

An Analysis of Staffing Challenges and Selection Methods as a Challenging Part of HRM

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Abstract

Human Resource Management (HRM) is a phrase that refers to formal processes that are designed to manage people inside a business. A human resource manager's duties are divided into three categories: staffing, employee compensation and benefits, and defining/designing work. HRM's primary goal is to increase an organization's productivity by maximizing the efficacy of its personnel. Despite the fast rate of change in the business world, this obligation is unlikely to change in any significant way. According to Edward L. Gubman in the Journal of Business Strategy, "Human resources will always have the basic objective of acquiring, developing, and retaining talent; aligning the workforce with the business; and becoming a valuable asset to the company. Those three problems will never go away." Human Resource Management can be difficult for small businesses, especially those who don't have access to an HR department. They may be confined to just one HR person, or the CEO could still be in charge. Regardless, small business owners must recognize the obstacles in order to address them and be prepared to deal with human resources concerns as their firm and personnel expand. This paper intends to investigate HRM difficulties, make recommendations for overcoming them, and highlight new HRM challenges.

Keywords: *Human Resource Management, selection methods, Conceptualizing HR Systems*

1. Introduction

The globe is becoming borderless, and countries are rapidly integrating into a genuinely global economy, thanks to improved communication, breakthrough technologies, and the removal of economic and social obstacles. In this context, the HR manager's function has taken on even greater relevance, as he is required to establish conditions in the workplace that allow employees of all backgrounds, cultures, and nationalities to collaborate and thrive.

To put it another way, HRM is undergoing a huge shift that will alter one's professional path in a variety of ways. Employees are putting more importance on business acumen, and many administrative duties are being automated or outsourced, forcing many HR professionals to demonstrate new abilities and compete for new, sometimes unexpected jobs.

2. Literature Review

2.1. Conceptualizing HR Systems

"The pattern of planned HR deployments and activities intended to enable an organisation to achieve its goals" is how HRM is described (Wright & McMahan, 1992: 298). Rather than focusing on specific HR practises individually, the discipline is increasingly emphasising the necessity of focusing on whether and how "systems" or "bundles" of HR practises assist firms achieve strategic goals. An HR system is a set of HR procedures "espoused to be internally consistent and reinforcing in order to attain some overarching results" (Lepak et al., 2006: 221). In theory, these HR practises systems as a whole are supposed to influence performance-related outcomes (Delery, 1998; Wright & Boswell, 2002). As HR systems are more strongly associated to performance than individual HR practises, existing evidence gives some preliminary meta-analytic support (Combs et al., 2006). However, it is unclear how this combined impact happens. All practises in a system are conceptually intended to support an overarching purpose (e.g., Jiang, Lepak, Han, et al., 2012); nevertheless, it is not always apparent what that aim is, how HR systems are thought, or how practises contribute to that goal.

HR systems are conceptualised in a variety of ways, including high performance (e.g., Huselid, 1995), commitment (e.g., Arthur, 1994), and involvement (e.g., Arthur, 1994). (e.g., Guthrie, 2001). Some researchers use broad terms like HR system or HR bundle without identifying a primary strategic focus, whilst others investigate specific HR systems such as customer service or teamwork (Jackson et al., 2014). Within HR systems, there are several levels: HR policies represent an organization's stated intentions on HR practises that should be implemented, whereas HR practises reflect real HR activities (Becker & Gerhart, 1996; Wright & Boswell, 2002). Techniques are approaches that are employed inside practises, such as assessment centres in the selection process. Ability-enhancing practises (e.g., selection, training), motivation-enhancing practises (e.g., performance management, rewards), and opportunity-enhancing practises (e.g., performance management, rewards) are examples of broader types or subbundles of practises that can be used to structure HR systems (e.g., participation, job design; e.g., Jiang, Lepak, Ju, & Baer, 2012). The idea behind this level of abstraction is that there are many individual HR activities that, when grouped together at a higher degree of abstraction, generate thematically related groupings of practises.

Over a decade ago, authors bemoaned the lack of a specific and consistent definition of HR systems, as well as the wide variation among HR systems in terms of the activities contained (e.g., Lepak et al., 2006). We'll see if this has altered over time in this section. We look at how systems are labelled and what practises and subbundles they

contain to see how HR systems labelled differently can be identified from one another and how comparable HR systems labelled similarly are in terms of the practises they contain. Ambiguity concerning a construct's conceptual bounds stymies knowledge acquisition because it's not always clear what we're talking about when we analyse or compare (particular) HR systems (cf. Podsakoff, MacKenzie, & Podsakoff, 2016).

2.2. The System Element of HR Systems

HR systems research is based on the concept that the effectiveness of one HR practise is dependent on the effectiveness of other practises in the system (Delery, 1998). When practises are integrated into a unified system (internal/horizontal fit), they reinforce and synergize. When practises aren't compatible, they can counteract each other's effects. As a result, rather than examining HR procedures separately, they should be reviewed together. A system's practises can relate to one another in a variety of ways. An additive relationship, for example, assumes that HR policies have independent effects and build up without interfering with one another. In an interaction relationship, on the other hand, the effectiveness of one practise is determined by the existence or level of other practises. Practices might be replacements or have positive or negative synergy, for example (e.g., Delery, 1998).

Assuming an additive relationship between practises, calculating an HR system score often entails summing or averaging individual practise scores to provide a scale score or index (Delery, 1998). This method assumes that HRM is best seen as a unified system with the greatest impact if all practises transmit consistent signals about the organization's fundamental goals (Bowen & Ostroff, 2004). An additive index is thought to have the advantage of allowing diverse ways (i.e., different combinations of practises) to reach a high system score (e.g., Becker & Huselid, 1998). However, many people oppose the use of additive indices since they fail to capture the expected synergies between techniques, and instead advocate for methodologies that do, such as cluster analysis or interactions (Becker & Gerhart, 1996; Chadwick, 2010). The few research that examine different analytical tools to look for synergies demonstrate that the outcomes vary and that the techniques represent distinct underlying concepts about fit (Chadwick, 2010; Delery & Gupta, 2016). Overall, there are significant differences in conceptual approaches to combining, and there is debate over how to combine HR activities in a system. It's crucial to understand how the components of an HR system interact in order to investigate if "systems" do, in fact, influence anticipated outcomes. We study and analyse patterns in the area throughout time to see how much empirical attention different strategies of merging practises have gotten over time.

2.3. Study Design and Measurement

Theory and measurement are inextricably intertwined, and a lack of rigorous study designs and reliable measurement might stymie theoretical advancement in the

discipline. As a result, we go over it again. We evaluate who is utilised to offer information on the HR system as a source. Early studies primarily depended on a single (HR) manager to grade the system, which has drawbacks, such as the possibly low reliability of single-informant designs (e.g., Gerhart, Wright, McMahan, & Snell, 2000). Even if numerous respondents are used, these sources may not provide the most up-to-date information on certain practises or levels. For example, several studies (e.g., Den Hartog, Boon, Verburg, & Croon, 2013; Liao, Toya, Lepak, & Hong, 2009) focus on employee perceptions of HR systems, which may not be appropriate for all research purposes because employees may not be able to fully evaluate HR systems, particularly practises that do not pertain to them personally or intended policies. At different levels, the HR system may have distinct meanings, with different challenges connected with each level. As a result, we look at how the source utilised to grade the HR system has changed over time, as well as the levels at which the HR system is conceptualised and examined.

We also look at answer scales because there is some debate regarding which rating or answer scales are best for capturing HR practises (Wright & Gardner, 2003). Answer scales can reflect multiple conceptions and can be more objective, such as the proportion of employees a practise covers, or more subjective, such as Likert-type scales expressing sentiments about certain practises. We evaluate the investigated outcome, which is important since there may be overlap between the HR system and the outcome in research that measure how employees feel about the HR system and relate this to attitudinal outcomes. Furthermore, because HR system theory implicitly believes that time is essential in influencing performance, the discipline requires study techniques that allow for assessment of correlations throughout time and cannot rely on cross-sectional studies. As a result, we examine whether longitudinal studies are conducted and what they cover.

We look at the item types used to evaluate HR systems and see if they've changed. Item content and language might draw emphasis to different components of the workplace (e.g., organisation or management), focus on individual experiences (individual referent) or group experiences (group referent), and express objective or subjective features (Klein, Conn, Smith, & Sorra, 2001). Different item types can represent different underlying conceptual concepts, introduce different biases, and alter respondent variability, all of which can influence the construct that is actually measured (Klein et al., 2001). (Clark & Watson, 1995). Referent-shift models, for example, show that changing the referent from an individual to a group or vice versa produces two conceptually separate things (Chan, 1998). Individual referents elicit more idiosyncratic responses than group referents, in part because personal values or interpretations play a larger role in replies. As a result, item phrasing can change the meaning of the captured concept as well as the likelihood of respondents agreeing. Variation in item types and their mixed use within one scale may reduce the validity and accuracy of HR system

measurement and make results more difficult to compare. We give a comprehensive assessment of all areas of investigating HR systems (conceptualization, study design, measurement, and assessing systems) as well as the evolution of this research over time in the sections below.

3. Research methodology

Secondary data was employed in this investigation. The information was gathered via the internet, websites, and other means. Findings HR issues that are surfacing

3.1. Globalization in HRM

Every successful businessman's head has been invaded by the phrase Globalization, and the concept of the Global Village is a prevalent concern in today's commercial world. Globalization is a process that brings individuals from all over the world together in a single community connected by a huge network of communication technology. This feature of globalisation has had an impact on today's economic environment. HR managers no longer have to rely on a local, constrained market to locate the proper individuals to handle global issues; instead, they may hire people from all over the world.

3.2. Handling multicultural/Diverse Workforce

A multicultural workforce is one that includes men and women from many cultural and racial backgrounds. Despite occasional distortions created by discrimination or cultural bias in hiring, the labour force of each country is a mirror of the people from which it is drawn. Dealing with people of varying "age," "gender," "race," "educational background," "location," "income," "parental status," "religious beliefs," "marriage status," "ancestry," and "job experience" can be difficult for HR managers. When people with different expectations and behaviours interact, cultural differences can lead to communication challenges and an increase in friction. As a result, the workforce is becoming more diverse. Managing people from various religious, cultural, and moral backgrounds is a difficult assignment for HR managers. As a result, it is critical for an HR manager to foster an environment in which the benefits of diversity are maximised while the drawbacks are avoided to the greatest extent possible.

3.3. Employee Selection

Employee selection is a vital procedure for any organisation, but it is especially important for small businesses who are competing with larger companies. Employees who are knowledgeable and competent are essential for small businesses to develop and provide high-quality products and services. Not only are these challenges present, but there are a number of other factors that influence personnel selection. As a result, when

choosing the ideal employee for his company, an HR manager must examine all of these variables. The following are some of the criteria that influence staff selection:

External factors:

- **Recommendations**

Existing employees may propose family or friends to fill vacancies, whether or not the person recommended is qualified.

- Political influence

Some candidates may show up for the interview with the help of politicians who are known to the HR manager and have a good working connection with the company; in such case, we may have to choose those candidates.

- Personal bias

- Bribing Some candidates may offer bribe to make section

❖ **Internal factors:**

- Recruiting expenses The cost of the recruitment procedure may have an impact on the selection process.

- Job analysis

- Human resource planning

There may be a plan for employee selection in place prior to employee selection, and an HR manager may be required to follow that plan; he may not be in a position to make his own decisions beyond those already in place.

3.4. Compliance with Laws and Regulation

For business owners, keeping up with changing labour rules is a challenge. Many people opt to ignore employment rules because they believe they do not apply to their company. However, doing so may result in audits, lawsuits, and even the company's demise. As the HR manager will be in charge of hiring employees, it will be his responsibility to ensure that all employment laws and regulations are followed. As a result, selecting an employee while keeping all laws and regulations in mind will be extremely difficult for him. He needs to keep up with the ever-changing rules and regulations governing work.

3.5. Training and development

"Training is costly. It is more expensive without training." –Nehru Training is about understanding where you are now and, on occasion, where you will be in the future with your abilities. People can learn new information, new methodologies, and refresh their existing knowledge and skills through training, which results in significant improvements and increases work effectiveness. The goal of the training is to make an impact that lasts beyond the duration of the training and to keep employees informed about the new phenomenon. Individuals and groups can benefit from training that focuses on skill development. "Strives to cultivate the capacity to achieve and sustain a new want state that benefits the organisation or community and the world around them," says Organizational Development. In the training and development of a workforce, the human resource department faces numerous challenges, ranging from ensuring the stability of the high-performing individuals who drive the company to coaxing success from untapped potential employees and underachievers alike. Another prevalent HR issue is not investing in the training and development of lower-level employees. Some businesses are having difficulty obtaining the necessary resources. Front-line employees are among the toughest workers, and they may not have the time to attend a training course.

3.6. Balance with work life

When both husband and wife work, balancing work and life becomes more important. Working women now make about 15% of India's total female population of 150 million urban dwellers. Any company that aspires to be known as a "great place to work" must give special attention to minimising and resolving work-life conflicts among its workers. The difficulty, on the other hand, is in recognising and doing things that enable and support work-life balance without infringing on employees' personal lives. The HR department of such a company is frequently pressed for innovative ideas that are both practical and impactful. Work-life balance has been taken to new heights by successful firms in this arena, who have gone beyond simply managing domestic stresses on their employees to encouraging self-actualization.

Programs aiming at work-life balance include:

- Child care at or near the workplace
- Job sharing
- Sick leave policies
- Flexible work timing
- Care for sick children and employees

3.7. Retaining employee

Working professionals now have the freedom to work anywhere in the globe because to globalisation.

Hiring and maintaining the greatest industry professionals is no joke now that they have unlimited profitable opportunities to work.

Retaining and motivating employees by providing an outstanding work environment and providing more salary and benefits than your competitors.

3.8. Conflict Managing

There is no such thing as an organisation without strife. It is well known that 80% of conflict situations occur without the intervention of human will. Its causes are people's individual qualities, as well as the organization's structure, which is influenced by the company's culture. Organizations face a clear and present threat from work-life conflict, and denying this truth risks accepting subpar employee performance. Employee-employer and employee-employee conflicts should be handled by HR managers without harming employees' sentiments. Although it is nearly hard to prevent interpersonal disagreements, handling them gently can assist HR managers in resolving issues. To avoid future confrontations, they should be able to listen to each party, make decisions, and communicate with them convincingly.

4. Conclusion

Globalization has various ramifications for the firm, including the diversity of cultures, according to the aforementioned explanations. In today's world, HRM must develop the expertise, mindset, and competencies required to gain a competitive advantage on a worldwide scale. Because originality and innovation are believed to be the keys to success, HR managers must be on the lookout for them on a regular basis. It is heavily reliant on HR to meet the problems of globalisation, which has given enterprises a whole different perspective. Because the firm has become more adept at utilising technology, it is critical that all changes be implemented. Not only the effects of globalisation, but also other factors such as technological changes, existing employee competency and well-developed skill and knowledge among younger generations, laws and regulations governing employee benefits, and increased competition in the business environment will be a very difficult thing for an HR manager to keep in mind when recruiting and selecting the best employee.

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