 2013). Contingency theorists argue that, in order to be effective, an organization's HR policies must be consistent with other aspects of the organization (Delery & Doty, 1996). As per configuration or system perspective, HRM practices must fit with one another, and desired workforce characteristics and consequent workforce performance are achieved through the entire system of practices and the goodness of their internal fit (Delery & Gupta, 2016).

KEY PRACTICES CHARACTERIZED IN LEADING HRM MODELS:

Various major models of HRM have been identified in order to provide a systematic framework to give a deeper insight into the nature and significance of Key HRM practices. Fombrun et al. (1984) gave "Matching Model" that defined 4 Specific HRM Practices Selection, Appraisal, Development & Reward with organizational performance as its outcome. Further "David Guest Model" proposed nine varied practices(Job design, Change management, Recruitment & selection, Appraisal, Training & Development, Manpower flow, Reward & Communication) for organizational integration, employee commitment, adaptability, flexibility & quality of work (Guest, 1987). In 1998 another model named "Best Practices Model" characterized seven practices for successful organization i.e. Employment Security, Selective hiring, Self-managed teams and decentralization of decision making, High compensation contingent on organizational performance, Extensive training, Information sharing throughout the organization & Reduced status distinctions and barriers (Pfeffer, 1998).These models try to legitimize HRM practices to a great extent, so that it can be understood that which are the major HRM practices, yet the key issue here is the distinctive approaches to these practices. Various authors based on their studies specified a number of HRM practices with respective outcomes. Summary of those practices are listed in the table below:

Table 1: HRM practices proposed by various scholars

HRM practices	Author
Career Development, Training, Direct Employee Participation, Developmental Appraisal, Mentoring	(Maresaux et al. ,2012)
Retention Oriented Compensation, Diversity, Seniority based compensation, Structural training & development	(Ngo et al. ,1998)
Reinforcement through leadership, Organizational culture	(Hiltrop ,1996)
Bundle of commitment-based HR practices:- Selection,Incentives, andTraining and development policies	(Ceylan ,2013)
Six important change related HR Practices:- Culture, Leadership,Cross functionalintegration,Training, Communication, Technology	(Maheshwari&Vohra ,2015)
105 different HR practices, grouped into four domains: Staffing, Human resource development, Hygiene factors, Supportive climate	(Jansen et al. ,2001)
Individual Performance based compensation, Merit Based Promotion, Job Security, Technical Training, Non- Technical Training, Career Planning, Decentralized Decision Making, Internal Promotions, Complaint Resolution System	(Fey et al. ,2000)
Two broad categories:-Maintenance&Development	(Veth et al. 2017)
Specific sets of high-performanceHRM practices:- 1. High Profile Personal HR Practices: Rigorous and extensive selection processes, Performance appraisal processes tolerating mistakes, Extensive offer of training plans, High-compensation systems based on knowledge	(Donate et al. 2015)

HRM practices	Author
application and skills development 2. Collaborative HR practices : Autonomy and broad job design, Participation and empowerment, Teamwork, Group-oriented incentives	
Four high performance HRM practices are identified: Performance-based pay, Participatory decision-making,Free market selection, andPerformance evaluation	(Zheng et al. 2007)
Recruitment, Selection and staffing, Compensation and benefits, Employee training and development andEmployee relations.	(Lewis, 2003)
Nine HR Practices:-HR planning span , HR development span , Relative proportion of HRM investments , Evaluation of the significance of investment in HRM compared with other investment targets in the company, Estimates of the importance of management involvement in HRM , Career planning , The organizational status of the person in charge of HRM , The (strategic) role of the HR function as evaluated by the HR manager andThe integration of personnel policies with competitive strategy.	(Lahteenmaki et al. 1998)
Training, Career opportunities, Performance-related pay, Performance appraisal, Rewards and recognition, Team working, Involvement, Communication, Openness, Work-life balance.	(Kinnie et al. 2005).
HRM Practices classified under the following headings:Work organization, Supervision, Employee involvement, Recruitment and selection, Training and learning, andPay practices, including seniority-based pay and performance-related pay.	(Petrescu& Simmons 2008)
Recruitment, Induction, Appraisal, Promotion, Rewards, Education and training, Employee empowerment, Manager involvement.	(Zibarras&Coan ,2015)
Training, Compensation, Job rotation, Job enrichment, Job enlargement, Specialized career path, Autonomous work group, Open Communication, Employee participation initiative.	(Deshpande&Golhar ,1997)
Continuous improvement, Single status facilities, Performance appraisal, Daily team briefings, Temporary contracts, Performance-related pay, Company council, Cross-disciplinary teams, Single unions, Cross training, Group decision making.	(Winfield, 1994)
Leadership Development/Succession Planning, Professional Investment, Egalitarian Practices, Developmental Performance Approach, Work-Life Balance and Family-Friendly Practices, Engagement Initiatives, Generous Benefits.	(Rao ,2016)
Ability-Enhancing HRM Practices (Selection), Motivation-Enhancing HRM Practices. (Profit-sharing,ESOPs, merit pay, individual incentives company-wide bonuses, and team/group incentives, performance appraisal), Opportunity-Enhancing HRM Practices.(Participation in Decision Making, Information sharing Quality circles, surveyfeedback, and formal grievance procedures).	(Delery& Gupta ,2016)
Four core HR practices: Selection,Socialization,Performance management, and Training.	(Albrecht et al., 2015)
Four key HRM Practices: Recruitment and Selection, Training and Development, Performance Appraisal and Rewards and Benefits.	(Aladwan et al. ,2015)
Learning anddevelopment, Communication, Performanceevaluation andRewards, Careeropportunities, Participation, Job design.	(Vanhala&Ahteela, 2011)
HRM Bundles: **Work Systems Index**: Work Teams, Problem-Solving Groups (Employee Involvement or Quality Circle groups), Employee Suggestions Made and Implemented, Job Rotation , Decentralization of Quality-Related Tasks **HRM Policies Index**: Recruitment and Hiring, Contingent Compensation,Status Differentiation, Training of New Employees, Training of Experienced Employees.	(MacDuffie ,1995)

HRM practices	Author
Seven key strategic practices:Internal career opportunities, Training, Results-oriented appraisals, Profit sharing, Employment security, Participation, Job descriptions.	(Delery and Doty ,1996)

METHODOLOGY:

Research Methodology adopted for the study isextensive literature review of articles and papers published in different reputed journals largely between 1986 and 2017.

FINDINGS:

From the table:1 it is assumed that whether there are various distinctive ways to HRM practices are open yet there are ten standard HRM practices that make a basic HRM framework (Shown in Fig. 1):

Recruitment & Selection:

An organization is a reflection of its people and the success of the organization depends on the quality of the talent employed by it (Goldstein, Pulakos, Semedo, & Passmore, 2017). Recruitment & Selection are one of the essential, fundamental, vital & indispensable HR practices (Aladwan et al., 2015); (Albrecht et al., 2015); (Ceylan, 2013); (Delery & Gupta, 2016); (Donate et al. 2015); (Lewis, 2003); (MacDuffie, 1995); (Petrescu & Simmons, 2008); (Zheng et al. 2007); (Zibarras & Coan, 2015)."Specifically, recruitment refers to the range of processes an organization uses to attract qualified individuals on a timely basis and in sufficient numbers and to encourage them to apply for jobs in the organization" (Fried & Fottler, 2008)Since Recruitment of the best employees is a crucial constituent for organizational success recruiters ought to understand the applicants' needs and enhance their recruitment services to address needs with a specific end goal to attract more qualified applicants. In addition to this the recruiter should examine their own exceptional qualities and shortcomings in pulling in best talents (Zhao, 2006). Recruitment and selection both the processes are an inseparable unit they always go hand in hand. "To a great extent, the selection process is a matter of predicting which person, among a pool of potentials, is likely to achieve success in the job" (Fried & Fottler, 2008).

Training & Development:

Training and development are very essential from both individual and organizational perspective (Aladwan et al. ,2015; (Albrecht et al., 2015); (Ceylan, 2013); (Delery & Doty, 1996); (Deshpande & Golhar, 1997); (Donate et al. 2015); (Fey et al., 2000); Kinnie et al. 2005; (Lewis, 2003); (Maheshwari & Vohra, 2015); (MacDuffie, 1995); (Maresaux et al., 2012); (Ngo et al., 1998); (Petrescu & Simmons, 2008); (Veth, Korzilius, Van der Heijden, Emans, & De Lange, 2017).Although organizations are using training and development as an intend to satisfy the gap between predetermined standard and real performance of employees for quite a while, however now a days training and development activities seek to accentuate flexibility, adaptability, and consistent improvement to ensure that organizations can survive and compete in a perpetually competitive environment (Nickson, 2007).

Performance Appraisal:

Performance Appraisal is especially critical HR practice for organizations to achieve desired outcomes including success of its performance management system. (Aladwan et al., 2015); (Delery & Doty, 1996); (Donate et al. 2015); Kinnie et al. 2005; (Maresaux et al., 2012); (Winfield, 1994); (Zibarras & Coan, 2015). Nowadays managers are aware of the real worth of their human resources considering it as an investment rather than merely an expense or overhead to be minimized. They are strongly of the opinion that a powerful performance appraisal framework includes considerably more than a mere annual or biennial assessment of an employee's past performance. This is the motivation behind why many organizations are taking the time and exertion important to build up a viable performance appraisal system so that they may help their people in achieving their personal goals, which in turn allow the organization to meet its own objectives (Rankin & Kleiner, 1988).

Reward & Compensation:

A clear, carefully conceived approach to reward & compensation system is an essential part of HRM Practices (Aladwan et al., 2015); (Delery & Gupta, 2016); (Deshpande & Golhar, 1997); (Donate et al. 2015); (Fey et al., 2000); Kinnie et al., 2005; (MacDuffie, 1995); (Ngo et al., 1998); (Petrescu & Simmons, 2008); (Winfield, 1994); (Zheng et al., 2007); (Zibarras & Coan, 2015).The complexity of the effects of reward systems in a day-to-day reference is enormous (Eerde, 2015). In the context of today's competitive era manager consider reward system as a vital constituent of Strategic planning. Leading compensation theorists believe that there is ideally a

two-way relationship between reward systems and strategic planning that have a possibly dynamic impact on organizational performance through various routes, such as attracting and retaining labour, motivating employees and reinforcing organization culture, etc. (Beaumont, 1993).

Communication:

Organizations areprobing for employee commitment inherently & undoubtedly via a number of human resource and quality practices. One of these initiatives is employee communication. (Deshpande & Golhar, 1997); Kinnie et al. ,2005; (Lewis, 2003); (Maheshwari & Vohra, 2015). Communication has been seen to be a key element in organizational strategies to promote employee involvement, which is indeed designed to lead to commitment and quality (Thornhill et al., 1996). An effective communication system is one that addresses different requirements of employees simultaneously (Linke & Zerfass, 2011).

Employee Participation:

As literature shows various authors these days consider employee participation as a kind of HRM practices (Delery & Doty, 1996); (Delery & Gupta, 2016); (Deshpande & Golhar, 1997); (Donate et al. 2015); (Maresaux et al., 2012); (Vanhala & Ahteela, 2011); (Zheng et al., 2007;).Participation practices provide employees with opportunities to participate in enhancing company performance.It takes into account both emotional and mental involvement of employees. Employees can participate in two ways (Park, 2015):Participation in Decision making &financial participation.

Supportive Climate & Organizational Culture:

Although both organization culture and climate are intangible features of organizations life however they play a very crucial role in motivating and retaining employees. They are vital HRM practices (Hiltrop, 1996); (Jansen, Van der Velde, & Telting, 2001)Culture is the foundation of any organization consisting of the values, beliefs, norms and traditions developed over a long period of time which shape principles for organization to run its business. It impact all aspects of life within the organization and in fact its employees as well. The behavior of people is largely influenced by cultural norms (Owens & Steinhoff, 1989). Climate, again, could be portrayed as something more superficial and relates to prevailing atmosphere within the business and is regulated by many antecedents viz. leadership, structure, rewards and recognition.

Career opportunities & promotion:

Consistent with the views of some scholars Career opportunities & Promotion are critical HRM practices (Delery & Doty, 1996); (Deshpande & Golhar, 1997); (Fey et al., 2000); (Kinnie et al. 2005) (Lahteenmaki et al. 1998), Maresaux et al. ,2012; Vanhala&Ahteela, 2011; (Zibarras & Coan, 2015). Career growth is a process of career improvement which includes a progression of positions with consistently expanding obligations, prestige, salary & responsibilities. Career growth opportunities and promotion; positively affect Employee commitment to the organization he/she working with (Kohlmeyer III, Parker, & Sincich, 2017). Career growth opportunities and trust in superiors, in turn, are linked to both organizational commitment and turnover intentions (Karim, 2016). It is believed that organizations can best motivate their employees by addressing to their needs like flexible working opportunities & career advancement.

Complaint Resolution System:

Fey et al. in 2000 conducted a survey of 395 foreign firms operating in Russia and defined complaint resolution system as one of HR practices resulting in increased motivation, retention, capability & development of employees. (Nurse & Devonish, 2006) Also argued that a good and appropriately created Complaint Resolution System constitutes an alternative to job action, thereby creating conditions under which the affairs of the organization are not interrupted as a result of employee disaffection or dissatisfaction

Work life Balance:

Managing work life balance is one of the major challenges of a new generation of 21st century. The ever changing work environment poses new challenges, problems, wide ranging responsibilities, greater productivity and competitiveness in the work place which in turn tend to stress and pressure, bringing imbalance in the life of employees. Hence, adversely affects employee's health, relationships and well-being (Bhatia, 2008). This is the reason why some scholars perceive work life balance as a critically important HRM practice (Rao, 2016); (Kinnie et al. 2005).
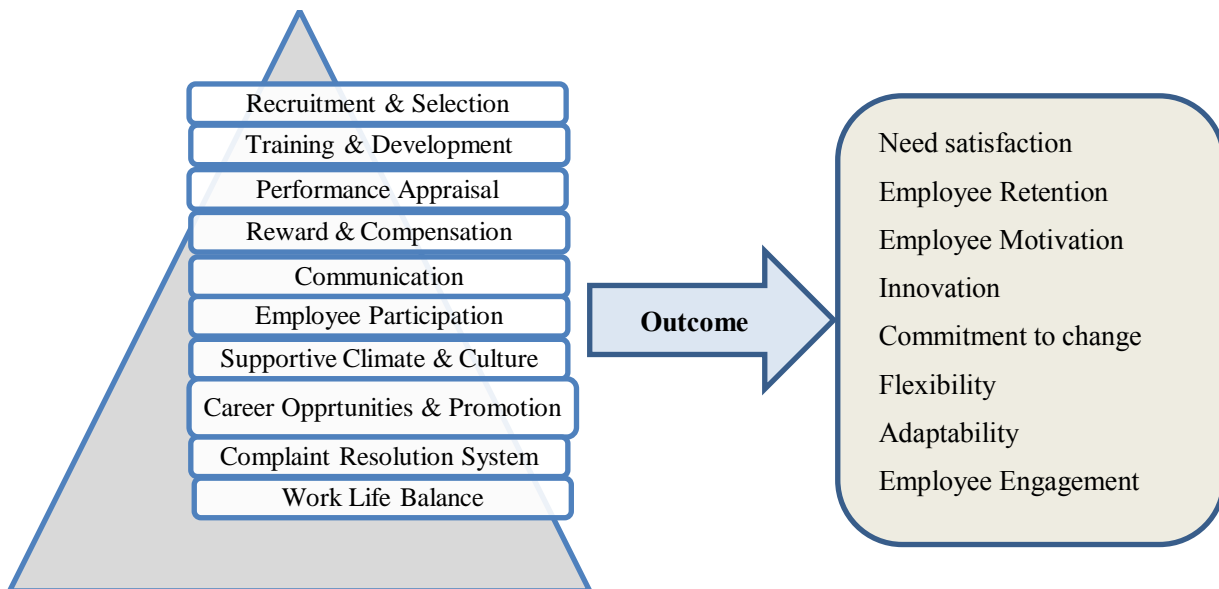
Fig. 1: HRM Practices Landscape
Source: Self-administered HRM practices landscape based on literature review of past work

CONCLUSION:

Since the origin of term HRM in mid-1970s a number of HRM practices has evolved to deal with varied factors. Consequently created debate on which are the standard HRM practices that forms basic HRM framework. In the wake of available literature authors of this paper came to a conclusion that there are ten standard HRM practices viz. Recruitment & Selection, Training & Development, Performance Appraisal, Reward & Compensation, Communication, Employee Participation, Supportive Climate & Culture, Career Opportunities & Promotion, Complaint Resolution System, & Work Life Balance. These practices enable the organizations to attain employee need satisfaction, employee retention, employee motivation, innovation, commitment to change, flexibility, adaptability, & employee engagement thus, ultimately resulting in organizational success.In this way, this review facilitated the choice of standard HRM practices within the vast amount of practices available in literature.

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